

New recruitment processes at IKEA Spain

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IKEA deployed in Spain in 1978 with the remit to introduce a new concept for the country's households, namely, "democratic design", whereby everyone could have access to practical, attractive, sustainable, and quality products at affordable prices. IKEA's mission is to make every household a home, regardless of its size, layout or colour scheme, providing restfulness, dignity, and a chance to live the dream. IKEA Spain's approach is underpinned by two core values: a heartfelt passion for its business based on a robust spirit of teamwork and the enthusiasm of all its staff. As its website explains: "*We work hard, but we enjoy doing so. We are an inclusive company, pledged to equality*". Indeed, 52% of the managerial positions at IKEA Spain are held by women, and it is a benchmark in terms of employability and equal opportunities, increasing the time assigned to childcare leave and catering for anonymous CVs, while introducing a specific protocol for women victims of domestic abuse.

In IKEA's eyes, talent is talent, and it should not be curtailed. Talent is the trait that best defines each individual —what they do and how they do it—, and there is no discrimination in selection and recruitment processes. Its commitment to fostering the talent of disabled people has prompted it to exceed the figure of 2% provided for in current legislation.

Its growth plan rolled out in 2023 contemplates almost 90 new contact points and 1,500 new jobs over the next two years, involving its largest ever recruitment programme in Spain. This will mean a 15% increase in its workforce over the figure of 9,765 employees recorded at year-end 2022. The overall forecast is for a headcount of 11,230 people in 2024 defined by diversity, inclusion, and equal opportunities at all levels.

The data compiled in recent years reveal that six out of ten employees are women, and they also account for half of all the company's management positions and the seats on its

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board in Spain. By 2021 it had already established a zero gender pay gap for positions of a similar level.

Besides these milestones in gender equality, in 2023 the company will continue to pave the way for the employment of vulnerable groups that are underrepresented and with fewer opportunities to access the labour market. IKEA is to improve the employability of over a hundred refugees. It also has a commitment to youth, continuing to support FP Dual occupational training schemes, especially in Andalusia (it has already instructed over 210 young people through 43 training projects since 2017 in partnership with the region's training centres and colleges) and in Catalonia (training more than a hundred young people over the coming two years).

Furthermore, IKEA is upholding its pledge to promote in-house talent, nurturing its growth and ongoing development, as 95% of its vacancies are filled by its own employees. In fact, it has its own talent incubator, which is to train 200 employees to occupy leadership posts and manage teams within a maximum period of one year. Along these lines, Nurettin Acar, CEO and CSO at IKEA Spain, affirms that *“over the next two years we are going to be reaching out to new households, and we'll be doing so by conveying all our hallmarks: as a fair, diverse, and inclusive company that champions and welcomes difference. We are heavily committed to people, in the broadest sense of the term; we believe in the unique talent that each one of us has and we provide the means to create a better everyday experience for most people, with a particular focus on equal opportunities”*.

Sources

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Questions about the case

1. What type of recruitment is identified in the case? Briefly describe it.
2. How does this policy of recruiting diverse talent benefit IKEA?

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