

Annual Review FY25

IKEA Social Entrepreneurship



 Social Entrepreneurship

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Merlvin Sylvester, a bambangan farmer in Malaysia. Bambangan is a wild mango native to Borneo rich in antioxidants. Oupus Organics, a SEAM participant, transforms the fruit into sustainable artisinal skincare products.

Welcome to the IKEA Social Entrepreneurship annual review for financial year 2025 (FY25)

In times of uncertainty, it's often the most vulnerable who are affected first. Social entrepreneurs step in with purpose – creating opportunities for fair jobs, decent incomes, and access to essential services. Social entrepreneurs work with their target groups in unique ways, depending on their mission and context. Whether it's paying a fair price to coffee farmers in Mexico, partnering with artisans and waste-pickers in India, or raising awareness about gender-based violence in Italy – they're making a difference where it matters.

In close collaboration with our partners, IKEA Social Entrepreneurship is there to support social entrepreneurs in fulfilling their mission, offering capacity building, financial support, access to the competence of IKEA co-workers, and collaboration opportunities.

This way of promoting inclusion and diversity also contributes to the IKEA business by stimulating innovation, increasing co-worker pride and competence, and contributing to the IKEA Sustainability Strategy. It gives us a diversity of perspectives that can improve our ways of working.

Our Annual Review FY25 covers our programmes and partnerships, and provides specific examples of how our business partners, programme partners, social entrepreneurs, and IKEA co-workers work together to make people feel included, gain access to better jobs and incomes, and support themselves and their families.

This goes beyond statistics or impact claims. It's about learning, improving, and sharing – so we can keep getting better at making inclusion and diversity part of everyday life.



Åsa Skogström Feldt
Managing Director
IKEA Social Entrepreneurship
B.V.



Marie Olsson
Range Area Manager Home
Textiles, Rugs & IKEA Social
Entrepreneurship
IKEA of Sweden AB



Artisans in Mexico proudly showing off their handicrafts made for and sold by Arudeko in Mexico.

"Social entrepreneurs are essential for addressing social and environmental challenges. Collaborating with them is also good for business. It contributes to our vision, promotes innovation, and engages co-workers." - Dennis Balslev, Retail Concept Manager, Inter IKEA Group Management team

About IKEA Social Entrepreneurship and this annual review

IKEA Social Entrepreneurship includes IKEA Social Entrepreneurship Range & Supply (ISE R&S) and IKEA Social Entrepreneurship B.V. (ISEBV). IKEA Social Entrepreneurship is the “IKEA”, “we” and “our” referenced in this report.

FY25 is our financial year, from 1 September 2024 to 31 August 2025, and our reporting period for this review.

ISE R&S develops social business partnerships and co-creates products marketed and sold at IKEA franchisees.

In its 13th year, ISE R&S continues to contribute to creating long-term jobs for people furthest from the labour market by incorporating social businesses in the IKEA value chain.

In 2018, ISEBV was founded as a Dutch B.V. (private limited liability company), a wholly owned subsidiary of Inter IKEA Systems B.V., to accelerate and scale social entrepreneurship, contributing to positive social impact within and beyond the IKEA value chain.

ISEBV supports and funds programmes, innovation and investment in social entrepreneurs and enterprises, with a view to create a better everyday life for marginalised and vulnerable people. These activities exist at the intersection between philanthropy and business and

have been determined as not material for the purposes of preparing the Inter IKEA Group’s CSRD Sustainability Statement.

Together, we collaborate with IKEA franchisees, as well as range and supply specialists on social impact initiatives, contributing to the Fair & Equal commitments within the IKEA Sustainability Strategy¹. Throughout the Annual Review there are references to IKEA organisations in various countries such as “IKEA organisations in Poland and Romania”, “IKEA Netherlands”. In these cases, we are referring to IKEA Franchisees in respective countries.



See more [here](#)

This is our seventh annual review, detailing our methods, highlighting our initiatives and showcasing our contribution to positive impact. This document does not address other social and environmental impacts across the IKEA value chain.



Read more: www.IKEAsocialentrepreneurship.org

¹) <https://www.ikea.com/global/en/our-business/reports/ikea-sustainability-strategy-240904/>



Eleazar and Mónica Guevara, brother and sister co-founding team of Novabori, a social enterprise in our Mexico Accelerator programme.

Who are social entrepreneurs?

We consider social entrepreneurs to be individuals and organisations that pursue social goals through business models, irrespective of organisational or legal structure. Depending on the context and objectives, we define specific selection criteria together with our partners and stakeholders to determine which social enterprises to work with. In most cases, this means that we work with impact-first social enterprises, but we may also support more non-profit organisations or “socially impactful enterprises” – profit-first companies with strong social ambitions.

Driving change and creating positive impact

Conflicts, climate-induced weather changes, protectionism, authoritarianism and official development assistance (ODA) cuts are impacting development prospects around the world. None of the 17 Sustainable Development Goals are on track to be achieved at a global level by 2030². As a central indicator, the decade-long trend of poverty reduction has slowed. 800 million people still live in extreme poverty (3 USD per day), while the 3.8 billion people living in poverty by middle-income country standards (USD 8.30 per day) has remained unchanged since 1991³.

Social entrepreneurship more relevant than ever

Meanwhile, it's increasingly clear that social entrepreneurship is more than a niche activity, with an estimated 10 million social enterprises operating around the world⁴. In the midst of turbulence and crises, social entrepreneurship seems more relevant than ever. It combines social ambitions and an entrepreneurial mindset, aiming to address social and environmental challenges through viable impact and business models.

However, balancing impact and business is complex and resource-intensive. Beyond regular capacity-building, social entrepreneurs need access to funding, connection to local, regional

and global value chains and markets, plus support in understanding and reporting on their impact. They also need guidance to navigate accelerating digitalisation and technological development. Two examples of how our investees successfully use technology to improve the situation of smallholder farmers and other vulnerable groups are Ignitia, which improves tropical weather forecasts with AI, and PasarMIKRO, which offers an agricultural, livestock and fisheries commodity trading application in Indonesia.

So, it's more important than ever for businesses like ours to reinforce and demonstrate our commitment to sustainability and inclusion.

Fostering inclusive employment, agriculture and food, and circularity

At IKEA Social Entrepreneurship, we continue to work with partners to expand our support to social entrepreneurs, enabling them to provide jobs, incomes, products and services to people from vulnerable groups. We also continue to focus activities in our three areas: inclusive food and agriculture, inclusive employment, and inclusive circularity. These three areas combine huge societal challenges, business opportunities for social entrepreneurs, and IKEA business and sustainability interests.



A coffee farmer hand picking coffee cherries in the south of Mexico, ensuring high-quality coffee for Instituto Bios Terra, a social enterprise in the Mexico Accelerator Programme.

2) Sachs, J.D., Lafortune, G., Fuller, G., Iablonski, G. (2025). Financing Sustainable Development to 2030 and Mid-Century. Sustainable Development Report 2025. Paris: SDSN, Dublin: Dublin University Press, 2025. <https://www.tara.tcd.ie/handle/2262/111909>

3) <https://blogs.worldbank.org/en/opendata/the-world-bank-s-new-global-poverty-lines-in-2021-prices>

4) Schwab Foundation for Social Entrepreneurship and the World Economic Forum (2024). The State of Social Enterprise: A Review of Global Data 2013–2023. <https://www.weforum.org/publications/the-state-of-social-enterprise-a-review-of-global-data-2013-2023/>



An artisan from one of our social business partners, Karupannya in Bangladesh, handweaving a table-runner from banana fibre for the MÄVINN collection.

Collaboration on the factory floor

The collaboration with global social business partners continued to be centred on the MÄVINN collection. This year the collection was designed together with artisans in India, Bangladesh, Jordan and Thailand, matching local skills with IKEA design. The collection expanded through two global launches with 18 handmade products co-created with local artisans. The year also brought disruption. Floods in Thailand, volcanic eruptions in Indonesia, and political unrest in Bangladesh slowed production and delayed

launches. Support systems such as childcare provided by social businesses increased the resilience of workers beyond the workplace.

Various local IKEA markets also partnered with social enterprises that delivered products and services. Examples include Aneka Coklat that has been delivering chocolate bars made from locally sourced cocoa to IKEA Indonesia, expanding business collaborations in Mexico with Básicos de México and SmartFish, and Duitin managing waste for IKEA Indonesia.

Two new inclusive programmes come to life

During the fiscal year we've maintained and extended the collaboration with our partners to run accelerator programmes in IKEA markets, including Mexico, Colombia, Chile, Peru, Poland, Romania, Indonesia and Malaysia. We also added two new programmes that will come to fruition in FY26: one in Sweden in partnership with Reach for Change, and another globally focusing on business partnerships between IKEA franchisees and social entrepreneurs in local markets. For the first time, our global systems change programme, Dela with Ashoka, focused on equality, diversity and inclusion.

There's increasing focus on tackling systemic challenges within the social impact sector. However, finding the best leverage points within highly complex systems remains an ongoing challenge. To explore new, consistent solutions and collaborations in the field of migration, we partnered with Ashoka's Hello Accelerator

team. Social entrepreneurs, civil society organisations, business leaders, policy-makers, academics and media were brought together during the year to analyse and build collaborative solutions that drive socio-economic inclusion for migrant talent in Europe and Latin America.

To focus on our core activity of supporting social

entrepreneurs, we stopped investing in broader, locally based development programmes. The funding period of the three programmes implemented by our partners in Colombia, Mexico and Rwanda ended during the year and we won't continue our engagement in them. The rich learnings from these programmes will serve us well as we continue to develop our activities.



A cocoa farmer in Indonesia.

High co-worker engagement

IKEA co-workers continued to show their support during the fiscal year as 158 co-workers directly contributed to accelerator programmes through 183 engagement opportunities. We worked hard to find new ways for co-workers to engage with social entrepreneurs and different themes, from high-level systems to very local engagement, followed by a reflection on what these co-workers could bring back to the business.

Sharing and learning

Together with our partners, we shared stories and insights about social entrepreneurship, raising awareness and encouraging participation from IKEA businesses, other corporations, consumers, and stakeholders in the social economy. We continued to engage in the Global Alliance for Social Entrepreneurship and reported to The Rise Ahead Pledge.

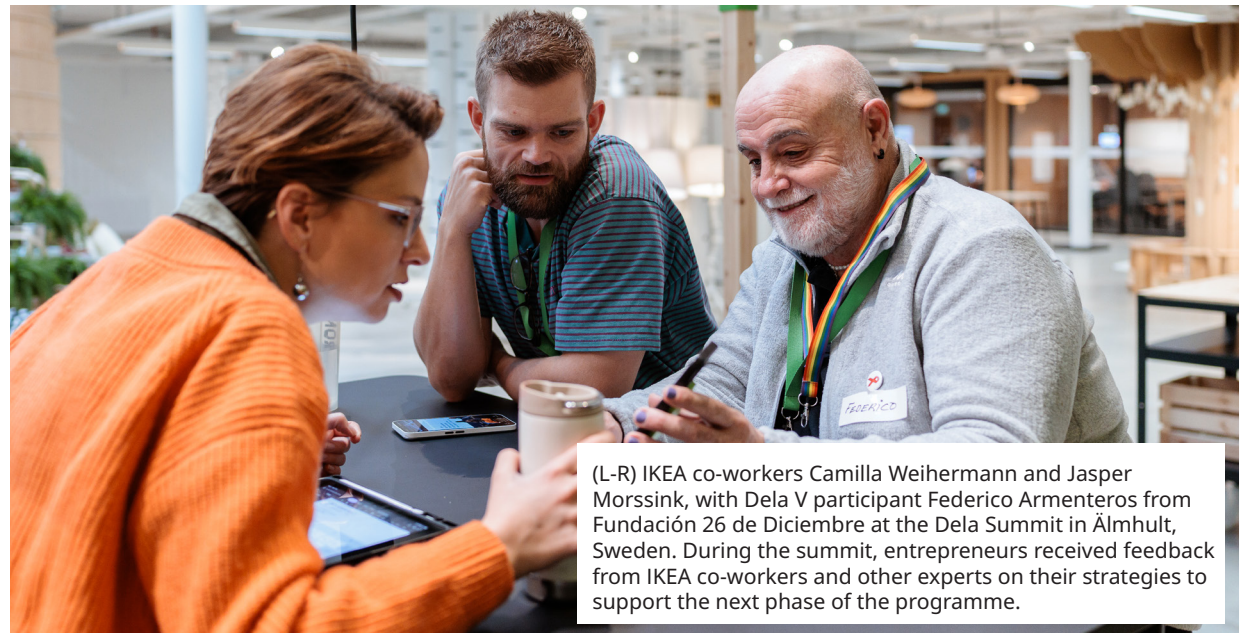
To deepen our understanding of the social entrepreneurship journey and what drives it in the Latin American context, we partnered with the School of Business and Economics at Maastricht University to conduct case studies of social enterprises, in collaboration with our partners in the region.

Throughout the year, we took part in events such as Impact Europe's Impact Week, One Young World and UNGA Week in New York. A key part of our advocacy is our active participation on social media, particularly LinkedIn.

These platforms allowed us to share our experiences and learn from others to promote social entrepreneurship.



IKEA co-workers visit Java Fresh in the Tasikmalaya regency, Indonesia during Front Day Sustainability, a new initiative to learn from and exchange ideas with the social enterprises supported by our accelerator programmes.



(L-R) IKEA co-workers Camilla Weihermann and Jasper Morssink, with Dela V participant Federico Armenteros from Fundación 26 de Diciembre at the Dela Summit in Älmhult, Sweden. During the summit, entrepreneurs received feedback from IKEA co-workers and other experts on their strategies to support the next phase of the programme.

FY25: In figures

Social entrepreneurs supported



Social business partnerships

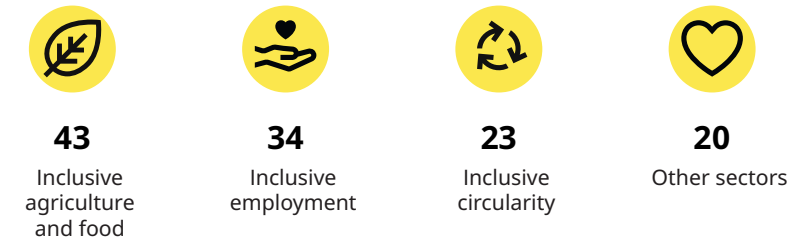


Co-worker engagement



co-workers engaged in mentoring and partnerships through 183 engagement opportunities

By theme



Social entrepreneurs put people at the centre

Behind the statistics of people in poverty or exclusion are individuals, families and communities with wants and needs. Each social entrepreneur has a unique way of providing target groups with jobs, incomes or services given their mission and the context in which they operate. Here are some examples from the social entrepreneurs we support:

Smallholder farmers

Five out of every six farms in the world are less than two hectares, and smallholder farms produce roughly 35% of the world's food⁵.

Federación Campesina del Cauca (FCC) primarily supports 483 small-scale coffee farmers in southwestern Colombia, empowering communities and promoting sustainable farming methods. Formed by five local farming associations, FCC represents and protects small producers' rights and ensures they earn a living income.

Artisans

The artisan sector is said to be the second-largest employer in the developing world after agriculture⁶. People around the world, particularly women, participate in the artisan sector, earning income and preserving cultural traditions. **Arudeko** is working to recover cultural heritage by collaborating with artisans in Oaxaca, Mexico, who still preserve the tradition of natural dyes to create textiles using a pedal loom. The aim is to provide artisans with a fairer and more stable income than they would earn from informal work.

Migrants and refugees

Around 300 million people, or almost 4% of the world's population, were international migrants by 2024, doubling since 1990⁷. **Fundación Juntos Se Puede** works in Colombia with migrants, refugees, returnees and host communities as an integration mechanism. It seeks to reduce the vulnerability of families and work toward overcoming poverty by combining legal support, economic opportunities, mental health care and community leadership development.

Waste pickers

There are an estimated 15-20 million informal waste pickers around the world⁸. They play a key role in urban waste management, while earning crucial income for themselves and their families. Based in Brazil, **iWrc** are empowering waste pickers and other workers in the recycling markets through the iWrc University. It offers a set of short courses delivered to mobile phones on health and safety, child labour and forced labour, risk identification, fair trade, cooperativism and other topics. The aim is to improve waste workers' quality of life through professionalisation, better working conditions and integration into formal waste value chains.



A waste worker from Green Worms in India collecting glass waste for an IKEA supplier.



A farmer part of the Federación Campesina del Cauca (FCC) cooperative in Colombia.

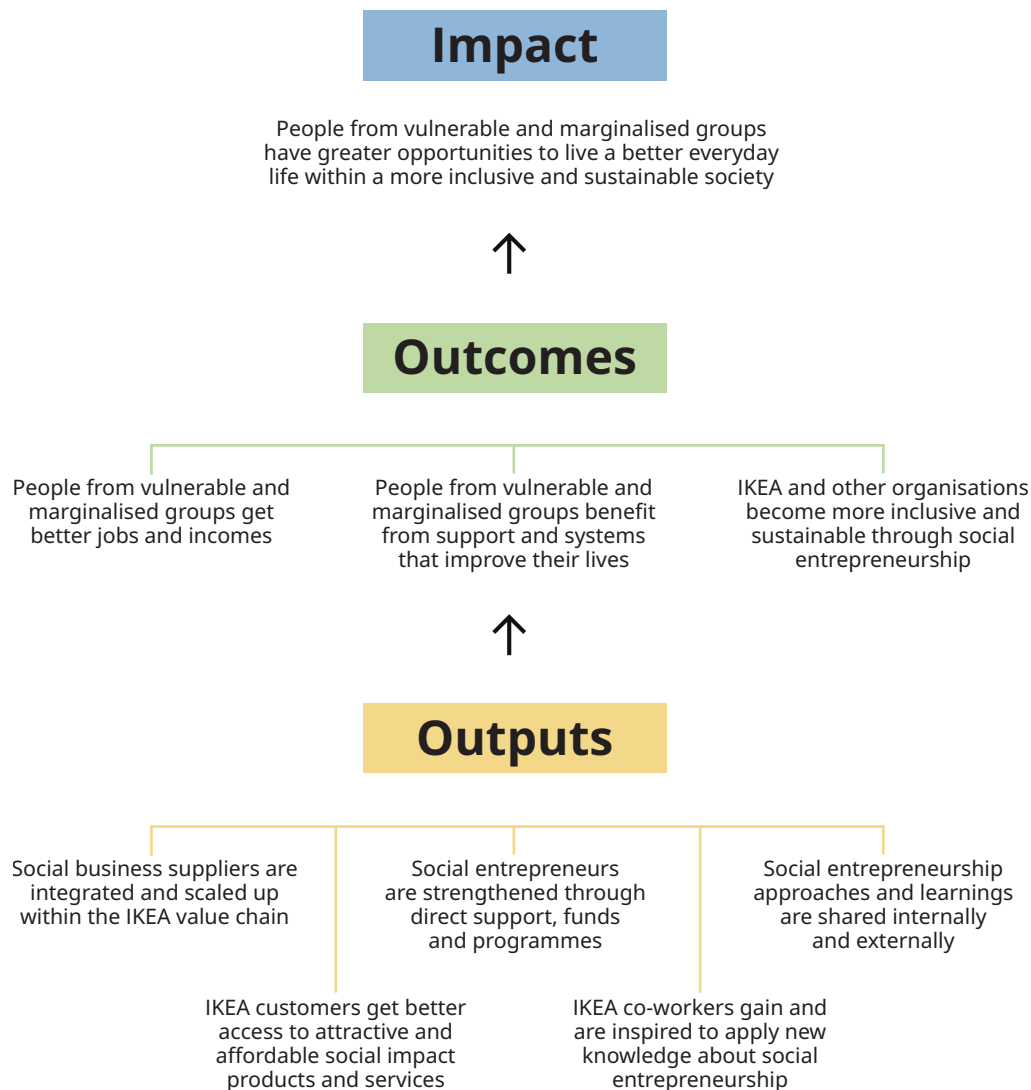
5) <https://www.fao.org/newsroom/detail/small-family-farmers-produce-a-third-of-the-world-s-food/en>

6) <https://blogs.worldbank.org/en/opendata/the-world-bank-s-new-global-poverty-lines-in-2021-prices>

7) <https://www.migrationdataportal.org/key-figures>

8) <https://www.wiego.org/informal-economy/occupational-groups/waste-pickers/>

Theory of change



Applying theories of change

The IKEA Social Entrepreneurship theory of change guides our operations and provides a common strategic framework for our work. It's the basis for our strategy and planning, partner selection and program design, co-worker engagement, research and communications, as well as performance monitoring and reporting.

Our theory of change defines our impact (goal), outcome (short and medium-term effects) and output (areas of work). Our overall target group is people from vulnerable and marginalised communities, and our social impact goal is to improve livelihoods and contribute to a more inclusive and sustainable society. We contribute to this goal by supporting social entrepreneurs that provide jobs, incomes and other support for their respective target groups.

The main chapters of this report are organised according to the five outputs of our theory of change. We hope that this makes it easy to relate our ambitions to what we do. The first and second chapters describe the work of IKEA Social Entrepreneurship Range & Supply with social business suppliers and social entrepreneurship products within the IKEA business. The third and fourth chapters cover the programmes and co-worker engagement funded and organised by IKEA Social Entrepreneurship B.V., while the fifth chapter highlights the importance of external sharing of approaches and learnings.

Great interest in the theories of change book

In 2024 we sponsored open access of an edited volume produced by the Inteval network of evaluators entitled "Theories of Change in Reality: Strengths, Limitations and Future Directions", edited by Andrew Koleros, Marie-Hélène Adrien and Tony Tyrrell, published by Routledge.

The book was published in June 2024 and was shared in different ways, including at events at the 2024 American Evaluation Association and European Evaluation Society conferences. By June 2025 the book had been downloaded more than 230,000 times. We don't know how this translates into people reading the book, but it gives an indication of the great interest in theories of change.



Download the book for free [here](#).

Partnering to collaborate with social business suppliers

We work with social businesses to design and develop products that complement the global IKEA range. This provides income pathways for people often excluded from work and presents customers with beautiful, unique, socially impactful products.

The MÄVINN collection is at the heart of our collaboration with social business partners. This year's collection was designed in collaboration with artisans in India, Bangladesh, Jordan, and Thailand, combining local skills with IKEA design to create products rich in craftsmanship and meaning.

The MÄVINN collection expanded through two global launches, introducing 18 handmade products co-created with around 3,000 artisans. Each collaboration is made possible by social business partners, who help

translate traditional skills into livelihoods.

The year also brought disruption. Floods in Thailand, volcanic eruptions in Indonesia and political unrest in Bangladesh slowed production and delayed launches. For artisans, this instability creates uncertainty. That's why the support systems provided by the social entrepreneurs – from a more regular income to healthcare and childcare – are so important in building resilience beyond the workplace.

At ROPE in southern India, women artisans don't just get jobs. They get the support that makes those jobs possible. With additional income, healthcare and childcare, they have the stability to work and the freedom to grow. Without this, many women would not be able to take up employment.

Since joining ROPE, women have increased their household income according to third party assessments. That money helps build toilets, send children to school, pay for healthcare and provide for the daily needs of their families. It also reshapes how women experience work itself.

Other partners also advanced in important ways this year. Classical Handmade Products in Bangladesh now run on solar power, while employing women and people with disabilities in rural areas. In Jordan, Jordan River Foundation provides more than 250 Syrian refugees and local women with income through hand-stitched textiles.

"Whatever problems are happening at home I can take my mind off them when I'm here. Here I have a lot of friends and there is a sense of freedom." - Gangadevi, Artisan at ROPE

Each product made by artisans carries its own story. Together, they show how craft, when supported with the right structures, can become a force for inclusion and equality.

Various local IKEA markets also partner with social enterprises that deliver

products and services. One example is Aneka Coklat, which has been delivering chocolate bars made from locally sourced cocoa to IKEA Indonesia, generating income for smallholder farmers and women in vulnerable areas of the country since 2021.



Artisans from one of our social business suppliers ROPE (Responsibility Of People and Environment) in Tamil Nadu, southern India, handweaving products for the MÄVINN collection.

FY25: Social business partners in figures



9

Social business partners



11,173

Social business job and income opportunities in IKEA production



18,892

Social business job and income opportunities across all operations*

* IKEA social business partners also produce and supply products to other customers. We encourage them to diversify their customer base to reduce dependency on IKEA orders and create a strong business foundation.

Saahas Zero Waste delivering plastic waste for IKEA products

In FY23, we partnered with the social enterprise Saahas Zero Waste in India to run a feasibility study for the collection and sorting of household plastic waste materials. In the partnership, IKEA and Saahas Zero Waste test ways to formalise employment in the informal waste sector.

The project provides training, equipment, and business skills to micro-entrepreneurs, improving working conditions and ensuring fair wages for waste collectors. The project also promotes women's empowerment, strengthens vulnerable livelihoods, and tackles the environmental impact of plastic waste. Now we're taking this partnership with Saahas Zero Waste one step further by using sorted plastic waste materials in IKEA products.



The HÅLLBAR bin makes waste sorting simple and stylish, whether for tin cans, small packages, or paper rolls. Made from 50% recycled plastic, nothing goes to waste, not even the bin itself.

Social business partners

FY25 social business partners and producers of IKEA products; launched or on-going 1 September 2024 - 31 August 2025

Name	Country	Collaboration	Product scope	Social impact
Classical Handmade Products	Bangladesh	2020	Jute natural fibre products	Jobs for women and people with disabilities in rural, vulnerable areas of Bangladesh.
Karupannya	Bangladesh	2023 approved social business. IKEA supplier since 2007.	Handmade rugs and natural fibre products	Jobs for people in rural areas of Bangladesh, people affected by flooding, disadvantaged youth and transgender people.
Ramesh Flowers	India	2020 approved social business. IKEA supplier since 2002.	Handmade products from organic waste material	Jobs for women in rural areas of Tuticorin, India.
Rangsutra	India	2013	Handwoven and hand-stitched textile products	Jobs for women and youth from rural areas in Uttar Pradesh and Rajasthan, India.
Spun	India	2020	Handwoven and hand- and machine-stitched textile products	Jobs for women in rural areas in India.
ROPE	India	2024	Wicker and natural fibres	Creating jobs and income opportunities in rural India, Tamil Nadu.
Du Anyam	Indonesia	2021	Handmade palm leaf products, market-specific for Indonesia, with ambition to scale for global collections	Jobs for rural women in traditional weaving in a remote area of Indonesia.
Jordan River Foundation	Jordan	2017	Hand-stitched textile products	Jobs for refugee women and women artisans in Jordan.
Doi Tung	Thailand	2012	Ceramics, handwoven textiles and handmade paper	Jobs for people from Indigenous and tribal groups in northern Thailand.

Weaving livelihoods into every product

By combining local expertise and craft skills from social businesses with skills in design, product development and logistics from IKEA, unique products and services come to life.

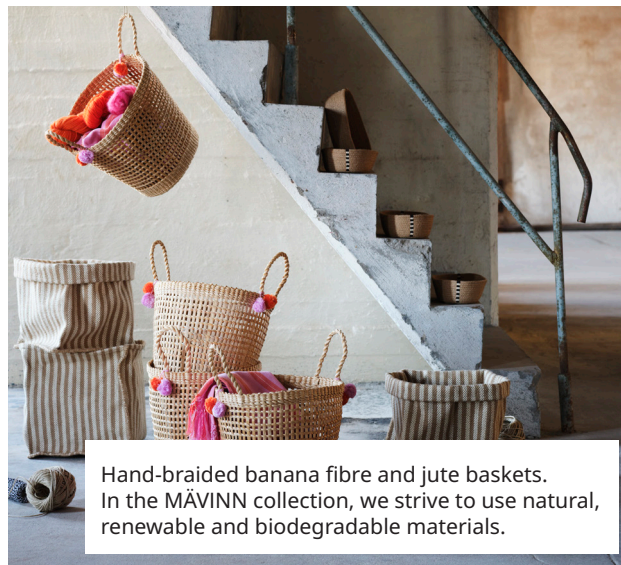
The MÄVINN collection remained the flagship this year, with 18 new products created together with artisans in Bangladesh, India, Jordan and Thailand. Each piece – from hand-embroidered cushions to woven baskets – reflects both craft and opportunity.

But the impact extends further. Karupannya in Bangladesh continue to weave jute products, including the LOHALS rug, a long-time IKEA favourite. In Thailand, Doi Tung artisans preserve craft traditions through small-batch ceramics. In Indonesia, Du Anyam supports palm-fibre weaving on a remote island, giving women flexible income alongside family life.

And in India, Ramesh Flowers transforms natural waste into handmade decorations sold worldwide.

For many artisans, this is the first stable income they have ever had. Others, like Muthulakshmi at ROPE, have grown into leadership roles, supporting families, educating children and guiding new co-workers.

Together, these collaborations show how co-creation stretches from seasonal launches to long-term staples, creating jobs while bringing handmade products to IKEA customers worldwide.



Hand-braided banana fibre and jute baskets. In the MÄVINN collection, we strive to use natural, renewable and biodegradable materials.



Artisans from ROPE, one of our social business partners in India, handweaving wall decorations made from banana fibres.



A MÄVINN cushion cover in the making at Rangсутra one of our social business partners in India, where artisans specialise in traditional Indian embroidery, and textile and grass weaving.



In this year's MÄVINN collection, you'll find 18 products specifically designed to match the skills of artisans in Bangladesh, India, Indonesia, Jordan and Thailand.

120 social entrepreneurs supported

Through our programmes and direct assistance, we support social entrepreneurs that aim to care for people and the planet.

During the year, we've welcomed 46 new social entrepreneurs to our programmes and direct support. The total number of supported social entrepreneurs was 120 compared to 104 last year, bringing the total number of unique social entrepreneurs supported since 2018 to 254. Most of the entrepreneurs reached during the year were based in regions of the Americas, Asia and Europe, with Mexico, Indonesia, Colombia, Malaysia, and Chile as the top five countries.

The social entrepreneurs mainly operated within our focus areas of inclusive agriculture and food, inclusive circularity and inclusive employment. Most of them participated in one of six running accelerator programmes. Smallholder farmers, artisans and other small-scale producers were

the main target group, followed by people with low incomes and women. The share of women-led social entrepreneurs was around 40%, just like last year.

Activities for the first cohort of the SEAM programme in Malaysia, created in partnership with Biji-biji Initiative, started during the year. In Poland and Romania, two programmes were merged into one accelerator programme run by NESsT. The other four accelerator programmes in Mexico, South America, Indonesia and the global Dela continued with formats similar to those used in FY24.

We also announced two new accelerator programmes during the year. In Sweden, Everyone's Business, co-created with Reach for Change, is an accelerator focused on business development. The other programme has a different purpose. It aims to strengthen business relations between social enterprises and IKEA franchisees. While

both programmes were designed and initiated during FY25, the final selection of social entrepreneurs and implementation will happen during FY26.

In terms of direct investments and funds, we co-invested in the Take-a-Stake waste fund in India managed by Navaka Social Business (formerly known as Yunus Social Business). We renewed our collaboration with iWrc to continue developing training programmes for waste workers. In addition, we provided a grant to PasarMIKRO – an alumnus of the I-SEA programme – for creating a new platform to digitalise the rattan value chain in Indonesia, in partnership with an IKEA supplier.



A co-worker at Aneka Coklat, one of our social business partners in Indonesia, handcrafting chocolate bars for IKEA.

A setback was the bankruptcy of i-did, which forced us to write off the loan we had provided to the social enterprise. In August, the company announced that it would re-start with the backing of new investors and continue providing vulnerable people work-based coaching. The entrepreneurial journey is not straightforward.

Another development concerns what we call development programmes, which are grant funded programmes supporting local entrepreneurs and communities within a specific sector or geographic area. All three programmes implemented by our partners in Colombia, Mexico and Rwanda have now reached the end of their funding periods and we won't continue our engagement in them. For some time, it's been decided to phase out this programme type as it's so different from our core focus of supporting social entrepreneurs and has a weak direct link to the IKEA value chain.

Nevertheless, through these programmes we've

gained valuable exposure and learnings from deep engagement with local communities.

In FY25, we provided EUR 10 million in programme funding as grants and new equity investments, a 67% increase compared to FY24. The increase is mainly driven by the launch of two new accelerator programmes, along with impact investments in a new pilot fund and a follow-on investment in one social enterprise. This brings the total grants awarded since FY19 to EUR 32 million and the balance sheet value of our financial fixed assets to EUR 4.5 million by 31 August 2025.



An artisan creating authentic Malaysian batik products at Batik Boutique, a SEAM participant.

Outcome mapping

How do participating social entrepreneurs benefit from accelerator programmes? We'll never have a complete answer to this question. It's simply not possible to isolate the effect of these kinds of programmes, given that many contextual and internal factors influence the journey of social entrepreneurs. However, we can collect and compile short outcome stories about how social entrepreneurs change during and after programmes to get a better understanding of their contribution. We call this outcome mapping.

During the fiscal year, we conducted an internal outcome mapping based on the evidence from the last two years. The stories were classified into five types of outcomes: organisational capacity,

scalability and collaboration, social and environmental impact, systems change, and collaboration with the rest of the company. The outcome stories were mainly drawn from programme reports produced by partners, but also from websites and social media accounts, insights from events and field visits.

Through this process, we collected 172 stories on 116 social enterprises. The stories show how social entrepreneurs developed their organisational capacities, businesses and impacts. This evidence suggests that the accelerator programmes selected social enterprises that were able to benefit from the support and continuously evolved during and after programme participation.

ISEBV programme funding

<i>EUR, mln</i>	Actual FY24	Actual FY25
Grants	5.3	7.5
Other new financial investments	0.7	2.5
Programme funding	6.0	10.0
Key figures		
Accumulated grant spending as from FY19	24.5	32.0
Balance sheet value Financial Fixed Assets by 31 August	2.7	4.5

Programmes and direct support

FY25 programmes and direct support; launched, on-going or completed between 1 September 2024 - 31 August 2025

Accelerator programmes

Time-limited programmes providing capacity building support and some financial funding to cohorts of social entrepreneurs selected based on specific criteria.

Programme	Geography	Timing	Participants during FY25	Description
Dela, Ashoka	Global	2019-2028	12 social entrepreneurs	One-year programme focused on developing and testing social entrepreneurs' systems change strategies. Participating social entrepreneurs receive support from IKEA co-workers and other experts.
Everyone's Business, Reach for Change	Sweden	2025-2028	11 social enterprises starting in FY26	One-year tailor-made accelerator programme aiming to develop the business and impact of social enterprises and also contribute to the development of the ecosystem around social innovation in Sweden. Programme co-created with IKEA Sweden who support with co-worker engagement.
I-SEA, Instellar Impact	Indonesia	2021-2026	10 social enterprises	One-year tailor-made accelerator programme aiming to develop the business and impact of social enterprises. Programme implemented in close collaboration with IKEA organisations in Indonesia that support with co-worker engagement.
MAP, New Ventures	Mexico	2020-2027	22 social enterprises	One-year tailor-made accelerator programme aiming to develop the business and impact of social enterprises. Programme implemented in close collaboration with IKEA organisations in Mexico that support with co-worker engagement.
NESsT, CEE	Poland Romania	2021-2027	12 social enterprises	Tailor-made accelerator programme aiming to develop the business and impact of social enterprises over a three-year period on average. Programme implemented in close collaboration with IKEA organisations in Poland and Romania that support with co-worker engagement.
NESsT, South America	Chile Columbia Peru	2020-2026	22 social enterprises	Tailor-made accelerator programme aiming to develop the business and impact of social enterprises over a three-year period on average. Programme implemented in close collaboration with IKEA Chile and Colombia that support with co-worker engagement.
SEAM, Biji-biji Initiative	Malaysia	2024-2027	10 social enterprises	One-year tailor-made accelerator programme aiming to develop the business and impact of social enterprises. Programme implemented in close collaboration with IKEA organisations in Malaysia that support with co-worker engagement.
Social Enterprise partnership programme, Yunus Social Innovation	Global	2025-2027	To be decided in FY26	Tailor-made accelerator programme aiming to support the strengthening of business relations between social enterprises and IKEA franchisees.

Fund investments

Pooled funds managed by partners that provide primarily financial support to social enterprises.

Programme	Geography	Timing	Investees during FY25	Description
MAP debt fund	Mexico	2023-2029	3 social enterprises	Tailor-made debt financing vehicle for the purpose of financing the needs of the social enterprises that successfully complete the New Ventures accelerator.
NESsT CEE Fund	Poland Romania	2022-2029	3 social enterprises	Debt financing vehicle to offer concessional loans to the participants of the NESsT South America programme.
NESsT South America Fund	Chile Colombia Peru	2023-2027	9 social enterprises	Debt financing vehicle to offer concessional loans to the participants of the NESsT South America programme.
Take-a-stake Fund	India	2022-2028	2 social enterprises	Pilot for establishing an investment fund to support social enterprises in the WASH and waste sector in India and East Africa, together with Navaka Social Business (formerly known as Yunus Social Business) and WASTE foundation.

Direct investments

Direct loan and equity investments in social enterprises.

Programme	Geography	Timing	Investees during FY25	Description
i-did	Netherlands	2020-2025	1 social enterprise	Loan investment in a small textile recycling plant to be run mainly by people with a distance to the labour market. During the year i-did went bankrupt and we wrote off the loan.
Ignitia	Sweden	2021-ongoing	1 social enterprise	Equity investment in social enterprise that provides tropical weather forecasts to smallholder farmers.

Direct grant support

Direct grant support to social entrepreneurs.

Programme	Geography	Timing	Recipient during FY25	Description
Du Anyam	Indonesia	2023-2025	1 social enterprise	Grant support to an IKEA social business supplier to further develop its operational capacity and fulfil the requirements to become an IKEA global supplier.
iWrc University	Brazil	2023-2026	1 social enterprise	Grant support to development of digital learning platform that offers training in social, environmental and management issues on a smartphone to waste workers.
Krakakoa	Indonesia	2021-2025	1 social enterprise	Grant support to an IKEA social business supplier aiming to support Rainforest Alliance certification for cocoa growing farmers.

PasarMIKRO	Indonesia	2025-2026	1 social enterprise	Grant support to an alumni of the I-SEA programme for the development of a new platform to digitalise the rattan value chain in Indonesia, in partnership with an IKEA supplier.
Saahas Zero Waste	India	2021-2027	1 social enterprise	Grant support to eco-system approach to secure an end-to-end value-chain for low-value plastic with more equitable distribution of value. This involves investment in waste management infrastructure, social impact and ecosystem development.

Social innovation

Development of innovative concepts that aim to integrate positive social impact into the IKEA value chain, in collaboration with the IKEA business, social entrepreneurs and partners.

Programme	Geography	Timing	Participants during FY25	Description
Hello Accelerator	Europe Latin America	2024-2026	1 social enterprise	Ecosystem accelerator aiming to build collaborative projects between social entrepreneurs and other stakeholders within the migration field.
IKEA Netherlands circular pilot	Netherlands	2023-2025	1 social enterprise	Piloting of upcycling of store waste for IKEA Netherlands in partnership with local social enterprises. The programme is closed.
IKEA Taiwan	Taiwan	2023-2025	1 social enterprise	Development of circular services for IKEA Taiwan in partnership with local social enterprises. The programme is closed.
RREUSE	Europe	2024-2026	To be decided	Pilot programme focused on mapping the support needs and good practices within circularity for furniture and mattress of the 1000+ social enterprises in the RREUSE network.

Development programmes

Grant funded programmes supporting local entrepreneurs and communities within a specific sector or geographic area.

Programme	Geography	Timing	Target group during FY25	Description
ILLuminating ASM, Pact	Rwanda	2023-2025	2 mines	Improve working conditions and increasing the livelihoods of artisanal and small-scale mining ("ASM") communities. The programme is closed.
SPIRRe, Ocean Conservancy	Colombia	2023-2024	26 waste cooperatives	Strengthen waste cooperatives in Colombia and enhance the collection of low-value plastics. The programme is closed.
WWF	Mexico (Oaxaca)	2020-2025	13 community conservation enterprises	Support local smallholder producers and their organisations to improve agricultural practices, governance, and gaining market access. The programme is closed.

Accelerator programme highlights Dela with Ashoka

FY25 marked a milestone with the launch of Dela V, the fifth edition of the Dela programme. For the first time, the programme focused exclusively on equality, diversity, and inclusion (EDI). A group of 12 social entrepreneurs were selected to advance their systems change strategies and test innovative ideas within the EDI space.

Over 40 IKEA co-workers and mentors, including participants from the Inter IKEA and Ingka EDI teams, IKEA Next Generation Leaders Programme, and other experts supported the participating social entrepreneurs on their systems change journey.

Early feedback from the social entrepreneurs showed high levels of appreciation, with more than half of them rating the programme 9 or

“Our experience has been very positive. The programme helped us refine our approach and systems change methodology. It also allowed us to gain an external perspective on our mission and strategies, while incorporating the IKEA corporate perspective.” - Francisco Quiñones Participant in Dela V Quartas, Co-founder of Mocha Celis.

10 out of 10, like Dela IV. Social entrepreneurs also reported that their systems change strategies were sharpened considerably during the programme.

To further support Dela alumni on their scaling journey, a six-month Dela Investment Readiness Programme was piloted in partnership with Ashoka and Social Innovation Circle during the year. Five selected social entrepreneurs participated and received tailored support and hands-on coaching to strengthen their ability to secure the funding needed to scale their impact.

Lastly, we were pleased to announce at the end of FY25 that we agreed with Ashoka on a continuation of our collaboration until 2028 for two more editions of Dela, Dela VI and Dela VII.



Mocha Celis High School is the first of its kind in the world. Located in Buenos Aires, the school offers a safe and inclusive environment for people who are trans and non-binary and from other marginalised groups.

Driving social change through sustainable education and mentoring measurement

As part of the experimentation phase of Dela V, participating social entrepreneurs and IKEA co-workers conducted joint pilots.

InVento Innovation Lab from Italy empowers young people and businesses to drive positive environmental and social change through sustainable education programmes. With the support of IKEA mentorship, Inventolab have developed the ZERO VIOLENCE project, a solution that companies can use to reflect and stimulate discussion around gender violence through a role-play board game. The game was tested with some IKEA co-workers who reported that despite previous training, they gained awareness of new dimensions of gender violence and sexual harassment.

Mentor Together is an Indian social enterprise that connects college students with professionals for career mentorship. Their pilot focuses on measuring the business return on investment (ROI) from investing in mentoring programs, specifically looking at the learning and skills that mentors gain. Co-workers from IKEA India and BT Group will be delivering 24 hours of mentorship to mentees over a six-month period. Mentor Together will monitor and analyse the skills and experience development of mentors and mentees.



Testing a game developed by InVento Innovation Lab with IKEA co-workers in Italy.



A Sea Ranger aboard a sailing work vessel. The work of Sea Rangers is highly diverse, ranging from flying drones to monitor whether large cargo ships are polluting the ocean, to exploring underwater to check if nature is restoring itself, and collecting water samples to analyse plastic pollution.



Workshopping ways to bring learnings on equality, diversity and inclusion from social entrepreneurs back to IKEA at the Dela Summit in Älmhult, Sweden.

"Great to see how some powerful questions and an outside-in view could help the entrepreneur to think big and new. I see a lot of similarities between IKEA and the social entrepreneurs." - Linn Roslund, Thought Partner in the Dela programme, Supply Area Manager South Asia, Inter Services India.

Dela alumni Sea Ranger Service is innovating ocean conservation

Sea Ranger Service joined the first cohort of Dela in 2019 and participated in the Dela Investment Readiness Programme in the first half of 2025. Sea Ranger Service is the world's first global maritime ranger service that provides navy veterans and underprivileged youth with training and job opportunities using specially designed low-carbon sailing work ships. In April 2025, Her Majesty Queen Máxima of the Netherlands christened their newest ship, SRS Janet Taylor, in Rotterdam with over 300 attendees from the maritime, government, conservation and social finance sectors.

Since his time in Dela I, founder and CEO of Sea Ranger Service Wietse van der Werf and his team have continued to collaborate with governmental agencies and secured 20 contracts for marine and environmental monitoring and conservation. Sea Ranger Service has trained 172 young people and 67 full-time rangers, 72% of whom are women*. They have been actively involved in seagrass restoration and planted more than 75,000 seagrass seeds off the coasts of the Netherlands, France, Denmark, Germany, Spain and the United Kingdom.

* <https://searangers.org/>

Accelerator programme highlights

Indonesia accelerator programme with Instellar Impact (I-SEA)

The second edition of the I-SEA programme was concluded in FY25. I-SEA II was designed with a strong focus on tailored support, ensuring that each social enterprise received assistance based on their unique challenges. Programme monitoring data indicates that it contributed to strengthening organisational capacity, fostering measurable impact and enabling collaboration among the cohort.

Social enterprises appreciated how the programme adapted to their different levels. It made the experience more relevant and effective for each of them in key strategic areas, such as operations, business model refinement, market expansion and impact communication. The leadership component was considered the most impactful activity, receiving the highest satisfaction scores. During the programme, the total number of ultimate beneficiaries of the cohort increased significantly.

A total of 42 IKEA co-workers were involved throughout as Thought Partners, mentors and event participants. Engagement with the social enterprise ecosystem was further supported through activities such as Impact Business Day, Partnership Lab, and networking sessions that facilitated connections with relevant stakeholders.

During FY25, the I-SEA collaboration continued with the preparation of its third edition, welcoming 10 new social enterprises with a focus on supporting people from vulnerable and marginalised groups in the areas of circularity, nature-based solutions, and textile.

FY25 also showed that I-SEA is being appreciated externally. At the Employee Experience Awards 2025 Indonesia, IKEA Indonesia won a gold award for best ESG Programme, thanks to the co-worker engagement component of the I-SEA programme.



Achievements of I-SEA II participants

The entrepreneurial journey has its ups and downs. Here we want to celebrate some of the achievements of the participants of I-SEA II during the programme.

Initially focused solely on online sales, Nichoa Chocolate decided to open a dedicated physical store. The new store is not just a place to shop. It also hosts hands-on workshops for both children and adults who want to learn the art of bean-to-bar chocolate-making.

Java Fresh is currently developing technology to extend the shelf life of fruits during shipment. Previously, mangosteens had a shelf life of only 10 days and could only be shipped by air, resulting in high prices that limited consumer demand. Java Fresh's innovation aims to extend the shelf life of mangosteen to 45 days, potentially revolutionising the market.

With the guidance of IKEA Thought Partners, Conservana developed a more refined pricing model to target different customer segments with their non-timber forest products. This led to better market positioning, an increase in revenue potential, and ultimately reaching profitability during the programme period. In addition, the enterprise started collaborating with partners such as other I-SEA II participants PasarMIKRO and Java Fresh, expanding its distribution network and enhancing its credibility.



Accelerator programme highlights

Mexico Accelerator Programme with New Ventures (MAP)

The MAP has been running for five years with New Ventures in collaboration with IKEA Mexico, and it has been extended to 2027. During the fiscal year, MAP 4 concluded with 12 social enterprises. A developmental evaluation and mentor feedback showed high satisfaction with the programme's personalised support, emphasis on impact, and the collaborative nature of the mentor relationships.

The evaluation concluded that MAP has grown into a more robust and strategically grounded acceleration program that equips social enterprises in Mexico with the capacities and connections needed for sustainable growth.

Its influence extends beyond its direct participants, with some elements such as a diagnostic tool, blended finance approaches and corporate engagement models being adopted by other New Ventures programmes and external actors. MAP has also strengthened IKEA Mexico's role as a champion of inclusive business practices, inspiring other Mexican corporations to engage more meaningfully with the social enterprise sector.

According to the evaluation, MAP has struck a workable balance between standardisation and customisation. It offers comprehensive support and maintains coherence through a core curriculum focused on impact and

business strategy, financial readiness and leadership, while allowing for highly tailored mentorships. To sustain these results, the evaluation recommended clearer expectation-setting for fundraising and corporate engagement.

These observations were picked up by the programme team during the year, as MAP 5 started with 10 social enterprises, offering more dedicated support to alumni, corporate alliances and investment readiness.



Sal de Aquí revitalises ancestral salt-harvesting practices in Mexico, including salt made from agave worms, ensuring fair wages for producers and offering a healthier alternative to processed salt.

Collaboration between local social enterprises and IKEA Mexico

Impactful business collaborations continue to develop between social enterprises participating in the MAP programme and IKEA Mexico.

SmartFish's canned fish products sourced from artisanal fishing cooperatives are being sold in the IKEA Mexico Swedish Food Market.

Abeja Reyna's organic honey products sourced from local beekeepers are being sold in the Swedish Food Market.

Básicos de Mexico delivers textile products made from upcycled IKEA textiles and produced by local family workshops within the ÅTERSTÄLLA collection.

Laboro is the official commercial partner of IKEA Mexico that empowers local craftspeople to offer IKEA furniture assembly services to customers after purchase.

Cerrando el Ciclo engages women in vulnerable situations to handcraft upcycled products from recycled glass donated by IKEA Mexico.



An artisan handcrafting a product from recycled glass for Cerrando el Ciclo.

Accelerator programme highlights

Poland and Romania accelerator programme with NESsT

In FY24, we merged the Poland and Romania accelerator programme with the Refugee Employment Initiative to form the NESsT Central and Eastern Europe Accelerator. The new programme builds on insights from both initiatives to improve the quality of life for vulnerable populations – including

refugees and migrants – by promoting a fair, inclusive, and sustainable economy in Poland and Romania. It focuses on supporting social enterprises (SEs) and socially impactful enterprises (SIEs) with a dynamic portfolio of 15 enterprises at any given time.



Oksana, originally from Kalush, Ukraine, has made her home in Poland where she's found a new path in life, becoming a vital part of the Olsztyn Food Bank community. Oksana started as a volunteer and now teaches children about sustainability and healthy living.



Nadiia left her hometown of Zaporozhye in Ukraine seeking safety in Poland with her daughter. She has for passion for confectionery and has been actively involved with the Food Bank's workshops, including confectionery and general culinary programs.

Getting to know Olsztyn Food Bank

A highlight of the year was a joint visit in May 2025 by the NESsT and IKEA Social Entrepreneurship teams to Olsztyn in northern Poland. In the historic facilities of Olsztyn Food Bank (OFB), we reflected on our long-term partnership in Poland, Romania and South America, together with some other social enterprises from the NESsT portfolio in Poland.

Founded in 2000, the Olsztyn Food Bank is a non-profit entity with a mission to save food waste. After acquiring food from excess reserves, OFB donates it to social organisations that provide basic needs support to excluded communities.

In parallel to its food aid services, OFB promotes innovative and inclusive food solutions in the community through educational workshops that promote zero-waste cooking, good shopping habits and conscious eating. It also offers training and placement programmes for youth and individuals facing long-term unemployment, providing courses in professional culinary skills to enhance their employability and support their entry into the labour market.

With NESsT's support, OFB has transitioned from a short-term, project-based approach to a long-term philosophy centred on sustainable, measurable impact related to job creation.

To strengthen its long-term sustainability on the business side, NESsT is collaborating with OFB to develop a comprehensive marketing strategy for its commercial activities. NESsT engaged expert support provided by IKEA co-workers in this area to leverage OFB's competitive advantage and communicate it to an external audience. NESsT also provided two investments to support OFB's digital transformation.

Accelerator programme highlights

South America accelerator programme with NESsT

The South America accelerator provides support to 22 social enterprises in Chile, Colombia and Peru with business development and access to capital. During the year, seven social enterprises graduated from the programme and three new ones joined.

Since June 2024, the programme has collaborated with the Swedish International Development Cooperation Agency (Sida), which entered into an agreement with NESsT to support enterprises focused on green value chains and circular economies in Latin America. A unique feature of this partnership is the emphasis on linking

supported enterprises to new markets through partnerships with Swedish, national or international corporations.

Since NESsT's collaborations with Sida and IKEA Social Entrepreneurship both focus on Colombia and Peru, it created additional opportunities for the supported social enterprises in these countries. One example is that NESsT and portfolio companies Agrosolidaria and Federación Campesina del Cauca (FCC) joined a Colombian trade mission specialising in coffee and the agro-industrial sector to Sweden in June 2025.



Sorting waste collected from companies and households by Bedito Residuo, a Chilean social enterprise.

Bedito Residuo makes successful portfolio exit

While each of our partners is unique, NESsT is distinguished by their investment portfolio approach to acceleration. This means that social enterprises go through an extended due diligence process before being selected and stay in the portfolio for several years, receiving both financial and business development support. There's a goal for the number of supported social enterprises, but enterprises enter and exit on an individual basis.

Bedito Residuo, a Chilean social enterprise, entered the NESsT portfolio in 2021 to scale its circular economy and waste management services. After four years in the portfolio, NESsT and Bedito Residuo agreed that the company had reached a level of maturity that allowed it to continue advancing without support. This also allows another social enterprise to enter the portfolio.

Initially focused on business-to-consumer (B2C) operations, during acceleration Bedito Residuo transitioned to a business-to-business (B2B) model. It offers sustainable waste solutions to corporations while creating employment for marginalised groups and supporting local suppliers.

NESsT provided financial investment, capacity building and mentoring in strategic marketing, financial management, human resources and governance. With this support, the company was able to professionalise its operations, scale sustainably, and track the social and environmental outcomes of its work.

Accelerator programme highlights

Social Enterprise Accelerator Malaysia with Biji-Biji Initiative (SEAM)

In the first year of the programme, 10 social enterprises developed growth plans, focusing mainly on expanding their customer base and entering new markets. They were supported by 10 IKEA Thought Partners who actively guided their acceleration journeys. To increase their visibility, the Biji-biji team has produced a series of videos of the social enterprises that will be released during FY26.

IKEA Malaysia has shown high interest and commitment to the programme. Malaysia is a big market for IKEA in Asia, with two top-selling IKEA restaurants and around 1,200 co-workers. IKEA has been operating in Malaysia for 30 years. The programme has also engaged IKEA Supply Malaysia, where 60

co-workers work in an increasingly important hub location.

A key feature of the programme is its ambition to contribute to the strength of the social enterprise ecosystem in Malaysia. The programme has established an Advisory Group Committee composed of members from diverse backgrounds, including government agencies, state agencies, corporate philanthropy arms and social enterprise support organisations. During the year, Biji-biji and IKEA Social Entrepreneurship worked with other ecosystem players in Malaysia to organise a social procurement day at the end of August 2025.



Chollin, a mother of five, works at Oupus Organics producing artisanal skincare products from bambangan seed, a wild mango native to Borneo.

Rosina's story

Rosina belongs to the Orang Asli community, which forms a national minority in Malaysia. Orang Asli mothers have limited work opportunities when they must care for their young children at home. Rosina works for The Asli Co. that trains and works with Orang Asli mothers to produce quality handmade products.

"Hi, my name is Rosina. You can just call me Nina. I work at The Asli Co. as a tailor, doing sewing work. Before I joined The Asli Co., I was just a stay-at-home wife. I used to depend solely on my husband's income. When we needed to buy things, we really had to be careful because we had to prioritise necessities first. Before I knew The Asli Co., even taking my kids on holiday was tough. Now, I can pay for the car, buy groceries, and fulfil my children's needs. To me, that already feels like a good life. It's really such a big change."



Rosina (Nina) showing off her skills at her sewing machine.

Accelerator programme highlights

Social Enterprise Partnership programme with Yunus Social Innovation

This is the first accelerator programme dedicated to fostering business partnerships between social enterprises and IKEA franchisees. The programme is a collaboration between IKEA Social Entrepreneurship and the largest IKEA franchisee Ingka, with Yunus Social Innovation as the implementing partner. There are plans to include other franchisees in the long term.



An IKEA Belgium co-worker learning from social enterprises during the mapping phase.

Ingka aims to have a more inclusive and diverse supply chain, which includes partnering with social enterprises. The programme has three phases:

- The mapping phase, which consists of mapping business needs in Ingka markets and identifying social enterprises.
- The start-up phase, which involves selecting social enterprises to run a short, supported pilot to explore a partnership.
- The scale-up phase, which expands the partnership to more stores, units, cities, or services.

The programme is at an early stage. As of the end of June, we've just started the mapping phase for two groups and opened the application for a second round of mapping and first round of start-up.

Accelerator programme highlights

Sweden Accelerator Programme with Reach for Change

The Sweden accelerator programme Everyone's Business is implemented by Reach for Change and supported by IKEA Sweden.

During a period of three years, two cohorts of 11 social enterprises each will be part of the programme, receiving

"We have sided with the many people for over eighty years, and it has never been more important to be part of creating a better everyday life for everyone in Sweden. IKEA is built on entrepreneurship, and through this initiative, we can support social entrepreneurs who make a difference every day and show that the business community has an important role in creating a more inclusive Sweden." - Emily Birkin, Country Retail Manager and Chief Sustainability Officer, IKEA Sweden.

tailored support to scale their operations and increase their social impact.

The programme focuses on creating livelihoods for vulnerable groups and the ambition is to have representation from across large areas of Sweden.

The programme will also host a series of ecosystem events that contribute to the development of an ecosystem in Sweden that supports the scaling of social enterprises.

The selection of the first cohort will be done in October 2025.



Emily Birkin, Country Retail Manager and Chief Sustainability Officer, IKEA Sweden.

Investment highlights

Take-a-stake fund with Navaka Social Business

The Take-a-stake fund managed by Navaka Social Business (formerly known as Yunus Social Business) aims to bridge the funding gap for social enterprises in the water, sanitation, hygiene (WASH) and waste sector in India. During the year, a lot of effort has gone into establishing the legal structure for the pilot fund. This was done by setting up an Alternative Investment Fund (AIF) in India. IKEA Social Entrepreneurship, WASTE Foundation and Navaka Social Business invested in the fund.

The setup and operationalisation of the AIF was a lengthy process, mainly due to the administrative complexity of investing

in India and the review of legal documentation by all stakeholders. The intention is to use a largely similar setup for the scale-up phase of the initiative. The setup of a successor fund is expected to be faster.

The fund had two running loans to Megaliter Varuna and Carbon Masters. No additional investments were made during the year, but several enterprises are in the pipeline at different stages of approval. A Technical Assistance facility has been established to complement the capital investment, blending sector-specific interventions with general enterprise support.



Farmers with a bag of Carbonlites, a bio-enriched organic fertiliser made from wet waste by Carbon Masters using circular economy principles.



A seamstress from a Básicos de Mexico family maquila who produces tortilleros for IKEA Mexico.

Investment highlights

MAP fund with Viwala

Three social enterprises were supported during the year by the MAP fund managed by Viwala. There were no new loans and one repayment. Twelve loan applications were received but did not lead to disbursements because of issues found during due diligence or enterprises finding more favourable loan terms elsewhere.

During the year, we renegotiated our agreement with Viwala. The interest rate was reduced to become more affordable to the social enterprises, while taking local market conditions into consideration. To reach more social enterprises, we're discussing with Viwala how to improve the offer further based on enterprise needs.

Complementing NESsT accelerator with loan funds

Our collaborations with NESsT in South America, Poland and Romania combine acceleration support with loan funds managed by NESsT. This allows concessional loans to be offered to the social enterprises participating in the accelerators.

Typically, these social enterprises struggle to access traditional finance opportunities, limiting their capacity to grow. To address this gap, NESsT offers recoverable grants to the social enterprises, allowing them to scale their impact and build a track record to eventually become more attractive to traditional funders.

Investment highlights

Ignitia uses AI to improve weather forecasts to support climate resilience

Existing weather forecasts don't perform well in many parts of the world. Climate change is fuelling extreme weather not captured by legacy models, and most digital solutions never reach those most affected by floods, drought, shifting pest and disease patterns, and other shocks. The UN estimates that at least one in three people lack adequate access to early warning systems like weather alerts, and more than 500 million small-scale farmers, mostly in the Global South and dependent on rain-fed agriculture, are seeing their livelihoods disrupted.

Since 2021, we've invested in Ignitia, a Swedish-based social enterprise and also a Dela I graduate. Ignitia has developed deep expertise in helping farmers adapt to climate change through advice on when to plant, apply inputs and harvest. The information is delivered

over WhatsApp, SMS and web channels to maximise accessibility. In independent studies, small-scale farmers in Sub-Saharan Africa using Ignitia's forecasts and agricultural advisory report being better prepared for climate shocks, achieve higher yields and increasing median incomes. To date, the company has reported reaching over three million individuals across the Global South and expanded from Africa, into Latin America and Asia*.

Ignitia now applies cutting-edge AI techniques to improve weather forecasts and deliver innovative climate insights that build resilience to climate change and extreme weather. It's been recognised by NVIDIA's Inception Program, Google's Startups for Sustainable Development, and most recently by the United Nations as a top AI startup advancing "Early Warnings for All".

Looking ahead, Ignitia is extending its impact beyond farming households to other ecosystems affected by extreme weather. Its forecasting and advisory services are now being integrated into supply chains, government early warning

systems for disaster risk reduction, humanitarian operations to pre-position aid, as well as insurance and logistics planning. By bridging the gap between advanced AI and the needs of vulnerable populations, Ignitia is contributing to the

creation of an environment where early warning and climate resilience are not privileges for a few, but essential safeguards accessible to all.

* <https://www.ignitia.info/>



Farmers using the Ignitia platform.

Social innovation highlight

Hello Accelerator explores new collaborations in the migration sector

Economic hardship, climate change, conflict, and political instability are forcing millions of people to leave their homes in search of a better life. The Hello Accelerator implemented by Ashoka goes beyond a traditional accelerator approach focused on individual entrepreneurs. It gathers thinkers and doers from different stakeholder groups together with systemic social entrepreneurs to find solutions for the whole migration sector.

The two-year programme aims to bring stakeholders

together to analyse, build and implement solutions that drive socio-economic inclusion for migrant talent in Europe and Latin America. The Hello Accelerator's first phase involved scoping the topic and defining geographies, mapping over 500 stakeholders across Europe and Latin America and interviewing over 100. Two cohorts of 18 participants were selected to engage in a five-month acceleration process.

In May 2025, Hello Accelerator began the

development phase. This is where we began turning promising ideas into action. The Hello Accelerator team put together three cross-sector working groups in Latin America and two in Europe, each centred on one of the selected ideas. Their role is to further develop the concept, design pathways for collective action, and begin early steps toward implementation. This phase will continue through November 2025, when a small seed fund will be activated to support initial implementation efforts.



Participants in the Hello Accelerator Europe cohort gather in Paris, France for the kick off of the development phase.



Maria Mérola, Co-director of Hello World at Ashoka, at a workshop in Santiago, Chile for the Latin America cohort of the Hello Accelerator.

"Participating in Hello Accelerator has been an eye-opening experience. The diversity of voices and regional experiences in the cohort brought incredible depth to our conversations and helped surface solutions I hadn't previously considered. The programme reaffirmed my belief that socioeconomic inclusion must be addressed through a contextual lens – one that considers the specific realities of the migrant population – and that multisectoral collaboration is essential. Through this journey, I've come to see the critical role of mapping and engaging key actors across sectors, ensuring that each one has a defined role aligned with their motivations and capacities." - Amparo Sayago Director of International Relations for the Municipality of Quilmes, Argentina.

Co-workers team up with social entrepreneurs

We believe that sharing the many and unique competencies of IKEA co-workers adds value for the social entrepreneurs we support. Co-workers also get a broader understanding of global social issues and how they can contribute to making a positive impact.

In FY25, 158 IKEA co-workers across 22 countries took part in 183 co-worker engagement opportunities within our accelerator programmes. We worked hard to find new ways for co-workers to engage with social entrepreneurs and different themes, from high-level systems to very local engagement, followed by a reflection on what these co-workers could bring back to the business.

Feedback from co-workers show it's clear that interaction with social enterprises is a way for them to live the IKEA culture and values. Many

co-workers have mentioned that they're proud IKEA is doing this and they have the opportunity give something back to society.

Co-workers in person

There was a drive from co-workers to meet the social entrepreneurs and have the opportunity to conduct some of their mentoring sessions in person.

Indonesia front day sustainability

As an extension of the IKEA Front Day tradition, which allows IKEA co-workers who don't face customers each day to get some practical experience in IKEA stores, IKEA Indonesia launched the first-ever Front Day Sustainability. Co-workers from IKEA Indonesia were given the opportunity to visit social enterprises Java Fresh and Agridesa that both work with small-scale farmers.



(L-R) IKEA Indonesia co-workers Ni Made Dwi Jayanti and I Gusti Putu Angga Wijaya in the cocoa fields during Front Day Sustainability with social enterprise Agridesa in Bali.

"I could get my hands dirty. Really touch and feel and understand. See with our own eyes how they are doing it. We could bond." - Muchamad Reviana, Quality Specialist, IKEA Supply, Indonesia

Working with equality, diversity and inclusion (EDI)

Within the Dela programme, IKEA Next Generation leaders were given an additional assignment to

capture insights from team discussions through an EDI lens, transforming these into knowledge products that could inform broader IKEA initiatives.

"Dela V directly supports the IKEA EDI ambitions by building awareness, capability and courage to engage with EDI-related challenges through the lens of lived experience and social innovation. It's creating a unique space where EDI isn't just discussed, it's practiced, felt, and translated into concrete learnings that help us reimagine the conditions that shape inclusion and belonging in practice."

- Marco Guadarrama, Equality, Diversity & Inclusion Leader, Inter IKEA

Addressing systemic challenges

The Hello Accelerator programme provided another new way for IKEA co-workers to engage with and address systemic challenges within migration.

“While the program illuminated the value of cross sector collaboration, I still see challenges in applying it within my own work context. The requirements and constraints of my role make it difficult to formalise partnerships, even with inspiring organisations from the cohort. Still, there were meaningful moments of connection – like introducing Racismo MX to our HR team – which reflect the potential that lies in bridging worlds.” - Daniela Brito, Sustainability Manager, IKANO Retail México.

Co-worker alumni gathering

Co-workers who have mentored social entrepreneurs in various programmes were brought together for an afternoon in February in Sweden.



Social entrepreneurs from around the world participating in Dela V celebrating the halfway point of the programme at the Dela Summit in Älmhult, Sweden.

The co-workers got to meet and reflect on their experiences and learnings with each other. They also got updates on current and new initiatives, including upcoming opportunities to mentor a social entrepreneur.

Ashoka's Future of Business course

IKEA co-workers were also invited to enrol in Ashoka's Future of Business course starting in autumn and spring. So far 250 IKEA co-workers have taken the training.



IKEA co-workers Johan van Bergen and Judith Smaling, both based in the Netherlands, supported social enterprises in Malaysia with strategic guidance and business mentorship.

Celebrating 500 co-workers engaged in accelerator programmes

Reaching 500 co-workers engaged in accelerator programmes since 2018 is an indication of the interest in this type of personal and professional development. The co-worker engagement is coordinated by the IKEA Social Entrepreneurship team to connect IKEA co-worker talents with social entrepreneurs around the world. The goal is to support them in their journey and increase their impact – from mentorship and advisory work to coaching and hands-on collaboration.

Kristina (Tina) Molund and Vanessa de Oliveira lead the co-worker engagement efforts within IKEA Social Entrepreneurship. Co-worker engagement means any formally organised support that co-workers offer to social entrepreneurs. “That could be mentorship, coaching, or acting as a Thought Partner. But it also includes all the indirect ways co-workers help, like supporting an event or helping to launch an accelerator in a new country. Every contribution, big or small, makes a difference,” Vanessa explains.

Tina adds, “Through co-worker engagement we also contribute to making IKEA more sustainable and inclusive as our colleagues bring back their experience and learnings to their teams and the whole IKEA business as well.”

An example of this is Björn Block, Digital Manager for IKEA of Sweden, who participated in the Dela Programme as a Thought Partner. He recognises that collaborating with social entrepreneurs is great but also relevant for IKEA businesses and for their future challenges. “It’s a real win-win for IKEA and for the social entrepreneurs,” he says. “Learning more about these initiatives enables us to see new opportunities.”

Sector collaborations: Research

We aim to be a thought-leader in the field of social entrepreneurship by sharing approaches and learnings internally and externally. Leading by example, we hope to inspire social entrepreneurs, investors, corporates and the community to contribute to the sector.

Contextualising social enterprise acceleration in Latin America

We partnered with an academic team at the School of Business and Economics at Maastricht University to study how different types of social enterprises interact with the external context in Latin America. The practical part of the research is based on nine case studies of social enterprises that participated in accelerator programmes implemented by our partners NESsT and New Ventures in Chile, Colombia and Mexico. An analytical framework to analyse the cases has been developed based on the existing academic literature.

The research is expected to contribute to our understanding of what factors, including accelerator programmes, drive the journey and development of social enterprises with different models. The report is due in FY26.

Exploring social enterprises' role in furniture and mattress circularity

RREUSE is Europe's largest network of social enterprises in the circular economy. The research consists of reaching out to RREUSE members to understand their current and future needs for support and to develop and analyse case studies of how members work with furniture and mattress circularity.

The research aims to provide a better picture of how social enterprises working in the intersection of work integration and circularity can prepare to meet an expected increased demand for circular services and products from the public and private sector, including IKEA. The results will be published in a report during FY26.

→ Read more [here](#)



Improving data collection on social enterprise

Despite the increasing relevance of the social enterprise sector, the availability of reliable, comparable data on social enterprises remains uneven across regions. To help address this, we joined the Schwab Foundation's Advisory Group on Social Enterprise Data to develop a set of common survey questions as a standard method for collecting demographic data on social enterprises.

As part of the work, a playbook has been developed with practical guidance to enhance the quality of data collection across the social enterprise sector.

→ Read more [here](#)



Sector collaborations: Advocacy

Our advocacy efforts aim to contribute to the promotion of social entrepreneurship and the necessary systems change needed to address social challenges.

Our participation in influential gatherings such as the Social Enterprise World Forum, Impact Europe's Impact Week, One Young World, and the UNGA Week in New York highlights our dedication to social impact and system change.

Central to our advocacy efforts has been our presence on social media, particularly LinkedIn. Leveraging this platform has allowed us to reach a broad audience of professionals, thought leaders and key stakeholders, essential for amplifying our initiatives and mission.

Overall, by strategically participating in these global events, maintaining an active social media presence and involving our co-workers, IKEA Social Entrepreneurship continues to contribute to global efforts in supporting social entrepreneurship and driving system change.

Spreading inspiration and insights from the sofa

At the beginning of the year, IKEA co-workers were invited to an internal event: Social Entrepreneurship Sofa Sessions, to join discussions with social entrepreneurs focusing on innovations in inclusive agriculture and food.

Social entrepreneurs from Indonesia, Malaysia and Poland shared their experiences, innovative business models and entrepreneurial approaches in the agriculture and food sectors. They presented how they started their businesses, along with challenges and achievements, focusing on preventing food waste and aiding rural smallholder farmers.

These sessions provided IKEA co-workers with valuable insights, enhancing their understanding of global social entrepreneurship.



Monitoring, evaluation and learning methods



Gangadevi M, an artisan at ROPE in India who creates products for MÄVINN, walking to work in Tamil Nadu, southern India.

MÄVINN is an expression in the dialect used in Småland, where IKEA was founded. The term means “having the wind at your back.”

The purpose of our monitoring, evaluation and learning (MEL) is to collect and integrate meaningful evidence and learnings in decision-making. This allows us to continuously improve the effects and performance of our organisation and programmes.

To set the scene for effective MEL, we recognise the complexity of social change and that we can only contribute to such change. We aim to foster a shared understanding of “impact” from ultimate beneficiaries, through the organisation itself to the board and external stakeholders. We believe it’s important to keep a learning mindset and continuously integrate evidence and learnings into decision-making.

Both our organisation and programme MEL start from a theory of change. To this we add a realistic monitoring framework, including key indicators and data collection opportunities. Our partners

have the main responsibility for programme MEL and we work with them to develop their internal MEL capabilities.

Measuring progress and sourcing feedback during, at the conclusion of, and after a programme provides evidence and learnings that can inform and support further programme development. We also encourage our partners to monitor and report on the progress of supported social entrepreneurs, using a mix of quantitative data and qualitative narratives on social impact, business development and support received.

Understanding the overall contribution of our programmes to participating social enterprises is a challenge. However, we gather and share inspiring outcome stories that highlight the transformation of social entrepreneurs during and after our programmes. These stories help us paint a picture of their journey and, when possible, offer insights

into how our programmes contribute to their success. We call this outcome mapping.

Assessing our influence on the impact level of our theory of change – aimed at enhancing the wellbeing of people from vulnerable and marginalised groups targeted by social entrepreneurs – is also a challenge. Such monitoring mainly takes place to varying degrees among the social entrepreneurs themselves. One exception is our partner NESsT, which, through their biannual Dignified Employment Surveys, directly surveys a proportion of the people reached by the social enterprises in their portfolio.

Find the NESsT’s latest Dignified Employment Survey results [here](#).





Organisation

IKEA Social Entrepreneurship is structured across the IKEA organisation, each with its own governance structure, assignment and ways of working. This includes a dedicated team within Range & Supply, a separate entity within Inter IKEA Group, integration within Supply Areas and involvement with several franchisees.

IKEA Social Entrepreneurship Range & Supply is part of the IKEA Range Area: Home Textiles & Rugs, with two dedicated resources: one implementation leader and one partner development leader. Product development is delegated to the IKEA Product Development Centre in India and the supply of products to the IKEA New Business team in India.

IKEA Social Entrepreneurship B.V. is a wholly owned subsidiary of Inter IKEA Systems B.V.. IKEA Social Entrepreneurship B.V. and Inter IKEA Systems B.V., together with other group companies, form part of the Inter IKEA Group.

During FY25, IKEA Social Entrepreneurship B.V. had a core team of 10 full-time employees with the following functions: managing director, social impact lead, finance and investment, co-worker engagement, programme support, communication and monitoring, evaluation and learning. Additionally, we were supported by two interns from AIESEC, three interns from the Swedish internship programme Jobbsprånget and an intern from Lund University. We also rely on enabling functions from other Inter IKEA Group companies, especially support within communication, digital, legal and tax.

 Social Entrepreneurship

Virtualahan, a social enterprise in the Philippines participating in the Dela V programme, provides inclusive, accessible digital education and employment support to people with disabilities, Indigenous communities and other marginalised groups.