



CASE EXAMPLE OF IFF HYBRID WORK MODEL

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IFF'S FOUR BUSINESS DIVISIONS

Our core offerings

NOURISH

Nourish is a leading supplier of specialty ingredients, creating the future of innovative food & beverage experiences and helping people live better, more fulfilled lives

To 'Nourish' is to feed with purpose; designing better products for people and planet



SCENT

Global leader in creating and supplying superior fragrance experiences and cosmetic actives for consumer product goods and beauty brands

The Ingredients unit serves internal needs and supplies to the fragrance and flavor industries



HEALTH & BIOSCIENCES

Inspired by nature and distinguished by its world-class bioscience and microbiome capabilities, H&B develops products that deliver safe, healthy and sustainable solutions for customers around the world



PHARMA

Creates unique functional ingredients and solutions that support global applications in pharmaceutical, dietary supplement and industrial industries

VALUES

Fundamental beliefs that guide individual behavior



Empowerment

We make informed decisions, take action, and have the courage to hold ourselves accountable for the outcomes.



Expertise

We collaborate, applying our collective skills and diverse backgrounds to solve problems and achieve higher levels of performance.



Integrity

We are inclusive, treat each other with respect and work in a fair, honest and ethical way.



Innovation

We harness our creativity to deliver essential solutions for our partners and the communities we serve.



Responsibility

We protect the health and safety of our people and preserve the communities where we work.

CULTURE PRINCIPLES

The behaviors that bring our purpose, vision and values to life



ACT AS AN OWNER

We take ownership and work with passion and integrity. Our teams are empowered to make decisions and help the entire organization thrive.



BE AGILE

We constantly push for progress and respond to the needs of our customers and the world with speed, skill, and creativity.



COLLABORATE AND WIN TOGETHER

Our bond with our customers and colleagues powers innovation and our shared success.

DRIVERS ORGANIZATIONS ARE CONSIDERING

COVID-19 has accelerated our ability to work remotely and likely changed the way we will work indefinitely.

Companies see opportunity in the flexibility and agility of the workforce and employees see ways to improve their work life fit.

TALENT

- Do we have to offer hybrid work options to stay competitive in the talent market?
- Does this way of working give access to new talent pools across new geographies?

LEADERSHIP/CULTURE

- Managing increased remote teams put new demands on Leaders and managers to have trust in their employees to get work done while working remotely.
- Shared Ownership - Managers must trust employees to be effective and productive while employees need to be flexible and comfortable being mobile.

EMPLOYEES

- The reduced commute offers opportunity to do different and perhaps improve work life fit
- Flexibility is driving increased engagement
- Home working can under certain circumstances improve efficiency

REDUCING OUR FOOTPRINT

- If more choose to work from home there is a natural reduction in space requirements and office cost

THE IFF HYBRID WORK MODEL

- Owned and sponsored by Executive Committee – each site has an EC sponsor.
- Global project provides a framework and tools.
- Three layers Global, Regional and Country to drive alignment and provide an escalation route.
- Ambition is that all sites will be able to leverage this work model – but as one-size does not fit all implementation is driven by Country HR, Functions and Business.
- Country HR is responsible for ensuring compliance with local labor laws, works council/union implications are addressed and that the spirit of this exercise is maintained through implementation.
- Measures of Success has been defined and reporting on progress is monitored.
- At IFF the ambition is that the hybrid workforce model is one of flexibility, adaptability, and shared ownership on the part of employers and employees.

HYBRID WORK PROFILES


Team
Collaborator

AGILE

Regularly works with other team members on site or requires access to labs/technology at dedicated site.

2-5 Days on Worksite

FLEX

Work is not based on specific physical ties to space and/or location. Less frequent on-site team collaborator.

1-3 Days on Worksite

ANCHOR

Work is 100% tied to specific location and/or function and cannot be done remotely.

5 Days on Worksite

REMOTE

Work has no ties to the physical space. Most team collaboration is virtual. Ability to work anywhere.

0-1 Days on Worksite

Solo
Worker

Physically
Anchored

Physically
Mobile



KEY CONSIDERATIONS



ROLES & RESPONSIBILITIES



RECONNECTION PERIOD



EMPLOYEE PREFERENCES



INFRASTRUCTURE CHALLENGES

THE CULTURE OF HYBRID WORK



TALENT & EXPERTISE

LEADERSHIP

COLLABORATION

EMPOWERMENT

INTEGRITY

INNOVATION

QUALITY

THE REAL FUTURE OF WORK

LESSONS LEARNED-COUNTRY HR PERSPECTIVE

LESSONS LEARNED

- Country Covid-19 stages must be considered – a global timeline is not possible.
- Global matrix organizations require coordination - managers must follow country timelines for their team.
- Local labor laws vary and there is a need to formalize the terms and conditions for hybrid work arrangements – also to ensure expectations are aligned.
- Nature of task/job, team set up co-located or not, team members personality, employee domestic circumstances all factor into the equation so there is a need to guide managers to fully understand the implications and make the right choice for their team.
- Company benefits from implementing the Hybrid model vary across facilities.

Q&A

