



Output
report

ONE HOME, ONE PLANET 2020

*"The burden seems immense.
But we can do this.
We must take the martial arts
approach to loving our planet
Love as self-defense
Forget about the cost
There will be no other thing
as worth saving as this!
Nothing more important;
nothing as precious;
This is home."*

*From "Shoulders" by Shane Koyczan
(www.shanekoyczan.com)*

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Ingka Group consists of three business areas. The first is IKEA Retail, the core business, consisting of 374 IKEA stores and touchpoints across 30 markets, which receive 838 million visitors, plus over 2.3 billion visits to IKEA.com. The second is Ingka Centres, which creates and manages 44 Ingka Centres and meeting places across Europe, Russia and China. And the third is Ingka Investments, responsible both for investments in the core business and in areas that add value for our customers.



Hej,

I would like to thank all of you who joined us for this year' ONE HOME, ONE PLANET. We truly appreciated you taking the time, bringing energy and an action-oriented mindset while challenging, stretching and collaborating on solutions for the future. Even though we were physically apart, dialing in from more than 22 different countries, we were connected by our common purpose.

This is probably the most important decade in the history of humankind and the road forward will require an effort and team work like never before to make change happen with speed. Every part of society and each one of us needs to assume responsibility. With OHOP we also want to break down barriers and bust the myths of that sustainability is a luxury for the few and has to come at a premium – we are out to prove that this is the new low cost for the many.

I must say, my favorite part of OHOP was the range of participants – from youth leaders to industry and business leaders, entrepreneurs, activists and NGOs – we know that all of us have an important role to play, and an opportunity to turn the challenges into solutions. Pia and I reflected on this afterwards and you can watch our [post-event commentary here](#).

We know that good intentions are important, words make them meaningful, but in the end it's only action that matters – so let our actions speak loudly!

Let's stay optimistic and tackle this together.

Jesper Brodin
President and CEO, Ingka Group

Second year, first time virtual

Now in its second year, ONE HOME, ONE PLANET (OHOP) is an annual action-orientated event that, over two days, brings together purpose-driven, ideas-led doers, thinkers and influencers from across different fields. Together, we break down barriers to solving key social and environmental challenges facing the world – challenges that now, more than ever, need immediate action. Our ultimate goal with OHOP is to inspire action and spark change in the areas of climate crisis, inequality and resource scarcity, so that we can collectively build back better and create a better future for the many.

OHOP 2020 was set to take place in March as a face-to-face event in our leading sustainable store in Greenwich. But of course, 2020 was far from what we all expected. The world's most critical challenges won't wait for the pandemic to end, however, so we seized the opportunity to deliver a virtual event where even more voices were heard, and with a lower carbon footprint overall.

At OHOP, 200 purpose-driven doers and influencers from various backgrounds and industries, alongside 100 IKEA leaders from across the globe, rolled up their sleeves to break down the barriers we face in

becoming people and planet positive. Our sessions engaged thought leaders, entrepreneurs, brave, action-orientated-, solution-driven minds – people full of ideas that challenged us and generated new insights. We were joined by existing partners and critical friends, as well as new connections and challengers.

Our ultimate goal with OHOP is to inspire action and spark change in the areas of climate crisis, inequality and resource scarcity, so that we can collectively build back better and create a better future for the many.

The current context is difficult to navigate, but we are grateful for the opportunity to bring together such diverse participants from across geographies and time zones, without whose meaningful contributions OHOP's success wouldn't have been possible. The engagement at the virtual ONE HOME, ONE PLANET surpassed our expectations and has provided us with vital insights and a better understanding as we continue staking out our roadmap to becoming people and planet positive.



ONE HOME, ONE PLANET comprises of three segments

Town Hall

At the Town Hall plenary sessions, we heard from bright and creative minds, experts and leaders who helped frame the challenges and highlighted opportunities in a way that stretched our thinking and inspired action and participation.

Square

In The Square, we had the opportunity to interact with each other, exchange thoughts, and took in some moving cultural performances, too!

CoLabs

The CoLabs were intensive deep-dive collaborative sessions where smaller groups of 10-15 people used virtual tools to break down the barriers to solving key people and planet challenges. The CoLabs generated many insights and ideas on topics that are important to our business. We are currently reviewing how we can take some of the ideas further in our business operations.

2 September

THERE IS NO PLANET B

- 11:00–11:30 **Late breakfast at IKEA**
Welcome by our host Rebecka Carlsson
Meet your fellow collaborators
- 11:30–12:30 **Town Hall – We’ll make it, not break it**
- Cultural moment by Shane Koyzcan
 - Today and tomorrow with Jesper Brodin
 - The future is made by today's actions, with Halla Tómasdóttir, Per Heggenes, Pia Heidenmark Cook and Julia Kumari Drapkin
 - A view of the future, with Alan Jope
- 12:30–13:10 **The IKEA Food Court reimagined**
- Food for thought, a perspective on the food system, with Michael la Cour
 - FIKA – time to refuel
 - Cultural surprise
- 13:10–13:40 **CoLabs – Setting the challenge***
Gaining an understanding of the problem area and its system
- 13:40–13:55 **Break**
- 13:55–14:50 **CoLabs – Exploring the barriers together***
Unpacking the challenges in small working groups
- 14:50–15:00 **Break**
- 15:00–15:40 **Town Hall – Beyond barrier, beyond myths**
What is currently hindering us from taking the necessary big leaps, with Jesper Brodin, Christiana Figueres and Mark Carney
- 15:40–16:35 **CoLabs – Exploring the barriers together, continued***
Unpacking the challenges in open innovation workshops
- 16:35–17:00 **Ask us...anything**
Open Q&A session with Jesper Brodin, Juvencio Maetzu and Pia Heidenmark Cook

3 September

A NEW CHAPTER IN OUR STORY

- 10:45–12:25 **CoLabs – Overcoming the barriers***
Assembling solutions in open innovation workshops
- 12:25–13:00 **The IKEA Food Court reimagined**
- My lunch, with Michael La Cour
 - FIKA – time to refuel
 - Cultural surprise
- 13:00–13:50 **CoLabs – Overcoming the barriers, continued***
Refining solutions
- 13:50–14:00 **Break**
- 14:00–14:25 **CoLabs – Putting it into ACTION***
Playback from the working groups
- 14:25–14:35 **Break**
- 14:35–15:35 **Town Hall – What if?**
- Cultural moment, by Shane Koyzcan
 - Report to me
 - Tell me what you're doing about it?, with Jessy Tolkan
 - Jerome Foster and Juvencio Maeztu
 - Melati Wijssen and Rebecca Marmot
- 15:35–16:20 **Town Hall – Remaining possibilities**
OHOP daily show by Azeem Azhar, with Lauren Singer, Mariana Mazzucato and Jesper Brodin
- 16:20–16:30 **See you soon, ACT NOW!**

**CoLabs are not livestreamed*

All times are CEST (Central European Summer Time)

Agenda

OHOP 2020 in numbers

293

active
collaborators
from more
than

22

countries

Wide variety of perspectives: businesses, NGOs, entrepreneurs, policy makers, customers and IKEA co-workers

3 livestreamed
sessions on
LinkedIn with

6.8K views

10
systemic
challenges
tackled in

27
interactive
breakout
groups



11

external
keynote
speakers
and

8

youth
leaders
challenging
us

100s

of ideas,
insights
hypothesis
and concepts
generated
with an
identified
pathway
to action



The Town hall

During this unprecedented time, we've all been impacted – as individuals, as family members and as communities. From human loss to economic hardship, nothing could have prepared us for the enormity of COVID-19. The pandemic has shown how fragile the world we live in truly is – and emphasised the need for resilience of people, business and economic systems to be strengthened.

We're also still facing other daunting social and environmental challenges, including the climate crisis, resource scarcity and inequality. The pace and scale of these issues continue to impact the lives of many millions of people around the world. Which is why the time for talk is over – we need to act.

Only ten years stand between now and 2030 – set to be one of the most critical decades in the history of humankind. Yet despite the significant challenges the world is facing, we believe it's still within our grasp to 'build back better' and create the future we want. We know we can, and must, play a vital role in turning these challenges into opportunities for positive change.

We want to make healthy and sustainable living more affordable and easier for all, moving toward conscious consumption and transitioning to net-zero carbon emissions. And, of course, we want to contribute to creating a fair and inclusive society and economy where more people can thrive.

"We see no difference between purpose and business. On the contrary, being a sustainable, purposeful and resilient business and employer is critical for our existence."

Jesper Brodin, CEO Ingka Group

The future is made by today's actions

The challenges we face are far from simple. Their size, scale and intractability can be overwhelming, but the urgency underpinning them gives us no choice but to take decisive action.

There is a lot of great work already being done to tackle the most pressing problems around climate, health and equality in our world. In that spirit, we'd like to move beyond talk and illuminate real solutions being put to use by innovators and change-makers today. Let's widen the focus to include not just the problem, but also the ways we can, and already are, sparking real change. From there, we'll map out how to scale those solutions in a meaningful way.

What we've learned is that there isn't just one way forward. The best ideas can originate at different levels and focus on multiple dimensions – system, organisational and individual. Despite the work ahead, there's good reason to be hopeful about the future and our ability to redirect its course, if we take action now.

"We have a unique opportunity to 'build back better' by resetting the system, rather than just restarting it, to tackle the challenges within climate, health and equality as well as economy, all at the same time. All of us have a role to play."

*Pia Heidenmark Cook,
Chief Sustainability Officer,
Ingka Group*



Halla Tomasdottir
CEO of B-Team



Julia Kumari Drapkin,
Founder, ISeeChange



Pia Heidenmark Cook
Chief Sustainability
Officer, Ingka Group



Per Heggnes
CEO, IKEA Foundation

[Watch the full session here](#)

A view of the Future

While it's tempting to think that a brighter future is as simple as hitting a reset button, we'll first need to take a good, long look at where we are now and where we're headed if nothing changes. We asked Unilever CEO, Alan Jope, what the future holds if we continue on our current path, and what, if anything has shifted with the arrival of COVID-19?

Alan pointed out that there is a lot of work to do, and that as of now:

- We're **miles off-track to meet the Sustainable Development Goals**
- We're **failing to deliver on the Paris Agreement**
- We're **stuck in a linear model of consumption**

However, he remains optimistic.

"Our species is inventive and adaptable and there are lots of positive forces that shape our future too."

Three such forces are:

- We will see a **transfer of economic power towards the south and east**, and emerging markets will become the driving force of the global economy
- There will be **technological miracles in the bioeconomy** – rapid advances in bioscience

and biotechnology, **which will redefine the economy.** Renewable biological resources will replace fossil resources, and no corner of the economy will remain untouched by the biorevolution

- And finally, **the technology revolution**, the so-called 4th industrial revolution, **will continue to have huge implications** for large companies and transform the way that we operate.

Although capitalism has been instrumental in lifting certain groups of people out of poverty, signs point to a new kind of capitalism grounded in values - one where commercial interests work in tandem with the wellbeing of people and the planet. History has shown us that human-kind is at its best when tackling adversity, and now we're tasked with restructuring and reprioritising what's most important. Because ultimately, it's good business to be a good business.



Alan Jope,
CEO, Unilever



Reimagining possibilities

We can never give up on the idea of a healthy planet. It's entirely possible. We have the technological muscle, the capital means and the collective will to change our course. 2020 has been an eye-opener for us all – forcing us to rethink our economies, our community structures and our relationships with family and friends. It nudged us to examine what had become 'normal' – a way of life that was unfair and unhealthy for huge parts of our population. Is it time to rethink everything about the way we live?

Azeem Azhar, entrepreneur, investor and tech industry analyst moderated a session with three people that have imagined clear alternatives for the future: **Lauren Singer**, environmental activist, entrepreneur, and blogger who has been living a zero-waste life since 2012 and helps others to follow her lead; **Mariana Mazzucato**, economist, professor at University College London and author of *The Value of Everything* – helping us envision a world that rewards value-creation over value-extraction and destruction; and **Jesper Brodin**, CEO,

Ingka Group who has recently joined *The B Team*, a global non-profit initiative that brings together global leaders from industry, civil society and government to find a better way of doing business with people and planet in focus.

Together, they confirmed one core truth: We all need to do much more and take action right now, individually and as a society. Because the time has run out for good intentions, and words are no longer enough. All of us – governments, cities, businesses big and small, civil society and individuals – have an important role to play, and an opportunity to turn the challenges into solutions, as we 'build back better'.



Azeem Azhar, Writer and presenter, Exponential View



Lauren Singer, Founder and CEO, Package Free and Trash is for Tossers



Mariana Mazzucato, Professor and Chair, Economics of Innovation and Public Value, UCL; Founder/Director, the Institute for Innovation and Public Purpose



Jesper Brodin, CEO, Ingka Group



So, what are we doing about it?



Melati Wijsen,
Founder, Bye Bye
Plastic Bags and
One Island One Voice



Juvencio Maetzu,
Chief Financial Officer
and Deputy CEO,
Ingka Group



Rebecca Marmot,
Chief Sustainability
Officer, Unilever and
Non-Executive Director,
Water & Sanitation for
the Urban Poor



Jessy Tolkan,
Partner, Chief
Campaigns Officer
and Executive
Director,
Purpose Labs

When it comes to taking action, young people have set the bar for inspirational activism and adopting lifestyle changes that speak louder than words. Now more than ever, cooperation and collaboration between generations will be fundamental in tackling our biggest issues.

With this in mind, we invited **Jessy Tolkan** to lead a conversation between **Juvencio Maetzu**, **Rebecca Marmot** and youth leader **Melati Wijsen**. We heard what Ingka and Unilever are doing to combat the monumental challenges that will affect generations to come, while Melati challenged us all to do more, take action, and go beyond the obvious to meet our goals.

[Watch the full session here](#)

Beyond barriers, beyond myths

If we know what the current path is and what challenges we're facing, why do they persist? What's stopping us from taking the necessary leaps and bounds toward solving the climate crisis and addressing inequality as a matter of urgency? The answer is that we're hindered by a combination of myths and barriers. Once we bust the myths and overcome the barriers, can we start to transform challenges into opportunities.

Three myths that need busting:

- Sustainability comes at a premium
- Sustainability means non-consumption
- It's either purpose or profit

Jesper Brodin, **Christiana Figueres** and **Mark Carney** shared their experiences with these and other myths that need to be busted, as well as barriers to be broken down.

[Watch the full session here](#)



Jesper Brodin,
CEO Ingka Group



Christiana Figueres,
Founder, Global Optimism



Mark Carney, UN Special Envoy for
Climate Action and Finance (former
Governor, Bank of England)

The Square

In The Square, we had the opportunity to interact with each other, exchange thoughts, and took in some moving cultural performances, too!

How we grow and prepare our food, what we eat and who has access to it has an enormous impact when it comes to solving some of our most pressing global challenges. Michael La Cour, managing director of IKEA Food, shared his outlook on what needs to change in the food system and what IKEA is currently doing and how individuals can make a difference. It's clear, we need to dramatically improve the accessibility

and affordability of healthy and sustainable food. And it's also clear, that many of us that have access have the power to contribute to solving the challenges with individual actions.

Before OHOP, Michael caught up with the Noma founder, Claus Meyer to devise a delicious plant-based dish and talk about what we all can do to help our planet through our food choices, and why it's so important.



Claus Meyer,
Culinary entrepreneur
and founder of
Noma restaurant



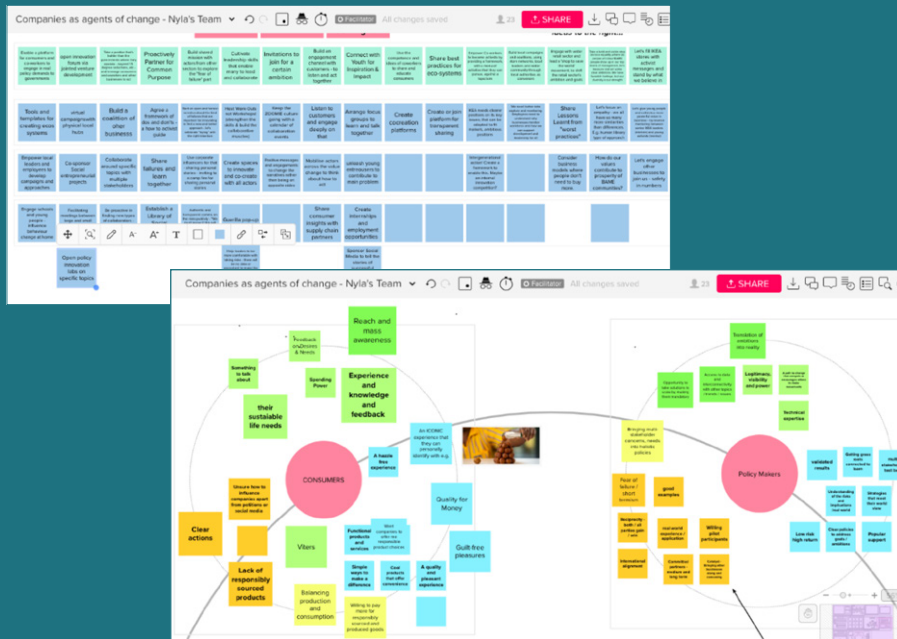
Michael La Cour,
Managing director
of IKEA Food

[Watch the full session here](#)



The Co-Labs

In the CoLabs, we rolled up our sleeves to problem-solve together. Building on our diverse perspectives, skills and insights, we split into teams to unpack global people and planet challenges, break down barriers to solving them, and inspire urgent action. Each of the ten topics took on an urgent, complex, systems-level challenge that requires collaborative and innovative solutions.



Methods and tools

What happened in the CoLabs?

Breakout groups collaborated together on virtual canvases, applying systems- thinking and design-thinking tools to understand

the complexities of each challenge and explore potential solutions and actions. The tools used in each group depended on the focus of each challenge and intended outcomes.

Approach
1

**Generating
new insights**

To develop a deeper understanding of the topic landscape and identify the most promising areas of intervention to create impact.

Approach
2

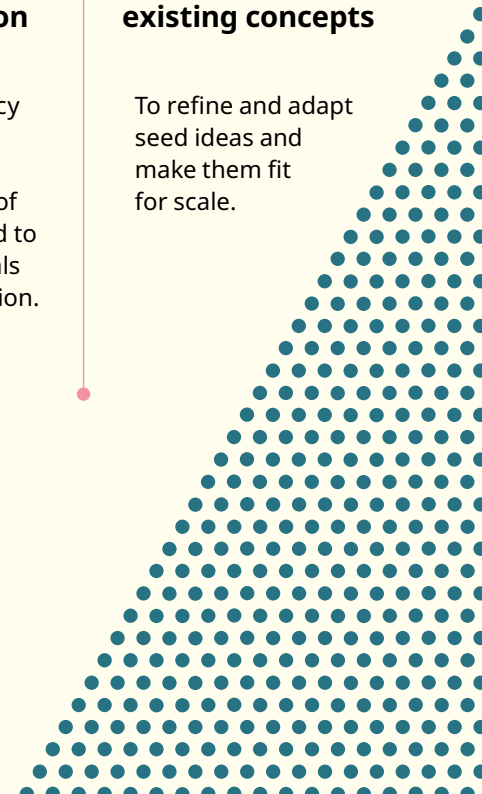
**Building
plans of action**

To generate policy engagement strategies within identified areas of intervention, and to develop proposals for implementation.

Approach
3

**Accelerating
existing concepts**

To refine and adapt seed ideas and make them fit for scale.



The challenges were grouped under four broad themes

Making sustainable living accessible for as many people as possible

The way we live impacts both our wellbeing and the planet, yet research shows that while many want to live more sustainably, they don't know how to take action. So, to meet climate targets, sustainability must become affordable, attractive and accessible to the many, and not just for the few.

Topics

- **Creating circular neighborhoods**
- **Making plant-based food more desirable in food service**

Accelerating the transition towards society powered by 100% renewable energy

Protecting our societies' long-term prosperity and tackling the climate crisis requires a shared effort towards transitioning to renewable energy. But though momentum grows, wider uptake is limited, because buying and selling electricity is complex and lacks supporting policies and commercial incentives.

Topics

- **Enabling on-site energy production in the EU**
- **Empowering renewable energy communities**
- **Accelerating the availability of renewable electricity in Russia**

Creating opportunities for all people to thrive in a diverse and fast-changing world

Rapid environmental, technological and economic changes have a huge impact on people and their livelihoods. With economies upended by the COVID-19 pandemic, many face unemployment and being pushed into poverty. Ensuring everyone can thrive at home and work is critical for building inclusive, prosperous societies.

Topics

- **Making safe, sustainable homes affordable**
- **Up-skilling and re-skilling for the future**

Exploring life and society in a changing world

In the decade leading to 2030, we'll see faster environmental, technological and societal shifts than ever before. COVID-19 has shown what happens when our human-made systems are drastically disrupted. Now, people and businesses must adopt more resilient practices to create a better everyday life for the many.

Topics

- **Life at home in times of disruption**
- **Making people and planet positive business decisions**
- **Companies as agents of change**

Topic 1

Creating circular neighbourhoods

The challenge

How might we empower people in a neighbourhood to connect with each other, outside communities, companies and municipalities, to give products a longer life and speed up mass participation in circular systems?

This CoLab explored trends in circular behaviours and considered ways for businesses, governments and communities to work together to promote and scale circular practices at the neighbourhood level. The working groups explored how to make it easy, convenient and rewarding for neighbourhoods to prolong the use of products and resources, and speed up mass participation in circular systems.

The approach

- Generating new insights and potential actions -

Some of the key insights that arose from the discussions:

- **Two critical barriers are accessibility** (traditional retail options are often easier than circular alternatives) **and trust** (how can informal models that rely on the 'honour code' earn legitimacy?). Could data transparency and tech solutions help address both?
- **Sustainability needs to be democratised.** All community members need to be involved in both implementing and creating sustainable or circular solutions.
- Initiatives with a 'feel-good factor' for participants will have the widest uptake. There is a **joy to sharing and caring** that can be leveraged for impact.
- **Youth** are emerging in a leading role for adopting circular behaviours. **Empowering youth as partners and allies** can push broader mind-set change.
- The **current COVID-19 reality** has heightened the need for community and connection, which may translate to opportunities for more local, community-based solutions.

Potential actions identified:

- **Create local spaces** where community members can create, share and refurbish. Retailers and other local partners could provide a shared space in their facility for repairs, hobbyists or up-cyclers.
- **'Dare to share'** – by finding easy, practical ways to encourage people to start engaging in circular activities. Provide a physical structure – like a shelf or box – where people can start sharing.
- **Rethink neighbourhood design** with more communal outdoor spaces and/or community-owned furniture in partnership with landlords, construction companies, schools, institutions and the municipality.

Topic 2

Making plant-based food more desirable in food service

The challenge

How might we make the shift to a more plant-based diet an easy, fun and desirable choice for the many people in IKEA's style of restaurants?

In this CoLab, working groups developed a better understanding of the specific role food service can play in a greater uptake of plant-based food. This included looking at how to communicate with customers in a way that excites and inspires them to try more sustainable food options. Teams considered existing behavioural intervention ideas through the lenses of three different user profiles: an urban, socially-conscious, Generation-Z twenty-something; a single mother on a budget; and a "meat-loving dad".

The approach

- Accelerating existing concepts -

Some of the key insights that arose from the discussions:

- Making plant-based options **the default option** is proven to nudge behaviour in the right direction. (E.g. remove the 'V' note for vegetarian dishes on menus, using an 'm' instead to denote meat dishes.)
- **Transparency, community engagement, and ease of adoption** can all incentivise greater user uptake of plant-based promotions and offerings.
- A **global strategy coupled with local tailoring**, for example in partnership with local outlets, is the best way to guarantee measurable impact at scale.

Potential actions to increase the uptake of plant-based food included:

- **Build internal passion** for plant-based products, ensuring staff are involved in planning and motivated to lead the change.
- **Create plant-based experiences**, not just products, such as urban farming, cooking, and educational opportunities.
- **Focus on children's food options**, an often overlooked area, where the end-user has fewer entrenched prejudices and can be incentivised early to make sustainable choices.
- When launching new products, reach your target demographic by **partnering with the right messengers**, i.e. influencers or celebrities whose values customers want to emulate.
- **Integrate both existing and proven behavioural interventions** to increase the likelihood of their success, e.g. increasing the variety of plant-based dishes while simultaneously increasing the amount of self-service displays dedicated to plant-based food.

Topic 3

Enabling on-site energy production within the EU

The challenge

How might we align policy across the EU to turn buildings into renewable power stations?

In this CoLab, the working groups explored the different regulatory barriers that stand in the way of renewable energy being installed and distributed across the EU – and conceived of ways to tackle them.

The approach

- Building plans of action -

Several key insights that arose from the discussions:

- Though on-site energy production offers **tremendous potential for job creation** and lower carbon emissions, a number of local, regional, and Europe-wide obstacles exist: technical, regulatory, economic, and psychological.
- **'Prosumers' form a key part of the equation.** A robust business plan for their involvement should be rolled out, clearly outlining the internal rate of return and other value propositions.
- **Centralised ownership of energy production generates income** for governments, meaning they'll be less motivated to encourage small players and prosumers to enter the space.

Potential actions and areas for further exploration::

- At the regulatory level, potential actions for engaging with policymakers included:
 - Reaching out to the **Green Cities network** to create momentum for starting the advocacy strategy implementation
 - Understanding the **value proposition of the utility provider**, and fostering a positive dialogue to create a win-win situation for all stakeholders
 - Opening a transparent dialogue with **key NGOs**
 - Creating and sharing a **proof of concept / prototype** for engagement at a local level
 - Cultivating partners at the **municipal level** for top-down / bottom-up coordination
- The current 'renovation wave' as well as the revision of the *Renewable Energy Directive*, the *Energy Efficiency Directive* and the *Energy Performance of Buildings Directive* stemming from the *European Green Deal*, is a prime opportunity to advocate for on-site generation.

Topic 4

Empowering renewable energy communities

The challenge

How might we scale the availability of, and access to, renewable electricity by building communities of consumers and 'prosumers'?

In this CoLab, the working groups charted the kinds of policy changes that might facilitate and incentivise increased renewable power generation, and empower communities to play an active role in the transition to renewable energy.

The approach

- Building plans of action -

Several key insights that arose from the discussions:

- **The needed technology and enthusiasm exist within many communities**, but it must be met with practical support and accessible options.
- **The new era of hyper-data is a game-changer**, giving us the right information to build innovative business models.

Some potential actions for businesses to take::

- **Develop and implement a focused advocacy strategy** including a list of prioritised markets and policies to influence.
- **Build a bank of successful examples practices** to share internally with department heads and external stakeholders. Showing how the right policy enables solutions, and how amplifying the voices of co-workers, customers and partners can drive change.
- **Develop a strategy and action plan** that sets out the company's role in driving energy communities globally, including an 'a la carte' menu of options that can be translated into each local market of operation.
- Attract media attention to renewable energy efforts by **going fully renewable** for the day/week of a 'Renewable Energy Communities' campaign.

Topic 5

Accelerating the availability of renewable electricity in Russia

The challenge

How might we accelerate the enablers for renewable electricity generation and consumption in Russia?

In this CoLab, the working groups explored the different enablers that could spur renewable energy installation in Russia, and scoped ways to accelerate them.

The approach

- Building plans of action -

Several key insights that arose from the discussions:

- **There is potential for large companies to go their own way on renewable energy in Russia**, but it requires a great deal of resources and legal work to do well. What's more, it may not succeed in increasing the availability of renewable energy, but merely secure a greater share of it for the large company.
- **Collaborating with partner organisations and policymakers can shift things**, but a lack of mind-set change can still present a major barrier in such an entrenched fossil economy.
- **The lack of transparent certification for renewable power to consumers remains a major barrier.**
- **Engagement with international markets is important for Russian authorities and multinational businesses**, so things like cross-border taxes, carbon taxes etc. can impact decision-making.

Potential actions and areas for further exploration:

- **Engage partners, tenants and suppliers** through co-creation events and discussions.
- Think more concretely about how to **engage customer bases** in Russia, as a young and energised community. Consumers are increasingly aware of climate change, and there may be significant potential to raise awareness of the need for low carbon economy through brands and assets.
- **Develop a coalition of progressive producers**, large consumers and other strategically aligned partners to engage key stakeholders and decision-makers (FIAC, national ministries, regional governments) to advocate for renewable energy in Russia.
- **Showcase the art of the possible** with 100% renewable energy-supplied buildings to demonstrate cost savings, performance improvements and satisfaction.

Topic 6

Making sustainable homes affordable

The challenge

How can we remove the barriers to making sustainable homes affordable for the many people?

In this CoLab, the working groups explored short-term fixes to existing barriers to affordable and reliable housing, as well as long-term strategies across the housing value-chain to respect and protect the human right to safer, more resilient and sustainable places to call home.

The approach

- Generating new insights and potential actions -

Some of the key insights that arose from the discussions:

- **Affordability is much more than the cost of housing;** it includes the cost of living (basics needs cost, access to jobs, education, commute costs, etc.)
- Land costs are often cited as the greatest barrier to affordability, **but the entire housing value chain remains very inefficient** by not yet embracing innovative digital/automated solutions and sustainability as a driver towards better, more affordable housing.
- **Giving power back to people** (the power of the dweller/user), and co-creation with residents, **is an untapped force** for hyper-local, user-centric solutions to improve housing access.
- **Trading and finance** structures and drivers still need to improve to make housing affordable, accessible, and best utilised from an environmental, social, corporate governance and ethics standpoint.
- There is a clear opportunity to re-think the purpose and re-use of habitable space, as well as consider more **multi-purpose and hybrid spaces**.

Potential actions identified:

- **Responsible investments to ensure businesses don't contribute** to the issue of unaffordable housing (housing speculation and monetisation).
- **Developing housing subscription services** (i.e. the 'Spotify' of housing).
- **Cultivating community values** around shared living, spurring mind-set change on notions like repurposing and shared community space.
- **User needs-centric (e.g. dweller-centric) design** and use of space as a central tenet of housing solutions.

Topic 7

Up-skilling and re-skilling for the future

The challenge

How might we up-skill or re-skill workers to continuously create value for themselves, business, the planet and society?

In this CoLab, the working groups delved into the role companies can play in providing people-and-planet-positive direction for the changing nature of work. How do we make up-skilling and re-skilling continuous, accessible and feasible for the many? What is the mind-set and behaviour of the lifelong learner? What does the learning ecosystem look like?

The approach

- Generating new insights and potential actions -

Some of the key insights that arose from the discussions:

- Given the exponential rate of change, there is a false logic to the concept of 're-training'. Rather, **continuous learning and adaptability are key**.
- Companies shouldn't expect the education sector and training providers to take the lead on innovation. Instead, they must **actively identify needs** and collaborate with providers to adapt skills training.
- "We might run out of jobs in the future, but we'll never run out of problems to solve." We need to **constantly cultivate entrepreneurship** and innovation.
- Preparing the future workforce is not merely about adapting today's workers, but **integrating and accommodating the expanding workforce** that includes migrants, refugees, women and young people.

Potential actions and areas for further development identified:

- **Valuation of human capital:** valuing learning and skilling as an investment, not an expense, can incentivise the right behaviours i.e. to invest in human workers and their development.
- **Tell better stories:** communicate and engage a wider stakeholder audience with fresh, new and optimistic change narratives. Develop a culture of adaptability, not fear of change.
- **Worker/Learner autonomy:** workers often know what skills or competencies they wish to improve, or what methods work best for them to do so. Build platforms that enable self-led learning.

Topic 8

Life at home in times of disruption

The challenge

How can businesses help the many people today – and in the future – to adopt the resilience practices necessary for living a better everyday life at home?

In this CoLab, working groups examined life at home as a system, and investigated how businesses can support people in creating more resilient homes and better everyday lives during times of disruption. What can businesses do in dense, growing mega-cities to support resilience relating to energy, water and housing – particularly for low-income households?

The approach

– Generating new insights and potential actions –

Some of the key insights that arose from the discussions:

- Resilience includes **mental crisis preparedness** (including community and personal resilience) and **physical crisis preparedness** (such as reliable resource access). While many tech solutions for greater resilience already exist, a key barrier is often a lack of trust and education within communities to make good on them.
- Understanding particular **generational needs and assets** – including the eldest and most vulnerable, as well as the youngest – is critical for community resilience.
- A **sense of stability** is critical for households to invest in the long-term. This is affected by income and housing security.
- It's imperative to **balance adaptability and transformability**, i.e. reacting to changes in the short-term, while staying focused on systemic transformation – to enable true resilience – in the long term.
- A **shift from centralisation to modularity** can greatly contribute to resilient systems; but as we move to more decentralized processes, trust becomes even more critical.

Some of the dozens of ideas generated included:

- **Resilience as a service**, particularly for renter households that may not invest in long-term solutions.
- **Urban farming** has received greater attention in light of COVID-19, but it will need to be achievable in ever more constricted spaces. What new partnerships might accelerate its growth?
- **'Buy Me Time'**: Time is an increasingly scarce resource for many households. What business solutions could regularly provide basic home resources to save families time?
- **Inherited wisdom**: How might we reconnect with age-old, traditional practices of resilience rather than depend entirely on technological solutions?
- **Community resilience drill**: regular system disruptions (e.g. fire drill protocols) enhance resilience, so how might communities and people be more prepared using simulations?

Topic 9

Making people- and-planet-positive business decisions

The challenge

How might we change the way we make business decisions, so they are made with consideration for the long-term wellbeing of people and planet?

In this CoLab, the working groups explored business leaders' unique opportunity to transform their companies – today and for the future – by making decisions that positively impact our planet and its people.

The approach

– Generating new insights and potential actions –

Some of the key insights that arose from the discussions:

- In an environment of increasing uncertainty, it's a strength for leaders to **admit that they don't hold all the answers**, to **seek greater understanding** and to **allow failures**.
- People-and-planet-positive decisions can be both **routine** or **complex**. Complex decisions can be structured and more consciously implemented, but routine decisions are often unconscious and more difficult to introduce into company culture. The right enabling environment, or better leadership support for managers, can facilitate these routine decisions.
- COVID-19 can serve as a catalyst for faster decision-making and systems change. The resulting **digital transformation** is already **accelerating transparency and immediacy** of impact for decision-makers.
- Systems-level change requires a **coalition of sustainability leaders** across a sector – not just one standout CEO – as well as **company-wide ownership** at all levels.

Some potential actions to take forward included:

- **Tie performance metrics** to both financial and people-and-planet targets, and **build shared transparency and accountability** by sharing results.
- **Incentivise leaders to stay longer in roles**, and tie longer-term sustainability impact of decisions to their remuneration, even once out of that role.
- **Identify sustainability champions** across group management and country CEO level, and create public platforms and recognition for sustainability leadership.
- **Decentralise more decision-making** to country leaders and link to sustainability goals.

Topic 10

Companies as agents of change

The challenge

How might large organisations contribute more effectively as agents of social change through brand activism?

In this CoLab, the working groups explored the role businesses might play in advancing much-needed societal change, complementing the roles of other actors such as government, NGOs and civil society. What are the possibilities and limitations of corporate engagement? What are successful strategies for companies to influence positive societal change, both in the near future and the long term?

The approach

- Generating new insights and potential actions -

Some of the many insights generated included:

- Companies should support their stated values with action; they should be **enablers** that give customers guidance and means to take action themselves.
- **Company culture matters** for external brand activism. **Co-workers can be valuable ambassadors** if they're willing to support their company's ethos and goals. Customers look closely at how employees, and workforce in a supply chain, are treated by employers to assess whether a brand lives up the values it propagates.
- Effective brand activism lets engaged audiences know about the **direct impact** of their actions, and ideally be **acknowledged** for it.
- **Change needs to come from the ground up**, companies need to involve rights holders and community members in planning change programs.
- The best way for companies to mobilise customers into action is to first **co-create** a shared vision with them in a participative process.

Some of potential actions going forward included:

- **Turn co-workers into ambassadors**, co-creating a vision for change with them and inspiring them to take action.
- **Co-creation and action events with** rights holders and effected community members can build consensus on shared values and empower one another with the resources to create impact.
- Hold OHOP-style events with **youth and frontline activists** to co-design partnerships
- **Share change metrics** at stores to demonstrate real impact and inspire more involvement.
- **Publicly challenge industry peers**, not merely to broadcast one's own work but to spark coalitions for system-wide change.
- **Use the e-commerce user experience** for campaigns, e.g. educate or activate at various stages of the purchasing experience.

What's next?

The discussions held at OHOP 2020 will support us in further driving our people and planet positive agenda. We are optimistic that the ideas generated during the CoLabs sessions will lead to even stronger solutions to the global

challenges, thus influencing the way forward, both for us and for the participants. The [ONE HOME, ONE PLANET event page](#) on ingka.com will remain an external hub for information and content from the event after OHOP.

Because the time has run out for good intentions, and words are no longer enough. Together we'll inspire action and spark real change, as we collaborate on the solutions of tomorrow.

Only a decade stands between now and 2030. The time for talk is over – we need to act, and we need to act now.

