

The image features a dark blue background with two large, stylized eyes. Each eye is white with a black outline and pupil, and has several black tassels hanging from its lower eyelid. Above each eye is a curved string of small, colorful lights in red, yellow, and orange. The text 'IKEA + JORDAN RIVER FOUNDATION' is centered in white, bold, sans-serif font. Below it, the tagline 'Co-creating livelihoods through business' is written in a smaller, red, italicized font.

IKEA + JORDAN RIVER FOUNDATION


Co-creating livelihoods through business

This image is a detail from one of the co-created cushion covers in the TILLTALANDE collection



Refugees are people who have had to leave their homes and risk their lives to establish a new home in a new land. Wherever they arrive, the challenges of integration and creating new livelihoods can be immense. By forming a partnership, the Jordan River Foundation and IKEA are trying to create livelihoods for refugee and local Jordanian women.



A close-up photograph of a woman wearing a black hijab, smiling warmly. She is holding a wooden skateboard with a black grip tape. The background is softly blurred, suggesting an indoor workshop or factory setting.

**BY 2020, IKEA IS
COMMITTED TO CREATING
HUNDREDS OF NEW JOBS
FOR REFUGEES AND
WOMEN IN JORDAN**

WHAT IS A SOCIAL ENTERPRISE?

Social enterprises are businesses that use the money they make to create social change. They are truly successful when people and communities profit.

***Decent jobs are part
of the design***

IKEA is proud to form a long-term partnership with the Jordan River Foundation. By creating beautiful handcrafted designs using traditional techniques, we can support the Jordan River Foundation in their efforts to employ and train more women artisans.

Since the refugee crisis began in 2011, nearly 700,000 Syrians have officially registered as refugees in Jordan, a country of only 9.5 million people with high rates of unemployment. The Jordan River Foundation, an NGO with a social enterprise module (Jordan River Designs), is working hard to tackle this crisis by providing jobs to not only women refugees but also Jordanian women in need of livelihood opportunities.

FROM IDEA TO A FIRST COLLECTION IN LESS THAN A YEAR - AND IT'S JUST THE BEGINNING

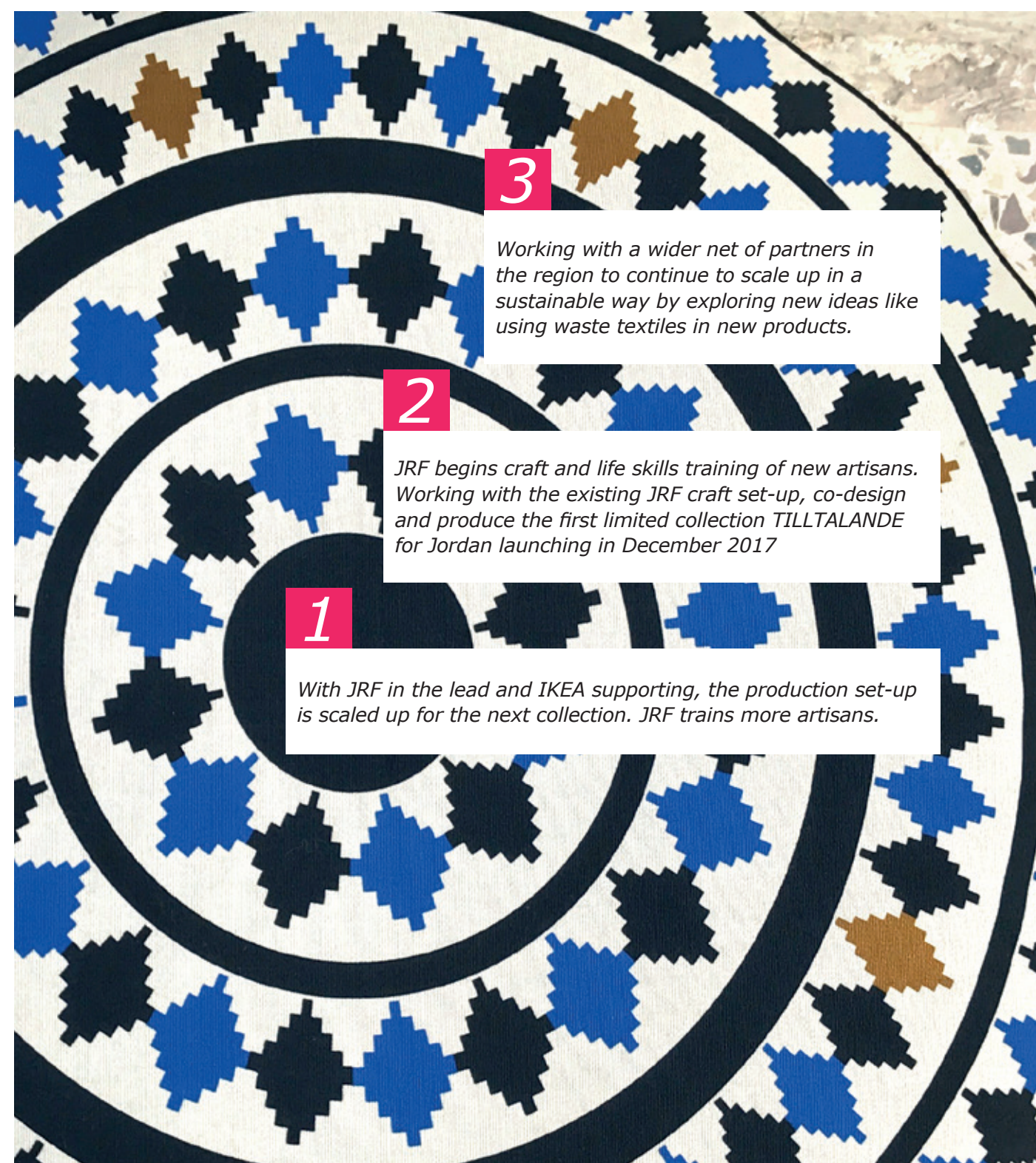
As the refugee crisis in Jordan reached its zenith, IKEA saw a way to support refugees and local Jordanian women in securing new livelihood opportunities. Through the IKEA social entrepreneur initiative IKEA announced a new long-term partnership with the Jordan River Foundation with the aim to create 200-400 new jobs by the end of 2020.

After an intense period setting-up production and co-creating the first designs, a new collection of handmade products using traditional handicraft techniques is now in production and will be ready to launch in December 2017. And this first collection is only the beginning. As our partnership matures and new collections

are created, the Jordan River Foundation will be able to train and employ more artisans. At the same time IKEA will be able to offer its customers more unique handcrafted products designed for life at home and to create jobs for people trying to establish a new home.



See the film about the collaboration between IKEA and Jordan River Foundation
<https://vimeo.com/234811923>



1


With JRF in the lead and IKEA supporting, the production set-up is scaled up for the next collection. JRF trains more artisans.

2

JRF begins craft and life skills training of new artisans. Working with the existing JRF craft set-up, co-design and produce the first limited collection TILLTALANDE for Jordan launching in December 2017

3

Working with a wider net of partners in the region to continue to scale up in a sustainable way by exploring new ideas like using waste textiles in new products.



**"IF THIS MODEL
SUCCEEDS IT WOULD
BECOME A MODEL
FOR MANY PRIVATE
SECTOR COMPANIES
WORLDWIDE."**

*ENAAM BARRISHI, DIRECTOR GENERAL,
JORDAN RIVER FOUNDATION*

To have the biggest impact, the Jordan River Foundation and IKEA focus on supporting urban refugee and local women

75% of refugees in Jordan live outside of refugee camps. These so-called urban refugees are often more vulnerable as they do not have the support of international aid organizations and can face hostilities from the local population. The influx of large numbers of refugees into urban areas puts huge pressures on basic amenities. "The host communities have a lack of a lot of resources, and a lot of issues and problems that they already

need support on," says Enaam Barrishi, Director General, Jordan River Foundation.

In order to have the greatest impact the Jordan River Foundation and IKEA have decided to concentrate production in Amman and in areas just outside of the city because women in these areas, both local Jordanian women and refugees, have the greatest need of livelihood opportunities.


"As an organisation we always try to make sure that we provide equal opportunities ... to make sure that we address the Jordanian community needs the way that we address the Syrian community needs. What we're trying to do, through introducing innovative ways to work on social cohesion in these areas, [is] show the different community members the benefits of working with each other ... to join forces and have a better opportunity to succeed," says Enaam.

>> Read more about urban refugees
<http://www.unhcr.org/urban-refugees.html>

Going from local to global markets in a sustainable way

For small organisations like the Jordan River Foundation, joining in a partnership with IKEA means scaling up over time to offer products for the many people. "The more we sell, the more women will benefit from this project," says Enaam Barrishi, Director General of the Jordan River Foundation. But how a social enterprise chooses to increase production must be sustainable and on their own terms.

"The important thing is that we are scaling up the production in a sustainable way," says Ann-Sofie Gunnarsson, Partner Development Leader at IKEA. "That we do it together with the Jordan River Foundation and that they are actually setting how many they can train and how many people they can use in their production ... That's the key to collaboration with social enterprises: that they are actually setting up production in the way that they believe is best."



**"THIS IS JUST THE
BEGINNING OF A VERY
LONG AND FRUITFUL
PARTNERSHIP."**

*ANN-SOFIE GUNNARSSON,
PARTNER DEVELOPMENT LEADER, IKEA*



Training for life

In order to meet the production needs and at the same time support as many new artisans as possible, the Jordan River Foundation invested in a unique training program for refugees and local Jordanian women that not only teaches crafting skills, but also gives artisans useful life skills. "The life skills training was important," says Tareq Hamdan, Business Development Manager at the Jordan River Foundation, "to focus on a smooth transition into the workforce and [the] maximization of social cohesion with [the] host community. This is especially important for candidates that have not worked professionally in the past."

The life skills training offered by the Jordan River Foundation covers subjects like communication, time management, goal setting, and gender equality. The crafting skills taught include stitching, embroidery, basket making, and weaving. "We did not require past crafting experience to join the initiative," says Tareq.



"Their backgrounds varied with some having professional backgrounds such as teachers and others without any past experience ... our training was designed to encompass all and the skills harnessed are theirs to keep and build upon," says Tareq adding, "The training was also provided at no cost and with no requirement of commitment from artisans."



"IN ORDER TO BEGIN PRODUCTION THE JORDAN RIVER FOUNDATION HAD TO TRAIN MANY NEW ARTISANS BOTH IN CRAFT SKILLS, BUT ALSO IN LIFE SKILLS. THIS TAKES TIME."

STINA ENGLER, PRODUCT DEVELOPER, IKEA



**"A COLLECTION INSPIRED
BY BEDOUINS AND STORIES
PASSED ON IN GENERATIONS
FROM MOTHERS TO
THEIR DAUGHTERS"**

PAULIN MACHADO, IKEA DESIGNER



***TILLTALANDE - Our
first collection together***

Our first collection together with the Jordan River Foundation is TILLTALANDE launching in Jordan in December 2017 and then expanding to Middle Eastern markets during spring/summer 2018. The collection will also be available in select high-profile stores as a preview of future collections.

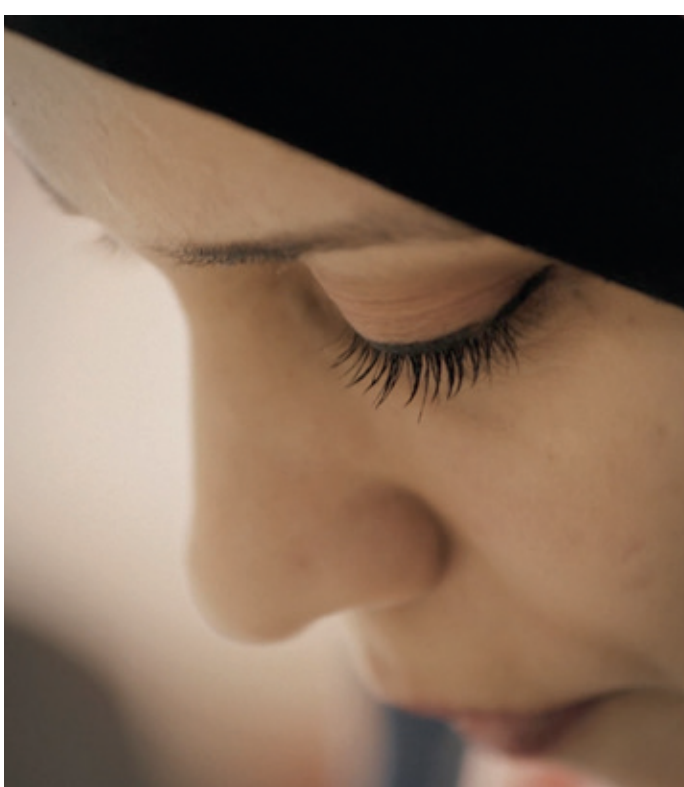
The TILLTALANDE collection will include hand embroidered cushion covers, hand woven floor cushions, and rugs.

***NUMBER OF ARTISANS CREATING
THE TILLTALANDE COLLECTION:***

47 Syrian women

50 Jordanian women





"THIS COLLECTION IS A MEETING BETWEEN STRONG WOMEN OF TODAY AND THEIR KNOWLEDGE AND SKILLS IN HANDICRAFT"

PAULIN MACHADO, IKEA DESIGNER



The TILLTALANDE collection merges traditional embroidery techniques from Jordan with printed fabric materials making it possible to create these unique pieces in higher volumes. Camels, cactuses and date palms are strong positive symbols in Jordanian society and are used as patterns for the collection. Small tassels, which resemble the traditional decorations Bedouin women wear are also used as part of the design together with traditional Jordanian weaving patterns used on the hand woven carpets and pillows.



"THE WOMEN USED TO WEAVE THE FABRICS FOR THE TENTS AND THE RUGS FOR THEIR HOUSES."

HALIMA AL QAYDEH, BANI HAMIDAH PRODUCTION CENTER MANAGER, JORDAN RIVER FOUNDATION



BANI HAMIDA:
a nomadic Jordanian tribe famous for their rug-weaving skills.

A man and a woman are working together in a workshop. The man, wearing a light blue striped shirt, is holding a large, round, woven basket with a geometric pattern. The woman, wearing a dark green top and a patterned skirt, is assisting him. They are surrounded by various woven items, including a red and orange patterned bag and a blue and orange patterned bag. In the background, there is a large window with a green frame and a grid pattern, looking out onto a bright, sunny day.

THE NEXT STEPS: SCALING UP AND GETTING CREATIVE WITH WASTE

After a great start of a fruitful collaboration, IKEA and Jordan River Foundation are now working on ways to scale up even more in a sustainable way, making handcrafted products from Jordan available in more markets around the world.

Increasing production with a little help from our friends

“The biggest challenge in the first collection is using the local handicraft technique in a product we can scale,” says Stina Engler, Product Developer at IKEA. “Rugs, for example, require a slow technique to create. The artisans are creating works of art. In order to make them affordable and to produce enough pieces for sale to a wider market,” continues Stina, “we need to figure out a way to make the production of the rugs more efficient without losing the artistry. So, we brought in a supplier from India who has worked with IKEA for 30 or 40

years and wanted to give back with his expertise, to take a look at how the rugs were being produced to see if there was a way to increase the speed and still get the same results.”

A new life for waste material

Another way we are looking into expanding future collections in a sustainable way is by exploring the possibilities of using scrap and waste from production.



**IKEA CONTRIBUTES TO THE
LIVELIHOODS OF MORE THAN
10,500 PEOPLE THROUGH
OUR PARTNERSHIPS WITH
SOCIAL ENTERPRISES**

THE GROWTH OF THE IKEA + SOCIAL ENTREPRENEUR INITIATIVE AT A GLANCE

*INCREASE IN THE NUMBER OF PEOPLE
WORKING AT IKEA SOCIAL PARTNERSHIPS*:
FROM 50 TO 10,500*

** Total number of people includes all social
enterprise partners and small-scale coffee
producers*

*NUMBER OF IKEA MARKETS OFFERING THE
COLLECTIONS: **FROM 3 TO 20***

*YEARS THE INITIATIVE HAS BEEN ACTIVE: **5***

*GROWING NUMBER OF IKEA SOCIAL
ENTERPRISE PARTNERS: **FROM 4 TO 17***

*TOTAL NUMBER OF CO-CREATED
COLLECTIONS: **26***

*IKEA GOAL FOR TOTAL NUMBER
OF ARTISANS REACHED BY 2020:
20,000*

Good business

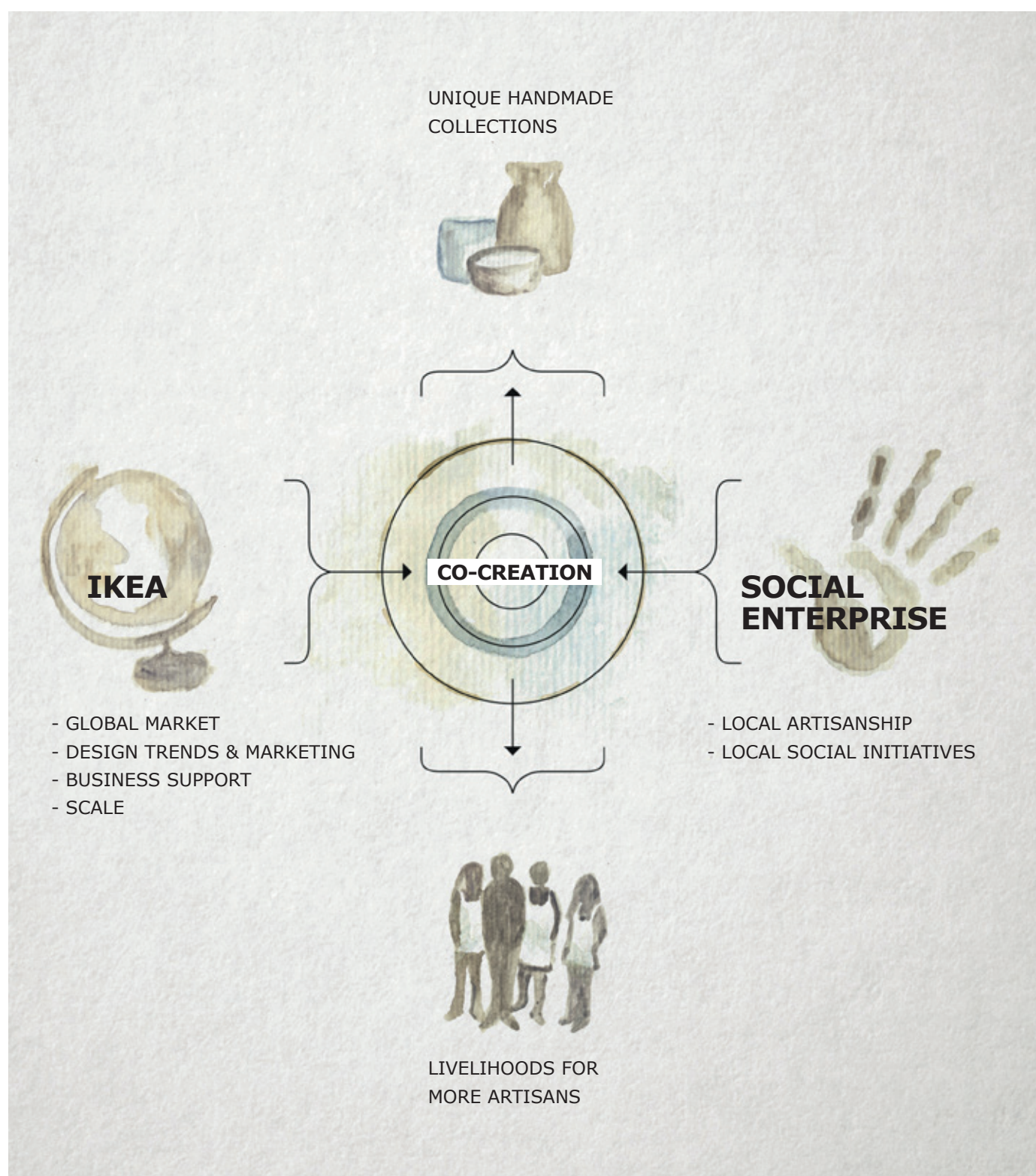
In 2013 IKEA began forming long-term partnerships with social enterprises around the world. Through these partnerships IKEA has made a commitment to support social enterprises that provide decent jobs for thousands of vulnerable groups of people with little or no opportunity for livelihoods.

The purpose of the IKEA Next Generation Social Entrepreneurs initiative is to be an accelerator and enabler for women's empowerment and for marginalized people to move from dependency to independency by connecting social entrepreneurs and businesses to the IKEA value chain. It's about having a positive societal impact, but it's also good business.

Products with a social purpose

To support the development of our social enterprise partners and to help them grow, we work closely together to share knowledge about design, production, environmental management, export and much more. Most important is that the social enterprises gain access to a global marketplace – the IKEA stores and online platforms – providing a strong foundation for self-sufficiency and independence.

IKEA benefits with access to skilled artisans working with traditional handicrafts like pottery, embroidery, hand-woven textiles, and handmade paper, which let's us offer customers in participating markets limited-edition collections of unique handmade products – products with a social purpose!



"IF YOU WANT TO CHANGE THE WORLD, YOU HAVE TO BE ABLE TO SCALE IDEAS. IF YOU WANT TO SCALE IDEAS TO CREATE GOOD, YOU NEED TO HAVE THE BIG COMPANIES WITH YOU. I THINK TODAY THERE IS A BROAD UNDERSTANDING THAT THAT NEEDS TO HAPPEN."

>> From an interview with Dezeen magazine:
<https://goo.gl/Ly5E11>



Our vision is about creating a better everyday life for the many

We believe that there is no better route out of poverty than the opportunity for people to have a decent job. Learning a skill in handicrafts is a path towards independence and self-sufficiency. Forming long-term partnerships with social entrepreneurs is one of many ways we are working to create a positive impact on society.

IKEA currently has partnerships with social enterprises in India, Thailand, Sweden, Denmark, Holland, Belgium, Croatia, USA, Canada, Uganda, Italy and Jordan.



See the film about
IKEA + social
entrepreneurs
<https://goo.gl/AEDT3G>



***BY 2020 THE IKEA GOAL
IS TO PROVIDE 20,000
MARGINALISED PEOPLE
WITH DECENT JOBS.***

IKEA + SOCIAL ENTREPRENEURS



IKEA + RANGSUTRA

Rangсутra gathers together hundreds of artisans into small production co-operatives near their homes in the remote regions of Rajasthan and Uttar Pradesh, India, to support livelihoods and local handicraft traditions.



IKEA + INDUSTREE PRODUCER TRANSFORM

Industree Producer Transform works with self-help groups and co-operatives, made up of mostly women, in southern India. The production facilities are run entirely by the artisans themselves. Each employee is a shareholder in the company.



IKEA + DOI TUNG DEVELOPMENT PROJECT

Doi Tung's mission is to revive natural forests in northern Thailand devastated by the production of opium and to improve healthcare and education for the people of the region affected by the illegal drug trade.



IKEA + YALLA TRAPPAN

Yalla Trappan is a social enterprise and women's co-operative in Malmö, Sweden. They work to create jobs and greater economic independence for foreign-born women who encounter many challenges to entering the local labour market.



IKEA + PLACE DE BLEU

Place de Bleu supports immigrant women who are struggling to enter the labour market in Denmark by creating new livelihood opportunities. They also create limited edition collections using leftover textiles from IKEA stores.



IKEA + OPEN ARMS

Open Arms supports refugee women by creating new livelihood opportunities where women can earn a reasonable wage breaking the cycle of poverty. They also create limited edition collections using leftover textiles from IKEA stores.



IKEA + ROMANO BUTIQ

Romano ButiQ employs artisans in Roma communities who work primarily with handicrafts in solid wood and wicker in Romania. The mission of Romano ButiQ is to offer livelihood opportunities to Roma artisans.



IKEA + JORDAN RIVER FOUNDATION

The Jordan River Foundation is an NGO in Jordan with a social enterprise module (Jordan River Designs) focused on the economic empowerment of Jordanian women and urban refugees and protecting children from abuse.