

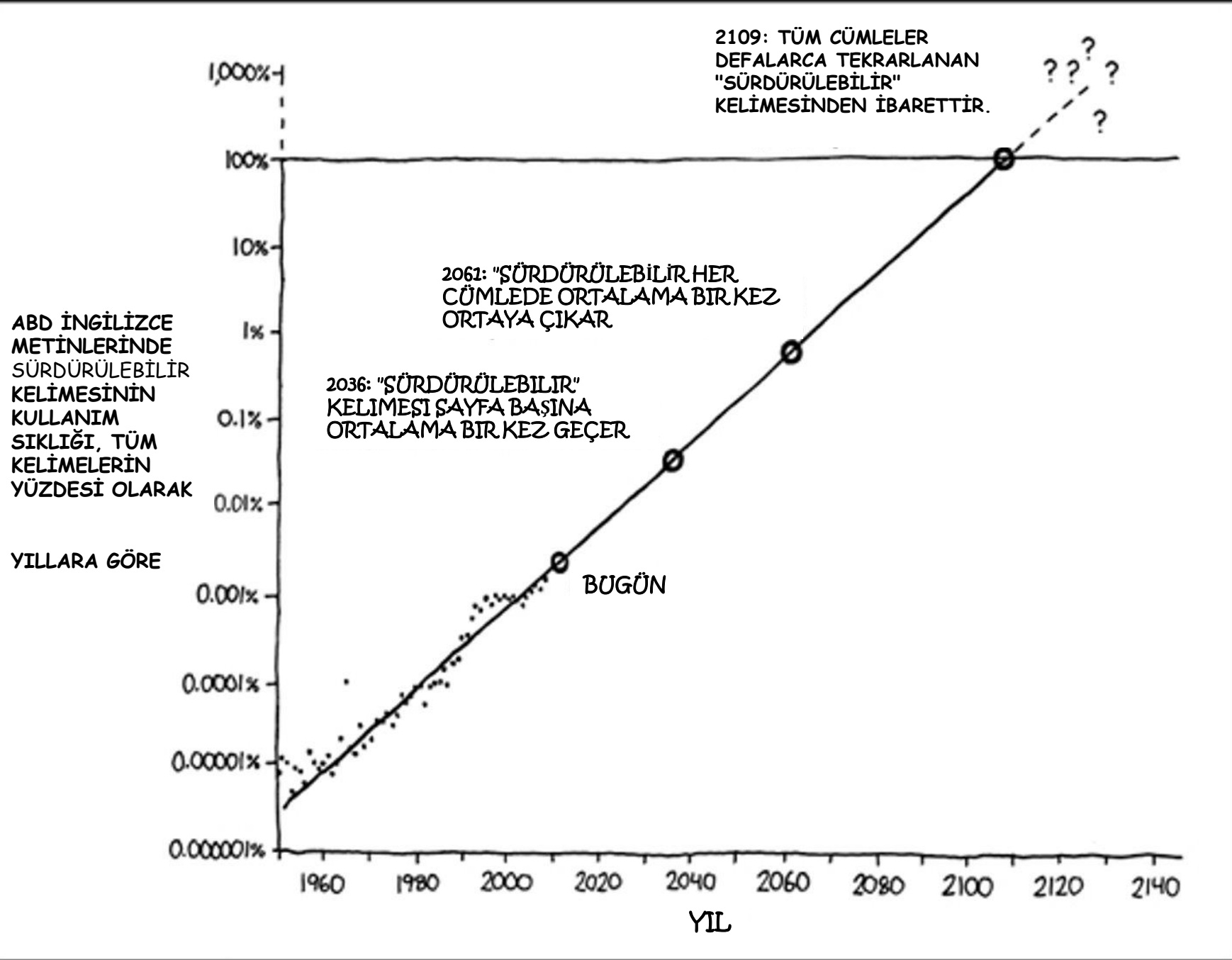
Sürdürülebilirlik Odaklı Gelişmeler ve Avrupa Yeşil Mutabakatı'nın
Mobilya Sektörüne Etkileri Paneli

Sürdürülebilirlik ile İlgili Temel Kavramlar ve Küresel Gelişmeler

25 Haziran 2024

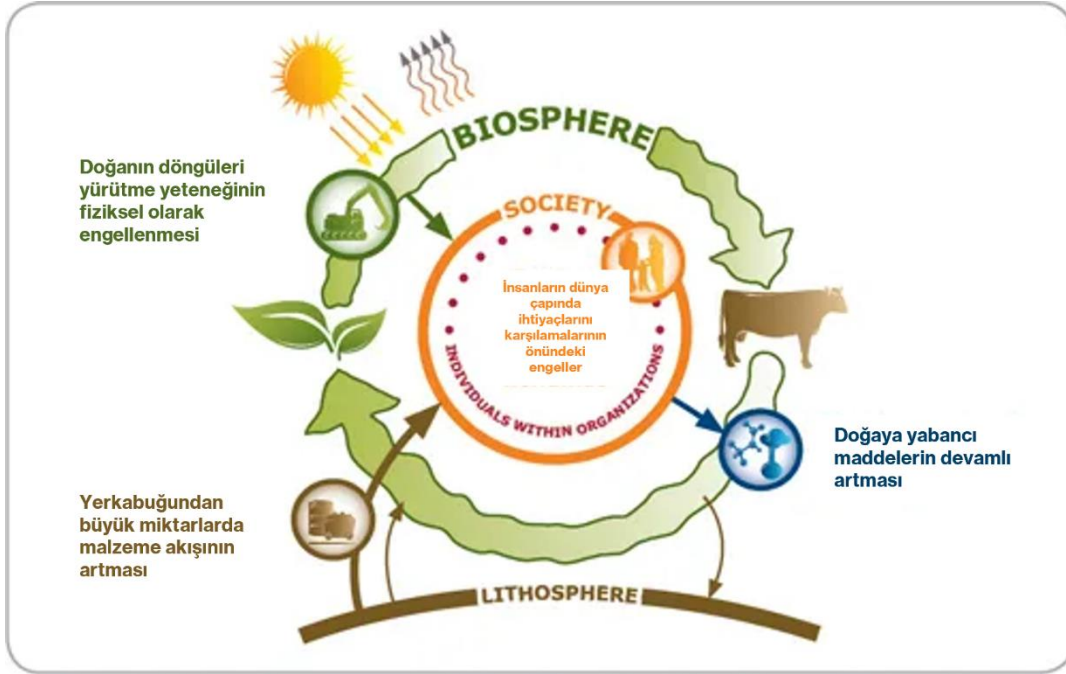


S360



"SÜRDÜRÜLEBİLİR" KELİMESİ SÜRDÜRÜLEMEZ

Sürdürülebilirlik İlkeleri

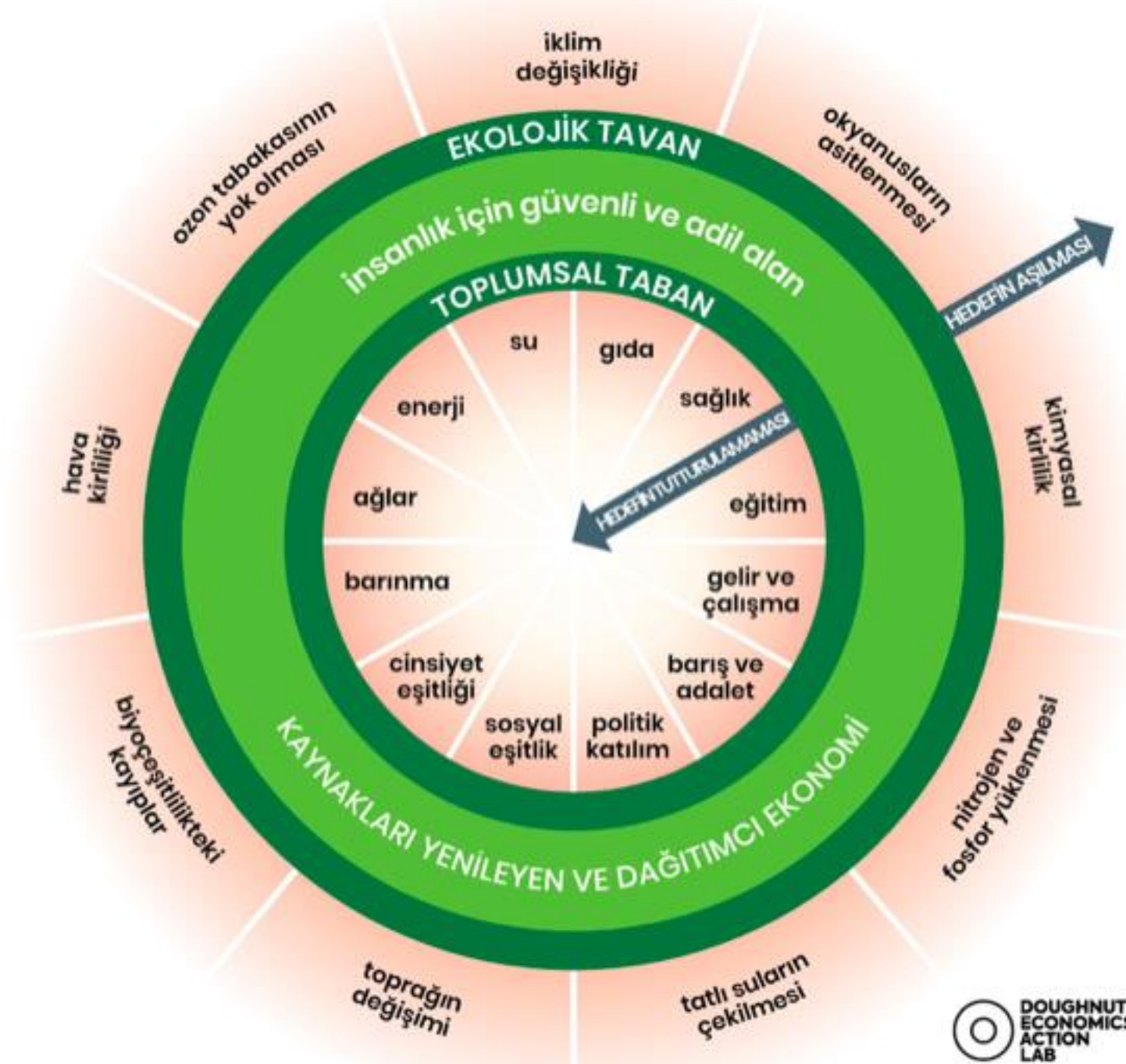


Sürdürülebilir bir toplumda çevre;

- I. Dünyanın yüzeyinden çıkarılan malzemelerin sistemik artışına maruz kalmamalıdır,
- II. Toplum tarafından üretilen maddelerin konsantrasyonunun sistemik artışına maruz kalmamalıdır,
- III. Sistemik bir biçimde **fiziksel yıkıma** maruz kalmamalıdır.

Sürdürülebilir bir toplumda insanlar;

- IV. **Sağlığa erişimle** ilgili yapısal engellerle karşılaşmamalıdır,
- V. **Etkileme/nüfuz etme** ile ilgili yapısal engellerle karşılaşmamalıdır (katılımcılık, söz hakkı, saygı, vb.),
- VI. **Yeterlik** ile ilgili yapısal engellerle karşılaşmamalıdır (eğitime erişim, öğrenme/gelişim, bilme hakkı vb.),
- VII. **Tarafsızlık/adalet** ile ilgili yapısal engellerle karşılaşmamalıdır,
- VIII. **Anlam yaratma/bulma** ile ilgili yapısal engellerle karşılaşmamalıdır



İklimin bozulması

Ekosistemin bozulması

Okyanus asitlenmesi

Biyçeşitlilik krizi

Enerji krizi

Tatlı su krizi

Minerallere erişim

Sürdürülebilir malzemelere erişim

Çevre

Toplum

Ekonomi



Gıda krizi

Sağlık krizi

Eğitim krizi

Sosyal istikrarsızlık

Güven erozyonu

Alt yapı krizi

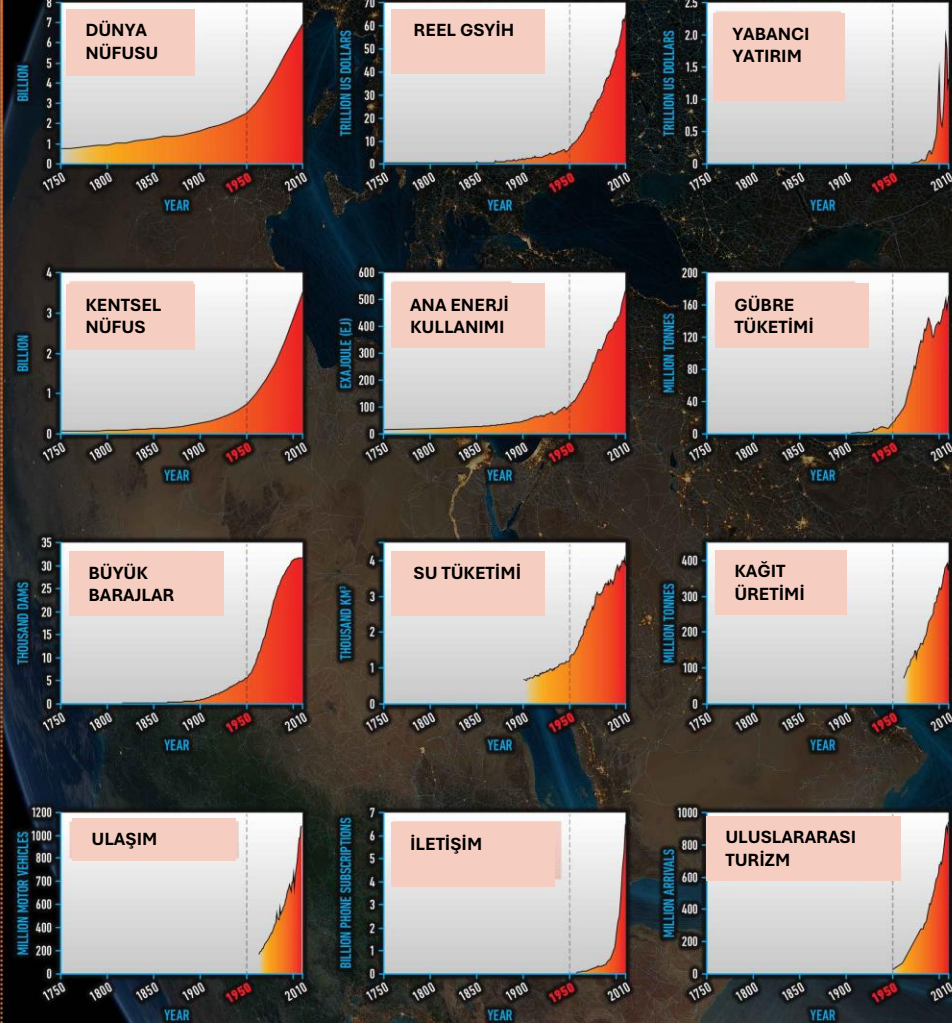
Yönetişim iflası

Finansal eşitsizlik

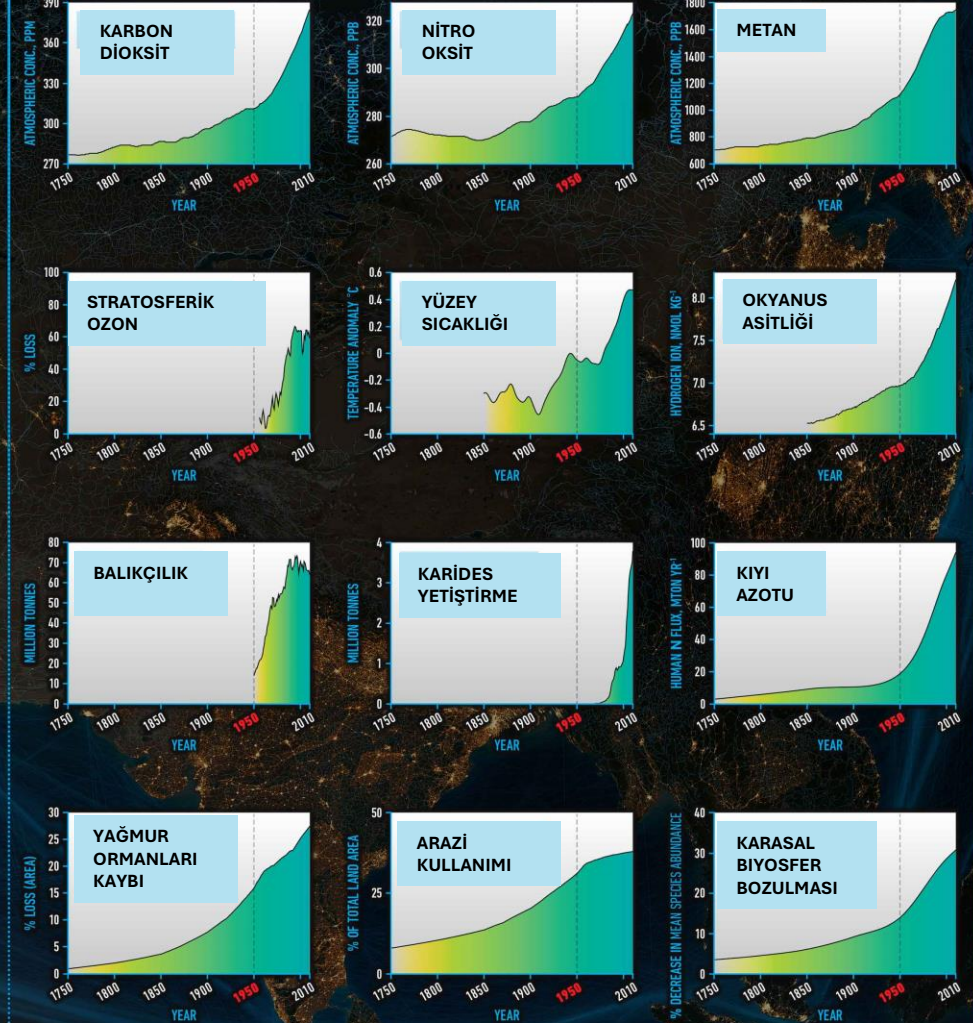
Bu denklem iş dünyası ve toplum için varoluşsal bir tehdit oluşturmaktadır.

BÜYÜK İVMELENME ÇAĞI

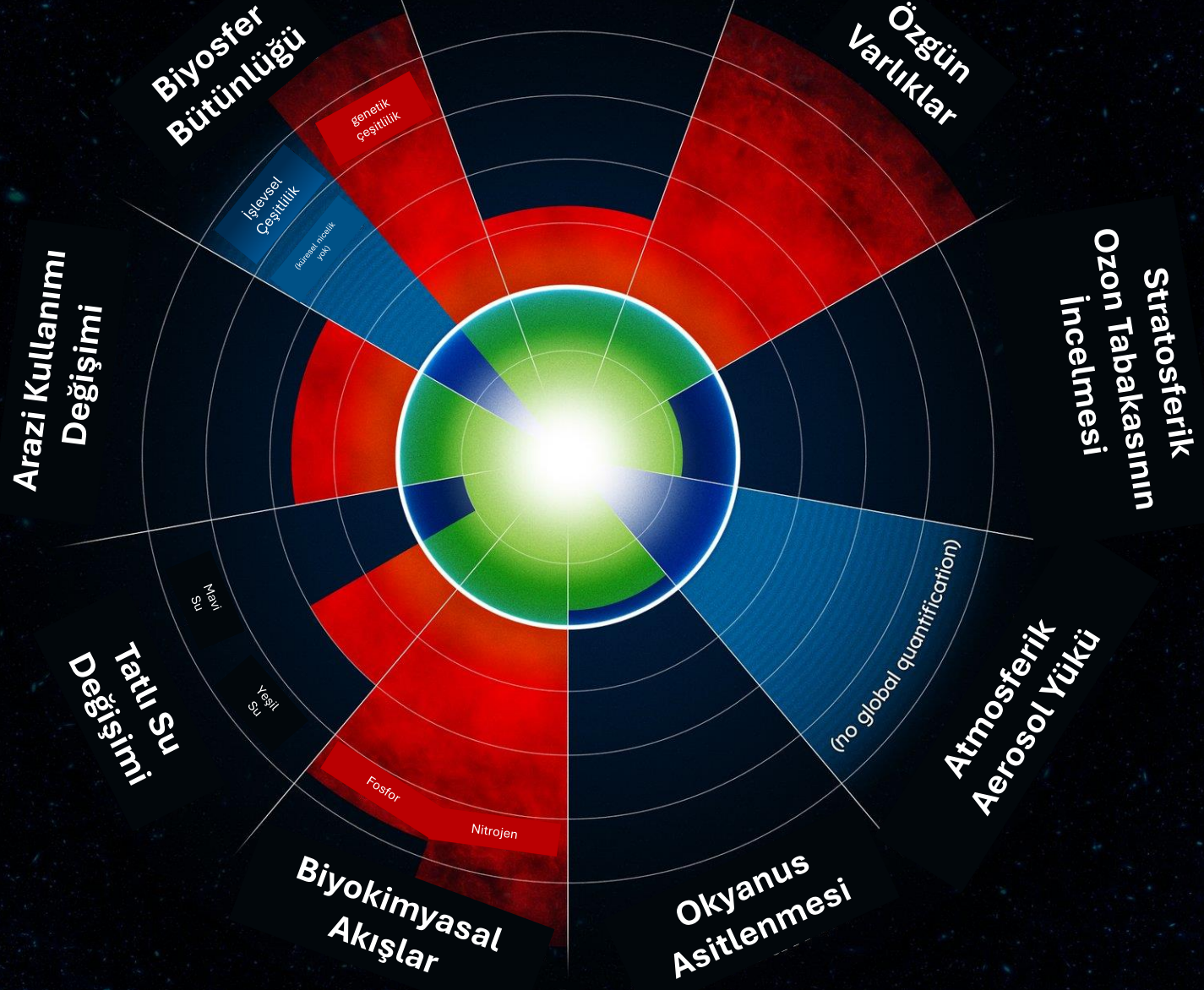
SOCIO-ECONOMIC TRENDS



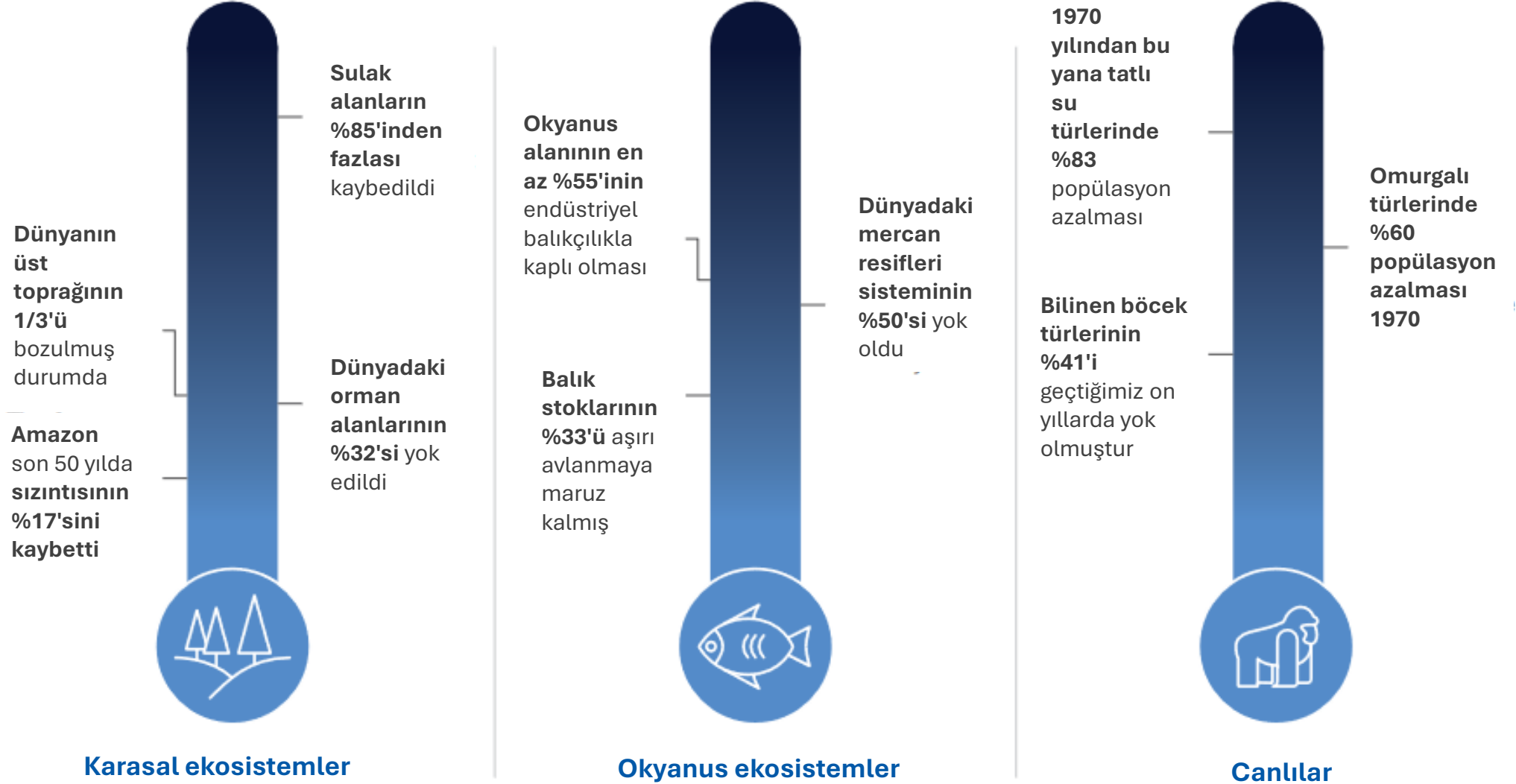
EARTH SYSTEM TRENDS



İklim Değişikliği

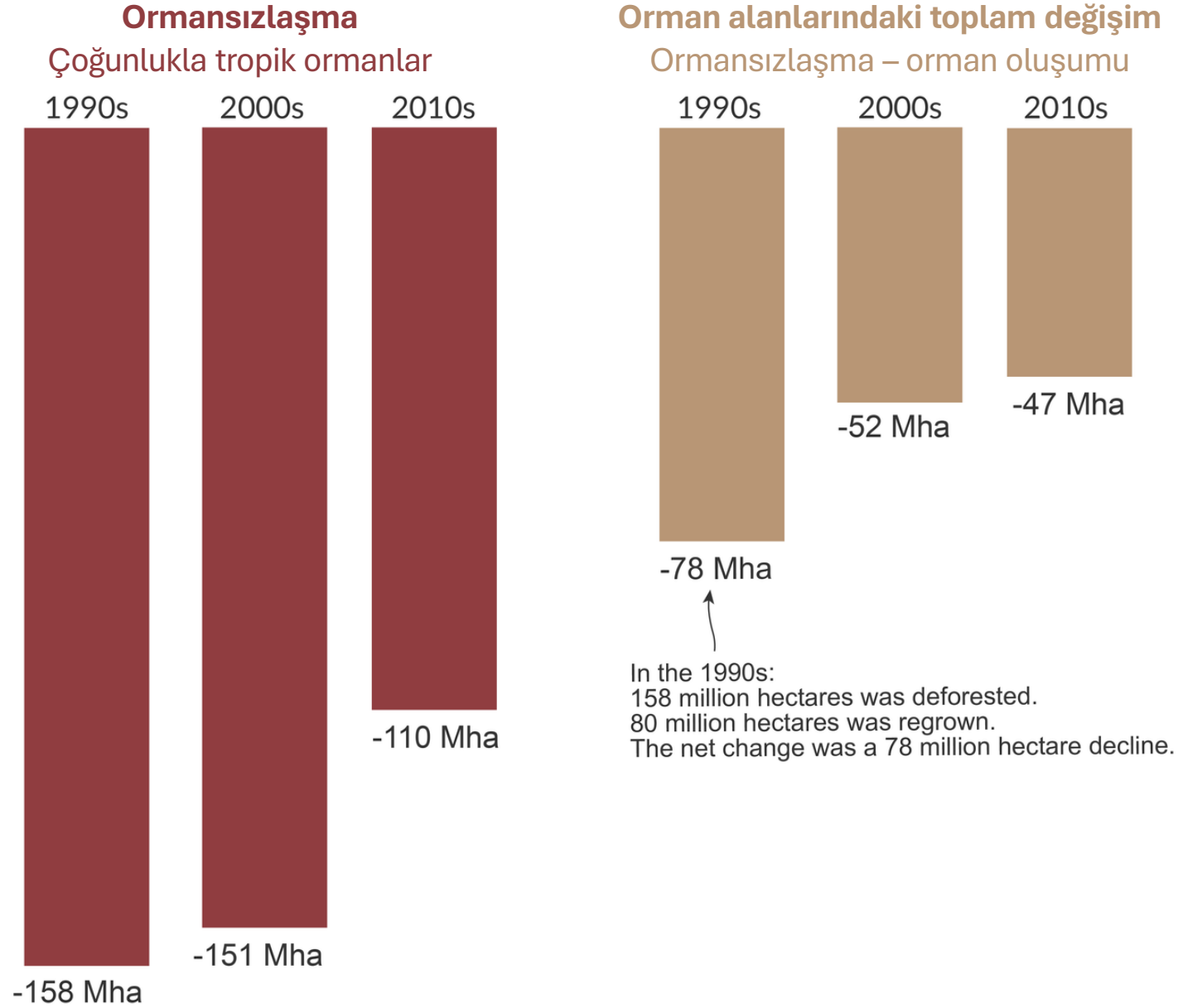


İnsan faaliyetleri dünyanın ekolojik temellerini aşındırıyor



Source: IPBES, 2019, "Global assessment report on biodiversity and ecosystem services"; Maria-Helena Semedo of the Food and Agriculture Organization (FAO) at World Soil Day 2014; The Economist, 2019, "On the brink – The Amazon is approaching an irreversible tipping point"; WWF, 2018, "Living planet report – 2018: Aiming higher"; F. Sánchez-Bayo and K.A.G. Wyckhuys, 2019, "Worldwide decline of the entomofauna: A review of its drivers", Biological Conservation.

Küresel ormansızlaşma ve net orman alanı kaybı



Öncelikli Sürdürülebilirlik Konuları

1. Ormansızlaşma
2. Atık oluşumu ve yönetimi
3. Kimyasal kullanımı
4. Enerji kullanımı ve salımlar
5. Kaynak kullanımı ve ham madde tedariki
6. Sosyal ve çalışma koşulları
7. Ürün yaşam döngüsü
8. Su kullanımı
9. Müşteri farkındalığı
10. Lojistik

A growing regulatory focus

Global

The **Kunming-Montreal Global Biodiversity Framework**,¹⁶ a landmark agreement to protect biodiversity reached at the U.N. biodiversity conference known as COP15,¹⁷ includes requirements for its 190 ratifying governments to protect and restore 30% of the planet's land and water by 2030 and phase out subsidies that harm nature. Its Target 15 also calls for governments to map out

EU

Biodiversity Strategy for 2030 – a comprehensive long-term plan to protect nature and reverse ecosystem degradation.¹⁹

Deforestation-free products – companies must ensure goods they import into the EU do not use certain commodities that have been attributed to deforestation.²⁰

EU Taxonomy requirements – Under the EU Taxonomy, an economic activity cannot be qualified as sustainable if it results in an “adverse impact” to any one of six environmental objectives which include the protection of biodiversity and ecosystems. Consequently, companies that want to claim taxonomy alignment of economic activities on an environmental objective must do no significant harm to any other objective, including the protection of biodiversity and ecosystems.²¹

SFDR-related reporting requirements – The Sustainable Finance Disclosure Regulation requires financial market participants to consider and disclose adverse impacts of investment decisions on sustainability factors at the entity level. This includes biodiversity considerations and reporting requirements among both mandatory and optional Principal Adverse Impact indicators.²²



France

Biodiversity targets and disclosure – Article 29 of the Energy-Climate Law requires financial firms to publish biodiversity-related risks and align with global biodiversity targets such as the Kunming-Montreal Global Biodiversity Framework.²⁴

UK

Ban on illegal deforestation in supply chains – the Environment Act bars covered businesses from using commodities produced on illegally used or occupied land.²⁵



FIGURE 2 | Key nature-related dynamics impacting businesses²⁹



Biyçeşitlilik için Finans Taahhüdü





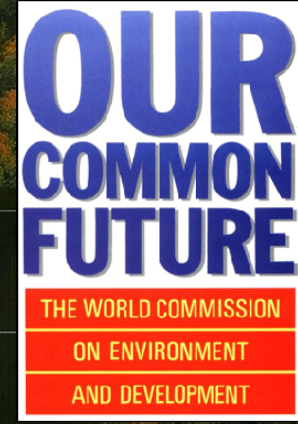
«Sorumlu orman yönetiminin bir norm olmasını istiyoruz. Küresel erişim gücümüzü kullanarak, özellikle sorun yaşanan bölgelerde pozitif bir değişim yaratmaya çalışıyoruz.»

Mikhail Tarasov
Global Forestry Manager, IKEA

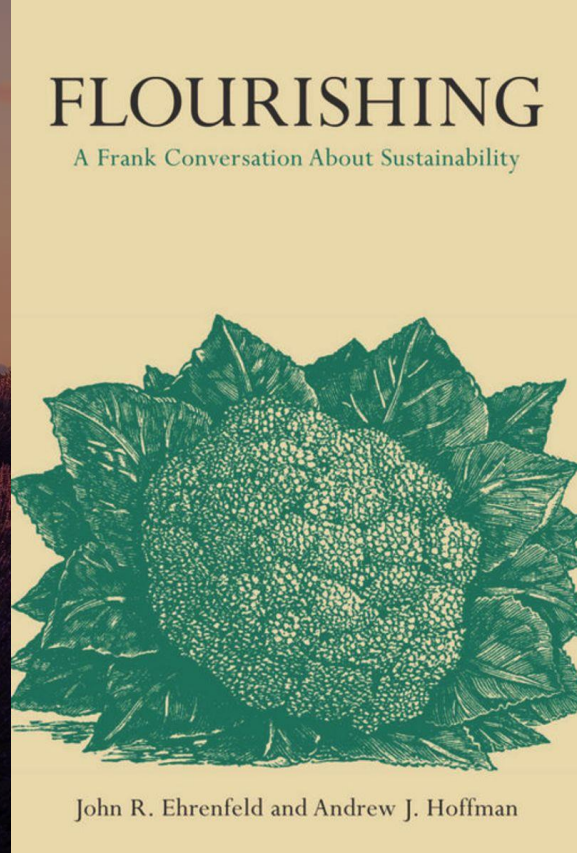


A large Saguaro cactus stands prominently in the foreground, its two arms reaching upwards. The background features a desert landscape with rolling hills and numerous smaller cacti under a vast blue sky with scattered white clouds. The lighting suggests a late afternoon or early morning setting.

Teşekkürler



"Sürdürülebilir Kalkınma, gelecek nesillerin kendi ihtiyaçlarını karşılama kabiliyetinden ödün vermeden bugünün ihtiyaçlarını karşılayan kalkınmadır."



Sürdürülebilirlik, insan ve diğer yaşamın daima gelişmesi ihtimalidir.

Gelişme sadece hayatta kalmak değil, aynı zamanda biz insanların yaşamı anlamlı kıldığını beyan ettiğimiz şeylerin gerçekleşmesi anlamına gelir: bireysel tatmin, haysiyet, özgürlük, adalet, ...

Sürdürülebilirlik bir şey ya da durum değildir. Bugünü geleceğe tatmin edici bir şekilde bağlayan bir kavramdır.

In a sustainable society, nature is not subject to systematically increasing...



...concentrations of substances extracted from the Earth's crust,



...concentrations of substances produced by society,



...degradation by physical means,

and, in that society...



...people are not subject to conditions that systematically undermine their capacity to meet their needs.

the NATURAL STEP

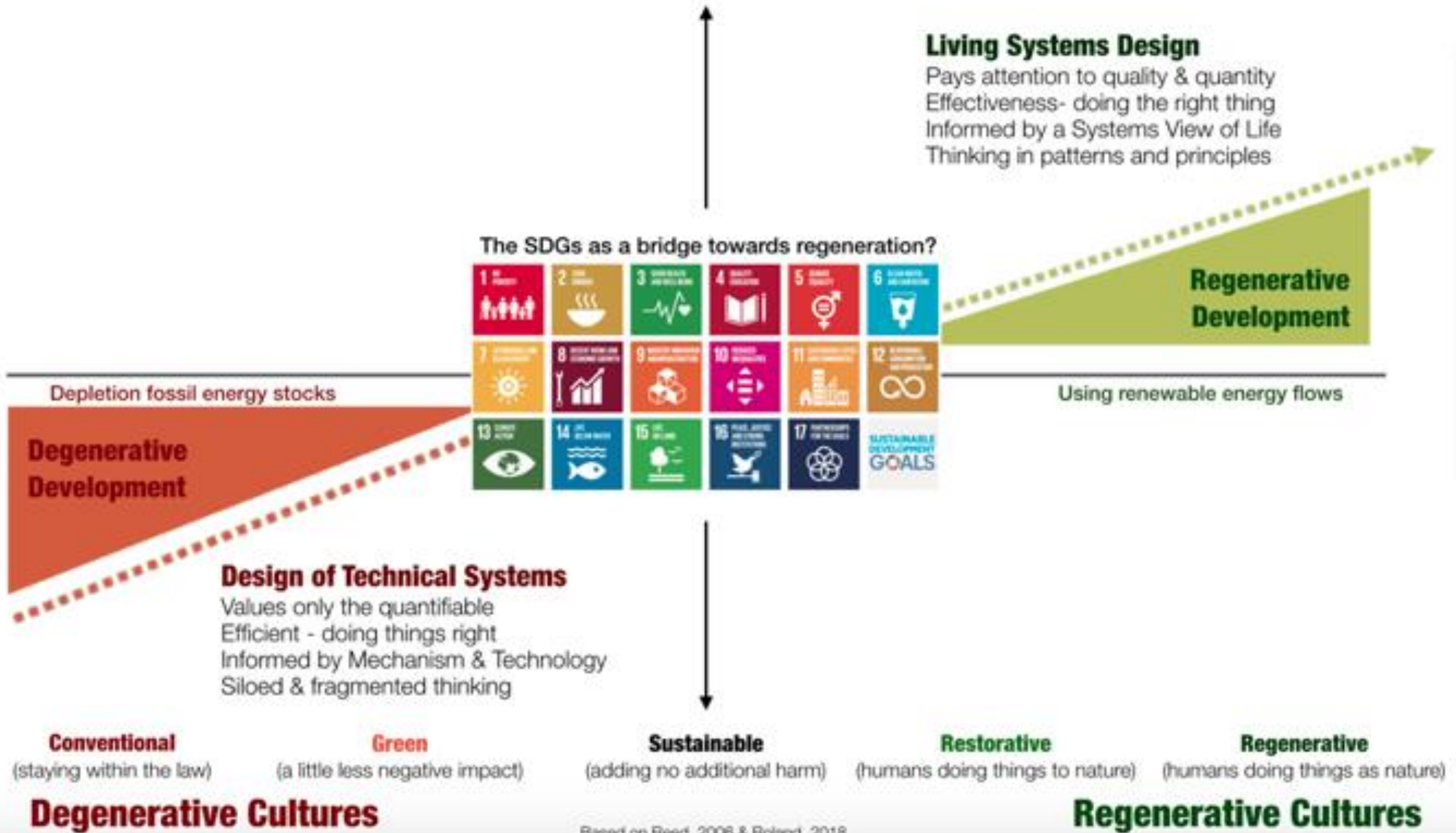
Stratejik Sürdürülebilir Kalkınma Çerçevesi



Huni metaforu



Beyond Sustainability: Designing Regenerative Cultures



1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



14 LIFE BELOW WATER



15 LIFE ON LAND



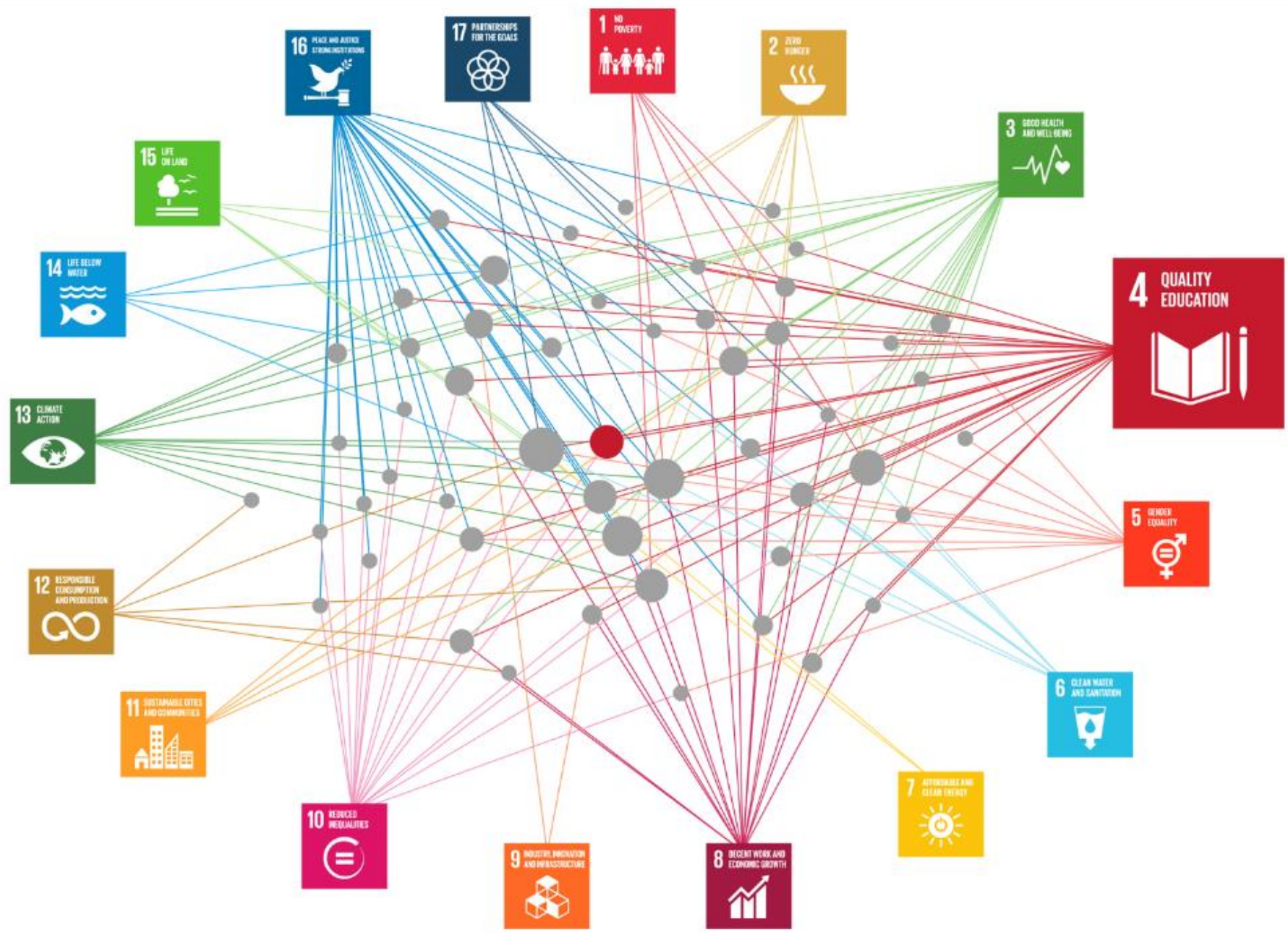
16 PEACE, JUSTICE AND STRONG INSTITUTIONS



17 PARTNERSHIPS FOR THE GOALS



SUSTAINABLE DEVELOPMENT GOALS



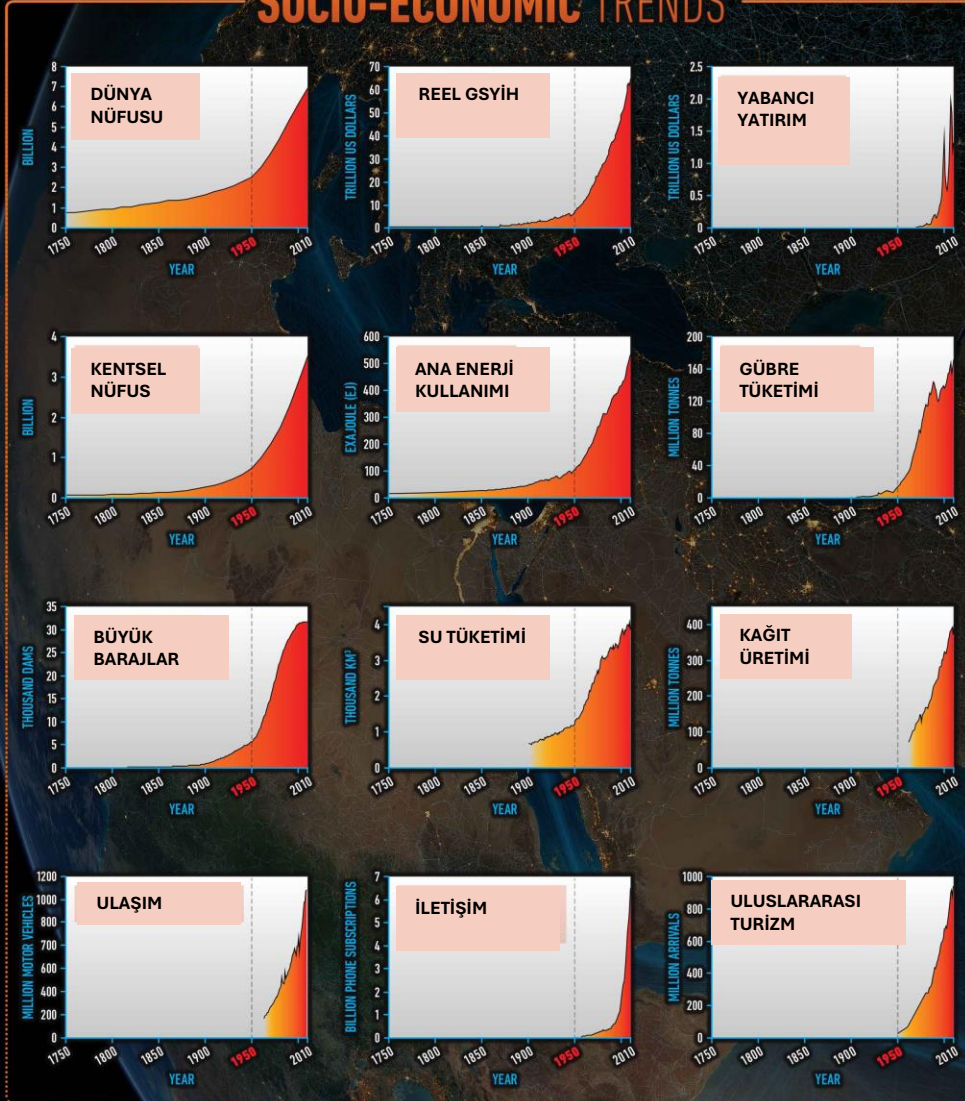
1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Extreme poverty	Undernourishment	Maternal mortality	Reading proficiency	Frameworks for gender	Safe drinking water	Electricity access	GDP per capita growth	Rural road access	Income growth inequality	Urban slum population	Fuel consumption plans	Disaster death/injury	Marine pollution	Forest area	Homicide rate	Gov't revenue (% GDP)
National poverty lines	Food insecurity	Health staff at births	Children on-track	Violence by partner	Sanitation & handwashing	Access to clean fuels	GDP growth per employee	Passenger freight volumes	Pre-35th median income	Public transport access	Material footprint	Disaster risk reduction	Marine ecosystems	Protected biodiversity sites	Conflict related deaths	Domestic taxes
National poverty	Child stunting	Child mortality	Pre-primary participation	Violence by non-partner	Treated wastewater	Renewable energy	Informal employment	Manufacturing value	Discriminatory practices	Sustainable urbanization	Domestic consumption	Local disaster risk	Ocean acidification	Forest management	Violence prevalence	ODA (\$\$) from OECD
Social protection	Child wasting/obesity	Neonatal mortality	Access further education	Forced marriage	Ambient water quality	Energy intensity	Material footprint	Manufacturing equipment	Labour share of GDP	Urban planning Mgmt	Global food loss	Integration climate policies	Fish stock levels	Degraded land	Public safety	Foreign Direct Investment
Basic services	Prod per labour unit	New HIV infections	ICT skills	Genital mutilation	Water use efficiency	Clean energy investment	Domestic consumption	Small-scale industry value	Financial soundness	Cultural heritage	Hazardous waste agreement	Climate change education	Marine protected areas	Mountain biodiversity	Violence against children	Personal remittances
Secure land rights	Small-scale farmer dB	Tuberculosis incidence	Disparities in edu access	Time on domestic work	Freshwater stress	Energy service investment	Hourly earnings	Small-scale industry credit	Equal ILO participation	Disaster death/injury	Hazardous waste	Climate capacity-building	Legal unregulated fishing	Red List Index	Human trafficking	Debt service
Disaster deaths	Sustainable production	Malaria incidence	Literacy & numeracy	Women in parliament	Integrated water Mgmt	Unemployment rate	CO ₂ emissions intensity	CO ₂ emissions intensity	Migrant recruitment cost	Disaster losses G	Recycling rates	Green Climate Fund (\$\$)	Sustainable fishery income	Genetic resource sharing	Sexual violence	Investment for LDCs
Disaster costs (\$)	Genetic resources	Hepatitis B incidence	Edu for sust development	Women in management	Terrestrial cooperation	Youth education/training	R&D spending	Planned migration policy	Solid waste management	Corporate sustainability reports	Support for Mgmt plans	Research for marine tech	Wildlife poaching	Victim reports of crime	Science/tech cooperation	
Disaster risk reduction	Local forest extinction	neglected tropical disease	Inclusive & safe schools	Own health decisions	Water ecosystems	Child labour	R&D researchers	Differential tariffs	Urban air pollution	National just plans	Small-scale trader support	Implementing ILO sea law	Invasive alien species	Unsentenced detainees	Broadband subscriptions	
Local disaster risk	Agri orientation index	Non-communicable NCD	ODA (\$\$) for scholarships	Sexual health access	ODA (\$\$) for water	Occupational injuries	ODA (\$\$) for infrastructure	Development assistance	Open city spaces	Sustainable lifestyles	Wildlife poaching	Biodiversity planning	Rich financial flows	Sustainable technologies		
Poverty reduction prog	ODA (\$\$) to agri	Suicide mortality	Qualified teachers	Female land ownership	Local sanitation Mgmt	Compliance labour rights	High-tech industry value	Remittance costs	Safe city spaces	Support soil protection	ODA (\$\$) for biodiversity	Global or supervised arms	Internet use			
Gov't spending	Agri export subsidies	Substance use treatment	Female land rights	Mobile phone ownership	Tracking gender equality	Tourism GDP contribution	Mobile network coverage	Sustainable tourism jobs	Urban planning	Sustainable tourism	ODA (\$\$) for forests	Bribery in public	SDG support			
Inflows to poverty red	Food price anomaly	Alcohol intake	Road traffic injuries	Family planning	Adolescent births	Healthcare coverage	Health expenditure	Air pollution deaths	Water, sanitation deaths	Unintentional poisoning	Tobacco use	Vaccine coverage	ODA (\$\$) to health	Medicine availability	Health workers	Emergency preparedness

You find all data on SDG-Tracker.org, a sister project of OurWorldinData.org. In case you are aware of relevant data we have not included yet please let us know via SDG-Tracker.org.

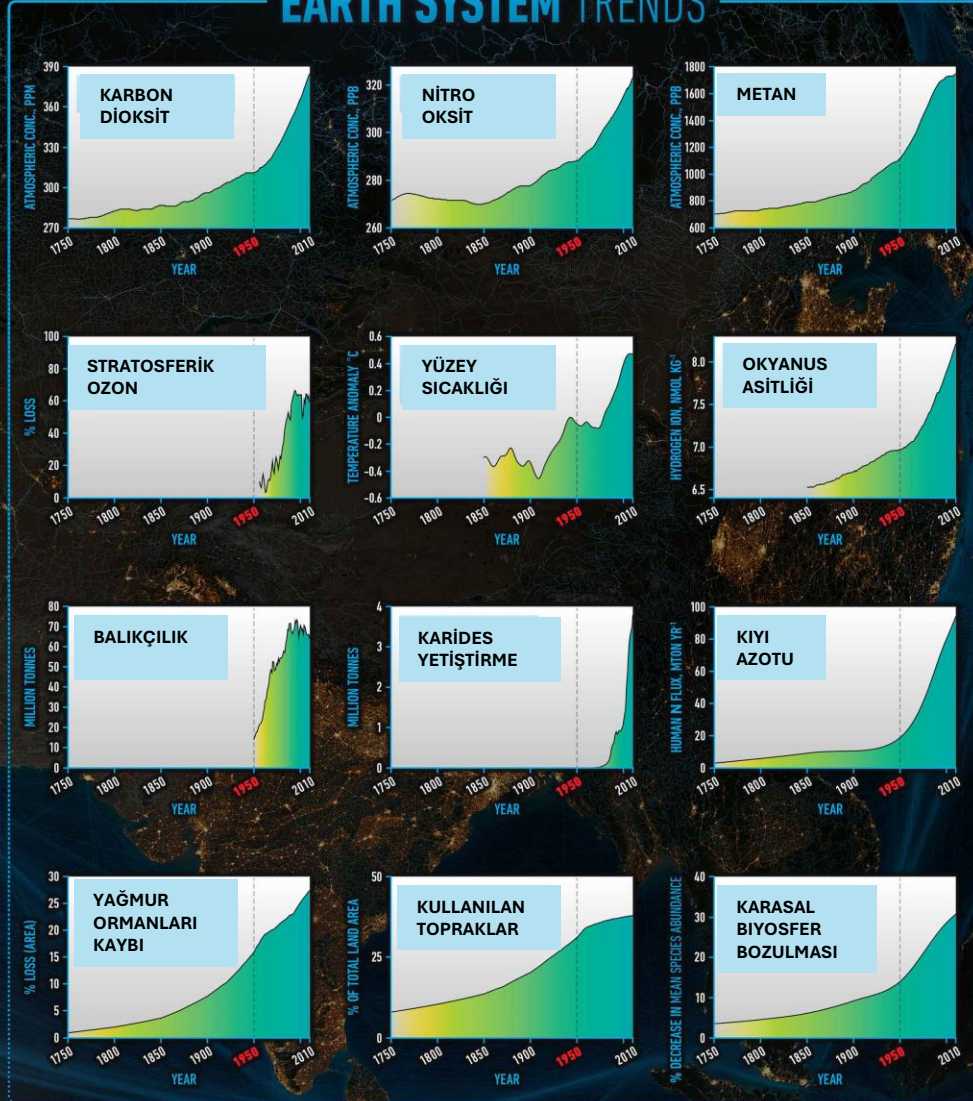
Licensed under CC-BY-SA by the authors.

THE GREAT ACCELERATION

SOCIO-ECONOMIC TRENDS



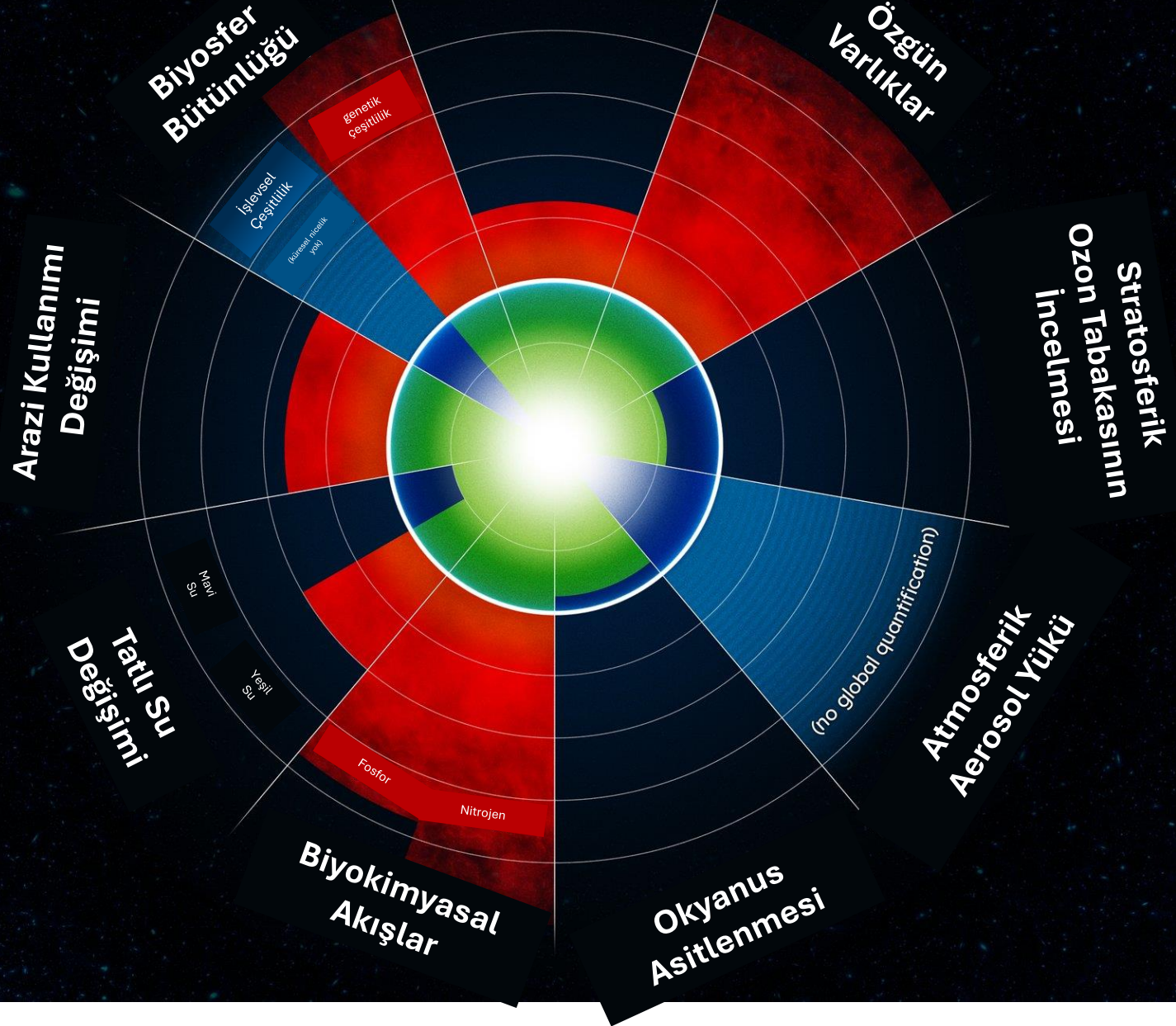
EARTH SYSTEM TRENDS



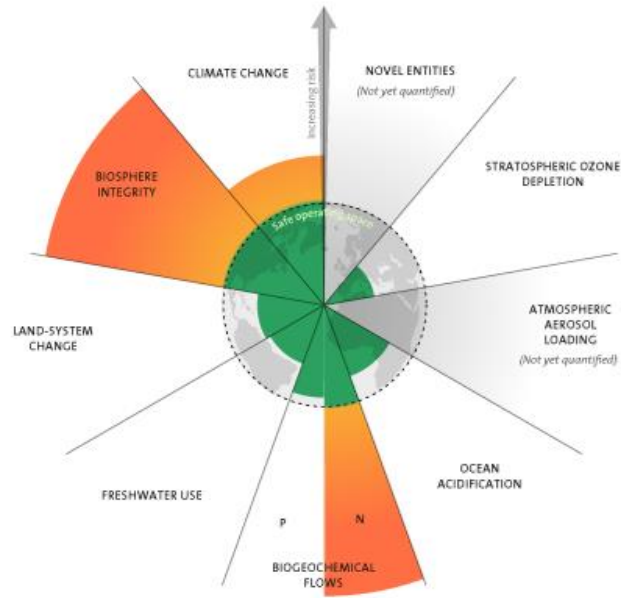
REFERENCE: Steffen, W., W. Broadgate, L. Deutsch, O. Gaffney and C. Ludwig (2015), The Trajectory of the Anthropocene: the Great Acceleration, Submitted to *The Anthropocene Review*.

MAP & DESIGN: Félix Pharand-Deschênes / Globaia

İklim Değişikliği

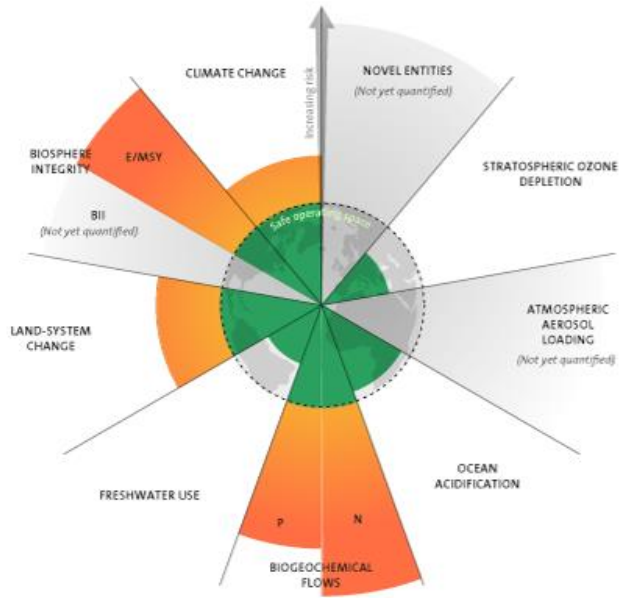


2009



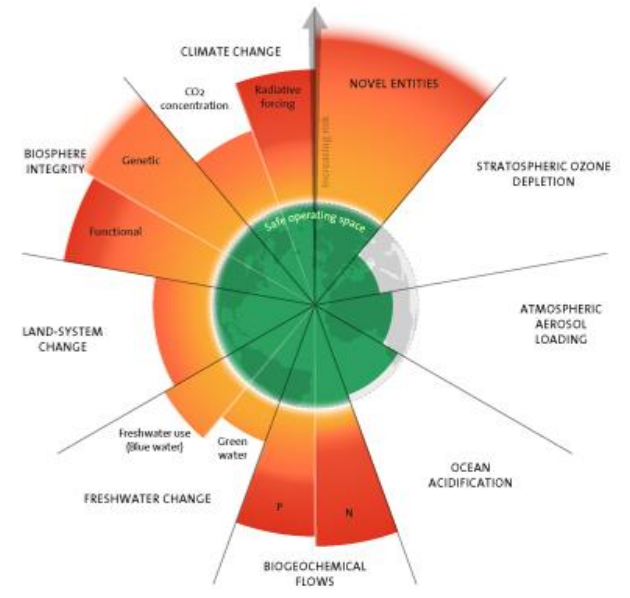
3 boundaries crossed

2015



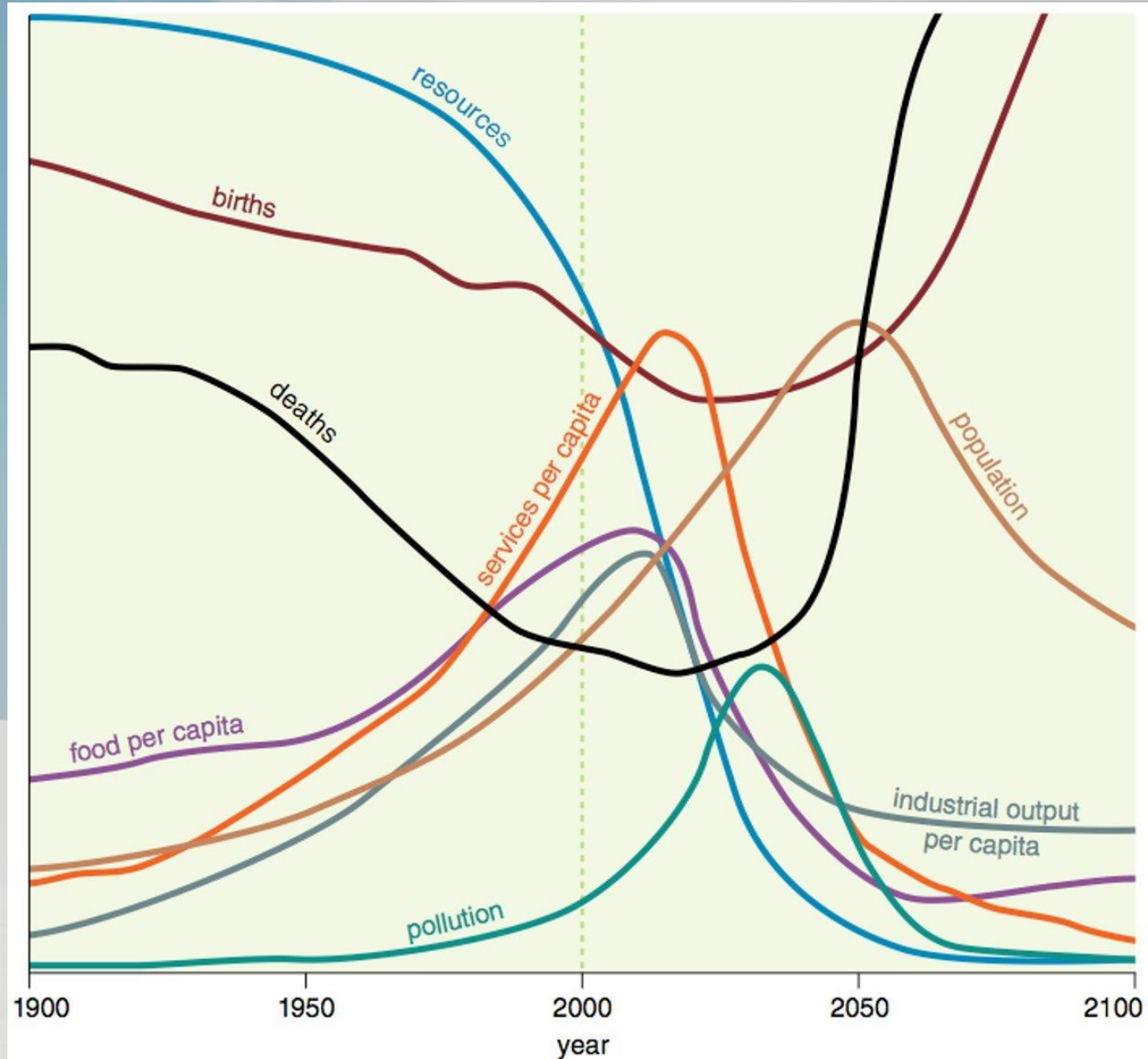
4 boundaries crossed

2023



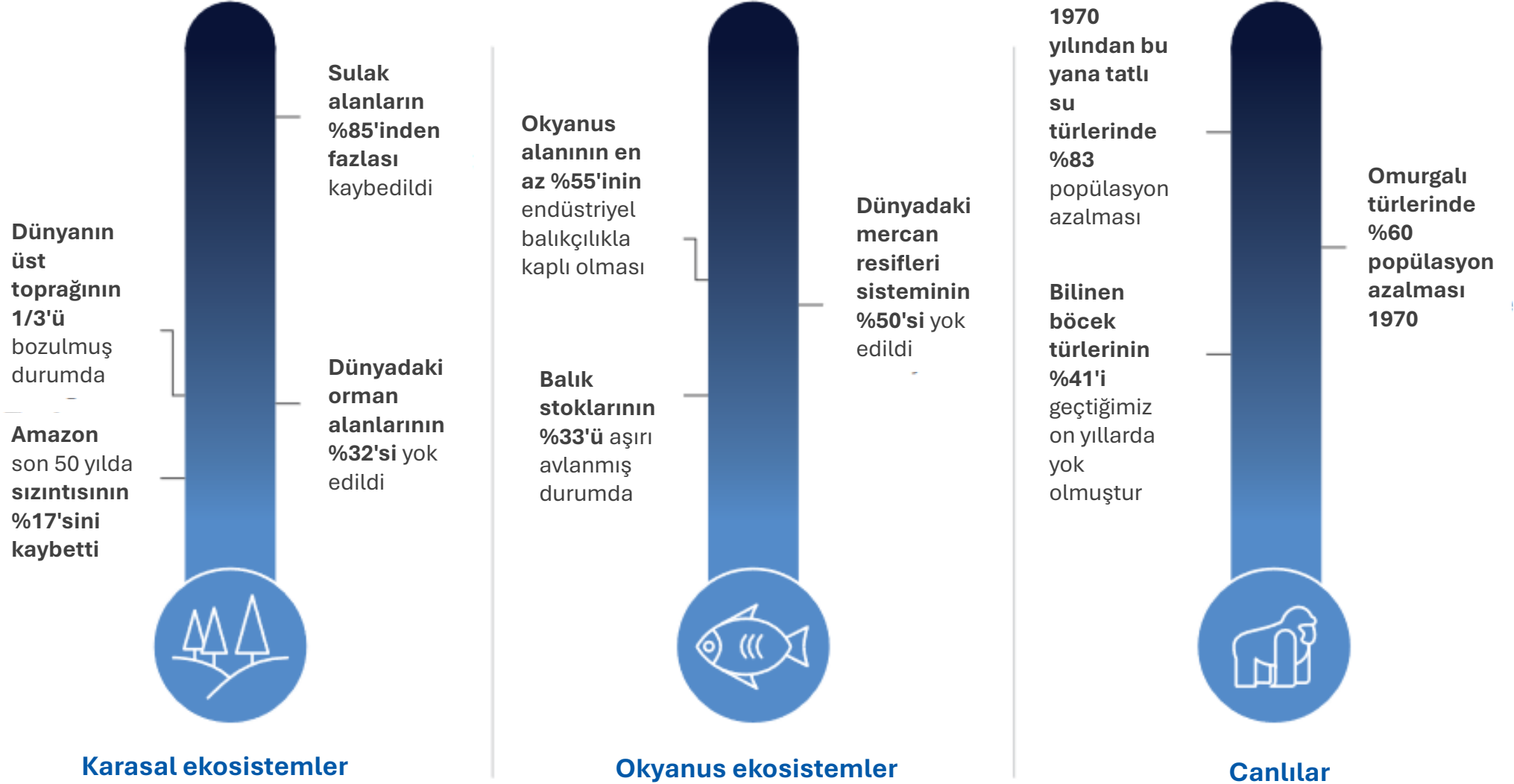
6 boundaries crossed

Limits to Growth (1972)





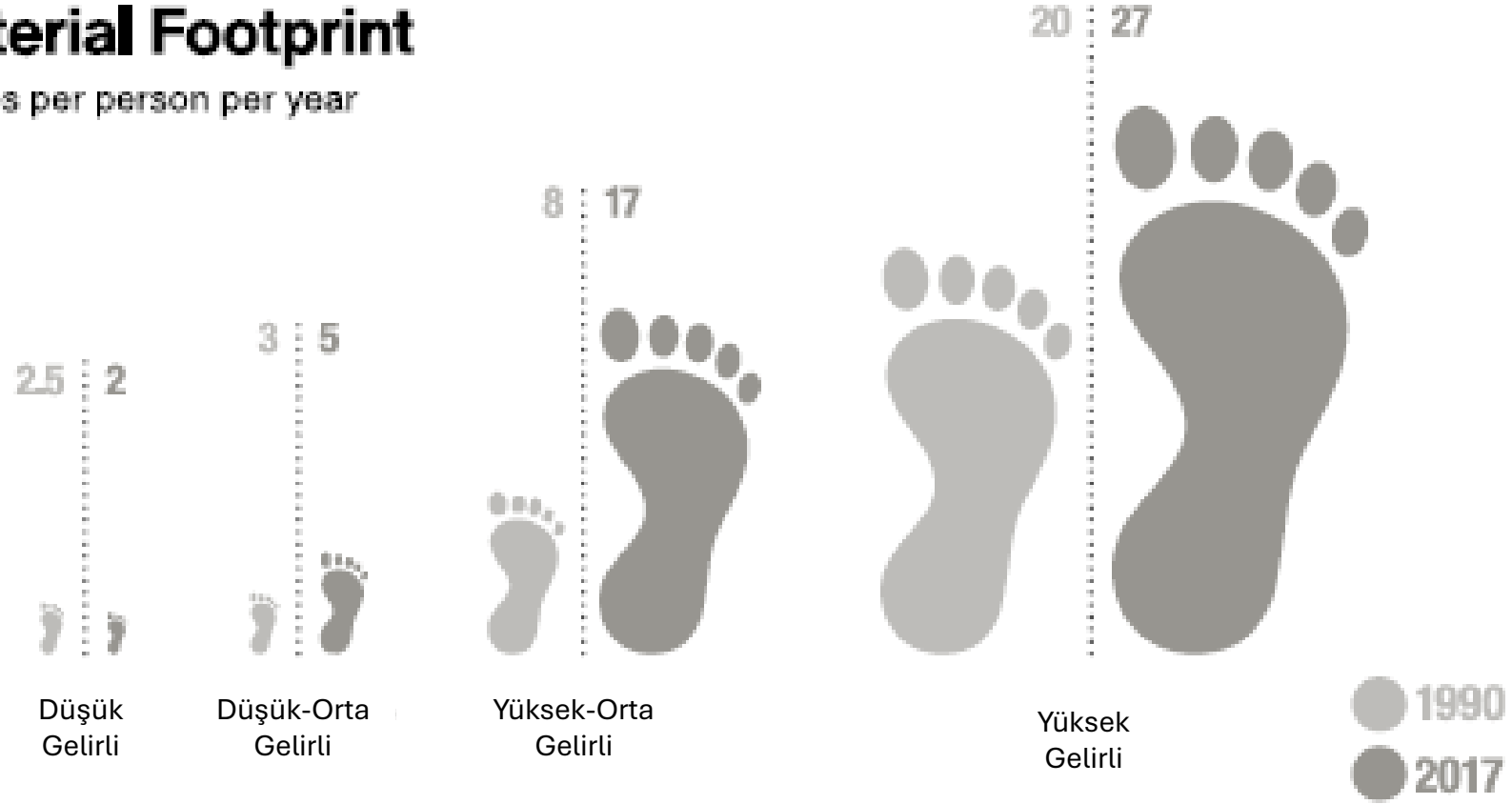
İnsan faaliyetleri dünyanın ekolojik temellerini aşındırıyor



Source: IPBES, 2019, "Global assessment report on biodiversity and ecosystem services"; Maria-Helena Semedo of the Food and Agriculture Organization (FAO) at World Soil Day 2014; The Economist, 2019, "On the brink – The Amazon is approaching an irreversible tipping point"; WWF, 2018, "Living planet report – 2018: Aiming higher"; F. Sánchez-Bayo and K.A.G. Wyckhuys, 2019, "Worldwide decline of the entomofauna: A review of its drivers", Biological Conservation.

Material Footprint

Tonnes per person per year



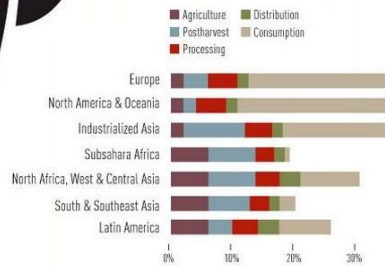
1990 ve 2017 yılları arasında, malzeme ayak izleri - yılda metrik ton olarak ölçülen kişi başına malzeme tüketimi - üst gelirli ve yüksek gelirli tüketiciler için dramatik bir şekilde artarken, düşük gelirli tüketiciler arasında biraz küçülmüştür. Veri kaynağı: UNEP & IRP GRO-2019



30% CEREALS FOOD LOSSES

In industrialized countries, consumers throw away 286 million tonnes of cereal products.

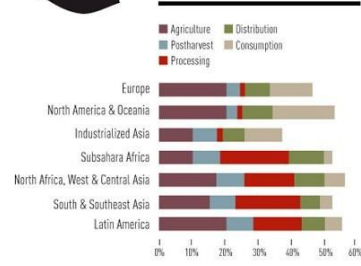
763 billion boxes of pasta



45% FRUIT & VEGETABLES FOOD LOSSES

Along with roots and tubers, fruit and vegetables have the highest wastage rates of any food products; almost half of all the fruit and vegetables produced are wasted.

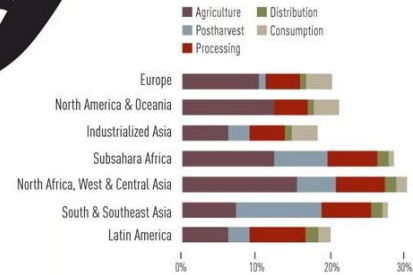
3.7 trillion apples.



20% OILSEEDS & PULSES FOOD LOSSES

Every year, 22% of the global production of oilseeds and pulses is lost or wasted.

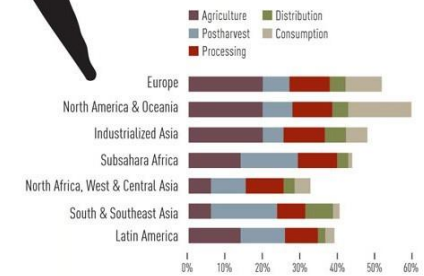
This is the same as the olives needed to produce enough olive oil to fill nearly 11,000 Olympic-sized swimming pools.



45% ROOTS & TUBERS FOOD LOSSES

In North America & Oceania alone, 5,814,000 tonnes of roots and tubers are wasted at the consumption stage alone.

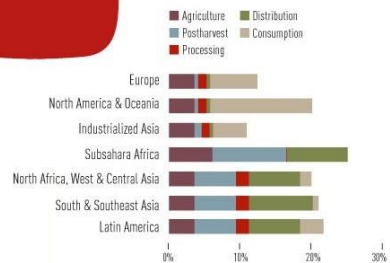
This equates to just over 1 billion bags of potatoes.



20% DAIRY FOOD LOSSES

In Europe alone, 29 million tonnes of dairy products are lost or wasted every year.

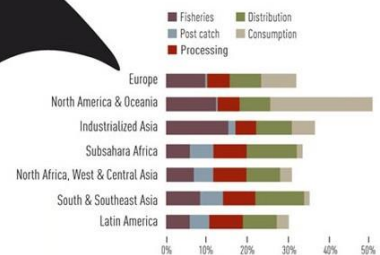
This is the same as 574 billion eggs.



30% FISH & SEAFOOD FOOD LOSSES

8% of fish caught globally is thrown back into the sea. In most cases they are dead, dying or badly damaged.

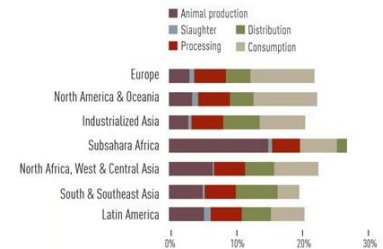
This is equal to almost 3 billion Atlantic salmon.



20% MEAT FOOD LOSSES

Of the 263 million tonnes of meat produced globally, over 20% is lost or wasted.

This is equivalent to 75 million cows.

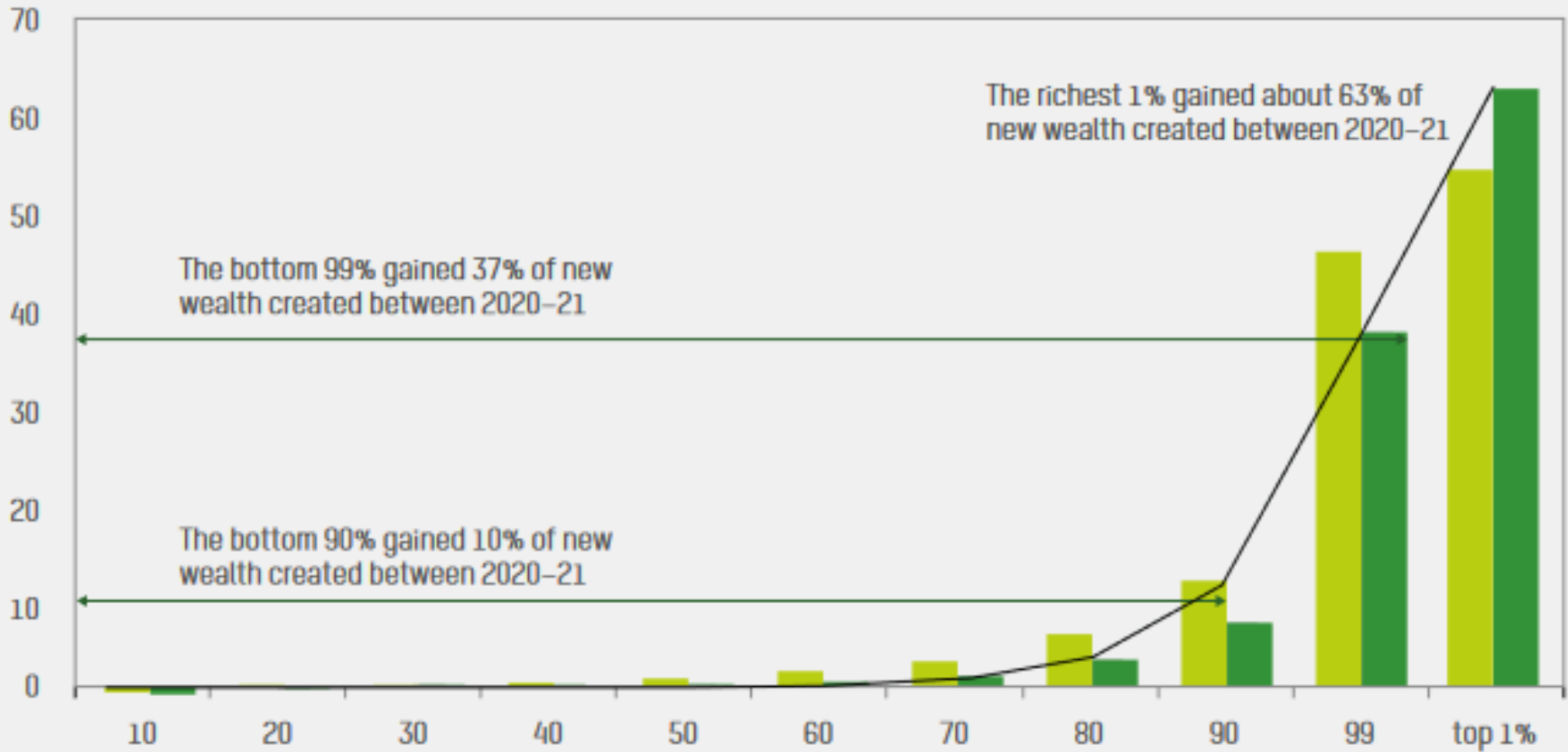




GIDA ATIKLARI

KÜRESEL SERA GAZI SALIMLARININ

%8'İNİ OLUŞTURMAKTADIR.



En fakirler

■ 2012-2021

■ 2020-2021

— 2020-2021 Toplam



En zenginler





A black and white photograph of Robert Kennedy speaking at a microphone. He is wearing a dark suit and tie, and is gesturing with his right hand. In the foreground, a man is holding a camera up to take a picture. The background is dark, and there are other people visible, including a man in a cap and glasses to the left.

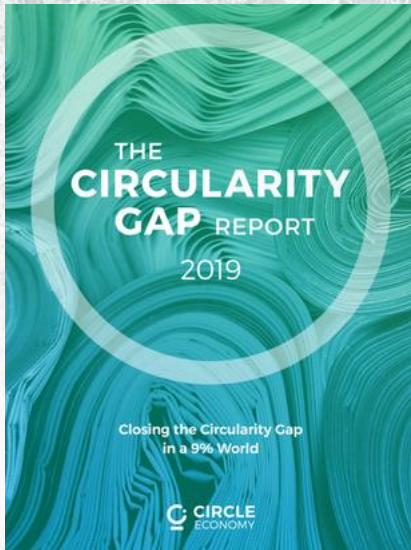
«GSYİH her şeyi ölçüyor, ancak hayatı değerli kılan hiçbir şeyi ölçmüyor.»

Robert Kennedy, 1968

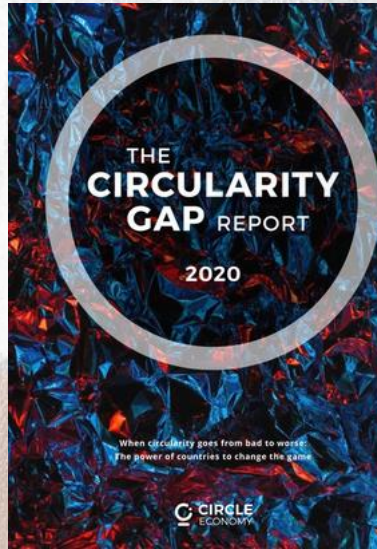
2018
9.1%



2019
9%



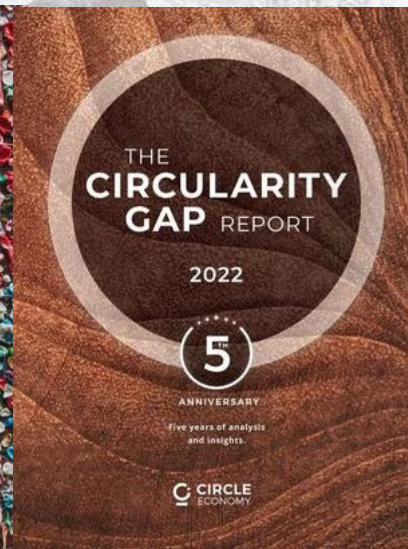
2020
8.6%



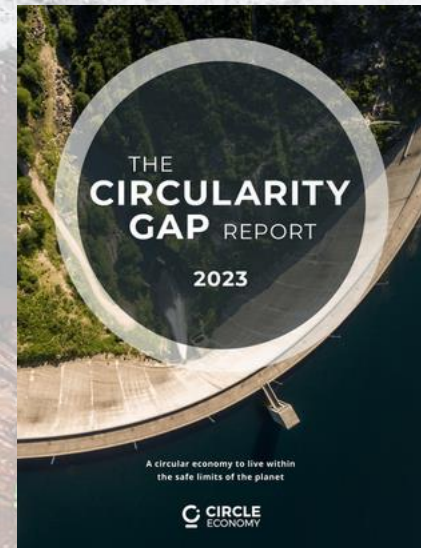
2021
8.6%



2022
8.6%



2023
7.2%





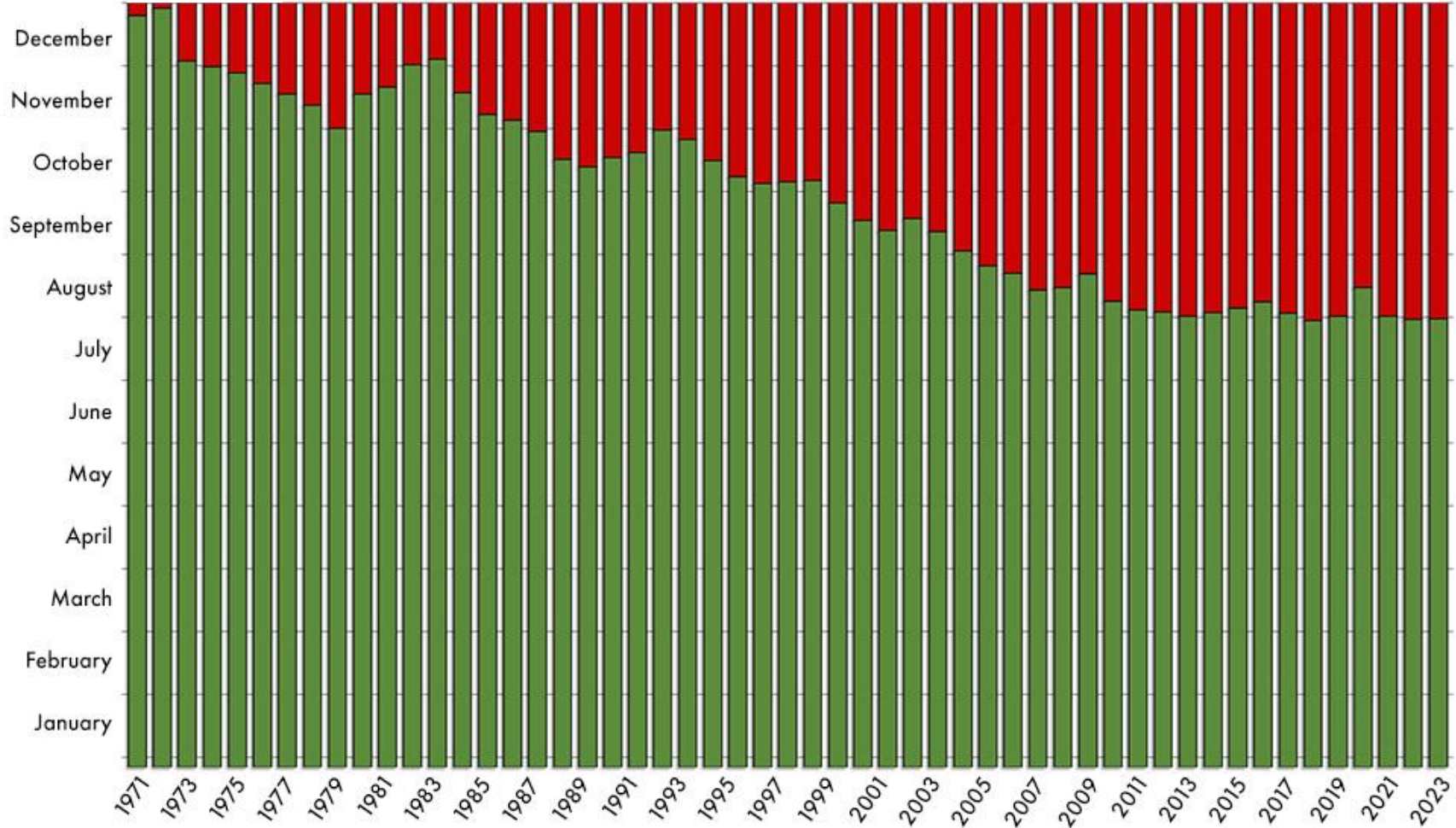
1 Dünya

Dünya Limit Aşım Günü

1971 - 2023

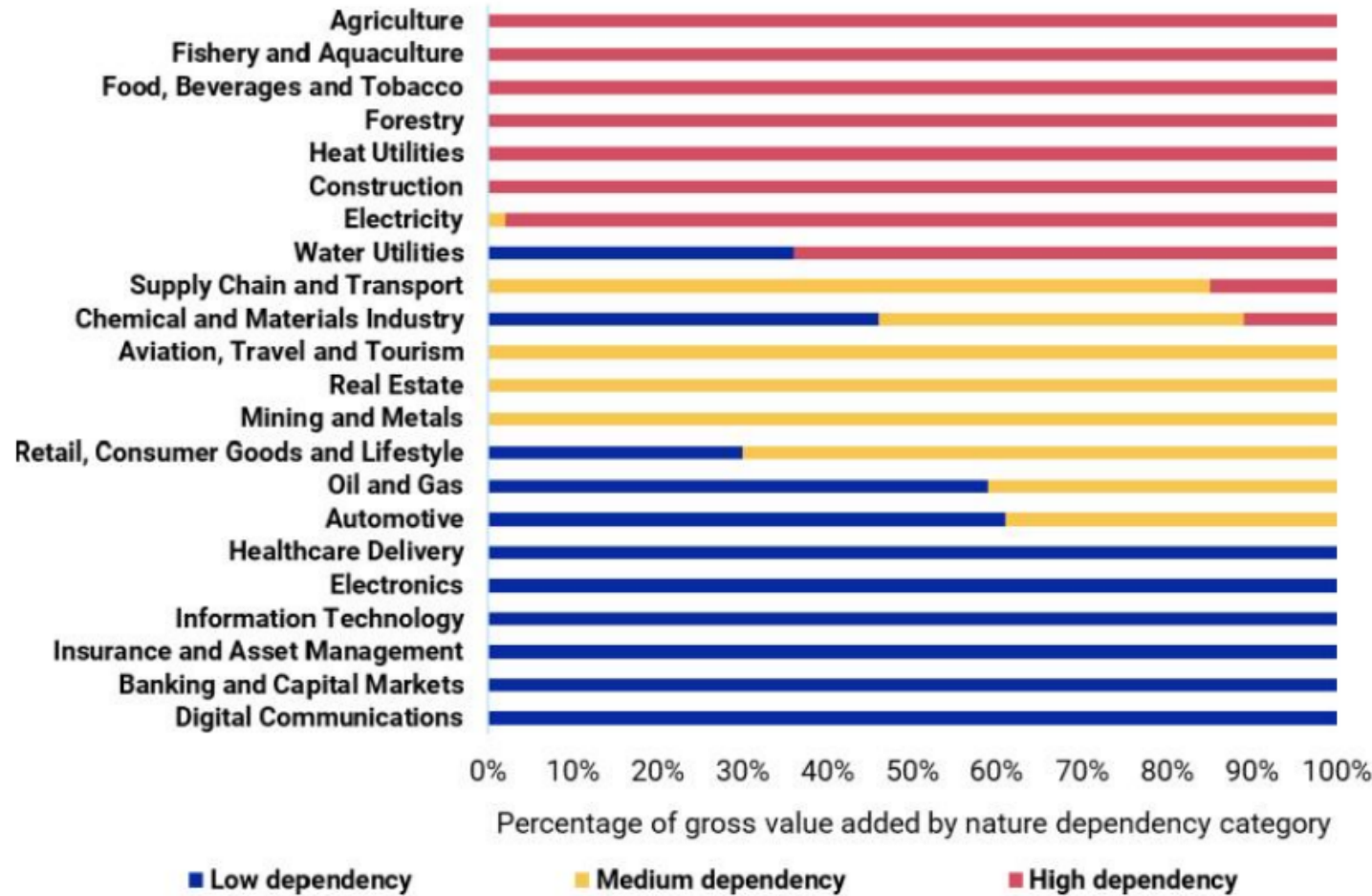


1,7 Dünya



Source: National Footprint and Biocapacity Accounts 2023 Edition
data.footprintnetwork.org

Exhibit 4: Dependencies of industries on natural capital



50%

of global GDP is dependent on nature

75%

of global food crops rely on animal pollination

50%

of crops at risk due to soil erosion



Sources: MSCI ESG Research, November 2023; World Economic Forum and PwC. 2020. "Nature Risk Rising: Why the Crisis Engulfing Nature Matters for Business and the Economy."

A growing regulatory focus

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Biodiversity targets and disclosure – Article 29 of the Energy-Climate Law requires financial firms to publish biodiversity-related risks and align with global biodiversity targets such as the Kunming-Montreal Global Biodiversity Framework.²⁴

UK

Ban on illegal deforestation in supply chains – the Environment Act bars covered businesses from using commodities produced on illegally used or occupied land.²⁵



FIGURE 2 | Key nature-related dynamics impacting businesses²⁹





“We want responsible forest management to be the norm. We are using our global reach to drive positive change particularly in regions facing challenges.”

Mikhail Tarasov
Global Forestry Manager, IKEA

ÇEVRESEL

Çevre üzerindeki
etkimizi azaltmak

İklim değişikliği

Üretimde enerji
verimliliği

Ham madde yönetimi ve
tedariki

Su ve atık su yönetimi

Kimyasal yönetimi

Atık yönetimi

Ürün yaşam döngüsü

Çevre mevzuatına uyum

Çevre yatırımları

Biyoçeşitlilik

Acil durum yönetimi



ÇEVRESEL ÇEVRE ÜZERİNDEKİ ETKİMİZİ AZALTMAK

ÖNCELİKLİ KONU	HEDEF ALANLARI	ÖRNEK HEDEFLER	TAKİP GÖSTERGELERİ (KPI)
İklim değişikliği	► Toplam salımlar	► <u>Karbon salımlarını</u> %X oranında azaltmak	► Toplam Kapsam 1 ve 2 salımları ► Kapsam 3 salımları (lojistik kaynaklı salımlar dahil)
	► Karbon yoğunluğu	► Üretim başına karbon salım oranını %X azaltmak ► Yıllık ciro başına karbon salım oranını %X azaltmak ► Çalışan başına karbon salım oranını %X azaltmak ► Yüzey alan başına karbon salım oranını %X azaltmak	► Toplam <u>karbon salım miktarı</u> (Kapsam1+2) (ton CO ₂ e) / Toplam üretim miktarı (ton, adet) ► Toplam <u>karbon salım miktarı</u> (Kapsam1+2) (ton CO ₂ e) / Yıllık ciro (TL, \$, €...) ► Toplam <u>karbon salım miktarı</u> (Kapsam1+2) (ton CO ₂ e) / Toplam çalışan sayısı ► Toplam <u>karbon salım miktarı</u> (Kapsam1+2) (ton CO ₂ e) / Üretim alanı (m ²)
	► Yenilenebilir enerji tedariki	► Yenilenemeyen enerji tüketimini %X azaltmak ► Yenilenebilir enerji kullanımını %X artırmak ► %X yenilenebilir elektrik tedarik etmek	► Yenilenemeyen enerji tüketimi ► Yenilenebilir enerji tüketimi ► Yenilenebilir elektrik tüketimi
Üretimde enerji verimliliği	► Enerji verimliliği	► Enerji verimliliği yatırımları ile birim üretim başına enerji tüketimini %X azaltmak ► Enerji tüketiminin azaltılması Elektrik (kWh) doğalgaz (m ³ , sm ³ ...) benzin, motorin (l) kömür, linyit (ton) vb.	► Enerji verimliliği ile sağlanan tasarruf miktarı (TL, kWh, m ³ , ton vb.)
Ham madde yönetimi ve tedariki	► Sürdürülebilir ham madde tedariki	► Sürdürülebilir ham madde kullanımını %X artırmak	► Sürdürülebilir ham madde kullanım oranı
Su ve atık su yönetimi	► Kaynak bazında (şebeke, yüzeysel, yeraltı vb.) su kullanım miktarı	► Kaynak bazında (şebeke, yüzeysel, yeraltı vb.) su kullanım miktarının %X azaltılması	► Kaynak bazında (şebeke, yüzeysel, yeraltı vb.) su kullanım miktarı (m ³)
	► Kaynak bazında (şebeke, yüzeysel, yeraltı vb.) su deşarj miktarı	► Kaynak bazında (şebeke, yüzeysel, yeraltı vb.) su deşarj miktarının %X azaltılması	► Kaynak bazında (şebeke, yüzeysel, yeraltı vb.) su deşarj miktarı (m ³)
	► Kullanılan toplam su miktarı	► Birim üretim başına su kullanımını %X azaltmak	► Birim üretim başına kullanılan su miktarı
	► Geri dönüştürülen su miktarı	► Proseste geri dönüştürülen toplam su oranını %X artırmak	► Proseste geri dönüştürülen toplam suyun yüzdesi ve hacmi
	► Atık su geri kazanımı	► Atık su arıtma sürecinde geri dönüştürülen toplam su oranını %X artırmak	► Atık su arıtma sürecinde geri dönüştürülen toplam suyun yüzdesi ve hacmi
	► Atık su kalitesi	► Atık su kalitesini artırmak	► Atık su kalitesini yükseltme sürecinde kalitesi yükseltilecek toplam suyun yüzdesi ve hacmi
Kimyasal yönetimi	► Sürdürülebilir kimyasal tedariki	► %X sertifikalı kimyasal kullanmak	► Tedarik edilen kimyasal maddelerin sertifika oranı
	► Üretimde ve ürünlerdeki kimyasal kullanımı	► Üretimde ve ürünlerdeki kimyasal kullanımını ulusal ve uluslararası düzenlemelere (REACH* vb.) uygun gerçekleştirmek. ► Kimyasal kullanım oranını azaltmak	► Ürünlerdeki kimyasal kullanımının ulusal ve uluslararası mevzuata uyumu ► Kimyasal kullanım oranı

ÇEVRESEL ÇEVRE ÜZERİNDEKİ ETKİMİZİ AZALTMAK

ÖNCELİKLİ KONU	HEDEF ALANLARI	ÖRNEK HEDEFLER	TAKİP GÖSTERGELERİ (KPI)
Atık yönetimi	► Katı atık azaltımı	► Üretim süreçlerinde ortaya çıkan atıkları %X azaltmak	► Atık depolama alanına gönderilen atık oranı ► Geri kazanılan tehlikeli atık miktarı (ton) ► Geri kazanılan tehlikesiz atık miktarı (ton) ► Bertaraf edilen tehlikeli atık miktarı (ton) ► Bertaraf edilen tehlikesiz atık miktarı (ton) ► Ara depolamaya gönderilen tehlikeli atık miktarı (ton) ► Ara depolamaya gönderilen tehlikesiz atık miktarı (ton)
	► Atık dönüştürme ve yeniden kullanım	► Yeniden kullanılan/geri dönüştürülen atık oranını %X artırmak	► Yeniden kullanılan/geri dönüştürülen atık oranı
	► Sürdürülebilir ambalaj stratejisi ve politikası	► Geri dönüştürülemeyen plastik ambalaj oranını %X azaltmak ► İade ambalaj oranını %X azaltmak	► Geri dönüştürülemeyen plastik ambalaj oranı ► İade ambalaj oranı
Ürün yaşam döngüsü	► Yaşam döngüsü analizi	► Yaşam döngüsü analizinden geçen ürün oranını %X artırmak	► Yaşam döngüsü analizinden geçen ürün oranı
Çevre mevzuatına uyum	► Mevzuata uyum ► Çevre eğitimleri ► Çevresel Yönetim Sistemi (ÇYS)	► Çevre ile ilgili alınan ceza sayısını sıfıra indirmek ► Gerçekleştirilen çevre eğitimlerini %X oranında artırmak ► Çevresel Yönetim Sistemi'nin (ÇYS) oluşturulması ve geçerliliğin korunması	► Çevre ile ilgili alınan cezalar ► Çalışanlara verilen çevre eğitimi saati (kişi*saat) ► Çevresel Yönetim Sistemi'nin (ÇYS) oluşturulması ve ulusal mevzuata uyum ve uluslararası standartları sağlama
Çevre yatırımları	► Çevre ile ilgili performansı artırmak için yapılan yatırımlar	► Çevre ile ilgili performansı artırmak için yapılan yatırımlar toplamını %X artırmak	► Çevre yatırım ve harcamaları (TL)
Biyçeşitlilik	► Faaliyetlere ilişkin risk faktörlerini belirleyerek biyoçeşitlilik konusunda uzman STK (Sivil Toplum Kuruluşları)'larla biyoçeşitliliği korumak ve iyileştirmek için beraber çalışmalar yapmak	► Biyoçeşitliliği korumak ve iyileştirmek için aksiyon planları oluşturmak	► Biyoçeşitliliği korumak ve iyileştirmek için gerçekleştirilen proje sayısı, projelerdeki çıktılar
Acil durum yönetimi	► Acil durum risk değerlendirmesi ve müdahale planı	► Acil durum risk değerlendirmesi ve müdahale planı oluşturulması ► Acil durum müdahale ekibi ve tatbikatlar ile güncel tutulması	► Gerçekleştirilen tatbikat ve eğitim sayısı



REDUCE OUR CARBON FOOTPRINT [▶](#)

We reduce our carbon footprint by working towards and meeting more ambitious climate goals at a greater global scale than anyone in our industry.



DESIGN FOR CIRCULARITY [▶](#)

We implement impactful reuse, recycling and remanufacturing strategies across our entire product design and delivery process.



CHOOSE AND USE MATERIALS RESPONSIBLY [▶](#)

We source and select materials that are healthier for people and the planet and manage resources such as water and energy wisely.

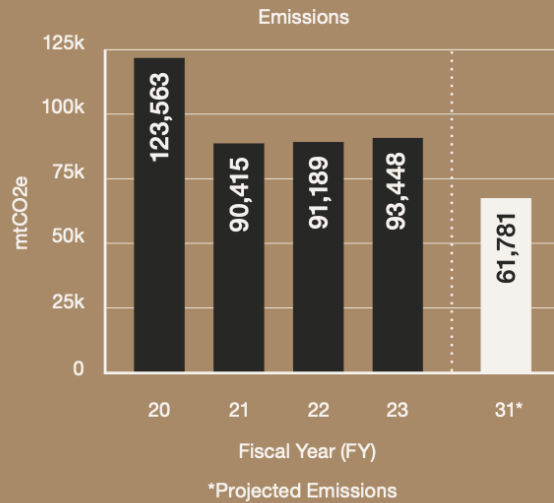
Scope 1 + 2

Goal

Reduce absolute emissions from our own operations 50% by 2030 (FY31)

Progress

We've maintained momentum toward cutting operational emissions in half this decade despite changes to our business.



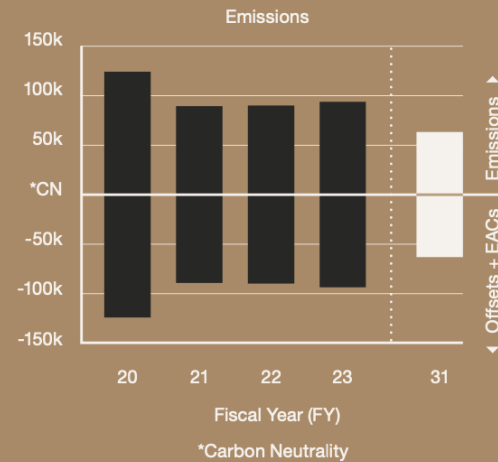
Scope 2

Goal

Annually purchase renewable energy equivalent to 100% of our global electricity consumption for our direct operations

Progress

Our 12-year wind power purchase agreement with Apex Clean Energy started in 2016. It supports the production of approximately **100** million kilowatt hours of clean energy each year – enough to power **9,100** homes.



Scope 3

Goal

Partner with 80% of suppliers based on emissions levels to set their own science-based targets by 2025

Progress

This year, **5%** of suppliers by emissions (12 suppliers) set science-based targets. Moving forward, continued supplier engagement, additions to the Steelcase supplier scorecard incentives, and including science-based targets as part of our Supplier Code of Conduct, will further our efforts to meet this goal.

Goal

14% emissions reduction for waste generated in operations by 2030

Progress

23% reduction in emissions in 2022 from 2019.* We've improved how we track and manage valuable resources like wood and steel which help to reduce total waste.

Goal

14% emissions reductions in business travel by 2030

Progress

We've achieved a **72%** reduction since the base year of 2019. We invest in developing and deploying hybrid collaboration tools and conduct business today with significantly less travel.

*Some reductions are related to pandemic closures or disruptions

Scope 1

Goal

Annually finance carbon offset projects to maintain carbon neutrality for our direct emissions

Progress

We support a variety of offsets around the world, verified through Climate Impact Partners, which creates carbon offset programs for organizations to offset the emissions they can't reduce.

Goal

Conduct water balance analyses for process water and consider water recycling options for plants in water-stressed areas

Progress

We recently completed water balance analyses for six of our manufacturing locations, some of which are located in water-stressed areas of the globe. A closed-loop water recycling and reuse system in our plants in China, Germany and Czech Republic allow us to increase manufacturing capacity without polluting the water. In our Dongguan, China plant, we reduced water use by **56%** on one paint line by changing the water less frequently while maintaining product quality through testing.

Goal

Improve water use efficiency to reduce global water consumption in operations and continue to manage the quality of discharged wastewater

Progress

Global water usage in 2023:

95,723,328 gallons – **6.3%** decrease since 2020

Reduce + Recycle

Goal

Phase out single use plastics in substantially all Steelcase brand product packaging by 2030

Progress

This year we reduced our single use plastics by **4%**. We are actively redesigning packaging to use more sustainable materials.

Goal

Achieve an average of 75% recycled content in all Steelcase brand packaging by 2030

Progress

Consistent increase of recycled content in packaging:

FY20 – **20%**

FY21 – **30%**

FY22 – **30%**

FY23 – **40%**

Commitments and goals

During FY23, we aligned our strategic climate goals with the 1.5°C trajectory and the Net-Zero Standard by Science Based Targets initiative (SBTi). We submitted our goals to SBTi mid-November 2023 and validation is currently pending.

Our main priority is **drastically reducing greenhouse gas emissions** across the IKEA value chain. Any remaining emissions will be neutralised – reaching net-zero emissions by FY50 at the latest – **by removing and storing carbon** from the atmosphere through better forest and agricultural management practices within the IKEA value chain. Additionally, we will go beyond net zero and **go beyond IKEA** by contributing to additional reductions in society.

Read more about our work on climate change, including a detailed breakdown of our climate footprint in the [IKEA Climate Report FY23](#).

1 Drastically reducing GHG emissions across the IKEA value chain, in absolute terms

The overall goal is, by FY30, to reduce the absolute GHG emissions from the IKEA value chain by at least 50% compared to FY16 (previous goal was a 15% reduction). By FY50 at the latest, we will reduce the absolute GHG emissions from the IKEA value chain by at least 90% compared to FY16.

As a result of our new net-zero goals, we have either updated or set new goals for most parts of our value chain.¹ For materials, we have set the goal to at least halve our emissions by FY30 compared to FY16 baseline. For food ingredients, we have updated our FY30 goal from -25% to -50% emissions reduction compared to FY16. For product use at home, we have set our FY30 goal to -70% emissions reduction compared to FY16. We have also set a FY30 goal for reduced emissions from product end-of-life by 30% compared to FY16.

2 Removing and storing carbon from the atmosphere through forestry, agriculture and products within our value chain

Storing carbon in trees and agricultural crops used for materials, food, and fuels removes CO₂ from the atmosphere. If the land is also responsibly managed, it has the potential to reduce climate impact. In contrast to carbon offsets, the removals and storage occur within

the IKEA value chain and are part of how we responsibly source materials for the IKEA range.

A strategic goal will be set once the Land Sector and Removals Guidance by GHG Protocol is finalised, which is expected to be in the summer of 2024. This accounting guidance is the final piece since the establishment of the [Forestry, Agriculture and Land \(FLAG\)](#) target setting standard by SBTi established in September 2022. Even though a goal has yet to be set, we're pursuing actions that we know will make a positive contribution.

3 Going beyond IKEA

We will contribute to additional reductions in society by taking an extended responsibility for the climate footprint of our customers, suppliers and in our sourcing areas – not just the part which we can account for in the IKEA climate footprint. A strategic goal for this will be set once the guidance for “removing and storing carbon” is ready and when the framework for going beyond has been developed by SBTi. We are already taking actions that we know will have a positive contribution, even though a goal has not yet been set.

We firmly believe that we need to address the root causes of our climate footprint within our own value chain or in connection to our customers, suppliers, and sourcing areas. We will not use carbon offsets to achieve our ambition to reach net-zero emissions.

Reducing the IKEA climate footprint in line with 1.5°C

- 1 *Drastically reducing GHG emissions across the IKEA value chain, in absolute terms*
- 2 *Removing and storing carbon from the atmosphere through forestry, agriculture and products within our value chain*

Contributing to additional reductions in society²

- 3 *Going beyond IKEA*

Reducing more emissions than the IKEA value chain emits

¹ Excluding production, product transport, co-worker commuting and business travel.

² An effect that's in addition to what's required to reduce the IKEA value chain emissions to be aligned with the 1.5°C target and will never act as any discount or offset to reach the GHG emission reduction goal.



Material Topics	Goals	Key Performance Indicator	Performance			Status
			2020	2021	2022	
Energy Management and Carbon Emissions	By 2025, we will reduce our energy consumption per ton of production to 2.25.*	Energy Intensity Mwh/ton	2.22	2.36	2.32 ✓	Room for improvement
	By 2030, 50% of total electricity consumption will be met by renewable energy sources.	Renewable Energy Consumption (%)	-	-	-	Room for improvement
Water Management	By 2025, we will reduce our water consumption per ton of production to 7.49.	Water Intensity (m ³ /ton)	7.96	8.30	7.89 ✓	Room for improvement
Waste Management	By 2025, we will reduce our waste generation per ton product to 32.1.	Waste (kg/ton)	43.26	39.10	35.10	Room for improvement
	Our recycled waste ratio will be 95% each year.	Share of recycled waste (%)	94%	95%	95.3% ✓	Accomplished

Selpak

SOLO

Silen

SERVIS

ECZACIBAŞI
TÜKETİM ÜRÜNLERİ

Science Based Targets

Target 2030 (compared with 2016):

Scope 1 and 2 **-35%**

Scope 3 **-18%**

Outcome 2022:

Scope 1 and 2 **-18%**

Scope 3 **-10%¹⁾**

Essity's climate-affecting emissions are divided into three different classes (Scope) depending on origin. Scope 1 and 2 are directly linked to Essity's production. Scope 3 reports indirect emissions in Essity's value chain.

Production waste

Subject to material or energy recovery

Target 2030:

100%

Outcome 2022:

62%

Resource efficiency and the reduction of waste are important in Essity's production facilities. The target is that all production waste will be subject to material and energy recovery by 2030, which reduces greenhouse gas emissions.

Packaging

Share of packaging manufactured from renewable and/or recycled material

Target 2025:

85%

Outcome 2022:

80%

Essity is striving for 100% recyclability and 85% renewable or recycled material in the company's packaging. This target applies to both paper and plastic packaging for Essity's brands.

Science Based Targets

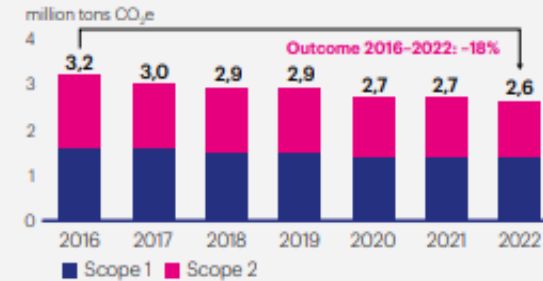
Target 2030 (compared with 2016):

- **Scope 1 and 2:**

Target: -35% Outcome 2022: -18%

- **Scope 3:**

Target: -18% Outcome 2021: -10%

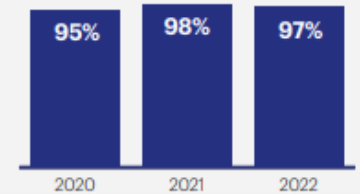


Fresh fiber

Share of FSC or PEFC-certified fresh fiber

Target: 100%

Outcome:



Through certifications such as the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC), Essity ensures sustainable fiber procurement, thereby preventing deforestation and promoting biodiversity.



Leukoplast

JOBST

Actimove



Libero



TOM
ORGANIC

knix

modibodi



Climate-related risks and opportunities

Scenario 1: Global warming of 1.5°C¹⁾

Description: Global warming is limited to no more than 1.5°C by 2100 through global collaboration between governments, industries, companies and individuals pushing for tougher legislation, green innovation and rising demand for environmentally friendly products and services. Carbon emissions are strictly limited and carbon tax is extended, which promotes processes with low carbon emissions and greater use of circular material and products.

Risks	Description and impacts
<ul style="list-style-type: none"> • Shifting regulatory landscape • Changed consumption patterns • Shortage of green energy and sustainable materials 	<p>Transitional effects will impose stricter legislation for manufacturing processes, energy sources and material use:</p> <ul style="list-style-type: none"> • Increased restrictions on carbon emissions through carbon taxes impact overall operational costs. • Limitations or stricter post-use solutions for single-use products to reduce waste impact operational costs. • Limitations on water use in production will impact production costs. • Consumer behavior and preferences move toward lower use of plastics. • Continued increase in demand leads to shortage of fresh wood-based fiber, in turn resulting in raw materials shortages and increased prices for raw materials.
Opportunities	Description and impacts
<ul style="list-style-type: none"> • Development of new business models • Sustainable innovations 	<ul style="list-style-type: none"> • Competitive advantages through Essity's long-term and robust efforts to achieve lower resource use, innovative green production methods and lower carbon emissions. • Customers, consumers, investors and employees are attracted by changed consumption patterns in the form of increased demand for sustainable solutions with a smaller climate footprint, that companies with a strong sustainability profile are rewarded and investments in and development of business models and environmentally conscious solutions.

Scenario 2: Global warming of 4°C²⁾

Description: Global warming of 4°C in 2100, due to the failure to effectively reduce emissions and other negative environmental impacts. Extreme weather becomes more frequent. Sea levels continue to rise, desertification and deforestation continues. Access to key resources such as raw materials, energy, water and food declines, resulting in greater volatility and uncertainty for prices and food security.

Risks	Description and impacts
<ul style="list-style-type: none"> • Extreme weather • Permanent shortage of key raw materials and access to water • Linear consumption patterns continue • Dynamic and globally disharmonized regulatory landscape 	<p>Extreme weather and the continued rise of carbon emissions into the atmosphere may impact Essity's business in many areas such as:</p> <ul style="list-style-type: none"> • Water scarcity and excessively high water temperatures impacting production stability and operational costs. • Rising insurance costs and costs for reconstruction following extreme weather. • Increased investments required to safeguard stable production and supply chain. • Deforestation continues and forest fires limit availability of good quality certified wood, impacting prices negatively and leading to raw material shortages. • Lower living standards and changed consumption behavior. • Permanent scarcity of natural resources, raw materials, energy and water may require site closures in specific areas and generally lead to higher prices for raw materials, energy, water and distribution. • Increasing amount of waste to be managed by communities and countries will impose higher waste costs. • Without bans, plastic use continues to increase resulting in higher costs. • Frequent shift in the political landscape and regulations may impact cost of compliance and conducting business.
Opportunities	Description and impacts
<ul style="list-style-type: none"> • Competitive advantage • Leading hygiene and health solutions are prioritized 	<ul style="list-style-type: none"> • Safeguarded production and sourcing in regions at risk builds trust in and loyalty to Essity's brands.

1) The scenario includes consideration of Shared Socioeconomic Pathways (SSP) scenarios 1-1.9 and the International Panel for Climate Change (IPCC) scenario (RCP scenario 2.6).

2) The scenario includes consideration of Shared Socioeconomic Pathways (SSP) scenarios 3-7.0 and the International Panel for Climate Change (IPCC) scenario (RCP scenario 6-8.5).

Our achievements

87%

of all process waste recycled or recovered

-17%

reduction of CO2 emissions from 2022

89%

of supplier spend covered by the UPM Supplier and Third Party Code

87%

share of certified wood

Our commitments by 2030

1.5 °C

limiting global temperature rise

0





no coal or peat in own on-site energy generation by 2030
















++

net-positive impact on biodiversity

40%

female representation in professional and managerial roles

Biodiversity KPI	Contribution to the SDGs	2030 target	2023 results
Positive impact on forest biodiversity and developing a monitoring system ¹	SDG Targets 13.1 & 15.2 	Positive development (continuous)	Overall positive development measured in Finland and in Uruguay
Obstacle-free streams ²	SDG Target 15.2 	500 km	186 km reached
Forestry KPI	Contribution to the SDGs	2030 target	2023 results
Climate-positive land use in UPM's own and leased forests	SDG Targets 13.1 & 15.2 	Forests as carbon sinks (continuous)	Five-year annual average carbon sink was approx. 4.8 m tonnes of CO2 equivalents
Share of certified fibre ¹	SDG Target 15.2 	100%	87%

Strategic Focus	Our 2030 Aspiration	Our Goals	Target Year			SDG Focus
			2022	2025	2030	
 Forest Footprint	Reduce our natural forest footprint by 50% while unlocking the power of the world's forests to help solve the climate and biodiversity crises.	<p>Reduce our Natural (Northern) Forest Fiber² footprint by 50% from a 2011 base year.</p> <p>—</p> <p>Source 90% of our tissue fiber from Environmentally Preferred Fiber (EPF) sources.</p> <p>—</p> <p>In the near future, set a science-based goal to reduce Scope 3 land-use emissions by 2030.</p>		 		 
 Carbon Footprint	Do our part in the fight against climate change by minimizing the carbon footprint of our products and brands and reducing our direct emissions by 50% and value chain emissions by 20%.	<p>Reduce absolute Scope 1 and 2 GHG emissions by 50% over a 2015 base year.</p> <p>—</p> <p>Reduce absolute Scope 3³ GHG emissions by 20% from a 2015 base year.</p>		 		
 Water Footprint	Reduce our water footprint by 50% in water-stressed regions by creating significant improvements in our supply chain and the surrounding communities, ensuring ongoing access to fresh water for all.	<p>Achieve sustainable water use at 100% of our sites in water-stressed regions.</p> <p>—</p> <p>Create positive and measurable watershed impact in 30 watersheds/water basins.</p> <p>—</p> <p>Achieve responsible and efficient water use at all Kimberly-Clark manufacturing facilities.</p> <p>—</p> <p>Collaborate with key supplier partners to amplify our impact in water-stressed regions around the world.</p>		   		



Reduce our absolute Scope 1 and Scope 2 GHG emissions by 50%



Reduce our Plastics Footprint by 50%



Reduce our Natural (Northern) Forest Fiber Footprint by 50% (by 2025)



Reduce our Water Footprint by 50% in water-stressed areas

² Natural forests are composed of native species that self-regenerate and contain key elements of native ecosystems such as wildlife and biological diversity. To us, this primarily includes boreal fibers known as Northern Bleached Softwood Kraft (NRSK)

³ Reduction target is focused on emissions from the Greenhouse Gas Protocol's Scope 3 Category 1 (Purchased Goods and Services) and Category 12 (End of Life Treatment of Sold Products).

ÇEVRESEL

Çevre üzerindeki etkimizi azaltmak

İklim değişikliği

Üretimde enerji verimliliği

Ham madde yönetimi ve tedariki

Su ve atık su yönetimi

Kimyasal yönetimi

Atık yönetimi

Ürün yaşam döngüsü

Çevre mevzuatına uyum

Çevre yatırımları

Biyoçeşitlilik

Acil durum yönetimi

EKONOMİK

Ürün geliştirme, iş modelleri ve yönetim anlayışında yenilikçiliğe liderlik etmek

Ar-Ge ve inovasyon

Dijitalleşme ve müşteri memnuniyeti

Döngüsel ekonomi ve iş modelleri

Sektörel iş birlikleri

Şeffaf yönetim anlayışı ve raporlama

İş etiği

Ürün güvenliği ve kalite

Ürün etiketleri ve iletişim

Marka itibarı



ÖNCELİKLİ KONU	HEDEF ALANLARI	ÖRNEK HEDEFLER	TAKİP GÖSTERGELERİ (KPI)
Ar-Ge ve inovasyon	►Sürdürülebilir ürünler / hizmetler	►Sürdürülebilirlik için Ar-Ge ve inovasyon yatırımlarının toplam yatırımlara oranını %X'e çıkarmak ►Sürdürülebilir ürün / hizmet kategorisinden gelen gelirin ciro içerisindeki payını %X'e çıkarmak ►Ar-Ge, Ür-Ge ve inovasyon yatırımlarının kârlılığa etkisini %X'e çıkarmak ►Çevresel Ürün Beyanı bulunan ürün sayısını %X artırmak	►Sürdürülebilirlik için Ar-Ge ve inovasyon yatırımlarının toplam yatırımlara oranı ►Sürdürülebilir ürün kategorisinden gelen gelirin ciro içerisindeki payı ►Ar-Ge, Ür-Ge ve inovasyon yatırımlarının kârlılığa etkisi ►Çevresel Ürün Beyanı (Environmental Product Declaration - EPD) bulunan ürün sayısı
Dijitalleşme ve müşteri memnuniyeti	►Dijitalleşmiş süreç ve hizmetler ►Müşteri memnuniyet skorları	►Müşterileri ihtiyaçlarını kolayca karşılamak için dijitalleşmiş süreç ve hizmetlerin oranını %X seviyesine getirmek ►Müşteri memnuniyet skorlarını X seviyesinde tutmak	►Dijitalleşmiş süreç ve hizmetlerin oranı ►Müşterilerin bilgi gizliliği ve güvenliğini güvence altına alan bilgi güvenliği yönetim sistemi politikası oluşturulması ve halka açık olarak paylaşılması ►Müşteri memnuniyet skorları
Döngüsel ekonomi ve iş modelleri	►Döngüsel ekonomi ve eko tasarım, eko etiket uygulamaları	►Döngüsel ekonomi ve eko tasarım, eko etiket uygulamalarının geliştirilmesi	►Toplam fire oranı ►Geri dönüştürülebilir malzeme oranı ►Geri dönüştürülen ve kullanılan malzeme oranı ►Geri dönüştürülebilir ambalaj malzemesi kullanım oranı
Sektörel iş birlikleri	►Sürdürülebilirlik inovasyonu için iş birlikleri	►Sürdürülebilirlik inovasyonu için gerçekleştirilen iş birliği sayısını artırmak	►Sürdürülebilirlik inovasyonu için gerçekleştirilen iş birliği sayısı
Şeffaf yönetim anlayışı ve raporlama	►Paydaş ilişkileri ►Raporlama	►Paydaşların kilit konu ve kaygılarını iş stratejisine entegre edebilmek amacıyla paydaş diyalogu mekanizmalarını artırmak ►Sürdürülebilirlik performansının paydaşlar ile şeffaf paylaşımı için raporlama	►Paydaş grubuna, katılım türüne ve konuya göre katılım faaliyetlerinin sayısı ►Çevresel ve sosyal konular dahil konu bazında gelen ve çözülen dilek, şikâyet ve istekleri takip etmek ►Raporlama sayısı ve sıklığı ►Çalışan bağlılığı, memnuniyeti ve/veya müşteri memnuniyet anketi sonuçlarının halka açık olarak şeffaf şekilde paylaşılması ►Müşteri dahil tüm paydaş geri bildirimlerinin, yanıtlanan ve çözüme kavuşturulan sayısı olmak üzere kırımları ile halka açık olarak şeffaf şekilde paylaşılması
İş etiği	►İş etiği kapsamında politika ve uygulamalar	►Kurumun iş etiği politikaları ve prosedürleri hakkında yapılan iletişim çalışmalarını artırmak ►Etik Hat vb. uygulamalar ile kurum içi ve dışından bildirim yapılabilmesini sağlamak	►Kurumun yolsuzluk karşıtı politikaları ve prosedürleri hakkında yapılan iletişim çalışmaları ve verilen eğitimler ►Yolsuzlukla ilgili belirlenen vakalar ve bunlara karşı alınan önlemler
Ürün güvenliği ve kalite	►Uluslararası ürün güvenliği ve kalite yönetim sistemlerine uygun üretim ►Uluslararası standartlar çerçevesinde tedarikçileri denetlemek	►Uluslararası ürün güvenliği ve kalite yönetim sistemlerine uygun üretilen ürün oranını %X artırmak ►Ürün güvenliği ve kalite açısından denetlenen tedarikçi oranını %X artırmak	►Uluslararası ürün güvenliği ve kalite yönetim sistemlerine uygun üretilen ürün oranı ►Ürün güvenliği ve kalite açısından denetlenen tedarikçi oranı
Ürün etiketleri ve iletişim	►Ürünlerin pazarlama ve satışını şeffaf, sorumlu ve mevzuatlara uygun şekilde gerçekleştirmek ►Tüketicilere ürünün kaynağı, içeriği ve çevresel ayak izi hakkında bilgi vermek	►Sürdürülebilir etiketleme yapılan ürün oranını %X artırmak ►Reklam Verenler Derneği'nin taahhüdü gibi ulusal ve uluslararası oluşumlara katılmak	►Sürdürülebilir etiketleme yapılan ürün oranı
Marka itibarı	►Marka itibarının korunması ve geliştirilmesi	►Pazarlama stratejisine sürdürülebilirliğin dahil edilmesi ►Ürün bileşimindeki sürdürülebilir malzemelerin iletişiminin yapılması ►Upcycling (ileri dönüşüm), downcycling (aşağı dönüşüm) gibi kavramlar üzerinde farkındalık çalışmaları gerçekleştirilmesi	►Marka itibarı araştırmasına sürdürülebilirlik parametrelerinin eklenmesi

Sustainable Design

Goal

Maintain a leadership position in product certifications by ensuring Steelcase brand products making up 90% of Americas sales will be BIFMA LEVEL® 3-certified

Progress

Significant progress made and on track to reach this goal in 2023.

2021 – **37%**

2022 – **78%**

Goal

Incorporate our Sustainable Product Design Framework criteria into all new Steelcase brand products

Progress

All new product development is required to use this framework and a global cross-functional initiative is underway to set comprehensive product sustainability goals.

End-of-Use Solutions

Goal

Provide customers with access to a network of end-of-use service providers to repurpose decommissioned products beginning in 2023

Progress

Since 2021, we have been able to support customers around the world in major metropolitan areas with sustainable end-of-use services for products no longer desired.

Our established global network of service providers includes our own programs, partnerships and dealer services.

6,642 tons of furniture diverted from landfill with our partners since 2021

September 30, 2021

Essity begins tissue production from alternative fibers

Essity has an exclusive licensing agreement for the technology, where the straw-based pulp will maintain the same quality as conventional wood-based pulp at a competitive cost. The straw pulp will initially be used in tissue products for the German consumer retail market under Essity's market-leading brand for household towels and toilet paper, Zewa. The products will contain about 30% straw-based pulp.

The Mannheim plant is Essity's largest tissue plant in Europe with an annual production capacity of 283,000 tons of tissue. Annually, the company will regionally source 70,000 tons of straw that will become about 35,000 tons of pulp.

The production of paper from straw pulp is part of Essity's work to increase circularity and achieve net zero emissions by 2050.



Turning waste into resources, aiming to send zero waste to landfill

Preventing products and materials from becoming waste and turning waste that cannot be avoided into resources are key to a circular economy. By taking a holistic approach that involves product design, production, supply chain management and customer engagement, we aim to turn waste into resources and send zero waste to landfill.

→ Phasing out plastic packaging

In FY21, we set a new goal to phase out single-use plastic in our consumer packaging by 2028, and by FY25 launch all new products in our home furnishing range without plastic packaging. At the time, less than 10% of the total annual volume of packaging material consisted of plastics. To reduce that figure further, we've shifted our focus to packaging made from paper or fibre-based alternatives. As a result, compared to FY21, we have reduced the amount of plastic packaging used for consumer goods by approximately 47% and in total packaging (including consumer packs, multipacks, unit loads, and handling materials) by approximately 44%.

Some key movements that enable the reduction include a move towards paper pallets, paper-based materials replacing plastic bags and wrappers, solid paper constructions replacing blister packs, fibre-based fitting bags and honeycomb paper fillers, to name a few.

→ From BLANDA to BÄRFIS

One of the ways we aim to prevent waste generation is through product design. For example, products in our range such as the BÄRFIS over the door hook rack are made of the offcut material from the BLANDA bamboo bowl.

→ Textile to textile initiative

In FY23, IKEA Taiwan collaborated with range development to repurpose curtains unfit for sale or returned from customers by using their fabric to create tote bags. As part of this initiative, a collaboration was established with the Taiwanese Industrial Development Administration and the Ministry of Economic Affairs to promote textile recycling.



→ Using ceramic production waste to make new tableware

Making ceramics from waste materials has long been a big challenge in the ceramics industry. Together with one of our suppliers, we are now producing brand new ceramics for the SILVERSIDA tableware range from scrap materials. Launched in FY23, the SILVERSIDA product series represents the first example of how we are successfully using ceramic production waste to make new tableware. SILVERSIDA products are made up of 65-70% internal factory waste. This innovation will open up future possibilities for developing flows for recycling post-consumer ceramic material, which would otherwise end up in a landfill or downcycling.

→ Waste performance at IKEA Industry

This year, we've continued working with our Five Main Fractions methodology – where all production units analyse their situation and focus on five fractions: the largest volume, the most hazardous one, mixed fraction, the most expensive, and fractions to landfill. Each factory prioritises and sets up a plan on how to act, test and evaluate ways to minimise, reuse, recycle or send waste to energy recovery. After testing and evaluation, a scaling-up project will be evaluated the year after. In FY23, 9 units out of 21 (FY22: 9) successfully achieved the goal of sending no waste to landfill.

A focus point and challenge for IKEA Industry has been to find sustainable alternatives for ash from bio-boilers and glue water from production processes. We will conduct additional testing on these topics in FY24.

→ Halving food waste in line with the SDGs

In June 2023, the World Resources Institute (WRI) recognised the IKEA business for halving food waste (compared to the FY17 baseline, in meal preparation at IKEA restaurants) in line with the Sustainable Development Goal (SDG) 12.3,¹ setting an example for other companies.



UPM develops forest certification together with its stakeholders



Carbon storing timber and zero-waste side products for a fossil-free future

UPM's wide product range allows us to use every part of the tree to the last straw: at UPM Timber, nothing goes to waste. Production side streams are used as raw material for numerous bio-based innovations, such as biofuels, biocomposites and even wood-based hydrogels for wound care and cell therapy.

100%

of UPM Timber's side products are used as material for bio-based innovations.

ÇEVRESEL

Çevre üzerindeki etkimizi azaltmak

İklim değişikliği

Üretimde enerji verimliliği

Ham madde yönetimi ve tedariki

Su ve atık su yönetimi

Kimyasal yönetimi

Atık yönetimi

Ürün yaşam döngüsü

Çevre mevzuatına uyum

Çevre yatırımları

Biyoçeşitlilik

Acil durum yönetimi

EKONOMİK

Ürün geliştirme, iş modelleri ve yönetim anlayışında yenilikçiliğe liderlik etmek

Ar-Ge ve inovasyon

Dijitalleşme ve müşteri memnuniyeti

Döngüsel ekonomi ve iş modelleri

Sektörel iş birlikleri

Şeffaf yönetim anlayışı ve raporlama

İş etiği

Ürün güvenliği ve kalite

Ürün etiketleri ve iletişim

Marka itibarı

SOSYAL

Paydaşlarımız için değer yaratmak

İş Sağlığı ve Güvenliği

İnsan hakları ve adil çalışma şartları

Yetenek yönetimi

Fırsat eşitliği ve çeşitlilik

Tedarik zincirinde şeffaflık ve izlenebilirlik

Yerel üreticilerin desteklenmesi

Yerel toplumla ilişkiler



ÖNCELİKLİ KONU	HEDEF ALANLARI	ÖRNEK HEDEFLER	TAKİP GÖSTERGELERİ (KPI)
İş Sağlığı ve Güvenliği (İSG)	► Kaza oranları	► Sıfır kaza oranlı bir organizasyon olmak	► Kaza sıklık oranı ► Kaza ağırlık oranı
	► İş sağlığı uygulamaları	► Meslek hastalığı vakalarını %X azaltmak ► Çalışanların esenliğini (wellness) sürekli kılabilecek iş yeri koşullarını yaratmak	► Meslek hastalığı oranı ► Meslek hastalığı sebebiyle yaşanan devamsızlık oranı ► Kronik hastalıkların sayısının takibi
	► İSG eğitimi	► Mevzuat çerçevesinde gerekli İSG eğitimlerini sağlamak ► Uyum ötesinde gerçekleştirilen İSG eğitim saatini %X artırmak	► Mevzuat çerçevesinde ve/veya mevzuatın ötesinde verilen İSG eğitim saati (kişi*saat)
	► Güvenlik kültürü oluşturulması	► Güvenlik kültürü oluşturulması amacıyla gerçekleştirilen etkinlik sayısını %X artırmak	► Güvenlik kültürü oluşturulması amacıyla gerçekleştirilen etkinlik sayısı ► Güvenlik kültürünün yaygınlaştırılması için liderlik uygulamaları gerçekleştirilmesi
İnsan hakları ve adil çalışma şartları	► İnsan hakları eğitimi	► İnsan hakları ile ilgili çalışanlara verilen eğitimlerin toplam saati ve oranını %X artırmak	► İnsan hakları ile ilgili çalışanlara verilen eğitimlerin toplam saati ve oranı
	► Çalışan bağlılığı	► Çalışan bağlılığı oranını %X'e çıkarmak	► Çalışan bağlılığı skorları
	► Çalışan memnuniyeti	► Çalışan memnuniyeti oranını %X'e çıkarmak	► Çalışan memnuniyeti skorları
Yetenek yönetimi	► Çalışan yeteneklerini artırmak ve geliştirmek için uygulanan kariyer geliştirme programları ve yaşam boyu öğrenme programları	► Yetenek yönetimi süreçlerine dahil edilen çalışan oranını %X'e çıkarmak	► Yetenek yönetimi süreçlerine dahil edilen çalışan oranı
	► Yetenek havuzu çalışan devir oranı	► Yetenek havuzu çalışan devir oranını [X-X] aralığında tutmak	► Çalışan devir oranı
Fırsat eşitliği ve çeşitlilik	► Çalışma ortamı çeşitliliği	► Yönetim seviyesindeki kadın çalışan yüzdesini %X artırmak	► Çalışanların yaş, cinsiyet, azınlık grubu dökümü
	► Toplumsal cinsiyet eşitliği		► Yönetim seviyesindeki kadın çalışan yüzdesi
Yerel toplumla ilişkiler	► Faaliyetlerin bulunduğu yerlerdeki yerel topluma (sivil halka) yönelik sosyo-ekonomik açılardan katkı sağlama; çeşitli konularda bilgilendirme yapma, potansiyel iyileştirme alanlarını ortaya koyma kapsamında politika ve uygulamalar; yerel halklar üzerindeki etkilerin yönetimi	► Yerel kalkınma projelerini artırmak	► Yerel kalkınma proje sayısı
	► Toplumsal yatırım programları	► Toplumsal yatırım programlarına ayrılan bütçeyi %X artırmak	► Toplumsal yatırım programlarına ayrılan bütçe
Yerel üreticilerin desteklenmesi	► İthal ham maddelerin ve ikame ürünlerin yerel olarak tedarik edilmesine yönelik çalışmalar yapılması	► Yerel tedarikçilerden satın alma oranını %X artırmak	► Yerel tedarikçilerden satın alma oranı
	► Yerel üreticilere yönelik destek ve geliştirme programları uygulanması	► Yerel üreticilere yönelik destek ve geliştirme programlarını artırmak	► Yerel üreticilere yönelik destek ve geliştirme programı sayısı
	► Coğrafi işaretli ürünlerin yaygınlaşmasını teşvik etmek	► Coğrafi işaretli ürünlerin sayısını ve portföydeki oranını %X artırmak	► Coğrafi işaretli ürün sayısı ve portföydeki oranı
Tedarik zincirinde şeffaflık ve izlenebilirlik	► Stratejik tedarikçi denetim oranı	► Çevresel ve sosyal konularda denetime tabi tutulan/performansı izlenen/ davranış kuralları setini onaylayan tedarikçi sayısını %X artırmak	► Çevresel ve sosyal konularda denetime tabi tutulan/performansı izlenen/ davranış kuralları setini onaylayan tedarikçi oranı
	► Sorumlu satın alma oranı	► Sorumlu kaynaklardan gelen satın alma oranını %X'e çıkarmak	► Gerçekleştirilen düşük çevresel etkililik tedarik oranı



HELP COMMUNITIES THRIVE [▶](#)

Our Better Futures Community partners on and funds social innovation programs to build equitable access to opportunity.



FOSTER INCLUSION [▶](#)

We design spaces, tools and experiences that support our employees, partners and customers in feeling seen, heard and valued.



ACT WITH INTEGRITY [▶](#)

We empower all our employees to represent our values, and are rigorous in how we implement policies that live up to our own ethics and goals.

Employee Development + Growth

Goal
Ensure equitable access to development opportunities

Progress
Diverse leadership representation continues to improve as does our diverse leadership pipeline. We're continuing to work toward more diversity in senior leadership roles.

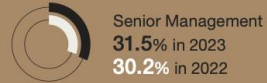
Pay Equity Analysis
Globally, Steelcase women earn **\$0.99** for every **\$1.00** earned by Steelcase men in similar roles with similar qualifications. (Compared to Payscale benchmark of \$0.99)

Leadership representation of women

Hourly ▾



Salaried ▾



Leadership representation of racial and ethnic minorities (U.S.)

Hourly ▾



Salaried ▾



Learning Opportunities

Goals
Enable targeted rapid learning for ongoing self-development

Invest in and optimize tools to embed learning in the flow of work

Establish career and development planning practices aligned with strategy needs

Provide access to resources for employees to upskill and reskill needs

Equip leaders and employees with practices, rituals and resources to support growth, performance and engagement

Progress
17,280 hours of self development
1,245 employees engaged in self-guided learning

On-demand Learning Platform

We introduced Udemy, a self-paced, on-demand learning platform available to anyone with a computer. Popular subjects include: technology, business and personal development.

Planning Tools

We launched planning tools to empower individuals to create development plans in order to support career growth. These tools include conversation guides, objective setting templates and learning actions.

LinkedIn Learning Hub

We invested in a LinkedIn Learning Hub to integrate learning and work platforms, slated to launch in 2023.

Employee Wellbeing

Goal
Ensure employee assistance provider is accessible to all employees and their households

Progress
Employees in **38** countries can access a Steelcase Employee Assistance Provider (EAP). Regional marketing campaigns encouraged employees to leverage this program, resulting in higher than average use (**9.57%**, nearly double typical EAP usage for other companies). EAPs offer mental health services and support.

Goal
Create and cultivate a Wellbeing Champion community

Progress
Wellbeing Champions have been identified in every region (North America, South America, Europe, Middle East, Africa and Asia Pacific) and every employee has access to one.

Goal
Equip employees with mental health first aid training in all regions

Progress
28 mental health certifications completed in the Americas and Europe. The Steelcase Asia Pacific region conducted burnout and stress reduction sessions.

Our Supplier Community

Goals
Invest 10% (\$126 million with 154 suppliers) of addressable spend* in the Americas with diverse suppliers

Update our supplier code of conduct to go beyond compliance and express our commitment and expectations relating to environmental, social and governance issues

Leverage supplier forums to share best practices

Progress
We aspire to develop and maintain a diverse and robust supply base and actively expand our supplier networks in new product development opportunities. We also are proud to support small businesses, spending **\$391** million or **31%** of our addressable spend* in the Americas with **700** small businesses.

*Addressable spend accounts for budget that can be impacted through procurement sourcing decisions.

Steelcase

Better Futures Community

Goal

Provide Changemaker grant funding for 100 employees by 2025

Progress

In 2023, we provided **20** grants totaling **\$52,587**, nearly doubling the **13** grants provided in 2022.

Goal

Provide platforms for employees to volunteer by 2030

Progress

The launch of a new Changemaker Volunteer platform makes it easier for people to see volunteer opportunities, get engaged and record their hours. From 2021-23, we contributed **39,632** employee volunteer hours (with a goal of **100,000** cumulative hours by 2030).

Goal

Design learning opportunities into our community partnerships by 2025

Progress

460 attendees joined our “Better Is Possible” speaker series. Experts shared innovative approaches to taking climate action, reducing inequalities and creating quality education

Goal

Increase the creative capacity of 100 organizations by 2030

Progress

We engaged with **25** Better Futures fellows since 2021 to help nonprofits and educational institutions learn with, and from each other around the world.

Our Dealer Community

Goal

Encourage our dealers’ community investment by establishing grant programs, promoting their volunteer efforts and launching a system through our Premier Partner Dealer program (best-in-class Steelcase dealers) that aggregates dealer community efforts and investments

Progress

We are proud of the investments our dealers make in their local communities and Premier Partners status celebrates their ongoing commitment. This year our Premier partners donated millions of dollars and over **10,000** hours in community service.

Build Diverse Teams

Goal

Build diverse teams that reflect our communities

Progress

Overall Representation of Women Globally



STEM Roles **37%**
Non-STEM Roles **61%**
Steelcase Board of Directors **58.33%**
Top Executive Positions **33.33%**

Representation of Racial and Ethnic Minorities (U.S.)



Representation of New Hires:

Hourly **61.8%**, Salaried **23.9%**

Workforce Percentage by Age Group Globally

Under 30: Hourly **23%**, Salaried **17%**
30-50: Hourly **46%**, Salaried **54.9%**
Over 50: Hourly **31%**, Salaried **28.1%**

Create Systems for Inclusivity

Goal

Create a culture of inclusion

Progress

We’ve grown the number of Business Inclusion Groups and nearly doubled our DEI-learning experiences — conversations and learning events on DEI topics created for all employees.

Business Inclusion Groups

10 in 2023, **7** in 2022

Added groups include: La Mesa (Hispanic Inclusion Group), Women of Steel, DEI Champions

Employee Engagement in DEI Learning Experiences

43.7% growth
1700 participants in 2023
1183 participants in 2022
200+ DEI-related learning experiences offered

Steelcase

Material Topics	Goals	Key Performance Indicator	Performance			Status
			2020	2021	2022	
Equal, Diverse and Inclusive Workplace	By the end of 2025, we will keep the share of women among new recruits at least 50%	Women among new recruits (%)	64%	49%	55% ✓	Room for improvement
	By the end of 2025, we will keep the share of women in employment at least 40%	Total share of women professionals (%)	40%	39%	40% ✓	Accomplished
	By the end of 2025, we will increase the share of women in management positions to 35%	Women in management positions (%)	31%	31%	33% ✓	Room for improvement
Health, Safety and Wellbeing ¹²	By the end of 2025, we will gradually reduce the accident frequency rate below 1 for every 200 thousand working hours.	Accident Frequency Rate (%)	1.08	0.99	0.69 ✓	Accomplished
	We will reduce the lost workday (LWD) with respect to previous year.	LWD	-	17.41	12.08	Accomplished

Selpak

Solo

Silen

SERVIS

ECZACIBAŞI
TÜKETİM ÜRÜNLERİ

Gender distribution at management levels

Target 2025:

40/60%

Outcome 2022:

32/68%

Essity's target is that gender distribution at all management levels (Executive Management Team, senior management, middle management) is to be within the interval 40/60% no later than 2025, where the majority group based on gender is to constitute no more than 60%. The target is reported at an aggregate outcome level for the three management levels.

Health and safety

Decrease in total recordable incident rate compared with 2019

Target 2025:

-75%

Outcome 2022:

-39%

The Total recordable injury (TRI) figure includes Lost time accidents (LTA), Restricted work cases (RWC) and Medical treatment cases (MTC). All of Essity's production facilities are conducting purposeful and systematic work with safety issues.



Leukoplast

JOBST

Actimove



Libero



TOM
ORGANIC

knix

modibodi



Sorular, Yorumlar.

A.Eren Öztürk

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