

iff



# Do More Good Report

IFF'S 2022 ESG+ PROGRESS



# Small actions can add up to big benefits

Although ensuring sustainable development can seem like an impossible task, our 2022 Do More Good Report takes inspiration from the hummingbird — a perfect example of bringing together science and creativity.

As recounted in an ancient parable originating from the Quechua people of South America, a hummingbird makes a valiant effort to put out a raging forest fire that threatens its home. All the animals in the forest feel overwhelmed and powerless as they watch the forest burn, except the hummingbird, who flies to the nearest stream, trip after trip, as fast as it can, taking a drop of water in its beak each time to throw onto the fire. Proving to its woodland companions that doing something — Doing More Good — Doing What Matters Most — is better than doing nothing at all.

At IFF, we believe that individual actions can make a significant difference. One ingredient, when used in millions of products around the world can create a positive impact. Join us in this mission.

*#DoMoreGoodxIFF*





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# Message from our CEO

At the end of 2022, when we announced our transformational strategic refresh, **Do What Matters Most**, we knew that our success centered on our ability to deepen our commitment to our extended IFF communities, support our customers in their ability to meet their own sustainability goals and reduce our operational environmental footprint. Living up to our commitments — **Be the Premier Partner, Build the Future and Become One IFF** — calls for us to embed environmental, social and governance (plus sustainable solutions) in all we do and we are excited about the opportunities ahead of us, our customers and all of our stakeholders.

Even though our commitment to ESG far predated our 2022 strategic refresh, last year signaled the essential combination of our 2030 Do More Good Plan with our organizational strategy. Across our enterprise, we're taking dedicated steps to ensure IFF innovation and expertise is clearly charting the course to do more good for people and planet.

At IFF, sustainability falls within Research & Development, the life's blood of our company. That's why it's no surprise that when we put our robust innovation pipeline to work, we're constantly looking into how our products align with our own sustainable development strategy and that of our customers'. Circular by design — and taking the entire life cycle of a product into account — our **sustainable solutions** anticipate and support customer needs while responding to the growing trends of conscious consumerism. For example, to support our customers in meeting the growing demand for plant-based diets, we've collected detailed carbon, water and land use footprint data for a range of plant-based protein concentrates. This kind of information informs our cradle-to-gate life cycle assessments, revealing greenhouse gas (GHG) impacts, benefits and emission reduction opportunities.



**FRANK CLYBURN**  
CHIEF EXECUTIVE OFFICER



As part of our dedication to **climate & planetary health**, we are taking bold, science-based action as our global community faces the climate crisis, and we remain on track to cut our 2021 GHG emissions in half by 2030. Last year, we reduced our absolute GHG emissions by 6% below 2021 levels due to our focus on energy efficiency and renewable energy, including signing our first virtual power purchase agreement in Europe. This reaffirms our commitment to meet the Paris Agreement goals — limiting global warming to 1.5°C above pre-industrial levels. Named a CDP Climate A List company for the eighth consecutive year, we look to maintain our momentum in corporate transparency and action year-over-year, as we aspire to achieve net zero emissions by 2040 and be net positive by 2050.

In the spirit of **equity & wellbeing**, it is our responsibility to ensure our people thrive and stay safe when they come to work every day — and we welcome their ability to be their authentic selves when they walk through our doors. Gender representation for us is vital, especially as we look toward succession planning and pay equity. We're proud to share we've closed the gender pay gap across our reporting lines. And to date, we're the only business to achieve EDGE Move certification for the second time in a row. In addition to other third-party verifications, our 2022 EDGE assessment offered us an elevated level of distinction: that of holding the largest number of EDGE-certified countries at one time with an unparalleled 27 countries.

When we launched our Do What Matters Most plan in 2022, we challenged ourselves to evolve our Board of Directors to align with best-in-class governance standards.

Governance underscores **transparency & accountability**, and as part of our ESG+ commitment, we actively strengthened our governance standards by expanding oversight at the Board level. We also are applying ESG metrics for GHG reduction and gender representation to annual bonus structures for executive leaders. Our board provides supervision over who we are as a company today and understands the risks and opportunities that lay within our current socio-economic global environment.

Now more than ever, it's important that companies take leadership roles to ethically address the pressing worldwide sustainable development challenges we are all facing. Even as we continue to feel the continued effects of the COVID pandemic on our population and our economy, it's imperative that we remain true to our sustainability value proposition as we strive to overcome unprecedented headwinds.

Looking ahead, we know that there are certain dynamics and partnerships that will keep us solidly on the path to realize our purpose of applying science and creativity for a better world. Since 2015, we have been a member of the UN Global Compact, committing to uphold its 10 principles on human rights, labor, environment and anti-corruption. As we work with our broader stakeholders throughout our value chain, our employees and our customers, we pledge to **do more good** while remaining rooted in our dedication to live up to our values and embed ESG+ in all we do.

With our **Do What Matters Most** strategic refresh and our ambitious 2030 Do More Good Plan, our journey forward is clear and it is leading us to a *better world*.



Frank Clyburn  
Chief Executive Officer





# Our company

Established more than 130 years ago, IFF is a leading creator and manufacturer of food, beverage, health & biosciences, scent and pharma solutions, and complementary adjacent products, including cosmetic active and natural health ingredients, which are used in a wide variety of consumer products.

Our products are sold principally to manufacturers of dairy, meat, beverages, snacks, savory, sweet, baked goods and other foods, personal care products, soaps and detergents, cleaning products, perfumes and cosmetics, dietary supplements, food protection, infant and elderly nutrition, functional food, pharmaceutical and oral care products. As a result, we hold global leadership positions in the Food & Beverage, Home & Personal Care and Health & Wellness markets, and across key Tastes, Textures, Scents, Nutrition, Enzymes, Cultures, Soy Proteins, Pharmaceutical Excipients and Probiotics categories.

## One shared goal: Our world, for the better

### OUR PURPOSE

#### APPLYING SCIENCE AND CREATIVITY FOR A BETTER WORLD

- We push past traditional boundaries
- We are a force for a better and more sustainable future
- We imagine new possibilities to expand our customers' opportunities

### OUR VISION

#### BE THE PARTNER FOR ESSENTIAL SOLUTIONS

- We play a vital role in the global food, beverage, beauty, household and personal care and pharmaceutical supply chains
- We co-create sensorial experiences that delight and go beyond the expectations of consumers everywhere
- We combine unmatched innovation, agility and leading-edge insight to meet customer needs

### OUR VALUES

#### 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

IFF is headquartered at 521 West 57th Street, New York, New York, U.S.A. Detailed information about the scale of our organization, operational structure, markets served and geographical footprint is available in our 2022 Annual Report and U.S. Securities and Exchange Commission Form 10-K (collectively, "[2022 Annual Report](#)").





# IFF at a glance

## Our innovation

- 9K+ total patents granted and pending applications
- 40+ strategic university partnerships
- 50K+ customers and 10+ end markets, including ~50% sales to small and mid-sized customers

Visit [Innovation](#) to learn more.

## Our people

- 24.6K+ employees globally across ~45 countries
- 3K+ scientists, engineers and technologists
- 600+ scent design managers, chefs, flavorists and perfumers

Visit [Careers](#) to learn more.

## Our operations

- 220 manufacturing facilities, creative centers and application laboratories
- ~45 countries of operation
- ~30K different raw materials purchased from 10.5K+ suppliers in ~93 countries

Visit [Where We Operate](#) to learn more.

## Financial highlights

**\$12.44 billion in sales**  
(7% growth from 2021)  
2021: \$11.66 billion  
2020: \$5.08 billion

**\$2.46 billion adjusted operating EBITDA<sup>1</sup>**  
2021: \$2.43 billion  
2020: \$1.06 billion

**(\$1.87) billion in net (loss) income**  
2021: \$270 million  
2020: \$363 million

**(\$7.32) in (loss) income per share**  
2021: \$1.10  
2020: \$3.21

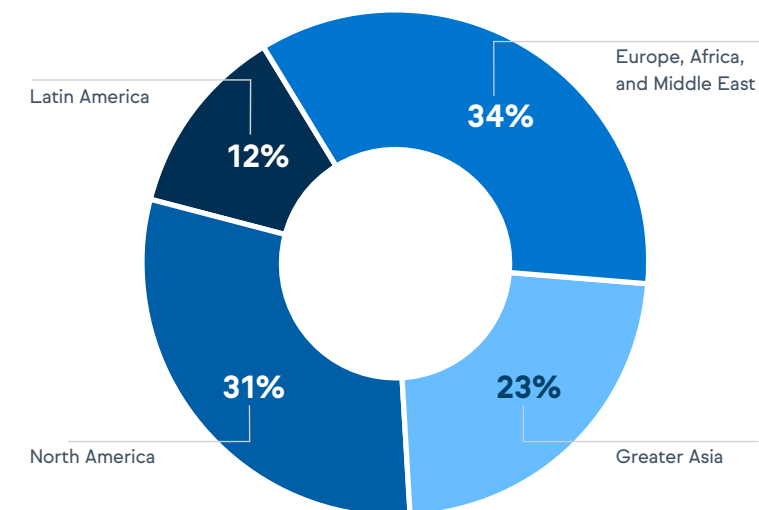
**\$397 million in cash flows from operations**  
2021: \$1.44 billion  
2020: \$714 million

**4.8% of sales spent on R&D**  
2021: 5.4%  
2020: 7.0%

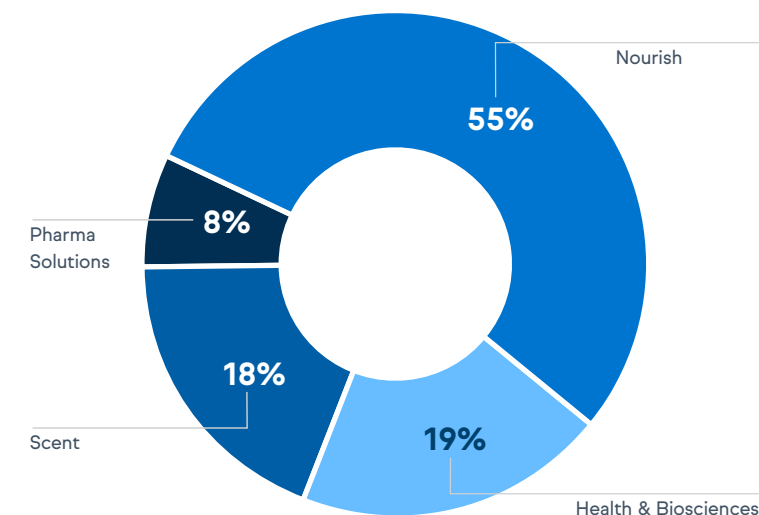
<sup>1</sup> Adjusted Operating EBITDA is a Non-GAAP metric

Visit [IFF Investor Relations](#) for more information.

### PERCENTAGE OF 2022 SALES BY REGION



### PERCENTAGE OF 2022 SALES BY BUSINESS SEGMENT



# Do What Matters Most

At the end of 2022, we announced the next phase of our strategic transformation by previewing a new growth-focused framework that positions us to Do What Matters Most, that is, prioritize our actions toward driving sustained profitable growth, deepening our commitment to customer excellence, and embedding environmental, social and governance — *plus* Sustainable Solutions — (or ESG+) priorities across the entire enterprise.

The strategy deeply embeds ESG+ priorities across IFF's entire enterprise, strengthening the Company's commitment to positively impact our environmental footprint and communities where we operate. With this refreshed strategic framework, we will be better positioned to meet customer demands that include heightened ESG expectations and fulfill our purpose of applying science and creativity for a better world.

## DO WHAT MATTERS MOST

**BE**

the Premier  
Partner

**BUILD**

Our Future

**BECOME**

One IFF

**EMBED ESG+ IN ALL WE DO**



# 2022 highlights

Named for the third consecutive year to the **Dow Jones Sustainability Indices (DJSI)** for both the 2022 World and North America, placing IFF among the top 10% of the largest 2,500 companies in the S&P Global Brand Market Index



Named to **CDP's A list** for climate change for the eighth consecutive year and named a **CDP Supplier Engagement Leader** for the third time

Named to the **FTSE4Good Index Series** and **Euronext Vigeo World 120 Index** for ESG performance

Awarded the **2022 EcoVadis Platinum** sustainability rating for the second time, placing IFF among the top 1% of companies assessed<sup>2</sup>



Ranked 39 out of 499 companies — and sixth out of 63 companies in the Materials & Chemicals Industry — on **America's Most Responsible Companies 2022** list by *Newsweek*



Recertified as **EDGE Move** level globally — marking the first, and currently the only, time a company has earned this level of recognition twice



Included for the second consecutive time in the **2023 Bloomberg Gender-Equality Index**, for our commitment to transparency and setting a new standard in gender-related data reporting<sup>3</sup>



Honored by the Human Rights Campaign as a **2022 Best Place to Work for LGBTQ+ Equality** for the fourth consecutive year after receiving perfect scores of 100 on the 2022 Corporate Equality Index



Named among the **2022 Best Places to Work for Disability Inclusion** by Disability:IN for the third consecutive year after scoring 100% on the Disability Equality Index

<sup>2</sup> Based on 2021 information, prior to M&A activity during 2021

<sup>3</sup> Based on 2021 performance data, prior to M&A activity during 2021

# The Do More Good Plan: IFF's ESG+ strategy

The Do More Good™ Plan is our environmental, social and governance, *plus* Sustainable Solutions (or ESG+) roadmap that activates our purpose of applying science and creativity for a better world. By harnessing our creative passion and deep scientific expertise, we are strengthening our business, making a positive impact and inspiring our colleagues and customers to change the world for the better.

Supported by a set of ambitious 2030 targets that aim to influence industrywide change toward sustainable development, our strategy comprises four pillars where we believe we can have the greatest positive impact.

- Sustainable Solutions:** Beginning with science and creativity, we are creating the sustainable product solutions that are transforming industries. We are dedicated to driving environmentally and socially conscious innovation and partnering with customers to achieve their ESG goals. To deliver on these commitments, our goal, among others, is for all new IFF innovations to have a sustainability value proposition by 2030.
- Climate & Planetary Health:** We are also motivated by our vision for a better world. Our commitment to Climate & Planetary Health is driven by the urgent need to protect the planet for future generations. Our environmental goals include zero waste to landfill, championing water stewardship and achieving a 50% reduction in absolute greenhouse gas (GHG) emissions below 2021 levels by 2030, with the overarching ambition to achieve net positive emissions by 2050. We are also raising the bar on responsible sourcing by promoting regenerative ecosystems and biodiversity while working to achieve zero deforestation for strategic raw material supply chains.
- Equity & Wellbeing:** Our focus on Equity & Wellbeing means creating a better world at IFF where all our employees, as well as those working across our supply chain, are physically and psychologically safe, healthy and can bring their authentic selves to work. We are committed to unleashing the potential of our people, strengthening local communities and ensuring health and safety for all. By 2030, we aim to have 40% people of color in management roles in the U.S. and 50% women in management roles companywide; achieve world-class safety performance; and continue to promote human rights while supporting farmers' livelihoods and ensuring prosperous and equitable value chains.
- Transparency & Accountability:** All our commitments toward a better world are underpinned by a robust corporate governance program that is designed to ensure compliance with all Company policies, as well as applicable laws and regulations. We strive to adhere to the highest ethical standards and we hold our leaders accountable. Our goals are to increase the transparency of our annual ESG disclosures; to link annual ESG key performance indicators to executive compensation; and expand ESG governance at the Board of Directors level.





THE DO MORE GOOD PLAN: IFF'S ESG+ STRATEGY

OUR PURPOSE		APPLYING SCIENCE AND CREATIVITY FOR A BETTER WORLD			
Our pillars		+ Sustainable Solutions	Environmental: Climate & Planetary Health	Social: Equity & Wellbeing	Governance: Transparency & Accountability
Our focus areas		<ul style="list-style-type: none"> <li>Accelerating environmentally and socially conscious innovation</li> <li>Driving climate action through life cycle assessment and circular design principles</li> <li>Unlocking long-term value creation with our customers through collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Striving to lead on urgent climate action, ultimately aspiring to net positive emissions</li> <li>Reducing our operational footprint through water stewardship and zero waste to landfill</li> <li>Raising the bar on responsible sourcing</li> </ul>	<ul style="list-style-type: none"> <li>Empowering employees and unleashing their uniqueness, potential and talent</li> <li>Ensuring the health, safety and wellbeing of our workforce</li> <li>Strengthening local communities</li> </ul>	<ul style="list-style-type: none"> <li>Adhering to the highest ethical standards</li> <li>Committing to transparency</li> <li>Holding our leaders accountable</li> </ul>
Our priority material topics <input type="radio"/> Product <input checked="" type="radio"/> Environmental <input type="radio"/> Social <input type="radio"/> Governance	Tier 1	● Innovation & Sustainable Product Solutions	<ul style="list-style-type: none"> <li>● Climate Change</li> <li>● Water</li> <li>● Responsible Sourcing</li> </ul>	<ul style="list-style-type: none"> <li>● Talent Acquisition, Engagement &amp; Retention</li> <li>● Diversity, Equity &amp; Inclusion</li> <li>● Employee Health, Safety &amp; Wellbeing</li> <li>● Responsible Sourcing</li> </ul>	<ul style="list-style-type: none"> <li>● Product Safety &amp; Quality</li> <li>● Stakeholder Engagement &amp; Transparency</li> </ul>
	Tier 2		<ul style="list-style-type: none"> <li>● Energy</li> <li>● Waste</li> </ul>	<ul style="list-style-type: none"> <li>● Customer Experience</li> </ul>	<ul style="list-style-type: none"> <li>● Business Ethics &amp; Compliance</li> <li>● Corporate Governance</li> </ul>
	Tier 3				<ul style="list-style-type: none"> <li>● Human Rights</li> <li>● Community Engagement &amp; Philanthropy</li> </ul>
Our 2030 goals		<ul style="list-style-type: none"> <li>All new innovations to have a sustainability value proposition that supports people and planet</li> <li>Enable customers to save 50 times more CO<sub>2</sub>e than generated at IFF's own manufacturing sites</li> <li>Partner with customers to achieve their ESG goals</li> </ul>	<ul style="list-style-type: none"> <li>50% reduction in absolute Scopes 1 and 2 GHG emissions below 2021 levels by 2030; Net Zero (Scopes 1 and 2) by 2040; Net Positive (Scopes 1, 2 and 3) by 2050</li> <li>Verify zero waste to landfill for all major manufacturing facilities</li> <li>Promote regenerative ecosystems and achieve zero deforestation for strategic raw material supply chains, beginning with palm and soy</li> </ul>	<ul style="list-style-type: none"> <li>40% people of color in management roles in the U.S. and 50% women in management roles, companywide</li> <li>Incident-free workplace and world-class safety performance</li> <li>Support animal welfare and launch a human rights program for business-critical suppliers</li> <li>10 field initiatives to support farmers' livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>Increase transparency of annual disclosures in line with stakeholder expectations</li> <li>Launch ESG metrics tied to executive compensation</li> <li>Expand oversight for ESG governance at the Board of Directors level</li> </ul>





# Materiality

In the context of ESG management, a materiality assessment is an evidence-based, objective prioritization process to identify and validate the most important issues, risks and opportunities for a company and its internal and external stakeholders, serving as the foundation for the long-term success of the company's ESG+ strategy.<sup>4</sup>

In 2022, we continued to utilize the insights from our most recent strategic materiality assessment conducted in 2021 in collaboration with an independent third party, which covered all IFF businesses.

## Summary of 2021 Materiality Assessment Process:

- Completed research and benchmarking to understand the universe of potentially material topics from a wide array of internal and external sources.
- Created a high-level value chain map summarizing our business inputs and outputs and facilitated a workshop with a representative set of cross-functional senior managers and subject matter experts to discuss IFF's potential ESG impacts, risks and opportunities across our value chain.
- Conducted an employee survey of a representative subset of our workforce.
- Interviewed our entire Executive Leadership Team (ELT), as well as representatives from our Board of Directors.
- Interviewed a representative set of external stakeholders, including suppliers, investors, NGOs and customers.
- Utilized an artificial intelligence platform to glean data-driven and real-time insights from millions of data points from public sources (including SEC

filings, sustainability reports, annual financial reports, ESG-related regulatory initiatives, news articles and social media posts). Completed an ESG topic prioritization exercise to synthesize all research and inputs and conducted a final validation workshop with IFF senior managers and leaders.

- Results were presented to the ELT and the Board of Directors, the highest level of responsibility for validating the final topics.

## RESULTS

The results of our 2021 materiality exercise are visually presented on [page 13](#) in a matrix that reflects the priorities of IFF's internal (x axis) and external (y axis) stakeholders. A total of 19 topics — representing a snapshot in time — were identified from across four focus areas (Product, Environmental, Social and Governance), which, in turn, align with the four pillars of our Do More Good Plan (Sustainable Solutions, Climate & Planetary Health, Equity & Wellbeing and Transparency & Accountability, respectively).

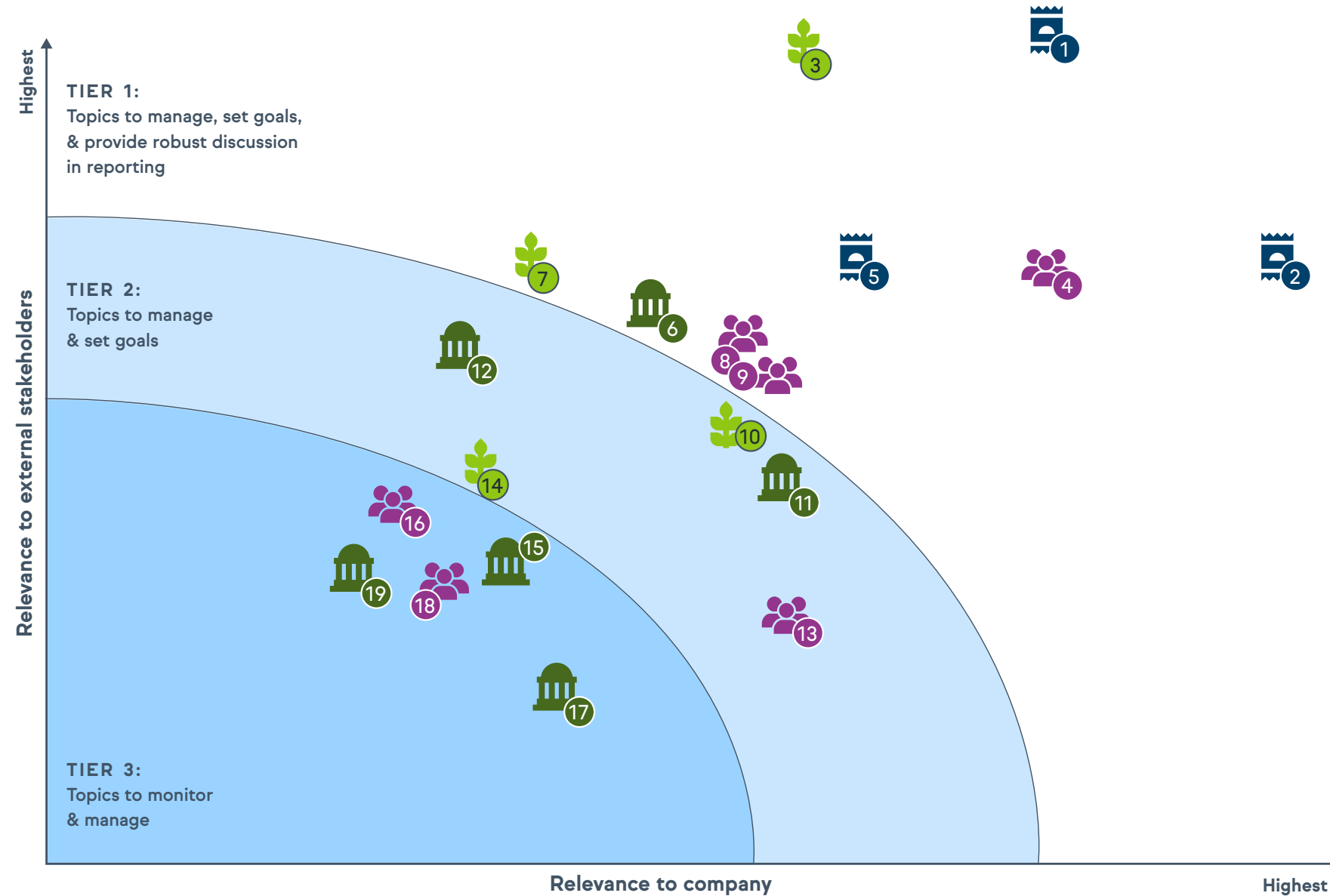
We aim to address all 19 material topics throughout this report in accordance with the guidelines of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). While each can impact our business, three bands of priority level were identified as part of the analysis, with "Tier 1" reflecting the nine topics we most closely manage, set goals against and provide robust discussion about in our ESG disclosures. (While these tiers help guide our management approaches and resource allocations, they do not necessarily equate to the extent of strategy or action within IFF to address an issue.)

For more information and examples of key topics and concerns raised by our stakeholders during 2022, please see Stakeholder Engagement, [page 99](#).

<sup>4</sup> The terms "material" and "materiality" as used here are not intended to mean and should not be taken to mean "materiality" as defined under U.S. securities laws and does not represent any determination by the Company that any of the content contained in this presentation is "material" for purposes of U.S. securities law disclosure requirements.



## Materiality matrix



MATRIX KEY	
	Environmental
	Social
	Governance
	Product

### MATERIAL TOPICS

**TIER 1:** Topics to manage, set goals, & provide robust discussion in reporting

- 1 Responsible Sourcing
- 2 Innovation & Sustainable Product Solutions
- 3 Climate Change
- 4 Talent Acquisition, Engagement & Retention
- 5 Product Safety & Quality
- 6 Stakeholder Engagement & Transparency
- 7 Water
- 8 Diversity, Equity & Inclusion
- 9 Employee Health, Safety & Wellbeing

**TIER 2:** Topics to manage & set goals

- 10 Energy
- 11 Business Ethics & Compliance
- 12 Corporate Governance
- 13 Customer Experience
- 14 Waste

**TIER 3:** Topics to monitor & manage

- 15 Information Security
- 16 Human Rights
- 17 Digitalization
- 18 Community Engagement & Philanthropy
- 19 Societal & Geopolitical Conditions

# UN Sustainable Development Goals (SDGs)

IFF's Do More Good Plan is in alignment with the 17 United Nations Sustainable Development Goals (SDGs), which represent a common framework through which the public and private sectors can work together to identify transformational opportunities to achieve the 2030 Agenda for Sustainable Development. The SDGs create a pathway for moving beyond incremental progress toward meaningful transformative change that has the potential to create value, drive resilience and support sustainable long-term growth.



**SDG 2:** *End hunger, achieve food security and improved nutrition and promote sustainable agriculture*

The growing pressure on global food systems is a critical sustainable development challenge. IFF contributes to ensuring greater food security by improving agricultural systems and expanding access to nutritious food. For example, IFF enzymes allow our food producing customers to optimize production, maximize yield and address the need for healthier products.

Through our Responsible Sourcing program, we strive to enhance ingredient traceability and demonstrate transparency in agricultural supply chains. Our community programs encourage small-scale farming and sustain grower communities, increase agricultural productivity and farmers' livelihoods, and expand agricultural investment and knowledge sharing.

Learn more on in our [Sustainable Solutions](#) and [Responsible Sourcing](#) chapters.



**SDG 5:** *Achieve gender equality and empower all women and girls*

IFF is a signatory of the UN Women's Empowerment Principles, and we believe that gender equality is a fundamental human right. In 2022, as a result of IFF's work to ensure equal pay for equivalent work (i.e., no statistically relevant gender pay gap in favor of men), IFF was recertified as EDGE Move level globally. Further, we strive to assure participation of women in decision-making and governance at all levels. In 2022, we increased the percentage of women in executive, upper and middle management globally to 37%.

We support access to child and dependent care by providing services, resources and information to both women and men. In 2022, we introduced a Global Parental Leave Policy that enables more equitable participation for parents by providing 16 weeks of fully paid leave for both men and women following the birth, surrogacy or adoption of a child.

Learn more in our [Equity & Wellbeing](#) chapter.



**SDG 6:** *Ensure availability and sustainable management of water and sanitation for all*

Access to water and sanitation are basic human rights and are critical sustainable development challenges. At IFF, water is an essential input to our business operations, including for cooling, steam generation, feedstock process and cleaning. We strive to implement best practice technologies for water efficiency and conservation at our facilities and the communities where we operate, particularly water scarce areas.

Our Green Teams drive awareness about the importance of water efficiency. For example, they encourage creative solutions to integrate gray water back into operations and investment in water and sanitation projects and infrastructure.

Learn more in our [Climate & Planetary Health](#) chapter.





**SDG 7:** *Ensure access to affordable, reliable, sustainable and modern energy for all*

We support the transition to an affordable, reliable and sustainable energy system by prioritizing energy efficiency in our operations through science-based actions and investing in renewable energy resources. As a member of RE100, we are committed to limiting global warming in line with the Paris Agreement and to sourcing 100% of our operational electricity needs from renewable sources by 2030. In 2022, IFF completed our first virtual power purchase agreement (vPPA) in Europe, expected to deliver 300,000 MWhs of renewable power to the grid starting in 2024, covering the equivalent of approximately 30% of IFF’s total electricity needs when operating at full-year capacity.

Additionally, our sustainable solutions help the transportation industry reduce GHG emissions. For example, our fuel alcohol yeast and enzymes enable the production of ethanol, a renewable low carbon fuel.

Learn more in our [Sustainable Solutions](#) and [Climate & Planetary Health](#) chapters.



**SDG 9:** *Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation*

Our world-class R&D program promotes breakthrough innovations that offer creative solutions to sustainability challenges while helping our customers achieve their own ESG goals. As of 2022, more than 3,000 people (~13% of our workforce) were employed in R&D activities globally and ~4.7% of our sales were spent on R&D. We expanded the geographic reach of our R&D facilities during the year to broaden co-creation capabilities and advance scientific discovery in new locations, including regional innovation centers in Brazil, Colombia and Chile, among others. We also invested in new, resilient infrastructure in developing countries and strive to retrofit existing infrastructure to make it more sustainable. For example, we achieved LEED Gold certification at the IFF Bogotá, Colombia site in 2022.

Learn more in our [Sustainable Solutions](#) chapter.



**SDG 12:** *Ensure sustainable consumption and production patterns*

One way to facilitate sustainable development imperatives is to shift consumption patterns to reduce ecological footprints and allow for the regeneration of natural resources. IFF contributes to shifting consumption patterns by using tools such as life cycle assessment (LCA) to guide innovation and deliver more sustainable product solutions. In addition, our products often lower environmental impacts through their performance during the use phase and help our customers reach their ESG goals.

For example, our animal feed enzymes reduce phosphorous and GHG emissions by limiting the need for inorganic phosphate in swine and poultry diets; our cold-water laundry enzymes enable consumers to use less energy by washing their clothes at lower temperatures; and our plant-based proteins accelerate the wider adoption of alternatives with a lower environmental footprint. In alignment with our zero waste to landfill goal, we are working to reduce our own manufacturing impacts by upcycling byproducts that would otherwise be wasted.

Learn more in our [Sustainable Solutions](#) and [Climate & Planetary Health](#) chapters.



**SDG 13:** *Take urgent action to combat climate change and its impacts*

Achieving the UNFCCC goal of limiting global temperature rise requires urgent transformation of energy, industry, transport, food, agriculture and forestry systems. IFF’s LCA and sustainable innovation capabilities enable our customers and consumers to save many times more CO<sub>2</sub>e than IFF generates at our own manufacturing sites. Within our operations, we are reducing our carbon footprint, including a 50% reduction in absolute GHG emissions under our operational control (Scope 1 and 2) by 2030 (compared to a 2021 baseline), and sourcing 100% renewable electricity by 2030. In 2022, we executed our first vPPA, which will facilitate the supply of green electricity to the grid in Spain beginning in 2024, eventually covering up to 30% of our electricity consumption needs in Europe.

Learn more in our [Climate & Planetary Health](#) chapter.



**SDG 14:** *Conserve and sustainably use the oceans, seas and marine resources for sustainable development*

IFF supports marine conservation and the people who depend on oceans. IFF is one of the largest global buyers and harvesters of seaweed for alginates and carrageenan. Through our Seaweeds Responsible Sourcing Program (SRSP), we seek to support seaweed farmers and continuously improve the social and environmental criteria and performance of our seaweed cultivation and harvesting processes. Through the SRSP, and in partnership with the Anderson Cabot Center for Ocean Life at the New England Aquarium, and other stakeholders, we strive to increase scientific knowledge and develop new research capacities to improve ocean health and better understand how seaweed can contribute to food security, climate change mitigation, poverty alleviation and support for marine ecosystems.

Learn more in our [Responsible Sourcing](#) chapter.



**SDG 15:** *Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss*

Through IFF's Responsible Sourcing program, we are taking steps to retain the integrity and vitality of the natural resources in our value chain. Our commitment to sustainable palm oil demands that our palm oil supply chain does not contribute to deforestation, biodiversity destruction or human rights abuses. We support biodiversity through community engagement. For example, our patchouli program in Indonesia focuses on reforestation, establishing seedling nurseries and providing guidance on forest resources management. We also work to increase the capacity of local communities to pursue sustainable livelihoods through our community programs, such as our vanilla program in Madagascar, which achieved independent certification confirming that the vanilla was grown or collected in compliance with the Union for Ethical BioTrade standard.

Learn more in our [Responsible Sourcing](#) chapter.



**SDG 16:** *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

We commit to working with governments, civil society and all our stakeholders to eliminate corruption in all its forms and to strengthen the rule of law. In our own business, we strive to adhere to the highest ethical standards and act with transparency. Our business ethics and compliance programs are grounded in our Code of Conduct and tracked by our IFF SpeakUp hotline. We contribute to the development of transparent institutions and inclusive decision-making through our corporate governance structures and by linking ESG metrics to executive compensation.

We respect the human rights of workers and prohibit forced labor, coercion, child labor and discrimination, as outlined in IFF's Code of Conduct, Global Human Rights Policy and Vendor Code of Conduct. We are also committed to ensuring the prevention of modern slavery and human trafficking in our business and supply chain, and we publish our Slavery and Human Trafficking Statement in compliance with the UK Modern Slavery Act.

Learn more in our [Transparency & Accountability](#) chapter.







# 2022 Performance

The following chapters outline our efforts throughout the year to make progress on our Do More Good Plan, empowering us to apply science and creativity for a better world.

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ESG+

# Sustainable Solutions

**WE QUESTION, EXPLORE AND CREATE.**

## Catalyzing the potential of our customers to Do More Good

**At IFF, activating our ambition to drive progress for people and the planet begins with our purpose of applying science and creativity for a better world.**

We position our world-class R&D program to be ahead of global market trends and consumer demands, including improving home and personal care, empowering health and wellbeing, transforming food systems and accelerating climate action. To deliver in these areas, we utilize our high-value innovation platforms, foundational technology and expertise in biosciences, chemistry, material science and more. We understand our role as catalysts, because when we enable our customers to achieve their sustainability targets, we can create a ripple effect with the potential to benefit millions of global consumers.



## STRATEGIC FOCUS AREAS

We're driving breakthrough innovations to help our customers achieve their own ESG goals and proactively respond to heightened consumer expectations.

Our commitment to Sustainable Solutions balances three focus areas:

- Accelerating environmentally and socially conscious **innovation**
- Driving **climate action** through life cycle assessment (LCA) and circular design principles
- Unlocking long-term value creation with our customers through **collaboration**

To see how our divisions are driving progress across our three strategic focus areas, see the table on [page 27](#).

## BUILDING OUR FUTURE: TRANSFORMING THE MARKETS WE SERVE

After launching the Do More Good Plan in 2021, we shifted our focus to building the teams, processes and systems to ensure we can deliver on our strategy through 2030. We formed the senior management-level Good Growth Steering Team with representatives from all divisions, as well as R&D, to drive progress against our goals. Our Board-level Governance & Corporate Responsibility Committee provides guidance on IFF's Do More Good Plan, related divisional ESG+ strategies, sustainable solutions performance and KPI tracking. Read more about this Committee on [page 85](#).

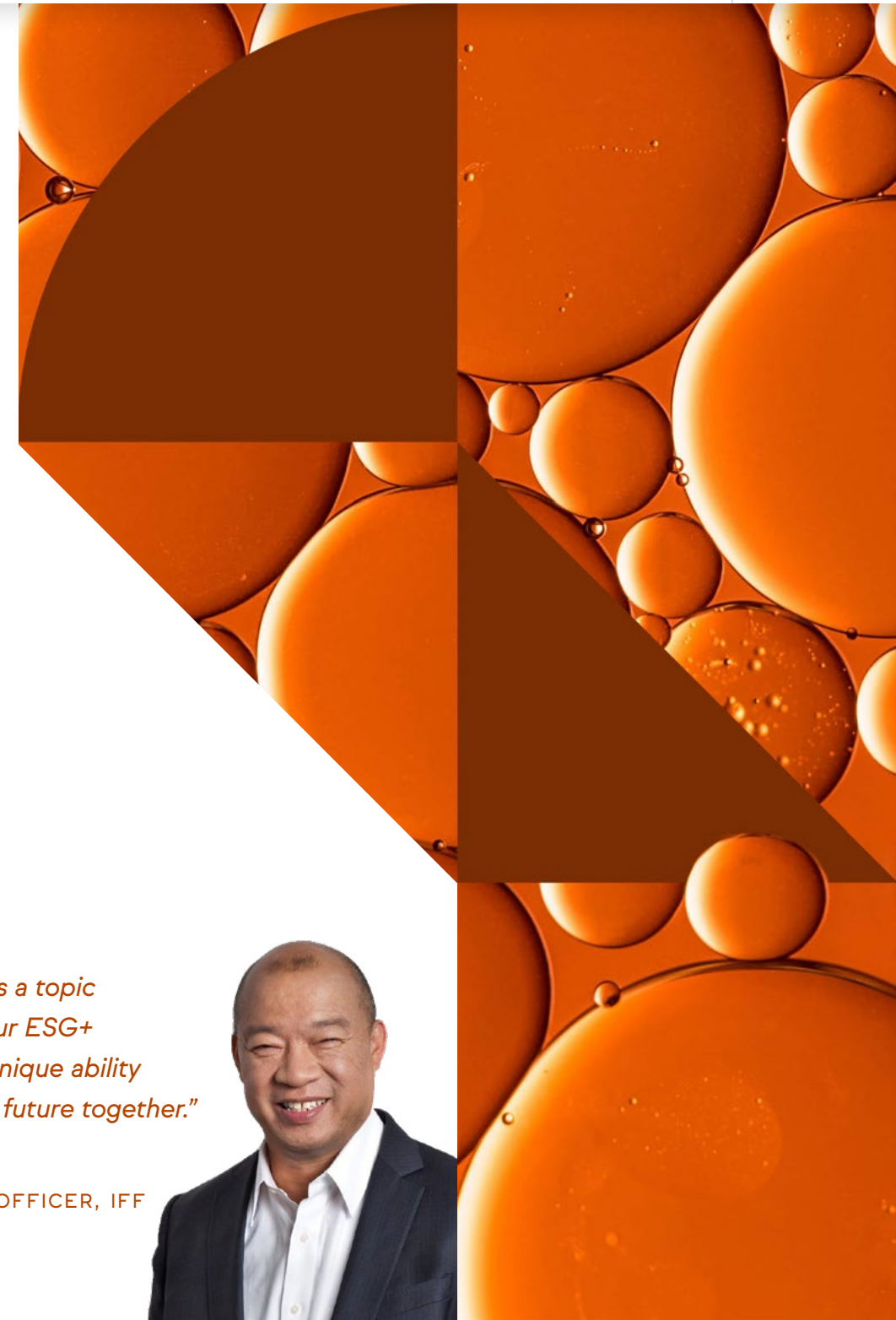
## 2022 HIGHLIGHTS

- **4.8%** of sales spent on R&D
- **940** granted U.S. patents, and 546 pending U.S. patent applications, as well as numerous other granted patents and pending patent applications around the world
- **3,200** people (or 13% of our workforce) employed in R&D activities globally
- **State-of-the-art R&D facilities** unveiled to advance scientific discovery globally. For example:
  - Regional innovation centers in Brazil, Colombia and Chile offering complete product-design support
  - Culinary Design Center in Braband, Denmark specializing in plant-based food
  - Nourish Innovation Lab in Union Beach, NJ focusing on wellness, sustainability and the circular economy
  - Singapore Innovation Center, integrating the technologies and expertise of all our divisions

*"In today's world, sustainability goes hand-in-hand with innovation. It is a topic of conversation at nearly every customer meeting I have. The '+' in our ESG+ strategy is a multiplying factor for our customers, representing our unique ability to collaboratively amplify our positive impact and build a sustainable future together."*

### GREGORY YEP

EVP, CHIEF R&D, GLOBAL INTEGRATED SOLUTIONS & SUSTAINABILITY OFFICER, IFF



## Goals

We are working to deliver first-to-market solutions that support the transition to a more sustainable world by transforming consumers' lives and experiences.

### Do More Good Plan 2030 Goals 2022 Progress

**Innovation:** IFF intends for all new innovations to have a sustainability value proposition that supports people and planet

- +250 projects initially screened for sustainability value propositions using our new proprietary Innovation for Sustainability model.

*Read more about our approach to sustainable innovation on [page 21](#).*

**Climate Action:** Enable customers to save 50 times more CO<sub>2</sub>e than generated at IFF's own manufacturing sites

- Developed a calculation methodology to assess our progress against this goal. Preliminary estimations indicate that our products enabled customers and consumers to save approximately 14 times (or ~25.6 million tonnes) more CO<sub>2</sub>e than generated at IFF's own manufacturing sites.<sup>5</sup>

*Read more about how we are using LCA to quantify our products' capacity to reduce GHGs on [page 23](#).*

**Collaboration:** Partner with customers to achieve their ESG goals

- Engaged closely with customers from across the global food, beverage, beauty, household and personal care, and pharmaceutical supply chains to co-create sustainable solutions.

*Read more about our customer engagement efforts beginning on [page 25](#).*

## DELIVERING SUSTAINABILITY THROUGH INNOVATION & TECHNOLOGY

The Sustainable Solutions pillar of the Do More Good Plan is the link between IFF and our customers. In 2022, we invested approximately \$603 million in our R&D program — one of the largest investments in the industry — to expand our biotech capabilities, commercialize our existing pipeline, launch customer collaborations, fuel transformational projects and accelerate digitalization and analytics.

<sup>5</sup> The preliminary estimations stated have not been subject to assurance. LCA calculations for key product applications provide GHG savings per kilogram of product sold, which are then combined with 2022 sales data to estimate total GHG savings. IFF intends to update these calculations and extend them to additional products in the future.



# Sustainable innovation

## Approach

### EMBED SUSTAINABILITY INTO OUR INNOVATION PIPELINE AND PROCESSES FOR NEW PRODUCT DEVELOPMENT

We bring the scale, scientific talent, portfolio strength and R&D capabilities to meet the evolving expectations of our customers while maximizing IFF's potential for sustainable growth. Equipped with these competitive advantages, we are rethinking and accelerating our environmentally and socially conscious product development processes to ensure that all new innovations have a sustainability value proposition supportive of people and planet.

## Progress

### INNOVATION FOR SUSTAINABILITY

As we strive for all new IFF innovations to have a sustainability value proposition by 2030, we recognized the need for a way to quantify, track and measure against this goal. In 2022, we developed our Innovation for Sustainability assessment model as a scoring tool that uses a proprietary methodology to evaluate the sustainability performance of our innovation projects. This tool enables us to:

- **Ensure** the robustness of our future portfolio in terms of sustainability and potential positive impact for our customers and consumers
- **Identify** sustainability benefits and risks attached to our innovations
- **Embrace** better-informed decisions through transparency

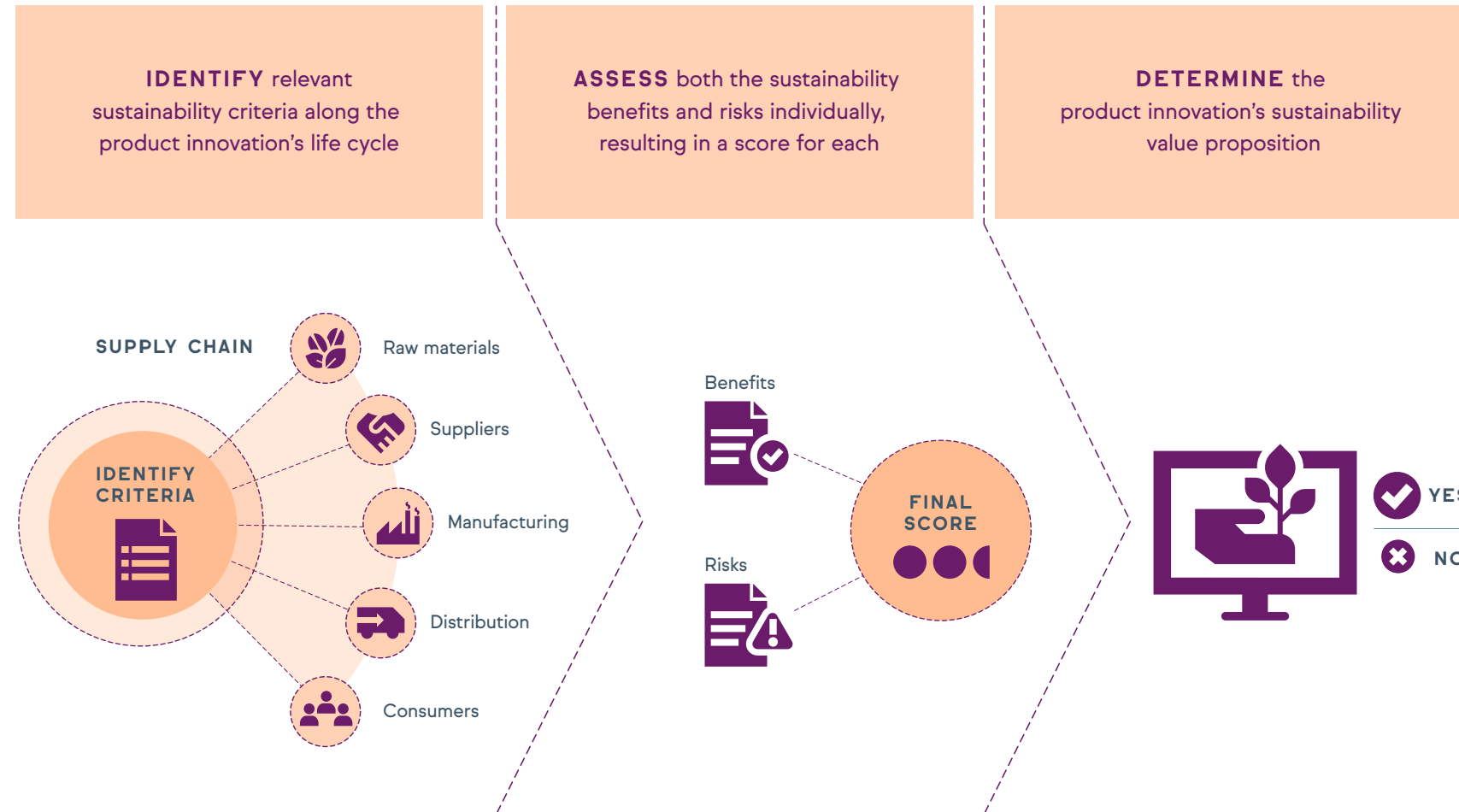
In practice, relevant sustainability risks and benefits of the innovation are assessed along their entire life cycle in relative and absolute terms, as well as their likelihood to materialize. Based on that assessment, an evaluation on both benefits and risks is applied, which results in a final conclusion on the sustainability value proposition. Conclusively, an innovation being assessed as having a sustainability value proposition shows a relevant and realistic sustainability benefit without a substantial, unmanageable risk ([see figure](#) on next page).

In 2022, the IFF Global Sustainability team conducted trainings on the Innovation for Sustainability assessment model with more than 100 innovation employees, including portfolio managers, project managers, application and manufacturing scientists and others, depending on the project. We also initially screened more than 250 innovation projects against the model's criteria, resulting in key insights related to environmental or social risks and benefits that informed our new product development processes. Looking ahead, we will continue to refine the methodology and expand the application of this tool to a wider selection of our innovation pipeline.



## INNOVATION FOR SUSTAINABILITY ASSESSMENT MODEL

We assess the sustainability value propositions of the products in our innovation pipeline using a proprietary methodology that informs decision-making.



# Life cycle assessment

## Approach

### QUANTIFY THE ENVIRONMENTAL IMPACTS AND BENEFITS OF OUR SOLUTIONS

LCA is a quantitative assessment of environmental impacts across all stages of the product life cycle – from raw material acquisition to manufacturing (cradle-to-gate), and ideally distribution, product use and disposal (cradle-to-grave). At IFF, we have an in-house team of LCA experts leveraging LCA as a tool for knowledge building and improvement tracking. Quantified results are calculated across multiple metrics, including global warming potential, energy use, land use and water use.

Equipped with these types of insights, LCAs become critical to guiding innovation and delivering more sustainable product solutions because we are able to avoid potential risks and better understand potential trade-offs. The process also enables our businesses to leverage circular design thinking and make more informed decisions from an R&D, commercial and

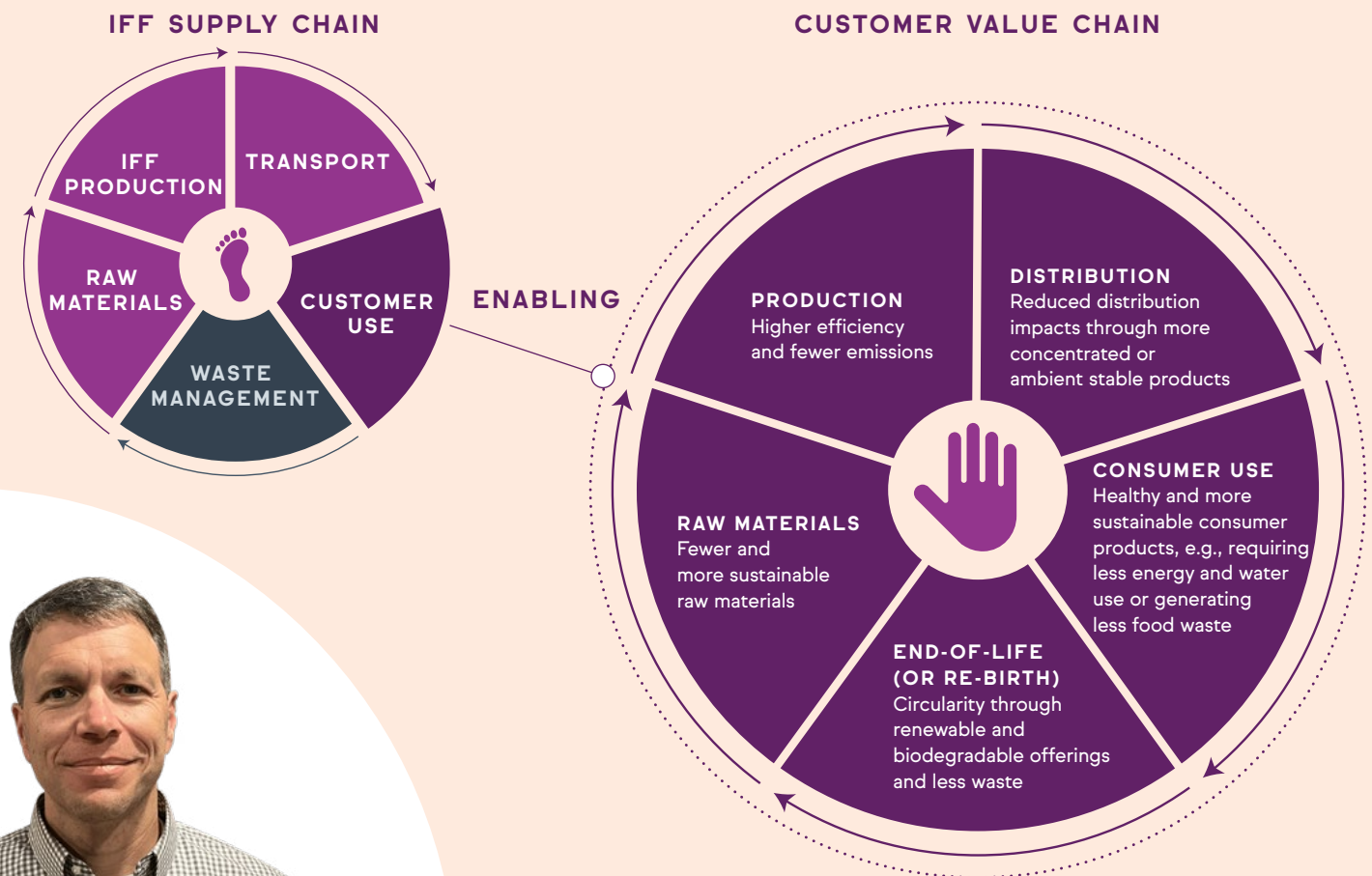
operations perspective. Circular design aims to design waste out and create closed-loop systems in which materials are constantly reused and waste becomes a resource. We have embedded our commitment to circular design across our business.

IFF's LCA capability serves three key purposes:

- **Portfolio transformation:** Screening ingredients to target lower-impact options
- **Internal support:** Supporting science-based, data-driven decision-making on new product development and process improvements
- **Collaboration:** Sharing insights with customers and partners about our products' environmental impacts from cradle-to-gate as well as avoided burdens associated with their use

## LIFE CYCLE BENEFITS OF IFF'S PRODUCTS & SERVICES

Our products often lower environmental impacts through their performance during the use phase. The "footprint" of IFF's supply chain (see figure, left side) has a proportionally small impact as compared to the scale of positive benefits and avoided burdens we enable for our customers through our sustainable solutions (or IFF's "handprint," right). In this way, we are helping our customers in reaching their ESG goals while also supporting the UN SDGs.



*"The holistic nature of LCA at IFF is more than just carbon footprint data, it's about understanding the environmental benefits and risks through our entire value chain; providing the quantified input to make better, more-informed business decisions that drive sustainability and avoid burden-shifting."*

**TODD KRIEGER**  
SENIOR LIFE CYCLE ASSESSMENT SCIENTIST, IFF





## Progress

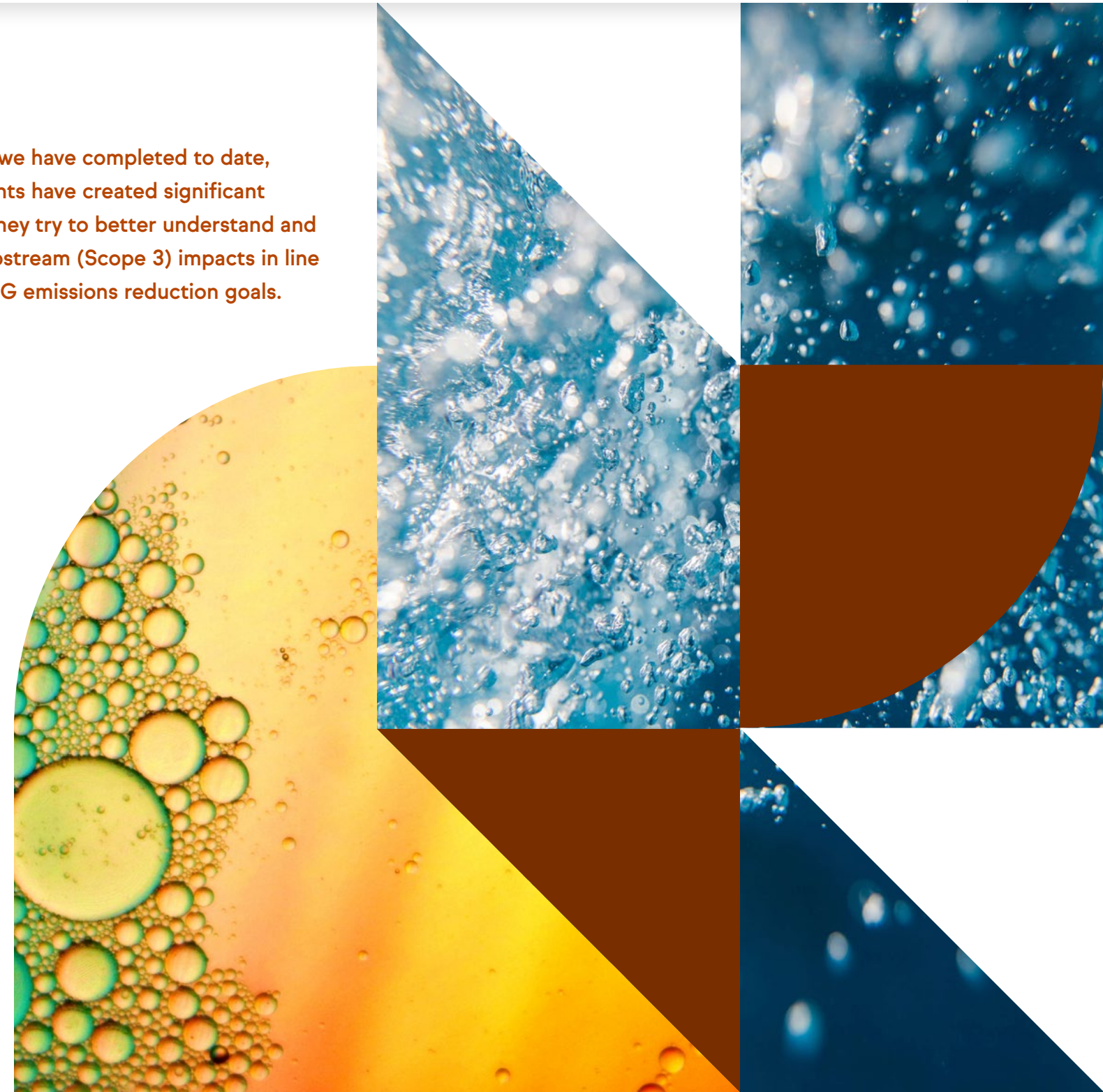
### ENABLING CUSTOMERS TO REDUCE GHG EMISSIONS

Our LCAs for key solutions inform the scope of impacts to our customer value chain. IFF products provide functional benefits in use that frequently far outweigh the burdens of manufacture. In 2022, we developed a calculation methodology showcasing emissions avoided through the functionality of our products in relation to IFF's Scope 1 and 2 GHG emissions. Our initial look at this metric focuses on four major contributors:

- **Fuel alcohol yeast and enzymes** enable the production of ethanol, a renewable transportation fuel which replaces a percentage of gasoline, significantly reducing the GHG emissions of the transportation industry.
- **Animal feed enzymes** reduce or eliminate the need for inorganic phosphate in swine and poultry diets, improving animal welfare and reducing phosphorous and GHG emissions.
- **Cold-water laundry enzymes** enable consumers to wash clothes at lower temperatures without sacrificing performance, resulting in lower energy use and reduced GHG emissions.
- **Plant-based proteins** with advanced texturants and flavorings support the replacement of animal-based proteins and accelerate the wider adoption of plant-based alternatives with a lower environmental footprint.

Through these solutions, we estimate that we enabled customers and consumers to save approximately 14 times more CO<sub>2</sub>e than generated at IFF's own manufacturing sites (estimations have not been assured to date). LCA calculations for key product applications provide GHG savings per kilogram of product sold, which are then combined with 2022 sales data to estimate total GHG savings. These savings are then divided by IFF's corporate Scope 1 and 2 GHG emissions. IFF intends to update these calculations and extend them to additional products in the future.

For the wide range of LCAs we have completed to date, the results and related insights have created significant value for our customers as they try to better understand and continuously reduce their upstream (Scope 3) impacts in line with their science-based GHG emissions reduction goals.







# Customer engagement

## Approach

### CO-CREATING VALUE TO SUPPORT THE ESG AMBITIONS OF OUR CUSTOMERS

We understand our role in our customers' value chains. With an industry-leading product portfolio and leading capabilities, we strive to be the premier partner to our customers, delivering unmatched innovation, service and quality. We are guided by a customer-centric approach with a commitment to growth, greater productivity and disciplined execution.

We actively engage with our customers as trusted partners to help them unlock value through our products and solutions. This includes both proactive interactions, such as one-to-one opportunities (i.e., meetings, projects and partnerships), as well as responding to individual customer requests (e.g., questionnaires, surveys and direct outreach). Cross-functional collaboration is vital because it not only allows us to enhance our commercial capabilities with new information and sustainability insights, but to directly respond to customer needs in a tailored way. In the process, we are strengthening relationships and building a more resilient, agile and responsive business model.

In 2022, this approach enabled us to:

- **Collaborate** with customers to leverage innovative solutions to sustainability challenges
- **Build** a culture that supports ESG goals and efforts throughout our value chain
- **Gain** valuable insights into customer interests toward sustainability
- **Increase** awareness and understanding of ESG issues among customers and across IFF

We aim to be a scientific partner on sustainability and to make a positive impact across our value chain while enabling our customers to differentiate themselves and lead in the sustainability marketplace.

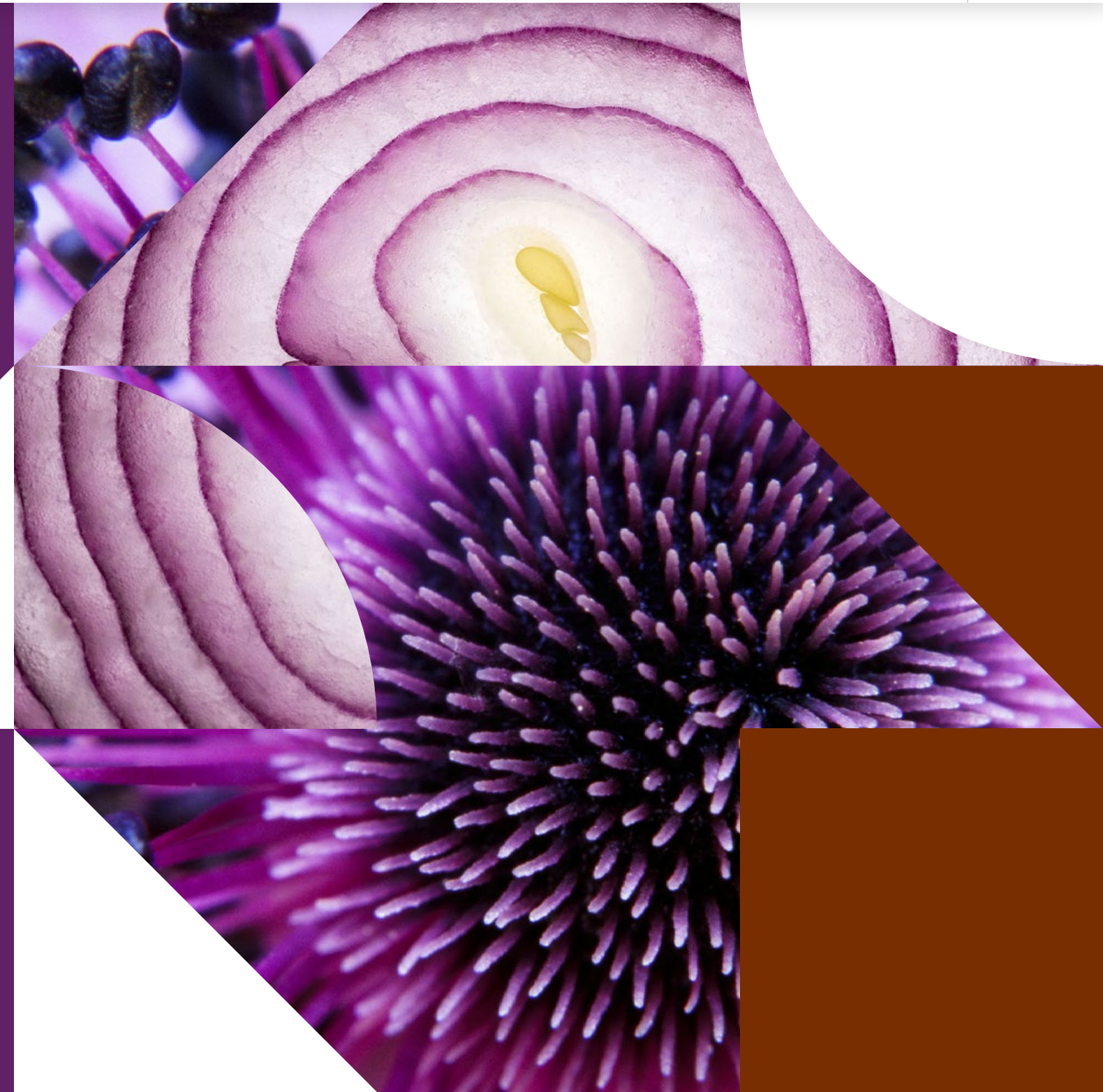
## Looking ahead

At the end of 2022, we previewed our vision for a refreshed strategic plan and new operating model, positioning the Company to *Do What Matters Most* to drive sustained profitable growth, deepen our commitment to customers and embed ESG+ priorities across the entire enterprise. Beginning in 2023, we will begin to transition our current divisional structure to align our businesses to our core end markets. We also established a Center for Commercial Excellence that will focus on global key account planning and accelerating a more holistic approach to engaging with customers by leveraging IFF's full product portfolio.



# Sustainable solutions in practice

IFF takes a market-driven, customer-centric approach to driving the sustainable solutions that leverage novel technologies across diverse areas such as Food, Feed, Home Care, Fragrance and Flavors applications. In the following pages, read more about how we are applying science and creativity within each of our business segments — while embedding ESG+ in all that we do — to support our customers and contribute to a better world.







# DO MORE GOOD

Following the launch of the Do More Good Plan at the corporate level, one of the challenges to address was creating shared ownership and ensuring that the strategy was being leveraged across our business and commercial organization. To address this challenge, in 2022, IFF's four divisions — Nourish, Health & Biosciences, Scent and Pharma Solutions — further defined their own ESG strategies and ambitions in support of the three focus areas and 2030 goals of the Sustainable Solutions pillar of the Do More Good Plan.

## SUSTAINABLE SOLUTIONS

**1 INNOVATION**  
Accelerating environmentally and socially conscious innovation

**2 CLIMATE ACTION**  
Driving climate action through life cycle assessment and circular design principles

**3 COLLABORATION**  
Unlocking long-term value creation with our customers through collaboration

**NOURISH**  
RE-IMAGINING SUSTAINABILITY

Partnering with customers to innovate and deliver on their sustainability agendas

**HEALTH & BIOSCIENCES**  
CATALYSTS FOR GOOD

Utilizing modern biotechnology to develop sustainable products, solutions and tools

**SCENT**  
AWAKEN BIO-EVOLUTION

Leading science-driven scent transformation for positive impact

**PHARMA SOLUTIONS**  
ENABLING A HEALTHY FUTURE

Leveraging biobased solutions to meet customers' emerging needs





## Solution spotlight:

# FUELING THE POTENTIAL OF PLANT-BASED FOODS

People’s food choices are shaped by curiosity, health, culture, and increasingly, sustainability. In a recent consumer survey conducted by IFF, 70% of consumers are interested in moving past imitations and familiar food formats in plant-based foods.

But to become mainstream, there needs to be an expansion of the category to deliver delicious and nutritious eating experiences for every meal. Our vision is to develop exciting new innovations and food formats for nutritious plant-based food and beverages that will help our customers support the shift to a more plant-based diet among consumers.

This shift is supported by our research. In recent years, we have extended the number of cradle-to-gate LCA studies we conducted on plant proteins.

We now have detailed carbon, water and land use footprint data, not only in isolated soy and pea protein (90% protein content), but also for a range of protein concentrates (nearly 70% protein content). This includes standard soy protein concentrates, but also textured soy protein concentrates and functional soy protein concentrates.

Transparency is key to allow our customers to track their carbon emissions and understand their value chain risks, but the data also serves as an eye opener for potential GHG emission reductions. Our LCA screenings have shown that more than 30 million tons of CO<sub>2</sub>e could be saved annually if everyone in the U.S. adopted a “meatless Monday” and instead consumed our soy proteins.<sup>6</sup>

Learn more about our responsible sourcing program for soy on [page 55](#).



Learn how plant-based food is moving past imitation as 70% of consumers look beyond familiar foods.



*“With greater consumer awareness for the planet’s health, we see an increase in consumer demand for plant-based proteins and, in turn, the rise of a variety of food systems based either on traditional food as we know it today or completely new and exciting formats – that is what we are working on at IFF.”*

**HANNE THORSØE**  
DIRECTOR, R&D FUNCTIONAL FOOD INGREDIENTS, IFF

<sup>6</sup> Meatless Monday assumes meat consumption in the U.S. is reduced by 1/7th. U.S. meat consumption is based on Bentley, J., “U.S. Per Capita Availability of Red Meat, Poultry, and Seafood on the Rise,” USDA ERS, December 2019. Impacts for beef are from C. Alan Rotz, et. al, “[Environmental footprints of beef cattle production in the United States](#),” *Agricultural Systems* 169 (2019) 1–13; *USDA/Agricultural Research Service*; 77% of the meat protein impacts stems from beef.



## Solution spotlight:

# CREMODAN® GREENPRO LIFE CYCLE ASSESSMENT

Combining our regulatory expertise with our end-to-end IFF PRODUCT DESIGN™ approach, we help our customers create products that meet sustainability requirements or clean label claims. For example, CREMODAN® GreenPro is a system blend for the dairy industry that helps maximize the creaminess, authentic taste and mouthfeel, stability and melting resistance for cold processed ice cream.

To strengthen the sustainability value proposition of using CREMODAN® GreenPro in our customers' ice cream products, in 2022, we completed an LCA comparing the carbon footprint of ice cream made from full fat/milk solids versus ice cream made with low-fat milk solids and CREMODAN® GreenPro. We identified that the latter, by using less milk solids, has an approximately 33% lower carbon footprint than its full-fat counterpart.

These types of insights help our customers understand the full life cycle impacts of the ingredients in their products. With these insights, we help them respond to ESG trends, meet internal sustainability targets and inform ingredient decisions.

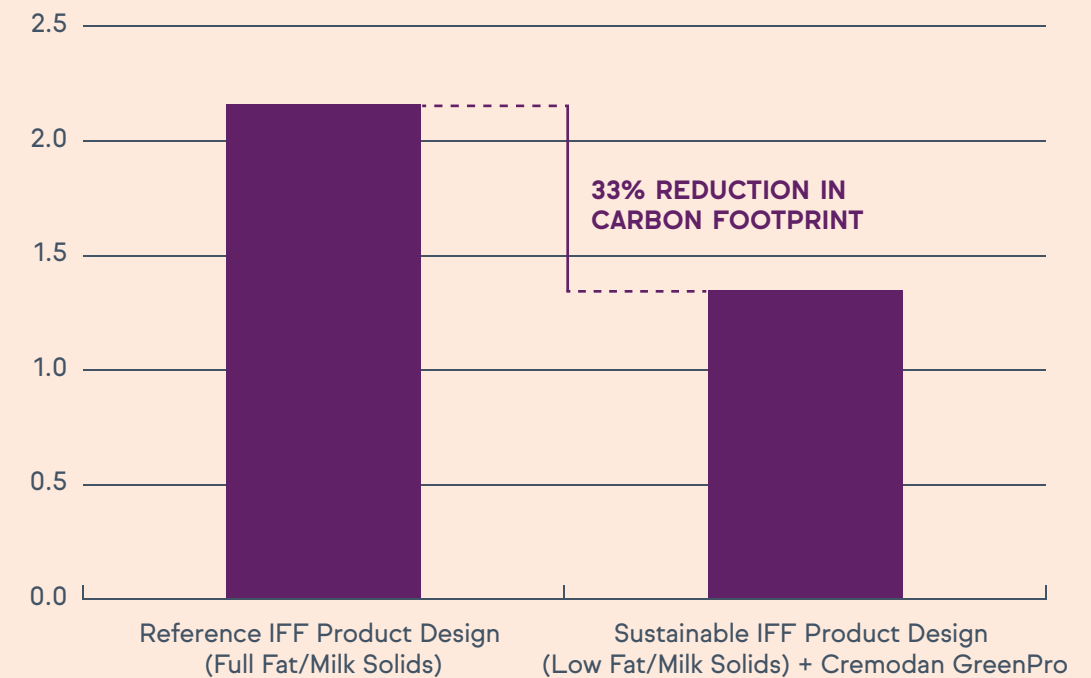
*"We understand the sustainability challenges of our customers in the dairy industry and have demonstrated that our LCA-backed CREMODAN® GreenPro solution not only supports the reduction of their carbon footprints, but also drives more sensorial experiences for consumers."*



**JAN BECHTEL**  
VP, EUROPE & NOURISH SUSTAINABILITY/DEI, IFF

## LIFE-CYCLE ANALYSIS

**CARBON FOOTPRINT KG CO<sub>2</sub> PER KG** (cradle-to-gate-perspective — ingredients only)







## Solution spotlight:

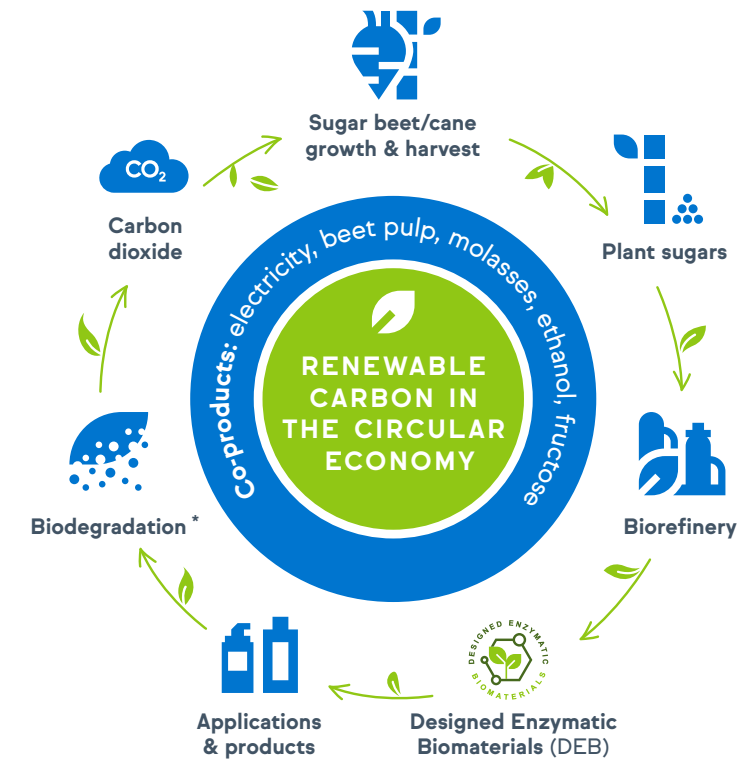
# REPLACING PETROCHEMICALS WITH NATURALLY DERIVED AND BIODEGRADABLE BIOPOLYMERS

Many everyday household items, such as laundry detergent, use fossil-derived materials that are not biodegradable, while increasing their carbon footprint. IFF has developed an advanced biotechnology called Designed Enzymatic Biomaterials (DEB) to replace petrochemical based products. DEBs are produced with sucrose, an inherently sustainable feedstock. Unlike traditional, synthetic polysaccharides, DEBs are biodegradable while offering the purity and consistency required by the market and our customers. Additionally, they can be customized

to deliver cleaning and personal care benefits in many everyday applications.

Ensuring that nothing goes to waste, the DEB production process exemplifies circular design principles, resulting in bio-based, biodegradable polymers, plus a fructose co-product, that can be used across many applications. These novel polymers can strengthen the sustainability value proposition of multiple end products, from packaging and home and personal care items to fibers and paper coatings.

## DESIGNED ENZYMIC BIOMATERIALS (DEB): PERFORMANCE, NATURALLY BETTER



\* Depending on the industry and application-specific DEB based product formulation and certification requirements.

Learn how Designed Enzymatic Biomaterials help our customers replace fossil-derived chemicals with inherently sustainable materials.



*“The Designed Enzymatic Biomaterials technology platform will bring products and solutions that deliver on the growing market demand for environmentally friendly, high-performance biopolymers. DEB delivers the performance our customers are looking for, with a lower environmental footprint, as documented by life cycle assessment.”*

**RENEE HENZE**  
MARKETING DIRECTOR, HOME & PERSONAL CARE, IFF



## Solution spotlight:

# LEADING SCIENCE-DRIVEN SCENT TRANSFORMATION FOR POSITIVE IMPACT

IFF's scent innovation focus areas include leading the regenerative agenda, fostering a lower environmental footprint through LCAs, promoting self-care with wellness benefits and creating social impact through a certified supply chain and community programs (learn more on pages [54](#) and [59](#)).

We believe in and aspire to deliver a holistic and balanced approach to driving product superiority. The Scent Division's sustainable innovation ambition, **Awaken Bioevolution**, captures its strategy to achieve ambitious 2030 goals. For example, by 2030, we are aiming for the IFF scent ingredients catalog to be 100% biodegradable, allowing for 100% circular design formulations that are designed to deliver solutions with a lower carbon footprint. To reach this goal, we are transforming our scent ingredients catalog to provide renewable, upcycled and carbon mass balance versions of existing petroleum-based ingredients; discovering new renewable or upcycled ingredient feedstocks; and developing new biodegradable molecules.

In 2022, we made great progress in these areas thanks to our R&D capabilities in organic chemistry, enzymes and synthetic biology. For example, we leveraged our green chemistry expertise with the following two new captive ingredients:

- AmberNat™, which is a 100% circular and 100% biodegradable ingredient that brings unique hedonics to the Amber family;
- Lilizone™, a new biodegradable Floral Muguet ingredient which was designed to take advantage of the growing circular feedstock supply chain, thus ensuring circular and biodegradable options for this key odor family.

## AWAKEN BIOEVOLUTION

Leading science-driven scent transformation for positive impact.



### DRIVERS



PLANET CONSCIOUSNESS



SOCIETAL WELLBEING

### INNOVATION FOCUS

**Lead** regenerative agenda

**Foster** positive footprint

**Promote** self-care

**Create** social impact

*"The quest for new scent ingredients involves synthesizing new molecules with superior odor and performance, while maintaining a firm foundation of biodegradation, circularity and green chemistry."*

PAUL D. JONES, PH.D.,  
LEAD SCIENTIST, NEW INGREDIENT DISCOVERY







## Solution spotlight:

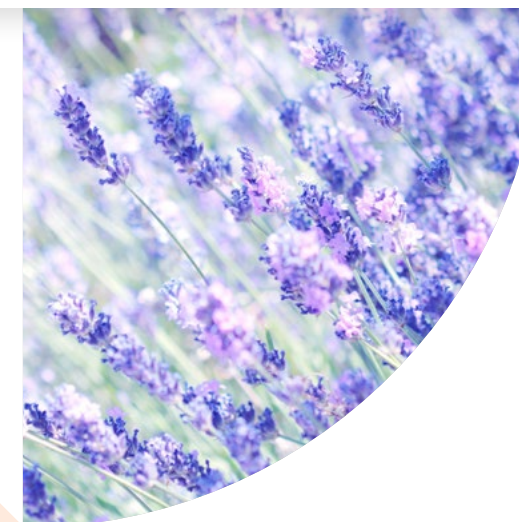
# DELIVERING LOWER-IMPACT FRAGRANCES

In 2022, we completed LCAs on more than 70% of our entire scent ingredients catalog, including 98% of the ingredients by volume of LMR Naturals by IFF (LMR), our natural ingredients platform.

The objective of the LCA exercise for LMR was to establish an efficient GHG emission reduction strategy while fostering lower environmental impact. To calculate the carbon footprint of IFF’s natural fragrance ingredients, direct, indirect, and value chain (Scope 3) emissions were included, the latter of which constitute 95% of LMR’s overall carbon footprint. In concert with a consulting firm specializing in low-carbon strategy and climate change adaptation, our cross-functional team generated an in-house database with flow inventories for agricultural practices, extraction, transport and purification practices, among others. Results of the

study identified areas of opportunity to reduce GHG emissions in the supply chains of high-volume ingredients, such as patchouli and clove oil. It also outlined the large burden of first transformation — in most cases distillation or solvent extraction — in the total footprint, as well as ways to reduce it. For example, we found that significant GHG reductions are possible through modernizing production units, improving yields and by ensuring sustainably harvested fuelwood is used during extraction.

We shared the results of this study with our customers as an engagement and collaboration opportunity to work together in contributing to climate change mitigation efforts. We are also using knowledge from this assessment to identify additional opportunities for improvement and to further guide our catalog transformation objectives.



### LCA OBJECTIVES FOR SCENT



Help customers achieve their own ESG goals



Provide key insights allowing perfumers to make mindful decisions



Screen new ingredients that will target new, lower-impact solutions

### IFF RECEIVES P&G’S INAUGURAL SUPPLIER SUSTAINABILITY AWARD

In 2022, IFF Scent was honored to be recognized for outstanding contributions toward advancing the sustainability goals of P&G’s Perfume & Delivery Technology segment, specifically for our LCA capabilities that enabled projects on environmental footprint portfolio optimization. [Learn more.](#)

*“Our proprietary LCA database empowers us to choose sustainable options and guides our perfumers in designing fragrances that promote positive environmental outcomes. By leveraging our expertise in this area, we can help our clients achieve their ESG goals while contributing to a more sustainable future.”*

**ELENA GALIANO**  
GLOBAL DIRECTOR OF SUSTAINABILITY STRATEGY, IFF



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



## Solution spotlight:

# UPCYCLED, PLANT-BASED, SUGAR-FREE ALTERNATIVES TO GELATIN CAPSULES

According to the Mintel Global New Products Database, the share of new vegan dietary supplement gummies entering the market grew from 7% in 2018 to 34% in 2022 due to increasing consumer awareness of animal welfare and environmental sustainability. As this market continues to grow, we are helping our customers tackle formulation challenges by drawing on our vast portfolio of probiotic and botanical ingredients, as well as a broad range of plant-based, non-gelatin ingredients, such as pectin and seaweed extracts.

For example, for those looking to transition from traditional gelatin-based gummies to vegan gummies, pectin is a plant-based hydrocolloid whose production is a good example of the circular economy. Our GRINDSTED® Pectin Premium is extracted mostly from citrus peel byproducts that would otherwise be wasted, allowing for vegan gummies of superior quality and excellent consumer experience. When combined with unique sweeteners and fibers, it also enables the low-sugar and sugar-free claims consumers desire.

We also offer our customers SeaGel®, our leading non-gelatin, seaweed-based, softgel capsule technology which enables encapsulating a wide range of nutrients such as algae oil, CoQ10, vitamins, and lutein in highly efficient processes. Naturally derived from non-animal sources, SeaGel® appeals to vegan and vegetarian consumers and maintains its structural integrity under high temperatures. For capsule manufacturers, SeaGel® enables approximately 1.5 times higher production rate than other vegetarian technologies, up to 25% better capsule yield, and better leakage performance, leading to less waste.

Learn more about our responsible sourcing program for seaweed on [page 58](#).

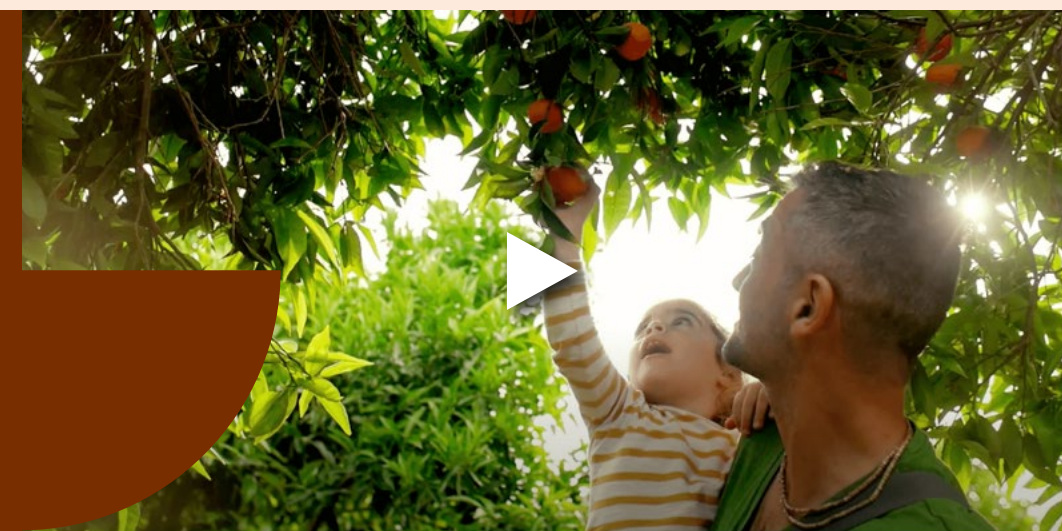


*“The market for plant-based supplements and OTC drug products is rapidly growing and the industry has been challenged to deliver plant-based solutions, but through our research and expertise at IFF, we are proud to offer a broad range of non-gelatin alternatives by harnessing the power of sustainable, renewable resources.”*

**MICHAEL BAUMANN, PH.D**  
GLOBAL STRATEGIC MARKETING MANAGER FOR DIETARY SUPPLEMENTS, IFF

## SUSTAINABLE STORIES: PECTIN

Learn more about IFF Pectin, a natural solution that helps our customers improve food products and promote the circular economy by cutting waste.





ESG+

# Climate & Planetary Health

**WE RETHINK, REDUCE AND REIMAGINE.**

Taking bold action to protect our planet for future generations

**At IFF, fulfilling our commitment to lead on urgent climate action and support planetary health begins with lightening our own environmental footprint through efficiencies, innovation and partnerships.**

Over the last several years, IFF has increased in size and complexity, and, in turn, our ESG-related stakeholder expectations have also grown. Today, our organizational footprint extends to approximately 24,600 employees across 220 sites in 45 countries. This evolution has required a laser focus on monitoring performance, identifying and addressing potential gaps, and continually working to strengthen our ESG leadership position. We focus on minimizing our environmental impacts and Doing What Matters Most by prioritizing the actions and investments we know will drive the greatest efficiencies.



## STRATEGIC FOCUS AREAS

As we work toward achieving net zero (Scope 1 and 2) GHG emissions by 2040, we are partnering across our value chain to significantly reduce our environmental footprint and enable our customers to advance their own climate action strategies.

Our commitment to Climate & Planetary Health balances three focus areas:

- Striving to lead on urgent **climate action**, ultimately aspiring to net positive emissions
- Leveraging **water stewardship** principles and identifying water risks in our operational footprint
- Verifying **zero waste to landfill** or maximum diversion (ZWL) at all major manufacturing facilities<sup>7</sup>

## BUILDING OUR FUTURE: ACCELERATING OUR ENVIRONMENTAL COMMITMENTS

In 2022, we worked to build the teams, processes and systems to ensure we can deliver on our Do More Good Plan through 2030. In line with our [Global Environmental Sustainability Policy](#), we are committed to being a force for a better and more sustainable future. Our approach is focused on increasing our sustainability and energy capital expenditure fund, expanding our use of renewables and creating long-term carbon and energy modeling to advance progress on our corporate environmental goals.

<sup>7</sup> For ISO 14001 certification, a “major manufacturing facility” is defined by the site’s production volume, which is calculated annually. For waste management, a “major manufacturing facility” is defined as a site that generates more than 100 metric tons of total waste annually.

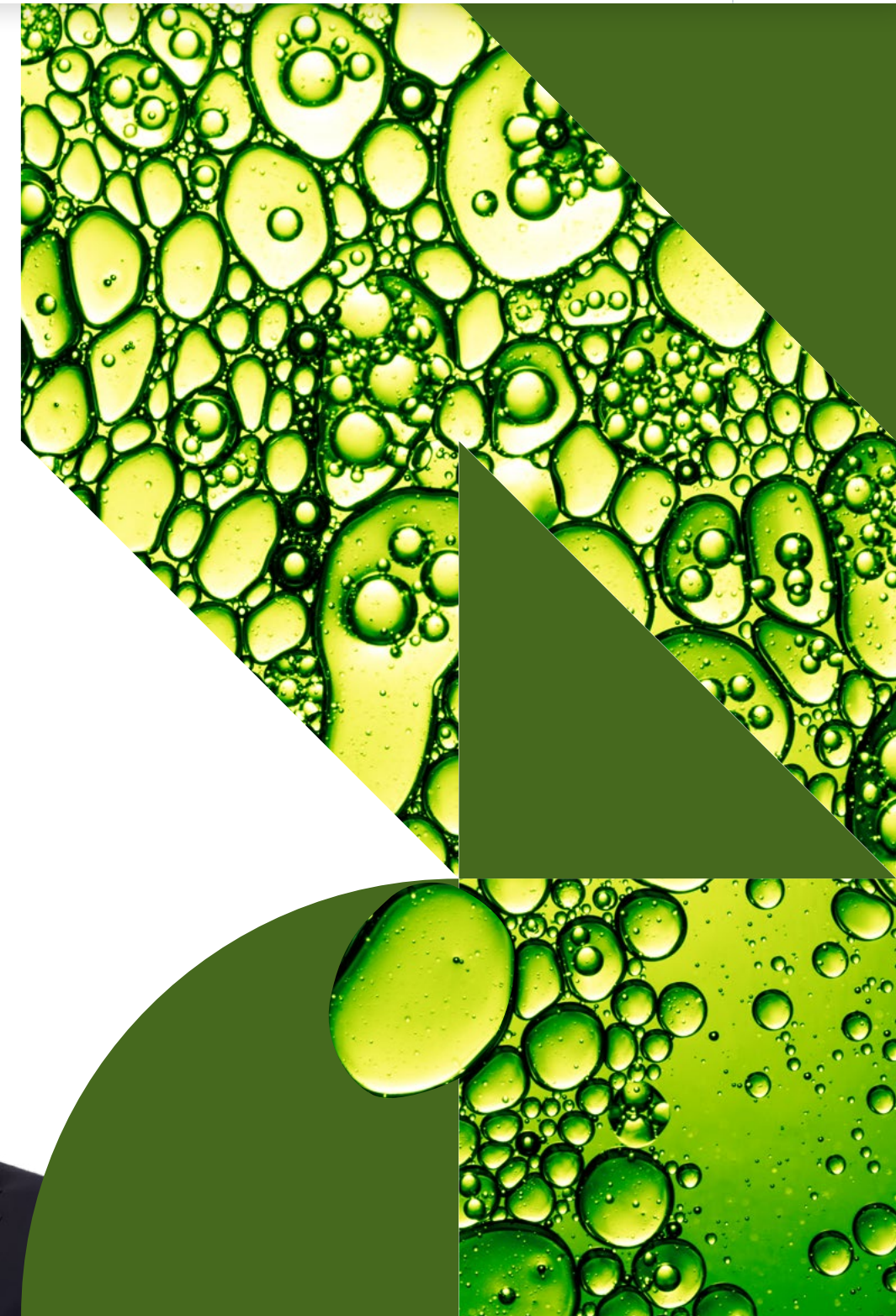
<sup>8</sup> Includes three sites internally verified as maximum diversion.

## 2022 HIGHLIGHTS

- **CDP A List** for climate change for the eighth consecutive year
- **A-** on CDP Water Security
- **DJSI** for the third consecutive year
- **First** virtual power purchase agreement (vPPA) in Europe
- **ZWL** internally verified at 23 new facilities<sup>8</sup>
- **LEED Gold certification** achieved at IFF Bogotá, Colombia site under the Interior Design and Construction: Commercial Interiors rating system

*“Although having a much larger geographical and environmental footprint presents its challenges, we also see it as an opportunity to Do More Good in the world – and save costs – by embedding sustainability within the core of our operating principles, leveraging best practice and doubling down on our dedicated energy, water and waste efficiency programs.”*

**RALF FINZEL**  
EVP, GLOBAL OPERATIONS OFFICER, IFF





## Goals

Climate change is an alarming sustainable development challenge — and one of our most material ESG topics — and our goals outline the science-based actions we are taking to contribute to the global economy’s transition to net zero GHGs by 2050.

### Do More Good Plan 2030 Goals (2021 baseline)

### 2022 Progress

Reduce absolute direct and indirect (Scope 1 and 2 under our operational control) GHG emissions by 50% below 2021 levels by 2030

- -6% reduction of Scope 1 and 2 GHGs
- 256,169 megawatt hours (MWh) of renewable electricity procured or produced

*Read more about our approach to climate change and energy management, [page 37](#).*

Achieve net zero (Scope 1 and 2) GHG emissions by 2040; and be net positive across our entire value chain (cradle-to-gate) by 2050

Verify ZWL for all major manufacturing facilities<sup>7</sup> while minimizing single-use plastics and championing water stewardship by 2030

- 21 major manufacturing facilities achieved internal ZWL verification<sup>8</sup>
- ~1.65 units of plastic reduced versus 2021 following pilot Plastic Reduction program
- Completed second annual water risk assessment

*Read more about our approach to waste and water management beginning on [page 43](#).*

## GREEN TEAMS: CATALYZING PLANETARY HEALTH AT OUR SITES

Our Green Teams harness the boundless passion of our employees to accelerate our environmental ambitions at the facility level. We have established more than 180 Green Teams at our operational sites around the world and continue to engage new employees and grow participation. Collaborating closely with the Global Sustainability team for guidance and sharing of best practices, each Green Team is empowered to take responsibility for minimizing the environmental footprint of their own facility. They work tirelessly to evaluate and implement impactful projects at their respective locations, reporting data on their performance into a centralized online environmental management system that tracks, measures and communicates progress over time. This structure allows each site to focus on the projects that will result in the most significant environmental improvements, while benefiting from the shared resources and knowledge of other sites.



# Climate change & energy management

## Approach

### WORK TOWARD NET ZERO EMISSIONS IN OUR OPERATIONS

At IFF, we strive to take a leadership role in the mobilization of wider industry action on climate change and set an example through our strategy and performance. We're building on our longstanding commitment to science-based climate action by ensuring that we meet the expectations of our stakeholders regarding the material environmental-related impacts of our operations and along our value chain. In 2022, we increased our sustainability and energy capital expenditure (CAPEX) program, which enabled us to fund projects that are contributing to reductions in our Scope 1 and 2 GHG emissions while delivering financial returns. In addition, we made a significant advancement in our renewable energy strategy by completing our first virtual power purchase agreement (vPPA) in Europe, which is expected to deliver power to the grid starting in 2024. At that time, we expect 300,000 MWhs of renewable electricity from the vPPA to be used by our European facilities, covering approximately 30% of their total electricity needs when operating at full-year capacity.

**In 2022, we reduced more than 30K metric tons of CO<sub>2</sub>e from Scope 1 and 2 emissions as a result of our dedicated sustainability and energy capital expenditure fund, keeping us on track to meet our Do More Good Plan targets.**

## INCENTIVIZING LEADERSHIP ON CLIMATE ACTION

2022 was the first full year of implementing the Do More Good Plan, and two important steppingstones during the year helped solidify and drive renewed attention to achieving success in our climate action plans.

- In line with our Do More Good Plan goal to launch ESG metrics tied to executive compensation, in 2022, we linked GHG emissions reduction to executive leadership variable compensation, further incentivizing a laser focus on carbon reduction at the highest levels of the organization.
- Anticipation of a changing regulatory landscape following the SEC's proposed rules to enhance and standardize climate-related disclosures for investors served to fast-track our plans to evaluate multiple climate scenarios in line with the recommendations of the TCFD. We initiated the analysis with a physical risk assessment and will complete a transitional risk assessment as a next step, the results of which will be summarized in future reports as part of our annual TCFD disclosures.





## Progress

### SCOPE 1 & SCOPE 2 EMISSIONS

In 2022, we updated our science-based pathway to reduce GHGs in line with the Paris Agreement to be reflective of our combined company footprint and new 2021 baseline and submitted to the [Science Based Targets initiative](#) (SBTi) for approval.

In order to meet our 2030 Scope 1 and 2 targets, as well as our longer-term ambitions for achieving net zero operational GHGs by 2040, we initiated a target achievement roadmap in 2022. With a horizon out to the target year of 2040 (including adjustments for business growth which may impact emissions), it sets out a bottom-up approach to emission reduction beginning at the facility level, up to the overall corporate footprint. Specifically, the roadmap models three lever categories to achieve our goals: energy efficiency and capital expenditure, renewable energy, and manufacturing technology and R&D to close remaining gaps.

Preliminary results of the roadmap initiation in 2022 highlight specific areas of opportunity, including covering gaps in renewable electricity, expanding the discussion of non-fossil-based fuels and understanding the need to reduce emissions from purchased steam. Equipped with these important insights from the model, the cross-functional Sustainability and Energy team has identified solutions for each of our facilities to achieve our net zero ambition by 2040. The roadmap model is also flexible enough to adjust year-over-year for performance and identify areas for continuous improvement.

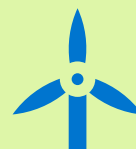
During the year we also addressed various challenges related to program implementation, such as appropriately allocating capital funding resources to cover a vast and diverse organization; facing a challenging external energy price landscape that put pressure on long-term renewable energy contracts; and driving expanded awareness and engagement among all employees regarding the important role they play in contributing to the success of IFF's environmental ambitions.

### LEVERS TO ACHIEVE SCIENCE-BASED EMISSION REDUCTION TARGETS



#### Energy Efficiency and Capital Expenditure

Finding every opportunity to expand resource efficiencies, reduce costs and drive financial returns through targeted projects that promote incremental changes, backed by our Sustainability and Energy CAPEX fund



#### Renewable Energy

Prioritizing and accelerating the adoption of clean energy strategies, including onsite PPA/vPPAs, green energy supply contracts and credit purchases (if needed)

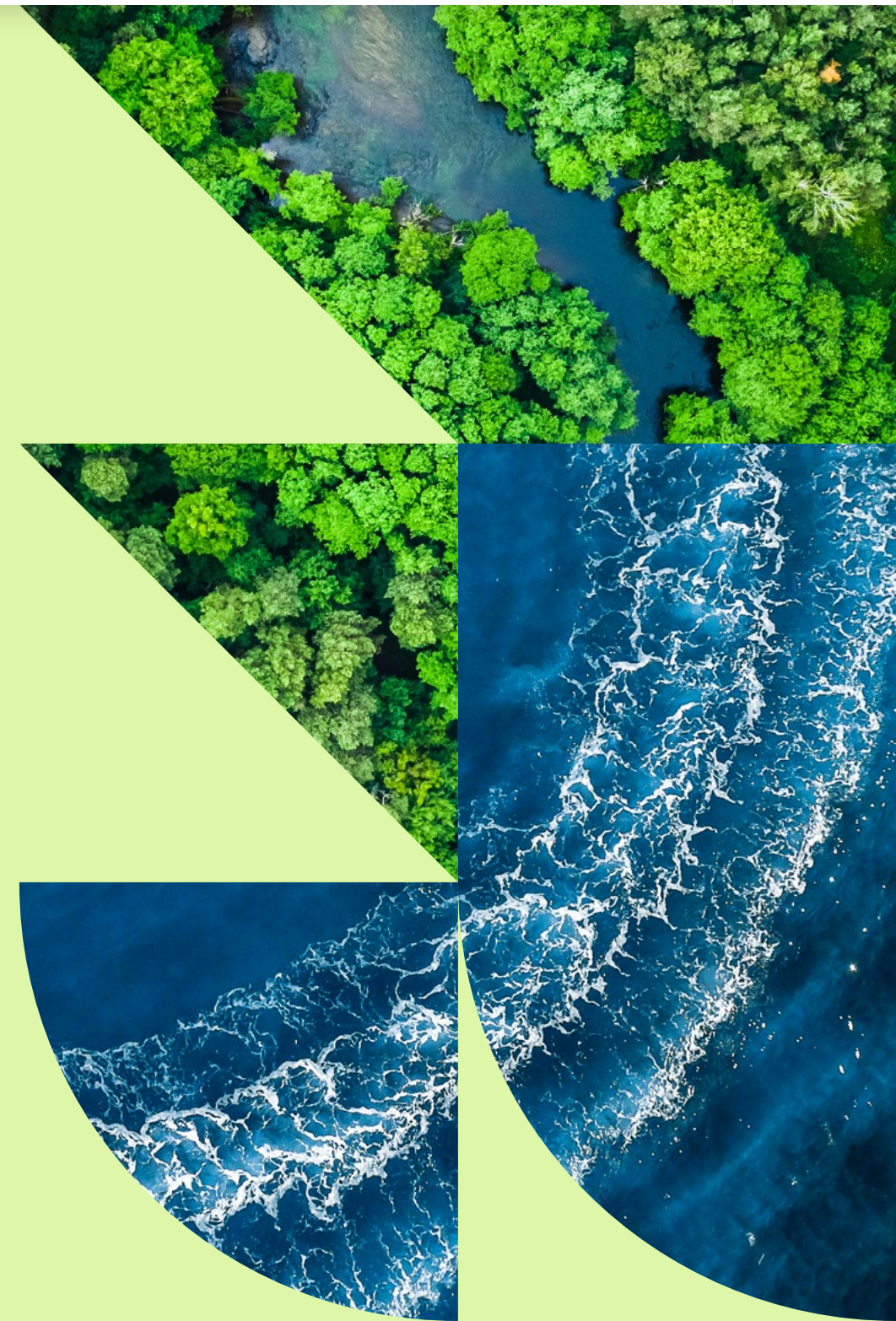


#### Manufacturing Technology and R&D

Capitalizing on innovation to inform facility-level target achievement modeling and new process adoptions that reduce carbon emissions from operations, including expanding renewables to hydrogen and biomass



**In 2022, we were named to CDP's A List for climate change for the 8th consecutive year.**





## CARBON FOOTPRINT DRIVERS

**Scope 1** emissions are direct GHGs that occur from sources controlled or owned by an organization (e.g., emissions from fuel combustion in boilers, furnaces and vehicles).

**Scope 2** emissions are indirect GHGs from an organization's purchase of electricity, steam, heat or cooling.

**Scope 3** emissions are the result of activities from assets not owned or controlled by the organization, but that the organization indirectly impacts in its value chain (e.g., upstream fuel and energy-related activities, employee business air travel, purchased goods and services, etc.)

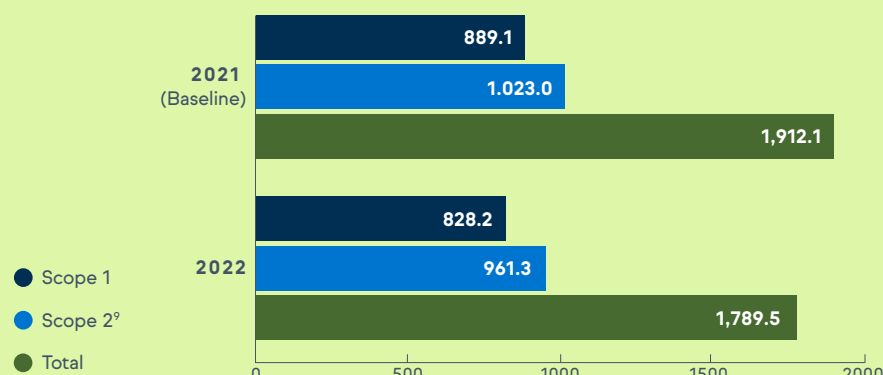
Accounts for ~50% of IFF's emissions, primarily driven by natural gas

Accounts for ~50% of IFF's emissions, primarily driven by electricity (grid) and purchased steam

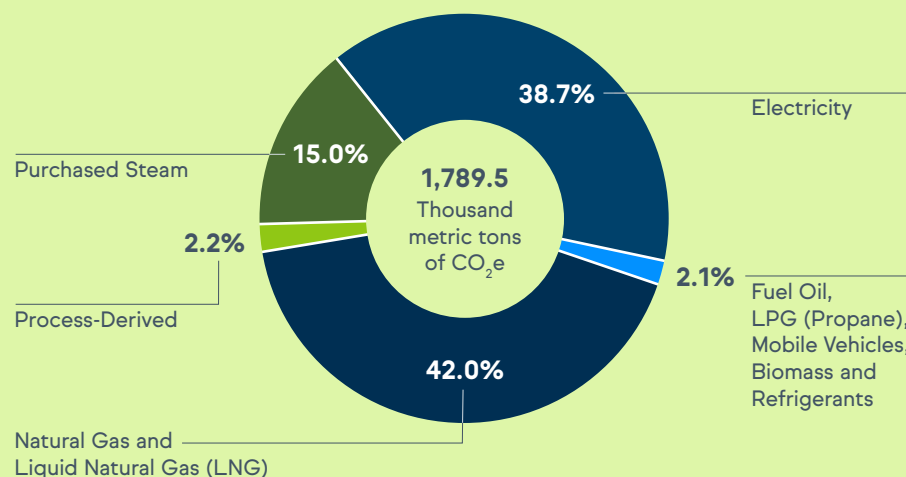
~85% of IFF's Scope 3 emissions are related to purchased goods and services (outside of our operational control boundary)

## ABSOLUTE GHG EMISSIONS PERFORMANCE

Thousands of metric tons CO<sub>2</sub>e



## 2022 TOTAL SCOPE 1 & SCOPE 2<sup>9</sup> EMISSIONS BY SOURCE



## SCOPE 3 EMISSIONS

In addition to IFF's Scope 1 and 2 goals for 2030 and 2040 as outlined in our Do More Good Plan, we have a Scope 3 absolute emission reduction target of 30% below 2021 levels by 2030. Our 2022 Scope 3 GHG emissions were 8,546,211 metric tonnes of CO<sub>2</sub>e, of which more than 85% was attributed to purchased goods and services. This is currently calculated based on industry best practices, leveraging category spend data.

As part of the Do More Good Plan, we will work to further align our company commitment to Scope 3 emissions reduction by continuing to promote CDP Supply Chain for the adoption of SBTs throughout our value chain. Looking forward, that effort will include collecting actual supplier emissions data as it relates to IFF's value chain in an effort to target our top suppliers for additional reductions.

For more information on how we engage our suppliers to drive down Scope 3 emissions, please see [page 51](#).



<sup>9</sup> Market-based Scope 2 emissions (those generated through purchased electricity and steam)



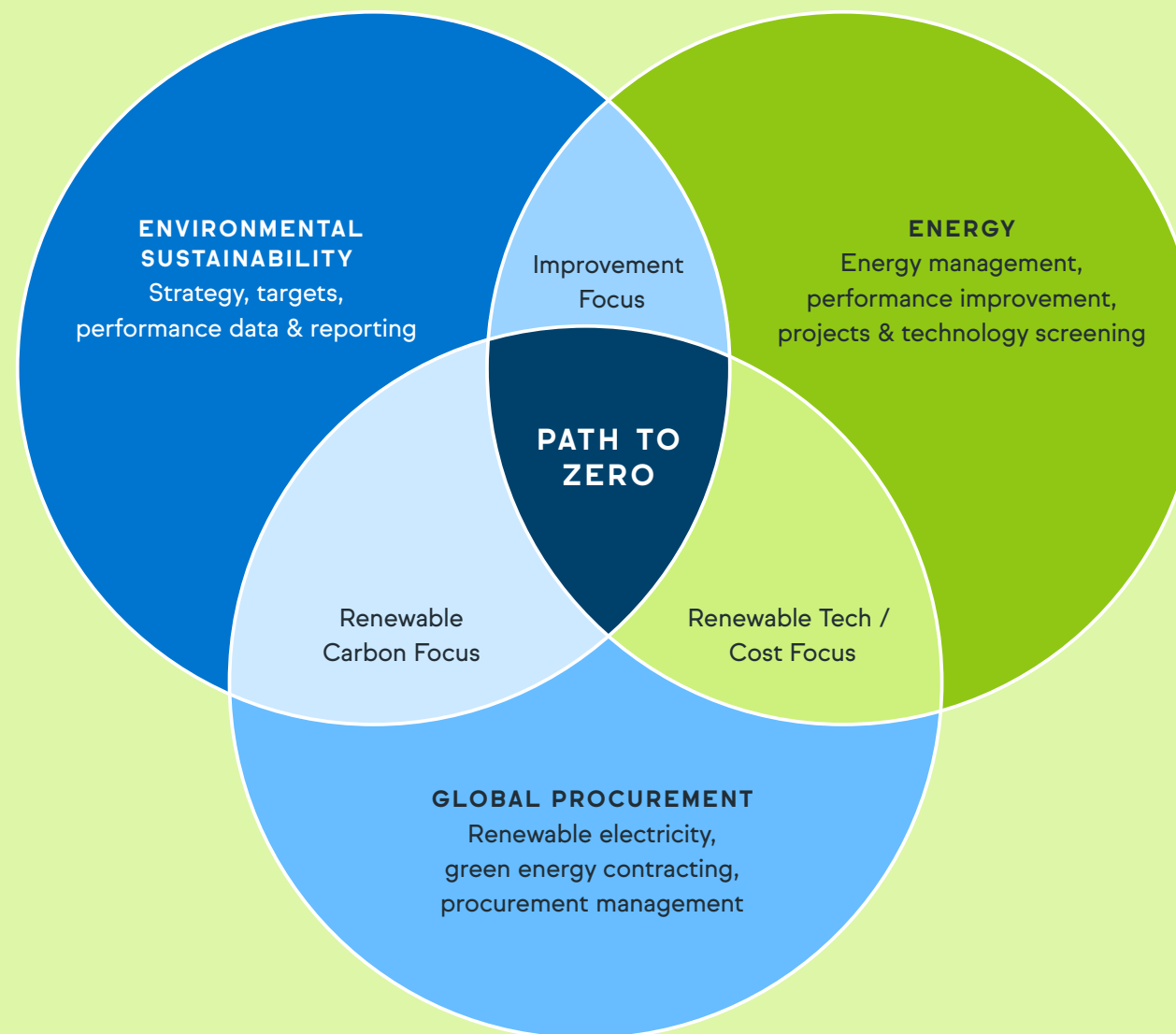
## ENERGY

Energy consumption, and more specifically, energy derived from fossil fuels, is the main driver of IFF’s carbon emissions, and also a significant business expense in the volatile global energy market we witnessed in 2022. To provide a focus on energy efficiency and reduce costs, the Sustainability and Energy Team at IFF employ an energy management strategy grounded in data and supported by technology.

The Team implements our energy management program (EMP) by identifying key projects at some of our largest facilities. The EMP leverages traditional energy auditing and internal energy experts to identify multiple energy efficiency opportunities per facility. As of the end of 2022, nine facilities were audited. Insights from these assessments helped identify more than 160 energy efficiency projects for implementation across our portfolio, which together are expected to deliver significant environmental benefits and energy cost-savings over time.

Our cross-functional Sustainability and Energy team meets monthly with an executive steering group comprising operations and functional leaders – to work collaboratively, make critical decisions and accelerate the execution of our energy and climate strategy. The team reviews the status of key environmental performance indicators and provides updates to the EVP of Operations on a quarterly basis.

## PATH TO ZERO – LEVERAGING OUR CROSS-FUNCTIONAL TEAMS



## RENEWABLE ENERGY

IFF strategically targets renewable energy opportunities as a critical lever to achieving long-term climate and renewable electricity targets. As a member of RE100 – a corporate leadership initiative of businesses committed to 100% renewable electricity – we are working toward procuring 100% of our electricity needs from renewable sources by 2030. As of the end of 2022, IFF had procured or produced 256,169 MWh of renewable electricity for our operations, covering approximately 14.2% of total electricity needs.

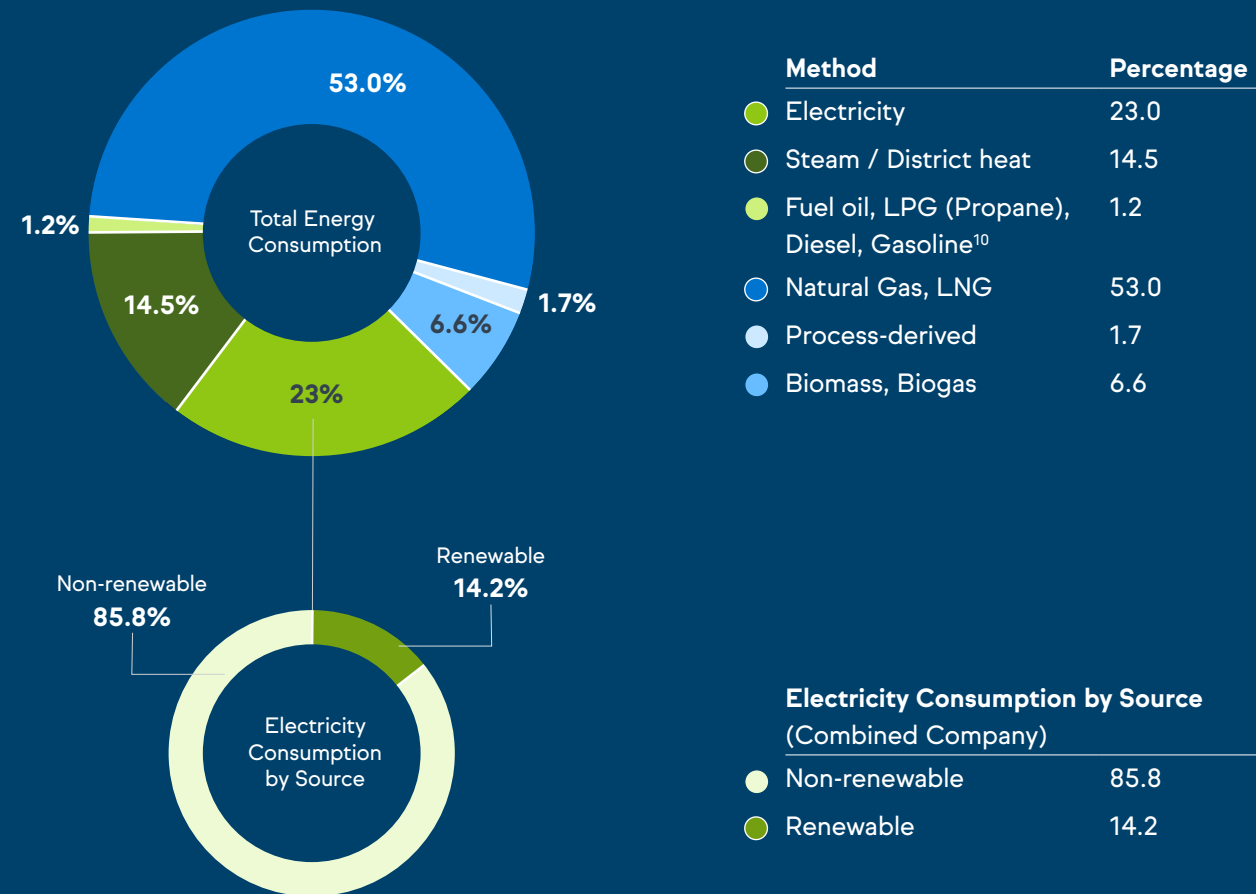
IFF's renewable electricity strategy includes onsite/offsite power purchase agreements (PPAs), virtual power purchase agreements (vPPAs) and green supply contracts. In markets where these renewable electricity options are not available, IFF may use renewable energy credits. While this is not our preferred method of achieving renewable electricity targets, it is necessary until renewable energy reaches critical volume globally.

As a critical partner on the Energy and Sustainability cross-functional team, Global Procurement has been essential in leading the process of securing renewable electricity contracts. In 2022, IFF introduced our vPPA program, a long-term strategy to meet the requirements of RE100 and to provide a significant amount of renewable energy to the grid network in North America and EMEA.

In 2022, IFF executed our first vPPA in Europe, which will allow the securitization of funding for the developer that will supply green electricity to the grid in Spain and provide IFF with the attributes to cover up to 30% of our electricity consumption in Europe. The new solar field is expected to deliver green electricity beginning in 2024. IFF is currently working on new vPPAs in North America and will expand to include new agreements in Europe. This is not only good for our carbon reduction goals, but it is also in line with our triple bottom line approach to doing business.

## 2022 TOTAL ENERGY CONSUMPTION

7,988.4 thousands of MWh (direct: 4,893.7 and indirect: 3,094.7)



<sup>10</sup> Diesel and gasoline include stationary and mobile sources.







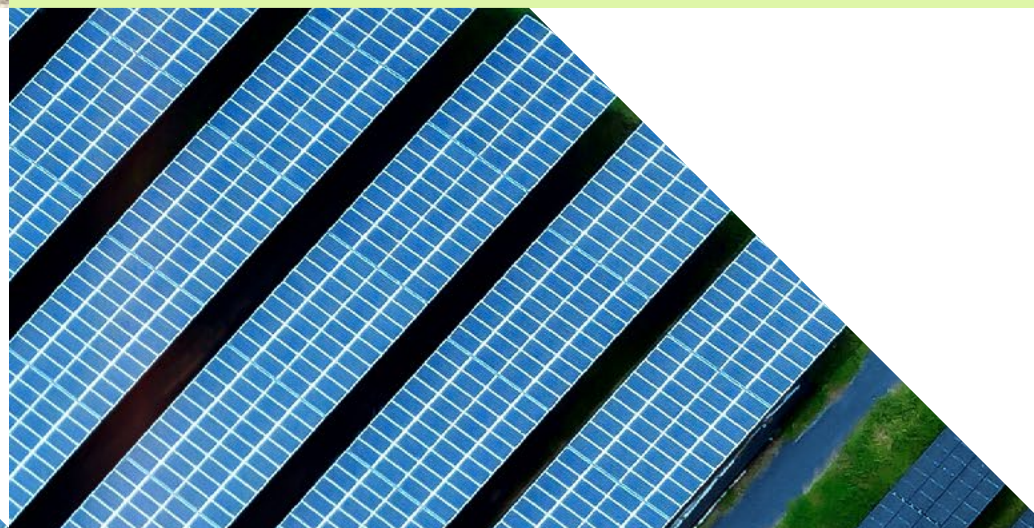
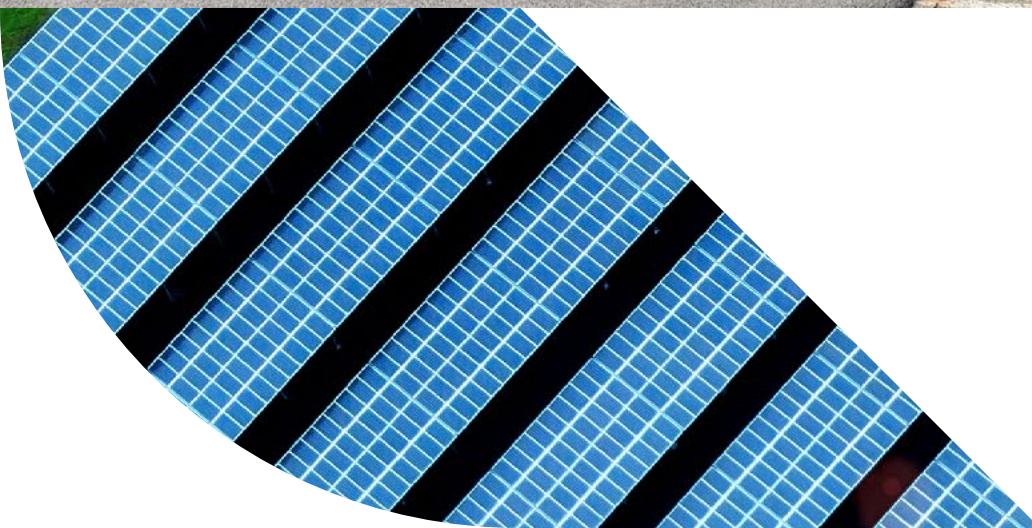
## GREEN TEAMS: A BRIGHTER FUTURE WITH SOLAR

Thanks to the proactive work of the onsite Green Team, in 2022 IFF's Isando, South Africa site joined several other leading IFF locations around the world to utilize solar power for most of its energy needs. This Green Team initiative – dubbed the SOLAR Project – led the site to take advantage of South Africa's sunny climate by installing a solar panel array in collaboration with a third-party contractor for a 14-year term. The green electricity IFF purchases through this source will help power its operations at a fraction of the cost of grid electricity or other green electricity vendors.

IFF Isando's new solar photovoltaic panels will generate approximately **345,400 kWh** per year, covering about 10% of their local electricity needs and annually avoiding the emission of more than **321 metric tonnes** of CO<sub>2</sub>e.

Our Cairo, Egypt Green Team also completed a solar panel array installation during 2022, utilizing funding from IFF's Sustainability and Energy capital expenditure fund. After meeting with local consultants to explore every option available to the site, they found a cost-effective solution to transition to renewable energy and contribute to IFF's broader corporate goal.

IFF Cairo's solar photovoltaic panels will generate approximately **185,400 kWh** per year, covering approximately 25% of their local electricity needs and annually avoiding the emission of more than **70.5 metric tonnes** of CO<sub>2</sub>e.



### Looking ahead

We will continue to execute on our three levers to achieve our science-based emission reduction targets and our net zero ambition. This includes a continuous process to update carbon modeling to identify opportunities in capital investment and renewable energy. In addition, our R&D and manufacturing technology teams will continue to develop and integrate sustainable innovation solutions across our operations to deliver long-term carbon reduction wins in support of the transition to a low carbon economy.



# Water stewardship

## Approach

### OPTIMIZE OUR WATER USAGE

Water continues to be a critical input to all IFF business operations, including for cooling, steam generation, feedstock process and cleaning. Our approach to water management and stewardship is based on increasing water efficiency efforts and optimizing water use while focusing reductions on facilities with high baseline water stress and continuously assessing our water risks.

## Progress

### REDUCING OUR WATER FOOTPRINT

Our water footprint increased by more than 21 times in 2021 following the merger with N&B, and since that time, IFF has been collecting and merging data consistently across the portfolio as part of the integration. To reduce our water footprint, we must first understand our reliance on water resources. During the year we gathered more information regarding water withdrawal as it relates to production volume and water intensities, in order to ensure we have reliable year-over-year performance data that can inform opportunities for future goal setting. In 2022, our water withdrawal totaled 93,310 megaliters with a production intensity of 0.052 megaliters per metric ton of product.

Since 2021, we have completed multiple projects focused on reducing water withdrawal, with an expected savings of more than 11.36 megaliters per year.

## GREEN TEAMS: FRESH IDEAS TO SAVE FRESH WATER

Water stewardship is an important part of our Do More Good journey. The Green Team at our Rayong, Thailand site exemplified water stewardship in 2022 by finding an inventive new way to recycle water. The Rayong site has been using town water for their sprinkler system, which they recognized as an unnecessary use of fresh water. They created a plan to re-use the water from their wastewater treatment system by rerouting it to their sprinkler system instead of discharging it. The adjustment has been a success and now reduces their total water use by more than 6.5 megaliters annually.



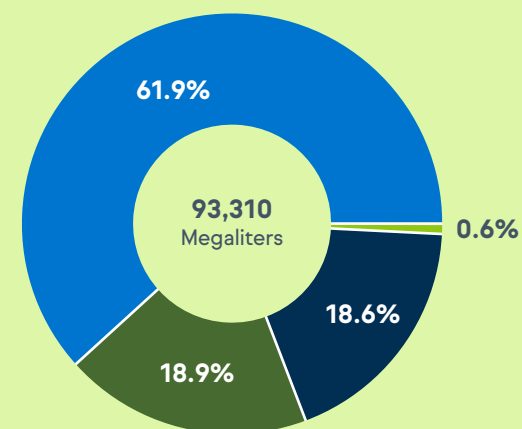


## WATER RISK ASSESSMENT

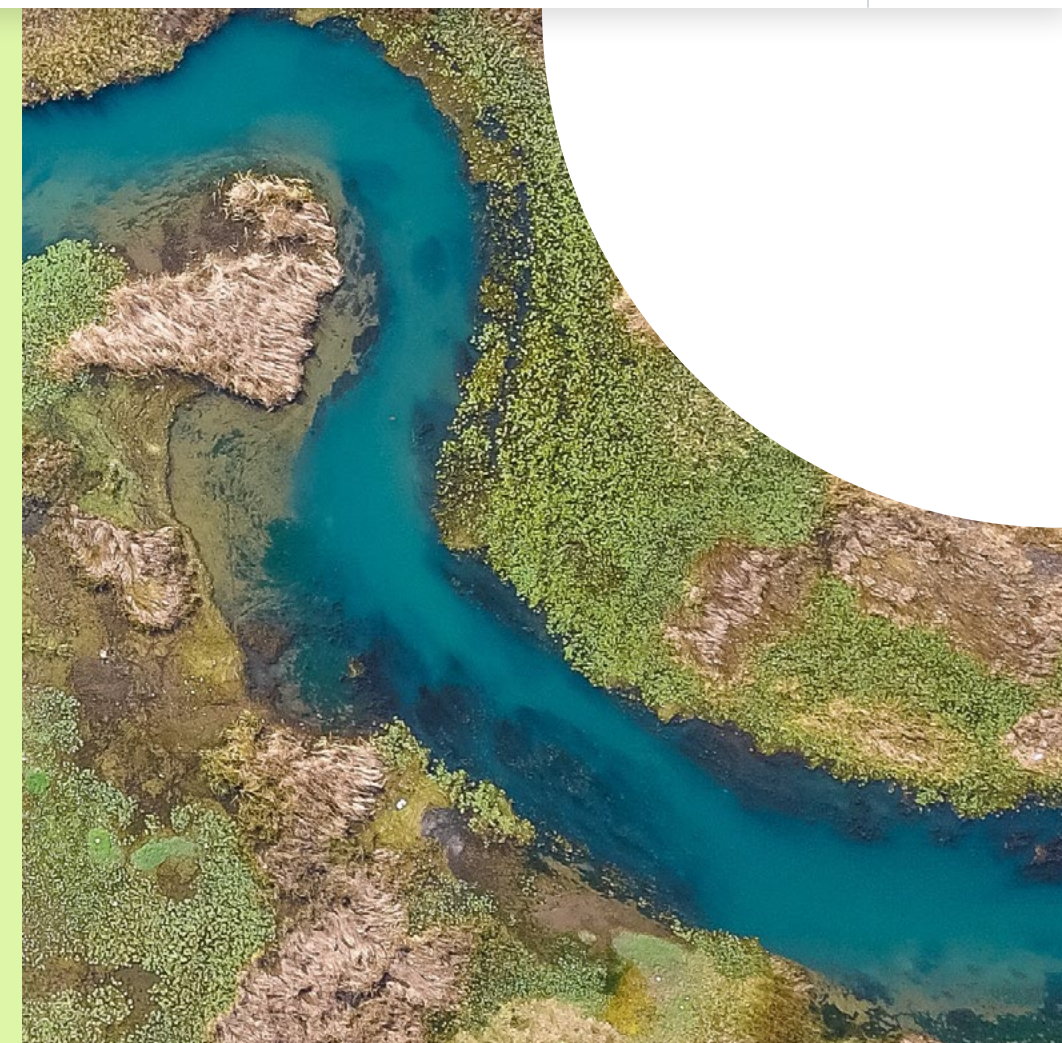
It is vitally important to not only understand water usage in our portfolio but to also identify and properly mitigate water risk at our facilities and the communities where we operate. Historically, we have used several publicly available and globally recognized tools for informing water stewardship approaches. However, to identify water stress, flood occurrence and drought severity risks for our manufacturing facilities, for example, we use the World Resources Institute's Water Risk Atlas tool, [Aqueduct](#).

Results from our second annual water risk assessment, based on 2022 data, indicated that 3.0% of our total water withdrawal came from regions with high or extremely high baseline water stress. We will work with the facilities identified in the risk assessment to review and prepare site-specific action plans. In addition, we will identify new opportunities to work with our stakeholders to steward water as a shared resource.

## 2022 WATER WITHDRAWAL BY SOURCE



Method	Percentage
Groundwater	18.6
Municipal system	18.9
Surface water	61.9
Other (process water and rainwater)	0.6



## Looking ahead

We recognize the need to increase our focus on water risks and opportunities in alignment with the critical importance of water to our business. This means, for example, going beyond traditional water risk assessments to pursue initiatives such as re-engaging water price determination and introducing an internal price for water.





# Waste management

## Approach

### ELIMINATE THE CONCEPT OF WASTE IN OUR OPERATIONS

Managing our waste is a critical component of our environmental strategy and we are committed to leading our industry in our approach to minimizing our waste impact. As we work toward our ZWL ambition, we are focused on implementing innovative solutions for recycling, reusing materials and reducing waste.

## Progress

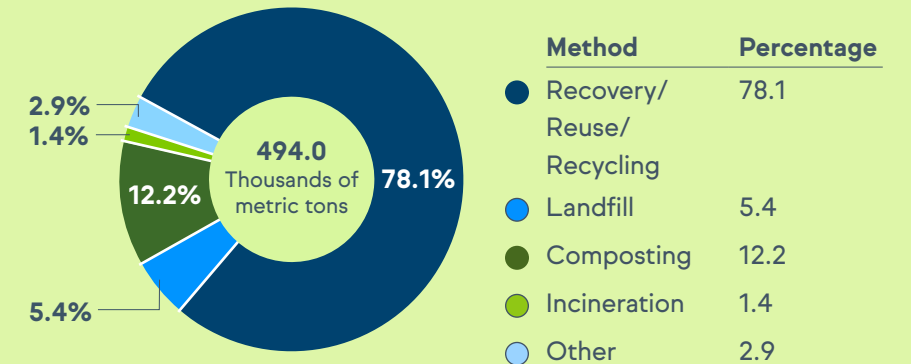
### HAZARDOUS WASTE

We track overall waste and hazardous waste. For purposes of waste accounting, IFF relies on the definition of hazardous waste that is applicable in local jurisdictions where IFF operates.

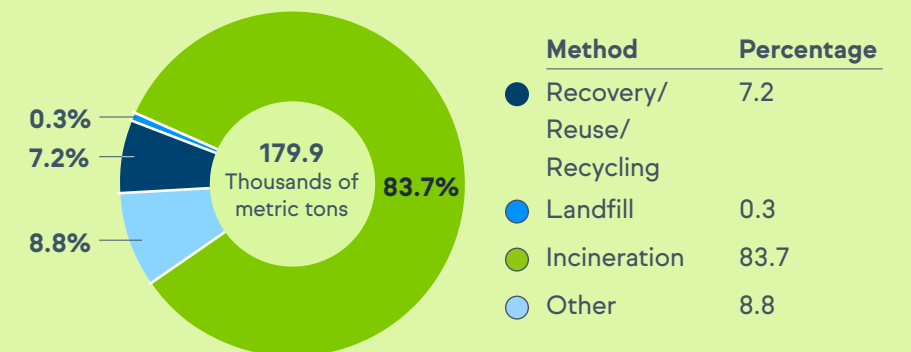
In 2022, IFF nonhazardous waste was 494.0 thousands of metric tons, a 1.7% decrease from our 2021 baseline of 502.4<sup>11</sup> thousands of metric tons.

For hazardous waste, in 2022 IFF generated 179.9 thousands of metric tons, a significant increase against our 2021 baseline of 45.4 thousands of metric tons, primarily due to changes in our wastewater processing and disposal at one facility. Despite the increase at one facility, which drove up our total numbers, we also executed projects at other sites to eliminate hazardous waste, such as upgrading boilers, improving cleaning processes and optimizing the use of volatile organic compounds.

### 2022 NONHAZARDOUS WASTE BY DISPOSAL METHOD



### 2022 HAZARDOUS WASTE BY DISPOSAL METHOD



<sup>11</sup> Restated 2021 baseline for nonhazardous waste due to updated data clarifications.



## ZERO WASTE TO LANDFILL

IFF is committed to recovery, reuse and recycling as a means to reducing waste. As part of our comprehensive approach, we are continually tracking and monitoring trends that affect our production while monitoring key performance metrics against waste categories. We also comply with laws designed to prevent disposal-disguised-as-recycling. Accordingly, we rely on our waste vendor documentation approval system through our ZWL program to minimize the likelihood that waste will be disposed of rather than recycled.

Our Green Teams and employees across the company leverage our knowledge and best practices to further implement innovative solutions for reducing waste intended for landfill, and to progress toward our Do More Good Plan goal of verifying ZWL at all major manufacturing facilities by 2030.

Using our internal framework, to achieve ZWL verified status, a facility must:

- Divert more than 98% of all trash, recyclables and other waste streams from the manufacturing process away from landfill through re-use, recycling or incineration; or
- Achieve “maximum diversion” status, applicable to those sites who are unable to reach a 98% diversion due to lack of local waste management options, but who have reached a 75–97% diversion rate after exhausting all other options for disposal within reason, based on an internal cost-benefit analysis. Maximum diversion sites must re-evaluate the most optimal waste management alternatives at least every two years to continue progressing toward full ZWL.

**Since 2017, we have verified a total of 46 out of 115 major manufacturing facilities as ZWL (or 40%). In 2022, we achieved ZWL verification at 23 new facilities.<sup>12</sup>**

Our biggest challenges in waste management relate to market constraints. Finding appropriate waste disposal mechanisms that qualify for ZWL is a challenge, and we often must wait for contract renewals before working with a new vendor. Additionally, our ZWL verification approach was first piloted prior to 2021, when we had very different waste streams compared to today. Moving forward, we must ensure that our ZWL ambitions are applicable to all sites, including those that have different waste streams and disposal mechanisms.

## REDUCING OUR PLASTIC USAGE

As part of our waste reduction goals, IFF continuously seeks solutions to reduce our plastic usage. In 2021, we kick-started a pilot Plastic Reduction program across our Nourish labs, challenging teams across the globe to find and implement alternative solutions for single-use plastics. In 2022, the pilot program resulted in:

- 18 labs actively seeking solutions across 11 countries
- Reduction of approximately 1.65 million units of plastic (e.g., plastic bags, utensils, tasting cups) versus 2021
- Each location on average reduced ordering 100,000 units of plastic versus 2021
- Locations have purchased more than 200,000 approved ‘green replacement’ items

## Looking ahead

As we continue to pursue our ambitious Do More Good goals, we understand that continuous improvement, collaboration and partnership are critical components of our success. As of 2023, we are working to achieve ZWL at 11 additional facilities. We also plan to update our waste policy, expand our plastic reduction efforts and explore industrial composting options.

## GREEN TEAMS: REUSE FOR REFUSE

IFF’s Green Team in our Remington, Indiana, U.S. site was diligent in 2022 in finding ways to limit the amount of waste generated during their manufacturing processes, as well as investigating ways to repurpose waste that is impossible to eliminate from the production process. For example, the Team reduced their waste by 32 metric tons annually by diverting from landfill a significant portion of byproducts from food manufacturing and selling it as animal feed to a nearby farm. As an additional benefit, the site was able to see a significant savings in monthly waste management costs by avoiding disposal of waste to landfill.



<sup>12</sup> Includes 18 ZWL major manufacturing facilities; three major manufacturing facilities that achieved maximum diversion; and two ZWL facilities that generate less than 100 metric tons of total waste annually.



ESG+

# Responsible Sourcing

**WE ADVANCE SUPPLY CHAIN SUSTAINABILITY.**

## Activating sustainable practices within our supply chain

At IFF, advancing supply chain sustainability begins with our commitment to ethical and socially responsible practices across our supply chain.

We seek to ensure ethical practices throughout our supply chain, while reducing impact to the environment and supporting workers and grower communities. We are continuously working to strengthen the transparency, traceability and diversity of our supply chain. We source nearly 30,000 different raw materials from more than 10,500 suppliers in approximately 93 countries. Through this reach, we strive to ensure our global direct spend and strategic raw material programs support the cultivation, manufacture and procurement of responsibly produced goods and services.



## STRATEGIC FOCUS AREAS

As our most material ESG topic, Responsible Sourcing is a crosscutting priority across both the Environmental and Social pillars of our Do More Good Plan, and it also represents an important enabler of the Sustainable Solutions pillar.

Our commitment to Responsible Sourcing balances three focus areas:

- **Engaging suppliers** to support continuous ESG improvement
- Advancing our **strategic raw material** programs
- Accelerating our **naturals strategy** and community biodiversity programs

## BUILDING OUR FUTURE: RAISING THE BAR ON SUPPLY CHAIN SUSTAINABILITY

After launching the Do More Good Plan in 2021, we shifted our focus to building the teams, processes and systems to ensure we can deliver on our strategy through 2030. We established a refreshed governance structure by resuming the normal proceedings of our Responsible Sourcing Committee — co-led by Global Procurement and Global Sustainability. The Committee convened four times during the year with representatives from across the entire organization.

## 2022 HIGHLIGHTS

- **CDP Supplier Engagement Leader** for third consecutive year
- **A-** on CDP Forests
- **2022 EcoVadis Platinum** sustainability rating, placing IFF among the top 1% of companies assessed
- **100%** of non-GMO soybeans from Esteio, Brazil site certified by ProTerra
- **Union for Ethical BioTrade (UEBT) certification** and training for our strategic vanilla suppliers in Madagascar

*“At IFF, we recognize that our footprint extends beyond our own operational control and that we must influence our entire value chain to make a positive impact.”*

**ALEXANDRE TUROLLA**  
SVP & CHIEF PROCUREMENT OFFICER, IFF



## Goals

We join with our customers in championing the sustainability focus areas that matter most to them, including ingredient traceability, supply chain certifications and combating deforestation. We also implement community and biodiversity programs in key supply chains to positively impact our value chain at the local community level.

### Do More Good Plan 2030 Goals

### 2022 Progress

Promote regenerative ecosystems and achieve zero deforestation for strategic raw material supply chains, beginning with palm, soy and wood

- Palm: 61% RSPO certified volumes<sup>13</sup>
- Soy: 100% of non-GMO soybeans from Esteio, Brazil site (high-risk region for deforestation) ProTerra certified
- Wood: Exploring Forest Stewardship Council certification

*Read more about our strategic raw materials on [page 54](#).*

Support animal welfare and launch a human rights program for our business-critical<sup>14</sup> suppliers

- Continued to commit to animal welfare, where applicable, and ensure that no wild animals are involved in the cultivation, harvest or transformation of the raw materials provided to IFF
- Appointed a trusted third-party advisor on human rights for support with a number of programs aligned with our 2030 human rights goal

*Read more about our approach to human rights on [page 52](#).*

Ensure prosperous and equitable value chains and implement 10 field initiatives linked to supporting farmers' livelihoods

- Seven field initiatives implemented

*Read more about our community and biodiversity programs on [page 59](#).*



## POLICIES & COMMITMENTS

Our approach to human rights, responsible sourcing and sustainable natural resources management — including our expectations of all stakeholders — are outlined in the following policies and commitments:

**Vendor Code of Conduct:** The basic vendor requirements to maintain a business relationship with IFF (available in seven languages); all vendors must acknowledge that they comply with the Code and ensure that their suppliers also comply.

**Responsible Sourcing Policy:** Our expectations for responsible sourcing, applicable to all direct and indirect suppliers.

**Sustainable Palm Oil Policy:** Our intention to source all palm oil responsibly, from RSPO members.

**Soy Policy:** Our aim to source from deforestation and conversion free soybeans and soy white sustainably.

**Global Human Rights Policy:** IFF's commitment to respecting the fundamental human rights of all people and conducting business in a sustainable and lawful manner.

**Slavery and Human Trafficking Statement:** Our commitment to respecting the human rights of workers.



<sup>13</sup> Currently undergoing third-party assurance.

<sup>14</sup> "Business-critical suppliers" contribute to the top 90% of IFF's direct global spend.



# Supplier engagement

## Approach

### ASSESSING ESG RISKS & TRACKING PERFORMANCE

In addition to monitoring our own performance, programs and commitments, we also use various tools to assess ESG risks and track the performance and responsible sourcing status of our suppliers. For example, our internal vendor questionnaire covers questions regarding suppliers' own corporate social responsibility management and sustainability programs, including responsible sourcing topics and traceability.

## Progress

### SUPPLIER ENGAGEMENT STRATEGY

In 2022, our supplier engagement strategy was comprised of two key elements:

- **Identification and prioritization:** IFF's Responsible Sourcing and Global Procurement teams worked together to identify business-critical<sup>14</sup> suppliers in scope for the calendar year. Activities included providing supplier contacts, sending out initial engagement emails, monitoring and reviewing the suppliers performance and escalating support where needed.
- **External stakeholder partnership:** We worked with external partners such as CDP, EcoVadis, Sedex and Tfs, and leveraged their platforms for supplier engagement activities including assessments, trainings, guidance (such as webinars and discussions), audits and environmental disclosure.

## RISK ASSESSMENT

IFF has rigorous quality and sustainability expectations for our suppliers, managed by both our Global Quality function, as well as our Responsible Sourcing program.

Within Quality, new raw material suppliers are required to complete an in-depth qualification process. Selected new suppliers undergo initial audits of their operations by IFF personnel to confirm that they meet IFF's quality requirements and standards, and existing suppliers are also audited on an ongoing, periodic basis. These audits are complemented by IFF's Vendor Quality Risk Management program, which tracks vendor performance to help determine audit frequency. Vendor risk scorecards allow us to focus our resources where the needs are greatest.

Our Responsible Sourcing program assesses vendors for ESG risks and sustainability performance. We use a Risk Assessment Methodology and tool developed with, and validated by, the Rainforest Alliance to identify inherent supplier and ingredient sourcing risks based on country of operation and global ESG risk insights. For material-specific risks, we categorize natural raw materials and renewables based on the country of harvest. We also conduct hot-spot screenings on raw materials that have been flagged by credible sources and other risk tools, such as the [U.S. Department of Labor's List of Goods Produced by Child Labor or Forced Labor](#) and the [NEPCon Sourcing Hub](#), among others.

In 2022, IFF conducted a risk assessment for the entire portfolio of direct spend suppliers for the combined company. The results of the assessment inform our supplier engagement activities, assessment and audit requirements and procurement decisions. In 2023, we will continue human rights risk assessments in strategic naturals supply chains.

## RISK ASSESSMENT METHODOLOGY

### IFF'S TOOL COVERS:



20%

**Environmental** risks related to water, climate change, biodiversity, agriculture and deforestation, using input sources such as the World Resources Institute and academic studies.



50%

**Social** risks related to human rights and labor rights, using sources such as the Global Slavery Index, the World Bank and the UN Development Programme.



30%

**Governance** risks related to government effectiveness and corruption, using sources such as the Global Slavery Index, Worldwide Governance Indicators and Transparency International.

**Identifies areas of potential risk and guides our responsible sourcing policies, programs and strategies.**

Note: Weighting based on IFF's Vendor Code of Conduct

## ENGAGING KEY SUPPLIERS

Supplier engagement is one of our cornerstones for effective collaboration and progress within our Responsible Sourcing program.

To ensure that we continue to work with those vendors that share our high standards for sourcing and sustainability, we partner with like-minded organizations that help us monitor, assess, support and improve our suppliers' commitments and practices. We also provide training to internal buyers in order to harmonize our understanding of responsible sourcing and corporate supplier engagement programs.

One of our biggest challenges in supplier engagement in 2022 was the newly merged IFF portfolio, which doubled the number of business-critical suppliers<sup>14</sup> within our Responsible Sourcing portfolio. The Global Procurement and Responsible Sourcing teams addressed this challenge by bringing in additional staff specialists to manage the wider scope, and by finding new ways to drive greater efficiencies in our engagement strategies to better inform procurement decisions. For example, we enhanced and further automated the vendor onboarding process by adding new sustainability-focused sections to our online vendor portal. New questions ask key suppliers to self-declare whether they represent a diverse supplier group and for details on their own sustainability programs and responsible sourcing commitments.



### CDP SUPPLY CHAIN

IFF is a longstanding member of the [CDP](#) Supply Chain program, through which we invite suppliers to complete the CDP climate change questionnaire about their GHG emissions. The results are leveraged to improve our Scope 3 (value chain) emission estimates and better prioritize future mitigation measures. As part of this effort, we work with industry partners and the CDP Supply Chain platform to reach out to suppliers and

offer support, training, guidance and encouragement, through webinars and discussions, about how to disclose through CDP's climate change reporting initiative.

For the third consecutive year, we were named to [CDP's Supplier Engagement Leaderboard](#) for taking action to measure and reduce climate risk across our value chain by working with our suppliers to reduce their GHG emissions and raise their level of climate ambition. This recognition places IFF among the top 8% of companies assessed for supplier engagement on climate change, based on 2022 CDP disclosures.

Our goal by 2030 is to engage 400 suppliers on climate reporting and, in 2022, we met our internal interim target of engaging at least 200, of which 61% responded and reported. Of those that responded, 85% are reporting their operational emissions, 67% are reporting active targets and 16% have near-term science-based targets validated by the SBTi.



### ECOVADIS & SEDEX

We focus our supplier engagement efforts on key suppliers that are critical to our business, reviewing the list annually as our supply chain evolves. We require that these key suppliers be assessed through EcoVadis or Supplier Ethical Data Exchange (Sedex), which are supply chain information platforms that focus on

the areas of environment, labor and human rights, ethics and sustainable procurement. We use Sedex to run reports on our suppliers' ethical data, manage information on our own facilities and share information with our customers.

In 2022, we set the first internal target for the new IFF combined portfolio of suppliers, which had doubled in size compared to the 2021 portfolio. Sixty percent of our business-critical suppliers<sup>14</sup> — defined as those that contribute to the top 90% of IFF's direct global spend — met IFF's requirements to be considered responsible vendors. This means that



their EcoVadis or Sedex assessment results were in good standing with no significant non-compliances noted or corrective action plans in place. Moving forward, we will continue working with the remaining suppliers on their corrective action plans to increase their assessment performance.

We also use EcoVadis to assess ourselves as a supplier to our customers. We were pleased to again be awarded the 2022 EcoVadis Platinum medal (based on 2021 information, prior to M&A activity) indicating our placement among the top 1% of companies assessed by EcoVadis.



### TOGETHER FOR SUSTAINABILITY

IFF is one of 40 members of [Together for Sustainability](#) (TfS), a procurement-driven initiative that improves the sustainability

performance of chemical companies and their suppliers. TfS delivers the de facto global standard for ESG performance of chemical supply chains, based on the UN Global Compact and Responsible Care® principles. Sharing our supplier evaluations with all members lessens the administrative burden and leverages synergies. TfS assessments are carried out by EcoVadis, and performance is assessed in the areas of management, environment,



health and safety, labor and human rights, and issues of ethical corporate governance, in alignment with IFF's Vendor Code. We combine the outcomes of these supplier-specific assessments with other criteria (such as country of manufacture) to conduct follow-up monitoring and determine supplier audit schedules.

During 2022, approximately 3,500 Tfs suppliers documented sustainability improvements and IFF contributed to these Tfs member targets by achieving:

- **620** valid supplier assessments
- **385** new or re-assessments
- **65%** improved scorecards of suppliers through EcoVadis

We also continued to work with suppliers on their corrective action plans identified through Tfs audits.

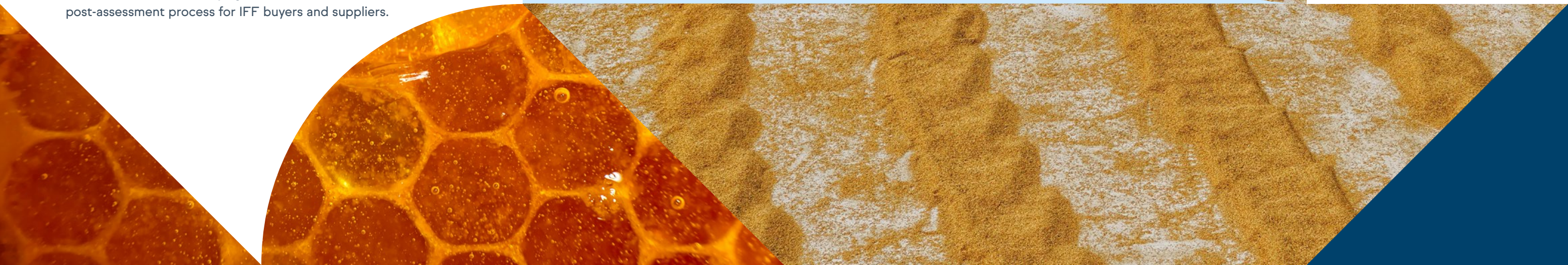
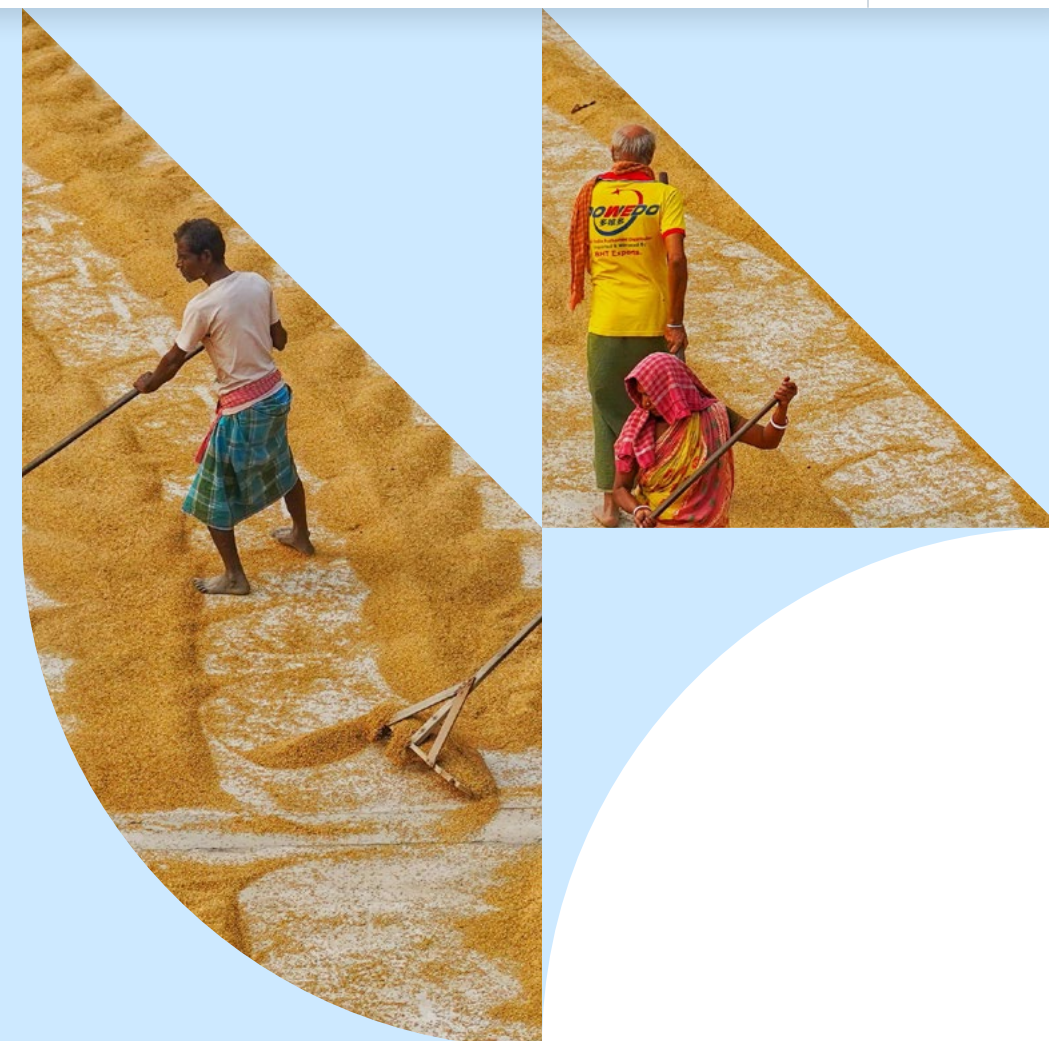
In 2022, the Tfs Academy was launched as a capability-building hub for Tfs members and their supply chain partners to learn about trending sustainable procurement topics, with more than 335 courses in 10 languages available. In addition to this learning resource, IFF also participated in a series of trainings, events and other offerings hosted by Tfs, including interactive webinars clarifying the EcoVadis assessment and post-assessment process for IFF buyers and suppliers.

## HUMAN RIGHTS

At IFF, we are committed to conducting business in a sustainable and lawful manner that respects the human rights of workers throughout our supply chain. In 2022, we appointed a trusted third-party advisor on human rights. We are working with them on a number of programs, including our human rights due diligence approach for our strategic natural supply chains, action plans to deliver our 2030 human rights goal and our response to changing human rights legislation, such as the German Supply Chain Act.

In addition to this corporate partnership, we also work closely with key partners and platforms to manage human rights risks and strengthen our focus on human rights due diligence processes, including EcoVadis, Sedex, Tfs and UEBT. For example, we leverage EcoVadis and Sedex for risk assessment (including supply chain risk mapping); risk verification (backed by a robust methodology aligned to human rights due diligence requirements); prevention and mitigation (including corrective actions and supplier training); and monitoring and reporting (including a dedicated dashboard).

For more information on our approach to human rights, see [page 88](#).





## SUPPLIER DIVERSITY

As outlined in our [Vendor Code of Conduct](#), we promote diversity within our supply chain and expect our vendors to do the same. IFF is committed to providing diverse businesses with the equal opportunity to compete to supply IFF’s goods and services or to become IFF’s preferred suppliers or subcontractors. Vendors are encouraged to use their best efforts to procure diverse businesses to compete to supply to them or in their selection of preferred suppliers or subcontractors.

Diverse businesses — the definition for which vary by country — refer to businesses owned, controlled and operated by diverse persons. For example, in the United States, a “diverse business” is a company that is certified to be at least 51%-owned, -operated and -controlled by one or more minority, woman, LGBTIQ+ person, person with a disability, veteran, service-disabled veteran, or aboriginal or indigenous person.

**In 2022, we increased our diverse supplier spend by 75% from the prior year, thanks to process improvements on diverse supplier count and increased spend visibility.**

Through our Supplier Diversity Program, we are constantly extending our activities to achieve internal objectives that help identify, develop and utilize certified diverse businesses. For example, in 2022, we set an initial internal goal to increase spend with diverse suppliers by at least 5% from a 2021 baseline. To work toward this goal, among other process improvements during the year, we:

- Secured improved overall spend visibility through Global Procurement by enhancing our reporting tools to identify current and new diverse suppliers more accurately;

- Launched a Tier 2 tracking program, inviting key suppliers to self-report their diverse spend to us (Tier 2 diversity initiatives give companies more criteria to include in supplier assessments and pre-qualification);
- Became a member of [WEConnect International](#), which supports the global scope of our Supplier Diversity Program, including minority groups such as women-owned and small businesses around the globe.

By the end of the year, we realized a 75% increase in diverse spend from the prior year, massively exceeding our initial target of 5%.<sup>15</sup>

## Looking ahead

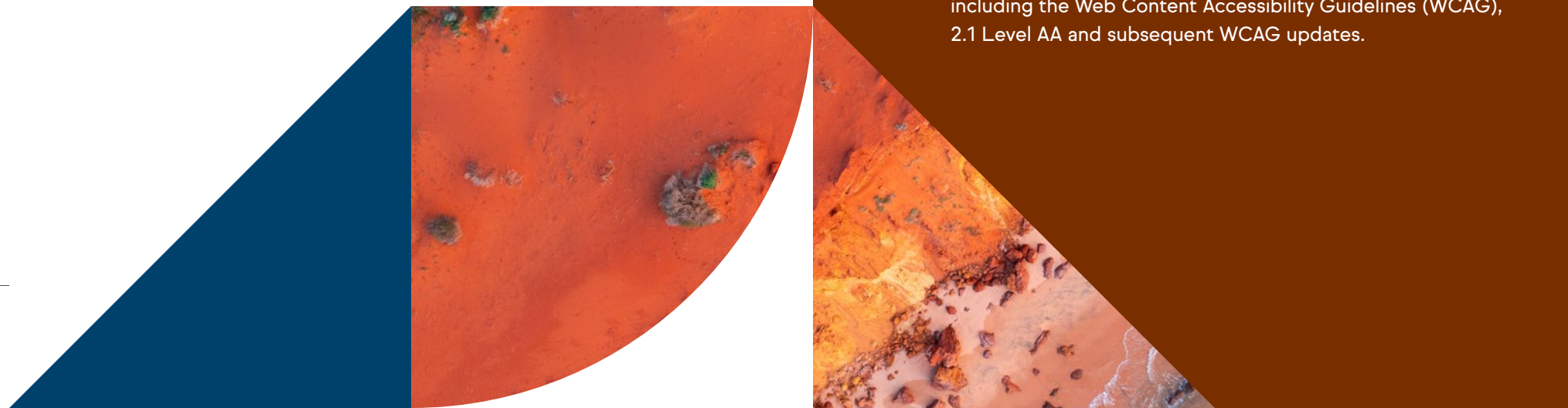
We aim to continue increasing our diverse spend, including achieving at least a further 10% increase in spend in 2023 from 2022 levels. To that end, we are expanding our regional and global supplier diversity scope to include small companies and companies in underdeveloped/developing countries, in collaboration with other organizations, such as WEConnect International. We are also working to further implement our Tier 2 supplier diversity program.

## ENHANCING ACCESSIBILITY THROUGHOUT OUR SUPPLY CHAIN

IFF is proud to be part of the DISABILITY:IN Accessibility Leadership Committee, a globally diverse group of business leaders who come together to share their knowledge, strategies and best practices to help organizations enhance and maintain accessibility policies and practices in the workplace, marketplace and supply chain. The committee’s focus includes but is not limited to digital accessibility and all aspects of the built, operational, communication, program, procurement and other environments.

In 2022, we also signed the Procure Access Statement of DISABILITY:IN, which calls for companies to work together to advance the procurement of digital products and services that are accessible to and usable by all our stakeholders with disabilities, including our employees, job applicants, customers and members of the public. This work is based on applicable global accessibility laws, regulations and standards, including the Web Content Accessibility Guidelines (WCAG), 2.1 Level AA and subsequent WCAG updates.

<sup>15</sup> Diversity of suppliers is based on certified and self-declared vendors.





# Strategic raw materials

## Approach

### PARTNER WITH SUPPLIERS TO SOURCE SUSTAINABLE PRODUCTS

As a global business, we know we have an impact on and can influence the markets we serve. For this reason, we strive to source materials that have been certified by credible, internationally recognized, third-party environmental and social responsibility certification programs.

We also work to promote regenerative ecosystems through our responsible sourcing commitments. Our risk assessment methodology (see [page 50](#)) drives our policies, programs and commitments for specific supply chains. Three of our most important strategic materials include soy, palm and seaweed.

**We have set a 2030 goal to achieve zero deforestation for our strategic raw material supply chains.**

### CERTIFICATIONS AND CONTINUOUS IMPROVEMENT

We partner with our suppliers and invest resources to achieve certifications for strategic supply chains. Underscoring our commitment to responsible sourcing, ingredient certifications support the conservation of natural resources and improvement in the livelihoods of farmers and workers involved in our supply chain. In recent years, we have expanded our offerings of certified ingredients. As of 2022, we offer:

- **58** natural ingredients certified For Life by ECOCERT
- **One** natural ingredient certified Fair For Life by ECOCERT
- **Two** products certified FairWild by ECOCERT
- **76** products certified organic by ECOCERT
- **162** natural extracts certified vegan by EVE VEGAN®
- **121** essential oils, absolutes and other natural extracts approved COSMOS by ECOCERT
- **Three** products certified Rainforest Alliance

### RAISING THE BAR ON MINIMUM SUSTAINABILITY REQUIREMENTS FOR NATURALS

In 2022, the Responsible Sourcing team developed a new internal standards and certification alignment tool to help Global Procurement and Commercial teams build knowledge on IFF's minimum requirements for strategic naturals at the farm and field level, as well as navigate within existing certifications and standards, such as Fair Trade USA, For Life, FairWild, RSPO, UEBT, ProTerra or RTRS, among many others. The tool was developed in partnership with, and validated by, the Rainforest Alliance and serves to proactively inform sustainable procurement decisions by expanding awareness of emerging trends relevant to IFF's raw material portfolio. It also helps commercial teams be better prepared to respond to customer questions or proactively guide them toward the most consistent and sustainable certifications that may be desired. In the event any risks are identified, the tool is designed to guide the most preferable procurement decisions to sources that are most closely aligned with our minimum requirements.





## SUSTAINABLE STORIES: SOY PROTEIN



### Progress

#### SOY

The production of soy has rapidly expanded in the last few years in tropical regions due to rising market demand (mainly as animal feed). Unfortunately, this growth has also been associated with environmental and social risks, including threats to biodiversity-rich biomes. IFF does not produce soybeans, but our purchase of soy-based raw materials includes soybeans and soybean flakes. We operate primarily in the Business-to-Business market and our first-tier suppliers are manufacturers, traders, refiners, cooperatives and producers that use soybeans grown predominantly in the United States.

IFF believes soy should be produced in a sustainable manner by conserving native vegetation and biodiversity while respecting human rights. IFF also believes that sourcing soybeans should be transparent. As a member of the [Round Table on Responsible Soy \(RTRS\)](#) – a multi-stakeholder initiative that aims to facilitate a global dialogue on soy production that is economically viable, socially equitable and environmentally sound – we seek to support sector-wide transformational change while working to improve our own supply chain. Our [Sustainable Soy Policy](#) outlines our commitment to source from deforestation and conversion-free soybeans and soy white flakes by

2025, with initial focus in North America and Brazil. In 2022, we also created a cross-functional Soy Responsible Sourcing Working Group to discuss and monitor the progress of our workplan and goals.

**In 2022, our Esteio, Brazil site achieved Proterra and RTRS certifications and 100% of non-GMO soybeans from this site were ProTerra certified.**

- ProTerra certification affirms that products have been produced in a sustainable and traceable manner, meeting all non-GMO requirements.
- RTRS certification ensures soy is produced through an environmentally correct process, deforestation and conversion-free.

Learn more about how IFF's soy protein is enabling nutritious food and beverages with a lower environmental footprint.

Despite our progress in Brazil, we experienced some challenges with tracing part of our volume of soybeans to plantation and finding certified soybeans in the market. To that end, we recognize the need to engage our suppliers in an enhanced level of traceability and to support them in their access to certification. We plan to implement an advanced supplier due diligence program customized for sourcing soy from Brazil to complement the existing screening processes we have in place. Beginning with a pilot program in partnership with a third-party expert on soy, this approach will help increase our visibility to assess our suppliers prior to doing business with them. It will also help us enhance the traceability to plantation rate and mitigate potential risks in our supply chain.



## PALM

Palm oil production is often linked to deforestation, biodiversity destruction and human rights abuses. At IFF, we use approximately 0.14% of the palm oil and palm kernel oil produced worldwide. We recognize we have an important role to play in ensuring that the palm oil in our supply chain comes from sustainable sources.

As a member of the [Roundtable on Sustainable Palm Oil \(RSPO\)](#) – a global, multi-stakeholder initiative to develop and implement global standards for sustainable palm oil – we seek to ensure that our palm oil supply chain does not contribute to deforestation, peat clearance or human rights abuses. See IFF's Annual Communication of Progress (ACOP) for the RSPO [here](#).

Since 2020, IFF has also been a member of RSPO's [North American Sustainable Palm Oil Network \(NASPON\)](#), an independent group of associations, civil society organizations and others committed to increasing the use of certified sustainable palm oil in North America.

IFF's [Sustainable Palm Oil Policy](#) outlines our commitment to source from deforestation- and conversion-free palm oil supply chains and continue to support the RSPO as a mechanism to mainstreaming sustainable palm oil.

Specifically, we will source exclusively from RSPO members and source 100% physical certified RSPO palm oil, palm kernel oil and their derivatives by 2025, globally.

In 2022, we convened an internal Palm Responsible Sourcing Working Group to discuss and monitor the progress of our workplan and goals across the Company. We partnered with a third-party expert to carry out a customized assessment on palm to increase our visibility into the supply chain. Based on the results of the assessment with our partner, we engaged suppliers that we identified as having areas of opportunity to enhance their good practices within the palm supply chain. We also provided support as needed, such as creating a palm policy for their organization or enhancing their traceability monitoring.

**In alignment with our goal to source 100% physical certified RSPO palm oil by 2025, we strive to continuously increase RSPO Supply Chain certification for our manufacturing facilities, enabling us to supply RSPO certified ingredients to our customers. As of 2022:**

- **35** of our plants currently meet the standards of RSPO Supply Chain Certification
- **61%** of our total palm volume is currently RSPO certified<sup>16</sup>

<sup>16</sup> Currently undergoing third-party assurance.

## FRIENDS OF SUSTAINABLE PALM OIL FROM LATIN AMERICA

To support the implementation of sustainable palm oil practices in Latin America, we are proud to be participants in the [MARIPOSA](#) crowdfunding initiative, led by IFF's supplier, Olenex, one of the largest buyers of palm oil in the region. This program offers the opportunity for donors to support the development of smallholder farmers into sustainable entrepreneurs that meet stringent sustainability criteria. With an emphasis on training local palm oil growers and processors (mills), MARIPOSA raises funds to finance sustainability programs in Latin America and support sustainable agri-business. The first three-year project under MARIPOSA – a smallholder training program in Honduras called WISSE (Wilmar Supports Sustainable Entrepreneurs) – concluded its third and final year in 2022. In total, 1,666 smallholders were trained on eight sustainability topics. In addition, 352 smallholders are now sustainably certified by RSPO or the International Sustainability & Carbon Certification (ISCC). This represents 65% of the project's original certification goal.

A second palm oil sustainability collaboration program funded by the MARIPOSA initiative, called WISSMA (Wilmar Supports Sustainable Management), was also completed in 2022. Operating in eight Latin American countries and involving six industry associations and 54 suppliers, the project achieved its goal of building alliances, promoting dialogue and strengthening the reputation of Latin American palm oil by meeting stringent sustainability criteria. Going forward, we intend to continue our involvement with the next phase of the program to launch in 2023.

## PROTECTING FORESTS & LIVELIHOODS IN INDONESIA

In Sungai Linau, Riau Province, Indonesia — an area of approximately 14,000 hectares — two-thirds of the land is peat swamp forest, and the remaining third is agricultural land, mostly used for palm production. To help protect the forest while supporting smallholder livelihoods, IFF provides financial support to the Sungai Linau Landscape Conservation and Livelihoods Programme (SLP), coordinated by the non-profit group, Proforest. The key objectives of the SLP are to:

- Support implementation of community-based land use development
- Protect High Conservation Value and High Carbon Stock forest in the long term
- Reduce GHG emissions through forest and peat protection
- Support and strengthen village members' livelihoods

As of 2022, we are supporting the village to secure legal protection for nearly 5,000 hectares of village forest (including for strict conservation and community activities, such as non-timber forest products collection or ecotourism). In addition, 356 palm oil smallholders have been trained on Good Agricultural Practices, and four villages have been trained on financial literacy and introduced to fire management and firefighting equipment. The village budget on fire prevention and eradication increased gradually as a result of greater community awareness on its importance.

The next steps of this initiative include developing a forest protection and monitoring framework and launching an agroforestry trial to support options for alternative livelihoods for vulnerable or underrepresented groups (i.e., gender based), among many others.



*“Our livelihood is from this land that we walk on in this Sungai Linau Village, so the plants in the forest shouldn’t be uprooted. The solution is the way we build village forests and provide prosperity for the whole community.”*

**AHMAD**  
MEMBER OF THE SUNGAI LINAU VILLAGE FOREST  
MANAGEMENT INSTITUTION<sup>17</sup>

**Learn more in a short film from Proforest about how the SLP is supporting sustainable palm oil in the region.**

<sup>17</sup> A local village agency that utilizes support from the SLP to implement its forest management plan, including through forest patrol and surveying.

Photo credit: Proforest







## SEAWEED

When utilized for food, fuel or medicine, among other nature-based solutions, seaweed has the potential to address some of the world’s biggest sustainable development challenges. IFF is currently one of the world’s largest global buyers and harvesters of red and brown seaweed for hydrocolloids (such as alginates and carrageenan that are essential ingredients for many foods, pharmaceuticals, fertilizers and cosmetics). To produce best-in-class alginate and carrageenan products for our customers, we source and process both wet and dry seaweed from thousands of seaweed farmers in the Indo-Pacific, and from harvesters in Chile, Peru, Mexico, Canada, Morocco and Australia. We also harvest seaweed ourselves in Norway and Iceland.

Our proprietary Seaweeds Responsible Sourcing Program (SRSP) seeks to support these vital members of our seaweed value chain and continuously improve the social and environmental performance of our seaweed cultivation and harvesting processes. The SRSP is based on a comprehensive set of “Environmental & Social Good Practices for Seaweed Harvesting,” which were developed in partnership with the [Anderson Cabot Center for Ocean Life](#) at the New England Aquarium and approved by an independent

advisory group of subject matter experts. The Practices include a variety of key environmental and social criteria, from habitat impacts and farm materials and waste, to worker health and safety. The criteria are periodically reviewed to ensure that they reflect the latest science and incorporate lessons learned from the implementation of the SRSP.

In 2022, we established a cross-functional SRSP Working Group to discuss and monitor the progress against our strategic objectives. We continued to work toward advancing the SRSP in three existing harvest areas in Iceland, Norway and Australia, and we began expanding to a new location in Indonesia. Looking ahead, we will use these models to continue expanding to more harvest areas in strategic locations.

**IFF is a signatory of the [Seaweed Manifesto](#), a visionary industry statement that describes how seaweed can contribute to achieving the UN SDGs through food security, climate change mitigation, poverty alleviation and support for marine ecosystems.**

## SUSTAINABLE STORIES: CARRAGEENAN AND ALGINATE

Learn more about the vast potential of seaweed to support people and planet.





# Community & biodiversity programs

## Approach

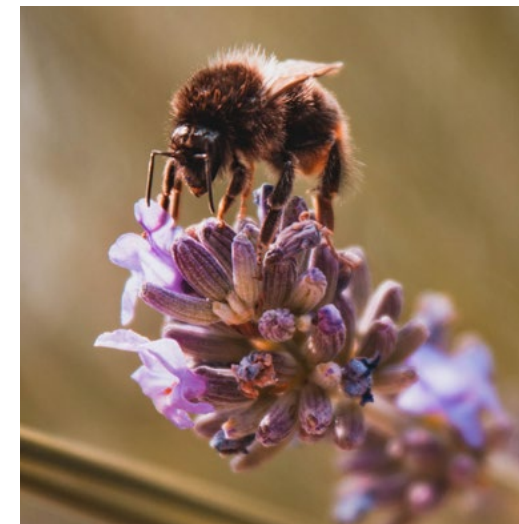
### DEVELOP SHARED VALUE PROGRAMS THAT SUPPORT LOCAL LIVELIHOODS & PROTECT BIODIVERSITY

Our commitment to responsible sourcing around the world means we strive to improve the environment and quality of life in the farming communities where we source, helping to make them more biodiverse, stable, resilient and prosperous. For select strategic natural raw materials sourced from high-risk countries, we join with third-party experts and IFF suppliers to develop and implement programs that address environmental and social challenges specific to the local community.

## Progress

Our community programs seek to raise awareness of critical sustainable development issues and help suppliers adopt the best practices and risk mitigation measures that will help them sustainably increase their yields and incomes while strengthening their overall ESG performance. We annually re-evaluate where our efforts and investments will create the most value and impact the most people.

**We currently sponsor seven community and biodiversity programs supporting more than 11,000 beneficiaries in 14 countries.**



## ENGAGING ON BIODIVERSITY

We value opportunities to engage with like-minded leaders in our industry on important issues such as biodiversity. For example, in 2022:

- We joined fellow UEBT members and leaders from the beauty, food and beverage, and pharmaceutical sectors at the UEBT Sourcing with Respect Conference to discuss challenges and opportunities for the ethical harvesting, collecting or growing of ingredients from biodiversity.<sup>18</sup>
- We were pleased to share some of IFF's collaborative actions that contribute to a nature-positive world as a panelist in a discussion at the UN Biodiversity Conference (COP 15).

<sup>18</sup> LMR Naturals by IFF; Southern Cross Botanicals, a division of Lucas Meyer Cosmetics by IFF (LMC); and IBR, a division of LMC, are UEBT members.



## SUPPORTING PATCHOULI FARMING IN INDONESIA

IFF predominantly sources patchouli oil from Indonesia, where the supply chain faces significant environmental, social and economic challenges, including non-adapted agricultural practices that have led to deforestation, soil depletion and pollution due to misuse of chemical inputs. In its third and final year of implementation in 2022, our Sustainable Patchouli Program in southeast Sulawesi aims to enhance patchouli farming through the protection of local biodiversity. In collaboration with an implementation partner, the Program continued to drive producer engagement and empowerment in 2022 through initiatives aligning income diversification with environmental restoration. During the year, more than 40,000 seedlings — from fruit trees to timber species — were distributed to address the need for farmers to plant productive trees for the long-term health of their parcels. Since 2019:

- **85,000 trees from 19 distinct species** have been planted by farmers, restoring nearly 2,000 hectares throughout 39 participating villages
- **500+ farmers** have been trained on best practices in agroforestry, including:
  - planting trees around patchouli parcels to demarcate borders, stabilize soil and create natural barriers against wind and pests
  - planting trees within patchouli parcels to promote shade, soil fertility and biodiversity
  - densely reforesting unproductive or degraded lands to regenerate soil and enhance biodiversity

Looking ahead to 2023, we will work with our partner to monitor the survival rate of planted trees to date and gather feedback from farming communities to drive continuous improvement in the Program.

## SUSTAINABLY SOURCING VANILLA IN MADAGASCAR

Vanilla is primarily cultivated in Madagascar, where social, environmental, economic and traceability challenges make the supply chain fragile. For these reasons, the objective of our vanilla program in Madagascar is to not only create a long-term and stable supply of sustainable and high-quality vanilla, but to ensure that vanilla is sourced with respect for people and planet. In 2022, we worked closely with UEBT to support two IFF vanilla suppliers in the following two areas.

### HUMAN RIGHTS RISK MANAGEMENT

Through field visits and in-person workshops, UEBT trained the two suppliers on human rights risk assessment to enable them to implement a risk management system for their employees and cooperatives, and also set up an ongoing monitoring process to ensure responsible practices are applied.

### LIVING WAGE AND LIVING INCOME STRATEGY

UEBT conducted detailed gap assessments for the vanilla workers and producers of both IFF suppliers and their cooperatives (approximately 200 employees and 1,200 farmers) to identify critical points that will be acted upon in 2023 to support our strategy of advancing toward living wages for employees and contributions to a living income for farmers of vanilla.

At the conclusion of these trainings and engagement activities led by UEBT, as well as a third-party audit to confirm that certain improvements are planned, we are pleased to report that our two strategic vanilla suppliers in Madagascar achieved independent certification confirming that the vanilla was grown or collected in a way that complies with the UEBT standard.

## ENHANCING VANILLA TRACEABILITY THROUGH TECHNOLOGY

To continually improve the transparency of our vanilla supply chain in Madagascar, in 2022, we partnered with a technical service provider to begin planning for the development of a new traceability platform that will collect and integrate key data to track each vanilla bean's journey through the supply chain. Next, we will be working to finalize, scale up and implement the traceability platform with two of the farmer cooperatives we work with in the region.

### SUSTAINABLE STORIES: VANILLA



Sweetness begins at the source. Learn more about the IFF Sustainable Vanilla Program.



## ENHANCING GUAR FARMING RESILIENCY IN INDIA

Guar gum is a cost-effective, all-natural and label-friendly hydrocolloid and thickening agent used in a variety of dairy and plant-based consumer foods and beverages to control viscosity and build texture. In 2022, IFF completed the second year of a three-year sustainable guar sourcing project that launched in 2020. In partnership with our strategic guar supplier in India, the project aims to enhance smallholder farmers' resiliency (particularly women) through education and awareness, given the challenges of insufficient and erratic rainfall in the region, as well as the volatility of the guar market that hinders a remunerative, profitable and stable price. Among other accomplishments, since 2021:

- 800+ farmers from six villages trained in agroecology, including natural fertilizers and pest management, livestock management, wild plants processing, crop rotations, agroforestry and tree planting for soil health
- Minimum monthly price for guar established to ensure farmers' predictability of being paid upon guar delivery, strengthen their financial planning opportunities, and support their capacity for savings and investment
- 230+ farmers and community members participated in trainings to empower guar farmers' family women at the village level, including "a day of the women farmers" events to highlight the importance of their role in the field

This project will end in 2023, but we look forward to continuing to work with our strategic supplier in a next phase of the initiative to further support the guar farming community in India and scale positive impact.

## Looking ahead

Over the next several years, our Responsible Sourcing program intends to Do What Matters Most when it comes to creating sustainable value. This means further strengthening our supplier due diligence processes and engagement opportunities in ways that will cascade lasting ESG improvements along our value chain. We will continue to advance our strategic raw material programs, including, for example, accelerating our action plan to increase the percentage of our total palm volume that is RSPO-certified and expanding our Responsible Seaweed Program to new harvest areas. We aim to scale up our existing partnerships and establish new ones with customers and other stakeholders to benefit more community members and their families. We also recognize an increasing need for establishing connections with local partners around the world to help us drive positive impact.





ESG+

# Equity & Wellbeing

**WE RESPECT, ENGAGE AND EMPOWER.**

## Contributing to a diverse, inclusive and safe world

At IFF, applying science and creativity for a better world would not be possible without our colleagues and team members, who play a key role in delivering on our capacity to Do More Good.

The success of our business is built on the creativity, passion, expertise and talent of our people. At the end of 2022, we had approximately 24,600 employees worldwide. Our workforce plans and talent management programs are designed to support their professional development and engagement, while equipping them to execute on our business strategy. Our culture is based on our five corporate values of empowerment, expertise, innovation, integrity and responsibility, and the expression of these values can be seen and felt throughout our organization. Our employees take pride in the crucial role they play in contributing to products that touch and enhance the lives of millions of people around the world.



## STRATEGIC FOCUS AREAS

We are working to build a brighter future where everyone — from our employees to those working across our supply chain — are safe, healthy and treated with dignity.

Our commitment to Equity & Wellbeing balances three focus areas:

- Empowering employees through our **talent acquisition, engagement & retention** programs
- Unleashing the uniqueness and potential of our people through a focus on **learning, development and diversity, equity & inclusion**
- Ensuring **employee health, safety & wellbeing** where we strive for zero injuries or incidents

## BUILDING OUR FUTURE: ELEVATING OUR COMMITMENT TO SOCIAL RESPONSIBILITY

In 2022, we worked to build the teams, processes and systems to ensure we can deliver on our Do More Good Plan through 2030. Our Chief Human Resources, Diversity, Equity & Inclusion and Communications Officer (CHRO) leads our mission to cultivate a diverse and inclusive workplace with a vibrant culture, engage our colleagues and empower our leaders. Our employee safety and environmental compliance program is overseen by our EVP of Operations, who is accountable for approximately 16,000 Operations employees across our facilities.

## 2022 HIGHLIGHTS

- **69%** engagement rate in annual employee sentiment survey
- **+27K** collective learning hours during 205 events of Global Learning Week
- **2022 Best Place to Work for LGBTQ+ Equality** for fourth consecutive year by the Human Rights Campaign
- **2022 Best Places to Work for Disability Inclusion** by Disability:IN for third consecutive year
- **2023 Bloomberg Gender-Equality Index** for the second consecutive time<sup>19</sup>
- **Nearly 70%** of IFF sites recognized for zero accidents or incidents
- **Recertified as EDGE Move level globally** — marking the first, and currently the only, time a company has earned this level of recognition twice

*“While we’re pleased with the progress we’ve made toward our 2030 Diversity, Equity & Inclusion (DEI) goals, there is more we aspire to do. As we continue to advance our journey, infusing DEI into the DNA of how we operate will drive outcomes that are good for our team, good for our customers and good for our world, creating a more inclusive and sustainable future for everyone.”*

### DEBORAH BORG

EVP, CHIEF HUMAN RESOURCES, DIVERSITY, EQUITY & INCLUSION AND COMMUNICATIONS OFFICER, IFF



<sup>19</sup> Based on 2021 performance data, prior to M&A activity in 2021.





## Goals

IFF is committed to unleashing the potential of our people and ensuring health and safety for all. During 2022, Human Resources worked with each of the business units and functions to roll out a three-year plan for meeting our Diversity, Equity & Inclusion (DEI) goals by 2030. We also increased our focus on diverse candidate slates, new sourcing strategies and diversity of internal succession planning and talent management programs.

### Do More Good Plan 2030 Goals

### 2022 Progress

50% women in management roles, companywide

- We achieved our internal 2022 target of increasing the percentage of women in executive, upper and middle management globally from 36% to 37%. Additionally, 5% of our executive leadership team's 2022 bonus was tied to the success of meeting this target.

*Read more about our commitment to gender parity on [page 73](#).*

40% people of color (POC) in management roles in the United States (with equitable representation in other markets globally)

- As of 2022, we had 26.4% POC in executive, upper and middle management roles.

*Read more about our commitment to racial equity on [page 74](#).*

All global and local policies and practices are fully inclusive of LGBTIQ+ Colleagues, with a focus on Transgender inclusive healthcare

- We continue to assess our progress by leveraging the Workplace Pride LGBTIQ+ Global Benchmark, demonstrating remarkable progress in 2022 (> +30.1%) as compared to our 2021 Global Benchmark submission — particularly notable as Workplace Pride significantly raised the bar in several scoring domains of the 2022 survey.

*Read more about our commitment to LGBTIQ+ equality on [page 75](#).*

5% of our workforce will be People with Disabilities and 100% of physical locations, internal and external technology, policies and processes will be fully accessible for People with Disabilities

- We continue to benchmark our progress leveraging the Disability:IN's Disability Equality Index, maintaining our 100% score for the U.S. in 2022 while expanding assessments to other countries.

*Read more about our commitment to disability inclusion on [page 76](#).*

Incident-free workplace and world-class safety performance

- Total Recordable Incident Rate of 0.481 (a 24% decrease from 2021)
- Lost Time Incident Rate of 0.155 (a 35% decrease from 2021)

*Read more about our EHS program on [page 77](#).*

# Talent acquisition, engagement & retention

## Approach

### ASPIRING TO BE THE BEST PLACE TO LEARN AND GROW IN THE INDUSTRY

Our Human Resources (HR) operating model, overseen by our Chief HR, Diversity, Equity & Inclusion and Communications Officer (CHRO) and deployed by an agile global team, focuses on **defining** talent requirements in partnership with the business; **designing** talent programs that execute on business strategy; and **delivering** the right people services and talent solutions to all our global sites.

IFF's Talent & Inclusion Center of Expertise (T&I CoE) focuses on the following key areas: Workforce Planning; Talent Analytics; Talent Acquisition; University Relations; Talent Management / Leadership Development; IFF University; Learning Solutions; and Diversity, Equity & Inclusion.

In 2022, we rolled out a series of courses to educate our People Managers on leading effective career and development discussions. The DEI Academy within IFF University delivers courses addressing unconscious bias in talent processes and how to create a holistic and inclusive talent management environment. We also had a special focus on gender representation in succession planning and incorporating diversity considerations into sourcing and selection within recruiting.

IFF's [Global Equality Policy](#) outlines our commitment to providing equal employment opportunities to our employees and applicants for employment. Learn more about the opportunities IFF offers at our [Careers](#) page and our [Jobs](#) page.

## Progress

### CULTURE & VALUES

IFF's success is built on the foundation of our shared values and culture. We champion three culture principles that represent our purpose, vision and values in action: Act as an Owner; Be Agile; and Collaborate and Win Together. These principles set a standard for how we work together, including helping new employees and teams collaborate and assimilate more efficiently.

One of the ways we stay engaged with our global employees on different culture programs is through our Culture Ambassadors, who serve as volunteer liaisons between their site and the corporate culture team. In addition to serving as culture champions and role models for their location, they also facilitate local culture events and gather feedback from employees on how to improve IFF culture. This approach is effective in creating a direct channel for employees at the site to communicate their thoughts, ideas and concerns to the corporate culture team. The program has helped to make sure the corporate culture initiatives align with local needs and preferences.







## CULTURE PRINCIPLES

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

### Act as 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.



## EMPLOYEE SENTIMENT

In 2022, we launched a companywide employee sentiment survey to understand the degree to which employees feel valued as employees, are satisfied in working at IFF and have spoken to their managers about their professional future. The survey achieved an engagement rate of 69%. We were pleased in 2022 to see that 81% of employees responded that they had discussions with their manager about their individual development goals and career aspirations, a significant jump from 53% responding affirmatively to this same question the prior year. Among other reasons for this increase, we see a direct correlation with the programs and training in these areas that were launched prior to the survey (e.g., read more about Career and Development Playbooks on [page 68](#)). The employee sentiment survey also pointed to areas of opportunity. For example, only 55% of respondents indicated that they understand the range of possible career paths available to them, which was an insight that is helping to shape additional talent management programming and drive improvements.

To bring our values and culture principles to life across the organization, in 2022, our +120 Culture Ambassadors around the world facilitated more than 80 local culture campaign sessions that engaged +2,000 employees of diverse backgrounds and experiences.

## TALENT MANAGEMENT

IFF's strategy for acquiring the highest quality talent is built around delivering the best possible candidate and hiring experience, while effectively managing the time and costs to recruit. Our Talent Acquisition team incorporates a personalized feedback process, supported by industry-leading assessment tools, to do more proactive sourcing. Feedback is gathered from hiring managers assessing the quality of the recruitment process and the quality of hire. We also survey new hires on the candidate experience for continuous improvement.

Historically, our talent review process has been organized vertically according to business division or function, but in 2022 our leadership teams came together to discuss enterprise-wide talent capabilities and needs. We developed robust cross-functional succession plans for senior leadership roles based on clearly articulated success profiles, further using those profiles to refine development plans. This was also an opportunity to expand our succession gender diversity, increasing the percentage of women in our senior leader succession pipeline ready to assume those roles within the next five years. Taken together, those efforts have a positive effect on our goal of cross-fertilizing diverse skills and experiences and ensuring further stability across our critical leadership roles for the future.

To begin encouraging this same philosophy at the next management levels down, we also set up a Regional Talent Council in Latin America as a pilot program, and we will look to set up additional councils in our other regions. In 2023, we will also implement new opportunities and venues for cross-functional talent discussions and succession plans that take advantage of the skill sets from across different business units and functions.

## PERFORMANCE REVIEWS

IFF's Performance Management Process (PMP) provides feedback, accountability and documentation for performance outcomes while helping our employees channel their talents and efforts toward achieving organizational goals. The PMP includes setting objectives during the first quarter of the year, followed by mid-year and year-end performance discussions — all supported by continuous feedback, coaching and one-to-one meetings on a regular basis. All permanent employees that were eligible for performance reviews in 2022 (i.e., all employees joining IFF prior to September 30) had access to the performance management system and all received performance reviews.

## INVESTING IN OUR PEOPLE THROUGH GLOBAL SHARED SERVICES

We continue to build and expand IFF's Global Shared Services (GSS) platform as a corporate strategic priority for activating our ambitious transformation efforts. Our GSS vision is to deliver an exceptional customer and employee experience by deriving value from standardized and harmonized end-to-end processes and digitally-enabled work — all supported by a culture of continuous improvement and innovation. In addition to strengthening our customer driven processes and improving service levels, the GSS establishes the foundation to invest more strategically in our people and create greater opportunities for their growth and career advancement.

In 2022, we successfully transitioned Human Resources into the GSS framework to further support harmonized and globally consistent talent management processes. For example, now all IFF managers or employees can go through the GSS to get coordinated, comprehensive answers to their talent or leadership development questions. Each people-related process is assessed to ensure it is streamlined, that it enhances the employee experience and that it optimizes the impact of technology, manager and employee direct access, and best leverages the consistency and efficiency provided by the HR GSS Center.







In 2022, we created a set of Career and Development Playbooks to support managers and employees through the reflection, exploration, dialogue and development planning process. The Playbooks help employees articulate their career aspirations, explore career options and create meaningful goals, while ensuring managers feel equipped to guide employees through the process. They also include easy-to-use templates to sequentially design three-to-five-year career plans, as well as annual development plans that are nested within those larger ambitions. Employee and manager feedback to the Playbooks was positive, further demonstrated by the 81% of employees that indicated in the employee engagement survey that they had discussions with their manager about their individual development goals and career aspirations; an increase from 53% of employees responding affirmatively to this same survey question in 2021.

### BENEFITS & WELLBEING

IFF is proud to offer an array of competitive salaries and **benefits** for our employees. In addition to vacation time and paid time off, we also recognize the importance of supporting the flexibility and work-life balance of our people. With an emphasis on the flexibility and agility of our workforce, our Future of Work program is a hybrid work model that provides eligible employees with remote work options and seeks to improve personal employee productivity, as well as retain and attract key talent.<sup>20</sup>

One of the challenges we faced following the significant expansion of our workforce in 2021 was integrating the compensation and benefits structures of the two heritage organizations. In turn, one of our successes in 2022 has been the harmonization of IFF's Total Rewards programs, including the design, development, implementation, administration and communication of all employee compensation and benefits programs.

<sup>20</sup> Employee hybrid work profiles are determined between each employee and their manager, based on role and job function, preferences, team dynamics and other leadership and morale considerations. [Learn more.](#)

## GLOBAL PARENTAL LEAVE POLICY

In 2022, we advanced our efforts to create a fairer and more inclusive place to work by introducing a Global Parental Leave Policy that makes it easier for new parents to give their new family members the attention they need and deserve, while allowing more equitable participation by the parents. The new policy, which raises the minimum parental leave for many of our sites globally, provides 16 weeks of fully paid leave for both men and women following the birth, surrogacy or adoption of a child. More specifically, this Policy:

- Grants 16 weeks of 100% paid leave for a new IFF parent, regardless of gender identity and/or expression
- Applies to birth parents, adoptive parents, same-sex parents and parents who use a surrogate
- Sets a new global minimum standard of parental leave benefits, going beyond what is legally required in most countries where IFF operates
- Starts immediately once the employee is benefit-eligible based on local law

We took this important step based on employee feedback, market best practices and to further advance on our journey toward becoming a leader in gender equity in the workplace.

## LEARNING & DEVELOPMENT

Our employees are the engine for our continued business growth and success, and we want to provide them with the support and resources they need to dream, learn and grow at our company. **IFF University** is our comprehensive platform of professional learning tools, online classes and development aids that support leadership development for all permanent/full-time employees through our intranet. Offerings include membership in IFF Academies, which provide functional and business-specific learning solutions to build knowledge, skills, expertise and behaviors for specific businesses and functions or job families and help them deliver on their visions and strategies.

In conjunction with IFF University, our Learning Management System (LMS) allows employees to find and access thousands of on-demand, instructor-led, in-person and virtual training modules that are accessible in multiple languages. Trainings may be consolidated under corporate oversight as well as managed at local, regional and/or global levels, in accordance with requirements or other specifications. The LMS is integrated within a broader HR software platform that maintains employee profiles, allowing clear visibility of employee training records and facilitating the performance management process, the talent review process and legal compliance. Managers review training records with employees during mid- and year-end performance cycles to confirm trainings in support of their development plans, allowing managers to make more informed decisions regarding employee assignments, move or promotions.

One of the main challenges we faced during 2022 was ongoing travel restrictions that forced many of our learning and development programs to be virtual. The clear messages from course participants and leaders were that expanded opportunities are required to meet the needs of our larger organization, and virtual sessions sacrifice valuable networking and learning for the convenience and lower cost of hosting events online. In 2023, we are responding to both pieces of feedback as we expand the total number of “seats” in our leadership courses by 43% while returning to in-person learning conferences for our manager and senior manager leadership courses.

## GLOBAL LEARNING WEEK

In May 2022, we hosted our second annual **Global Learning Week** – an opportunity to better understand the range of opportunities available for employees to design and articulate their successful career journeys. During a two-week period, more than 27,800 collective learning hours (an 83% increase from 2021) were achieved across 205 events. More than 6,500 employees participated, logging an average of 4.2 learning hours per attendee. The Week included senior leader panels, external speakers and facilitated training across our four regions globally. Materials and recordings were made available afterward through IFF University for ongoing support.





## LEADERSHIP PROGRAMS

Through a variety of partnerships and programs, we offer leadership development opportunities that we aim to empower current and prospective employees to become inspired and capable agents of change. For example, as part of this platform, we partner with [INSEAD](#), one of the world's leading graduate business schools, to help participants explore new business opportunities, new markets and enhanced profitability models.

We also have specific leadership development programs designed to empower our employees to make decisions, and drive change. For example:

- **Management Essentials:** Our junior management training program, conducted over two months, is comprised of self-paced courses and live group webinars that cover key concepts such as giving and receiving feedback, managing performance and managing workplace conflict. In 2022, 400 participants completed the program.
- **People Leaders:** Our program for first-line supervisors, managers with direct reports and employees who are new to management is conducted over six months to build a foundation for understanding leadership while broadening perspectives and expanding internal networks. In 2022, 173 participants completed the program.
- **Organizational Leaders:** Our senior manager program, conducted over six months, guides over six months guides participants in designing and executing business strategy and leading teams while emphasizing a cross-functional mindset. In 2021, 116 participants completed the program.

Finally, to strengthen our talent pipeline, we have specialized schools for scent and flavorist development. For example, we partner with the world's premier perfumery school, ISIPCA, to offer a first-of-its-kind [Masters in Scent Design & Creation](#). Since 2019, we have hired 28 graduates of the program, and four others have been hired by a major customer.



## CAREER LADDERS

While every career is a personalized journey, some experiences are captured within one technical job family. We call these "Career Ladders," or roadmaps for career advancement (resembling climbing the rungs of a ladder), through personal progression, such as gaining specific skills or competencies. Career Ladders help employees understand required skills and competencies for success and facilitate more meaningful performance and development discussions with managers. These tools also help IFF attract, develop and engage talent; match the right people with proper capabilities; and build our internal pipeline.

In 2022, we worked to refresh existing career ladders and develop new ones. For example, we announced the R&D Technical Career Ladder to help employees understand the requirements for their next R&D opportunity. In addition to role overviews and job descriptions, we outlined nine competencies to be most successful at various levels, including things like strategic mindset, effective communication and global perspective.

Looking ahead, we will build on our existing suite of vertical career ladders for specific functions by also demonstrating and sharing more examples of cross-functional career paths moving between ladders and job functions and associated learning paths. Encouraging our employees to apply their talents in new ways on different teams will also bring the benefits of collaboration and the cross-pollination of new perspectives that we need to succeed together.



# Diversity, equity & inclusion

## Approach

### “YOUR UNIQUENESS UNLEASHES OUR POTENTIAL”

We believe that each colleague’s unique lived experience is a value-add to our culture. When everyone knows that their full authentic selves belong, unfettered creativity is released, as demonstrated in our diversity, equity & inclusion (DEI) vision: “Your Uniqueness Unleashes Our Potential.” The journey to full inclusion is an ever-evolving process, and one that we remain committed to as we strive to nurture a truly inclusive and fair culture through the three pillars of our DEI mission:

- **OUR PEOPLE** represent the mosaic of the markets we serve and are empowered to transform the future
- **OUR SPIRIT** nurtures an inclusive and fair culture where every voice is valued and heard
- **OUR WORLD** embraces diversity of thought and strives to Do More Good, creating a better future for all

To deepen our understanding of the values, contributions and diversity of cultures present at IFF around the world in 2022, we hosted our second annual Global Inclusion Week for employees to join a variety of DEI-themed global and regional events, featuring internal and external speakers, panels and presentations addressing such topics as the Digital Accessibility and the Global Black Employee Experience. Over five days, more than 3,100 employees joined at least one of the 40 sessions offered, completing more than 7,000 collective learning hours.



In 2022, we focused on four primary DEI themes — gender parity, racial equity, LGBTIQ+ equality and disability inclusion — and worked with external partners for each that are experts in their respective fields to guide us along our path. These collaborations allow IFF to use established methodologies in support of systemic positive change, while joining with like-minded companies and organizations to exchange best practices. We have made strong steps forward in each of these areas, but our challenge in 2022 was to continue embedding inclusion principles even more fully into our talent processes, as we will need to accelerate our progress more quickly to reach our ambitious 2030 DEI goals.



## DEI GOVERNANCE

Through the grassroots input of our colleagues, we create a two-way flow of information, ensuring that our global strategies and frameworks are flexible enough to address both business and employee needs. Our 2030 Do More Good Plan goals unite us, and it is within this ecosystem that we can work together to achieve our global ambitions with local approaches. Specifically:

- The **Human Capital & Compensation Committee** of the Board oversees IFF’s human capital management strategies and programs, including DEI
- While we believe that progress in DEI is everyone’s responsibility, ultimate accountability rests with our CEO and our CHRO, who approve the annual plan and strategy of IFF’s Global DEI Steering Committee
- In 2022, IFF’s Global DEI Steering Committee was comprised of representatives from across the business and oversaw the work of our DEI Center of Excellence (DEI CoE), led by IFF’s Global Head of DEI

Finally, we have a Regional Inclusion Council in each of our four regions responsible for addressing local issues, supporting global initiatives and providing a source of feedback to the DEI CoE and Global DEI Steering Committee. We use this input to evaluate the effectiveness of our DEI approach and identify new opportunities for engagement.

## COLLEAGUE COMMUNITIES

IFF’s employee resource groups, or Colleague Communities — each with chapters in all four regions — are a vital platform for engaging employees on DEI. Each Colleague Community is sponsored by a member of the Executive Leadership Team. In 2022, we expanded the network of Colleague Communities through chapter development and new members.

- **Women@IFF**: To create an inclusive space where women can advance their skills and leadership potential through connection, mentorship, collaboration and discussion.
- **PRISMA**: To lead the way in sustaining a culture that welcomes our LGBTIQ+ colleagues in bringing their authentic selves to work and celebrating Pride around the world, while ensuring IFF remains an inclusive workplace for all colleagues.
- **SERVE@IFF** (Supporting Emergency Responders and Veterans Engagement): To provide a supportive setting for employees who serve or have served their communities in selfless and, at times, dangerous situations.
- **BE@IFF** (Black Excellence): To advocate for and support an inclusive and equitable environment for all Black employees across the globe at IFF.
- **AccessAbilities@IFF**: To provide a community for colleagues who care about disability, learning differences, special needs or neurodiversity, whether for themselves or a child, relative or friend.
- **NextGen@IFF**: To promote the next generation of IFF leaders.
- **ACE@IFF** (Asian Colleagues for Equity, Empowerment & Excellence): Promotes an inclusive and empowered environment for colleagues of Asian heritage and their allies.
- **IFFers UNIDOS**: Aims to make IFF stronger through better representation, advancement and inclusion of Latinx colleagues and their allies.



## Progress

### GENDER PARITY

As of the end of 2022, women at IFF make up 36% of our global workforce and 25% of executive management. To work toward our goal of reaching 50% women at all levels of the organization by 2030, we are focusing strongly on recruitment, succession and promotion efforts.

**We have adopted the UN Women’s Empowerment Principles, a set of seven tenets to advance and empower women, and provide equal treatment in the workplace, marketplace and community.**

In addition to measuring gender representation, we also assess the gender pay gap to ensure we are upholding our commitment to providing equal pay for equal work. We conduct regular pay-gap assessments and offer trainings with people managers to ensure gender bias is not a factor in annual compensation planning or decisions.

#### 2022 Gender diversity by employee category (permanent employees)

	Male	Female
Executive management	75%	25%
Upper management	66%	34%
Middle management	63%	37%
Junior management	52%	48%
Operational	71%	29%
Global	64%	36%

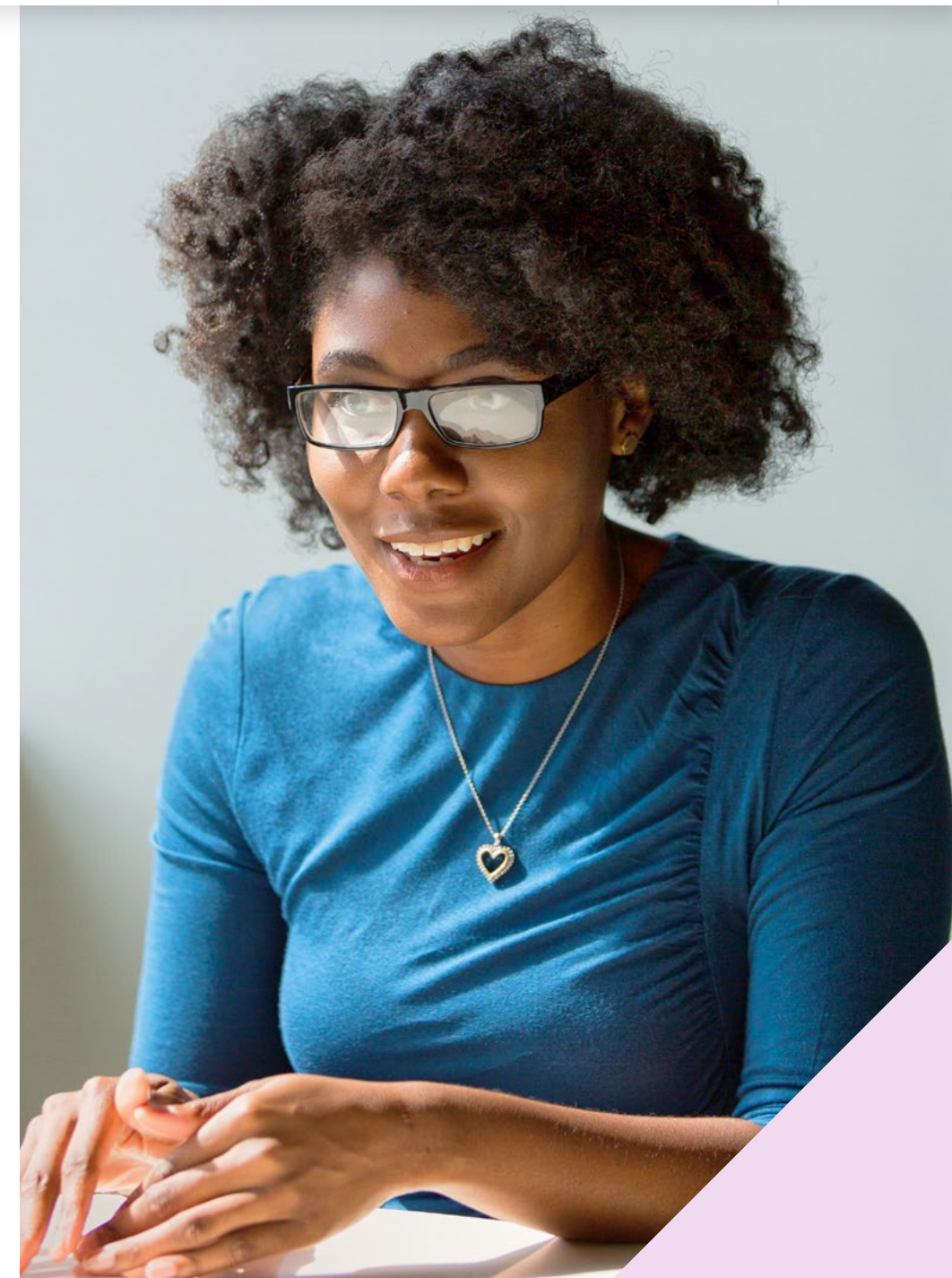
In 2022, we were pleased to once again be recognized by Economic Dividends for Gender Equality (EDGE), the leading global assessment and business certification for gender and intersectional equity. Following a rigorous review of gender representation, pay equity, the effectiveness of policies and practices, and the results of a companywide employee survey, IFF was recertified as EDGE Move level globally, confirming equal pay for equivalent work (i.e., no statistically relevant gender pay gap in favor of men) in 27 countries assessed<sup>21</sup> (up from 21 countries in 2020), representing approximately 90% of our employee population. This recognition marked the first time a company has earned this level of recognition twice and gives IFF the distinction of having the largest number of EDGE-certified countries at one time. We also added an EDGEplus to our certification for our commitment to intersectionality inclusion, which examines our progress at the intersection of gender and other identities to ensure full spectrum equity and inclusion.

While EDGE considers a pay gap less than 5% to be statistically insignificant, having any gender pay gap is unacceptable by our standards. Using the EDGE Pay Tool™ – which uses a regression analysis that considers the variables of gender, tenure and age, among others – we monitor any possible unexplained gender pay gaps and take corrective action as needed. In 2022, we determined that we did not have any country within the assessment that had a statistically significant pay gap in favor of men.<sup>22</sup>

We know we have more work to do to achieve full gender parity, but we are focused on continuous improvement. We were pleased to be listed on the Bloomberg Gender Equality Index for the second consecutive time, due in large part to our commitment to transparency in gender-related data disclosures. For more information on our 2022 gender diversity performance data, please see [page 106](#).

<sup>21</sup> Countries of operation that have more than 200 employees.

<sup>22</sup> All pay is calculated for full-time equivalent (FTE). Formula used is the difference between average male salary and average female salary divided by average male salary (all salary figures converted to USD via exchange rates as of December 31, 2022).







## RACIAL EQUITY

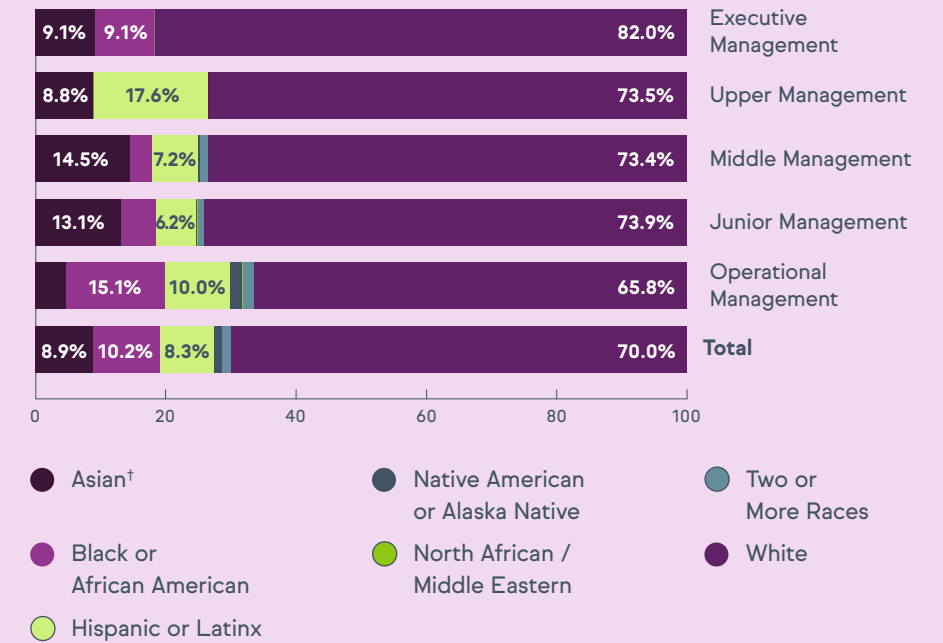
Our steadfast and unequivocal position is that racism has no place in our organization, and we work to identify and correct any unintended examples of institutional racism in our policies and practices. Our Do More Good Plan goal is to reach 40% people of color (POC) in management roles (executive, upper management and middle management) by 2030. We define POC in the United States as Asian; Black or African American; Hispanic or Latino; Native American or Alaska Native; North African / Middle Eastern; and Two or More Races.

IFF welcomed a new CEO in February 2022, and we are proud that he is one of six Black CEOs in the S&P 500. In 2022, he continued to support the [CEO Action for Diversity & Inclusion™ pledge](#) to support more inclusive workplaces. As a member of the Board of Directors, he also increased that body's people of color (POC) representation to 21% as of year-end 2022. In executive, upper and middle management roles, we had 26.4% POC represented. We understand that to reach our goal of 40% POC by 2030 at all management levels, we will need to focus on maintaining and increasing representation at the executive and upper management levels while also increasing the acquisition, retention and promotion rates of the middle and junior management levels.

For more information on our ethnic diversity data, please see [page 105](#).

## 2022 ETHNIC DIVERSITY BY EMPLOYEE CATEGORY\*

(Permanent Employees, U.S. only)



\* Does not include 207 non-leveled Health Wright Products employees due to unavailable information.

† Includes Native Hawaiian or Pacific Islander

## LISTENING & LEARNING

In 2022, led by our BE@IFF Colleague Community, IFF partnered with [HR Rewired](#) to better understand the lived experience of our Black employees around the world and how we might advance our anti-racism journey. Through focus groups conducted by thought leader Shereen Daniels, we gained valuable insights that are being incorporated into our 2023–2025 DEI strategy.



## LGBTIQ+ EQUALITY

We continue to align with the [UN Global LGBTI Standards of Conduct for Business](#) in our efforts to tackle discrimination against lesbian, gay, bisexual, transgender and intersex, queer and questioning (LGBTIQ+) people.

In 2022, we expanded our partnership with [Workplace Pride](#), a not-for-profit foundation dedicated to improving the lives of LGBTIQ+ people in workplaces worldwide. We signed the [Declaration of Amsterdam](#), a 10-point “call to action” developed by Workplace Pride that outlines the “ideal” working situation for LGBTIQ+ workplace inclusion and sets clear goals that encourage LGBTIQ+ workplace inclusion wherever organizations have activities around the world. Based on the results of an assessment of our global LGBTIQ+ policies and practices using the Workplace Pride global benchmarking tool, we have been able to better understand the inequities in our policies and practices, identify gaps in our own standards and establish action plans to address these gaps.

While we know we have more work to do, we were proud to maintain our recognitions in 2022 by the Human Rights Campaign (HRC), including HRC Equidad Mexico for the third consecutive year. Additionally, we were recognized in 2022 as a Top Employer for LGBT+ inclusion at the Bronze Award level in the [India Workplace Equality Index](#), collectively organized by the [Keshav Suri Foundation](#), [Pride Circle](#) and [Stonewall](#).



## CELEBRATE YOUR SPARKS!

In 2022, our PRISMA Colleague Community collaborated with the Scent Team at the São Paulo creative center to develop a unisex fragrance inspired by diversity of the LGBTIQ+ community. *Sparks!* is a multigender fragrance that pays tribute to this idea. We were also pleased to share and distribute samples of *Sparks!* while participating at the Workplace Pride International Conference 2022 in Amsterdam, The Netherlands, in June 2022.





## CELEBRATING INTERNATIONAL DAY OF PERSONS WITH DISABILITIES

The AccessAbilities Colleague Community plays an important role in advocating for the rights, wellbeing and inclusion of IFFers with disabilities and co-workers who are caregivers. In recognition of International Day of Persons with Disabilities on December 3, 2022, the AccessAbilities team sponsored a week of events for employees to come together to learn from and engage with one another. This year's theme was mental health and wellbeing, and the agenda included an extraordinary group of speakers sharing their passion, life experience and knowledge.

## DISABILITY INCLUSION

At IFF, we are committed to becoming a fully accessible employer of choice globally for people with disabilities. This includes expanding our representation of disabled employees, our technology accessibility and our culture of inclusive leadership. To ensure that disability inclusion remains among IFF's business-critical priorities, we have a Disability Inclusion Taskforce comprised of senior leaders from across the business. Our CEO also continued to support [The Valuable 500](#) during 2022, a global movement and pledge to put disability on the business leadership agenda.

We were pleased to have again been named as one of the 2022 Best Places to Work for Disability Inclusion by Disability:IN, after again scoring 100% on the Disability Equality Index for the third consecutive year. Yet, we know we remain at the start of our journey. Our goal is that 5% of our workforce will be People with Disabilities and 100% of physical locations, internal and external technology, policies and processes will be fully accessible for People with Disabilities.

IFF is a member of the Disability:IN's Inclusion Works program, a coalition of companies which shares customized guidance and best practices from a team of disability inclusion experts on creating an inclusive culture and a sustainable recruitment strategy. We use Disability:IN's Disability Equality Index as a framework to identify the gaps we must close to reach full accessibility for our colleagues with disabilities.

## Looking ahead

We're pleased with the progress IFF has made toward our 2030 Do More Good Plan goals but we're not satisfied. We believe that to achieve our aspirations, DEI must become part of our DNA by integrating it in how we operate. This means refreshing our DEI strategy to be more aligned with the three pillars of our DEI mission and how we build organizations:

- **OUR PEOPLE:** our actions to build **inclusive talent pipelines**
- **OUR SPIRIT:** our actions to build an **inclusive culture** for all IFF
- **OUR WORLD:** our actions to **engage externally** with our customers and communities to collectively build a better future for everyone

Leader accountability will be the foundation of these three pillars and how our senior leaders are compensated. In 2023, we will expand by several hundred the population of managers across the organization accountable to our DEI goals.



# Environment, health & safety

## Approach

### COMMIT TO ZERO INJURIES, ZERO INCIDENTS AND 100% COMPLIANCE

Another important way we support Equity & Wellbeing across IFF is by upholding the environment, health and safety (EHS) conditions of our people and the communities where we operate. We are committed to continuously improving our safety program by striving to achieve an incident-free workplace and world-class safety performance. In addition to complying with all local regulations, our pursuit of excellence and best practice guidelines drive us to go beyond regulations to keep our people and facilities safe and environmentally friendly.

Our comprehensive EHS management system covers all employees and contractors for activities at sites globally. Employees, contractors and visitors are expected and encouraged to uphold all IFF's policies, report any incidents and suggest opportunities that will improve the safety of work sites. Local teams report safety performance to the corporate global EHS team, who reviews all incidents and works with local teams to support investigations and resolve issues as appropriate, including identifying corrective actions and safety improvement plans.

To ensure all employees are following IFF's rigorous standards, meeting corporate requirements and culturally acting in a safe manner, the site management teams conduct proactive safety observations, near miss reporting and self-assessments (or first-party audits). Various external site audits are also conducted during the year to provide additional support and verification of our processes.

### EHS GOVERNANCE

- Site managers and first line supervisors are responsible for implementing safety procedures at their locations around the world, and they are held accountable for their site performance and actions; meeting their safety objectives; and investigating any safety- or environmental-related incidents that may occur (including defining root causes and related action plans).
- Line managers lead safety including communicating expectations, interacting with employee incident investigations and assessing workers compliance.
- The global corporate EHS team, who reports to the Global Operations Officer, is made up of members of an EHS Center of Excellence (CoE) and a team of divisional / regional EHS leaders.
- The EHS CoE supports the business through the sharing of expertise in key EHS competencies and is responsible for EHS systems, training and improvement, auditing and compliance.

**Our Global Environment, Health & Safety Policy demonstrates our commitment to maintaining a safe work environment for all employees, business partners, contractors, consultants and temporary employees or secondees. In 2022, the Policy was translated into local languages, made into posters and shared at sites around the world. Our internal Global Incident Management Policy establishes a uniform method of reporting and classifying incidents, conducting investigations and managing work-related incidents in accordance with IFF expectations and local regulatory requirements. IFF's Global Incident Management Policy is carefully tailored to avoid stifling communications regarding safety-incidents, and all employees are encouraged and expected to escalate their concerns on these matters.**

## ENVIRONMENTAL RESPONSIBILITY

We consistently evaluate our progress to achieve continuous improvement in EHS performance, while mitigating EHS risks and minimizing our impact on the environment and the communities in which we operate. In 2022, we continued to work as a combined company to consolidate facility-level environmental requirements into a global repository. This comprehensive consolidation will allow us to have a consistent review process and related action plans for environmentally related concerns. Occasionally environmental matters arise that require reporting and corrective action plans. These matters may include events such as permit deviations or containment release incidents and are evaluated and reported as part of IFF's internal Global Incident Management Policy. IFF leverages lessons learned from these events to continuously improve as we strive for zero events.



## Progress

### EHS TRAINING

We manage EHS training for employees at the site level, with each facility customizing safety and environmental programs based on both local requirements and global policies. Ongoing mandatory training is also held for EHS managers and teams on topics related to key safety priorities that reflect regulatory requirements and best practices.<sup>23</sup> Based on metrics and insights from safety incident reporting, the Global EHS team identifies key trends and training priorities for the year, as well as competency expertise needed for continuous improvement.

Network training sessions that include EHS professionals and site managers are conducted monthly on specific topics driven by the EHS CoE and divisional / regional leaders. In 2022, we prioritized the integration of policies based on the inherent risks of our processes and IFF's 2021 safety performance, learnings from visits to safety-focused sites and internal audit findings. Training was deployed for five policies: Powered Industrial Trucks, Acquisitions and Divestitures, Management of Change (MOC),<sup>24</sup> Lock Out Tag Out, and Line and Equipment Opening. All sites are requested to assess policy requirements via an internal audit and by defining their internal action plans to manage full compliance based on the policy implementation timeline. Tools are also provided to help support this process and enhance policy implementation work. Training sessions related to Industrial Hygiene and Environmental Compliance are also conducted throughout the year to enhance site competencies and ensure regulatory and internal compliance.

### EHS CULTURE

The EHS team continued to define, measure, evaluate and provide the right support to strengthen IFF's safety culture during 2022. For example, our Safety Focus Program assists sites with improving their safety performance through our:

- “Site Buddy” initiative, which includes mentorship and the sharing of best practices between identified safety-focused sites and contacts from nearby sites with a demonstrated mature safety culture; and
- “Fresh Eyes” visits to identified safety-focused sites by designated Site Buddies and a global EHS team leader to jointly discuss safety culture, among other engagement activities.

In 2022, approximately 30 Fresh Eyes visits were conducted in all regions to further advance our safety culture integration plan and ensure meaningful progress forward. During these engagement opportunities, global EHS team members assisted identified safety-focused sites with prioritization efforts and shared appropriate expertise to reinforce our collaborative safety commitment.

As part of this safety culture advancement strategy, during the year we assessed the existing culture of 12 selected operating locations across all business units based on their safety performance. Global EHS team members joined the assessments, assisting the sites in building their individual internal programs to improve safety culture. The overall results of the safety culture assessment — in combination with the experience of the Fresh Eyes visits and internal audits — will now be used to inform and further build IFF's overall safety culture roadmap, which will serve to move us toward becoming an interdependent organization that is taking ownership and responsibility at all levels. Based on the safety culture roadmap, we will focus in 2023 on enhancing IFF's safety competency through the Site Managers training program in cooperation with Operations.

## GETTING TO THE ROOT CAUSE

In 2022, we continued to deploy and implement our online incident investigation tool to systematically determine root causes of incidents. To date, approximately 150 EHS managers and other internal resources have been trained on this system and actively use their knowledge and expertise to support IFF personnel worldwide with needed guidance to properly report incidents. Among other benefits, the tool allows EHS teams and leaders to analyze data in a consistent manner; more easily determine fixable root causes of human errors and equipment failures; identify leading and lagging trends; and ensure that effective corrective and preventative actions are developed and tracked to completion.

## EHS RECOGNITIONS

We believe an important part of building safety culture at IFF is to recognize a job well done and to motivate and inspire our colleagues to keep up the good work. In 2022, we launched an EHS recognition program for individuals, teams or sites who go above and beyond in exemplifying the value of safety at IFF. Employees were encouraged to submit nominations for candidates demonstrating the true essence of IFF's safety culture, such as reflecting creative approaches to implementing corporate EHS initiatives; identifying and reducing process hazards; or motivating and engaging colleagues in new ways. In 2022, a total of 12 winners from around the world were selected for a variety of innovative reasons, such as designing an original board game to quiz employees on workplace safety and spur safety-focused discussions; designing a locally relevant policy rollout, including training and responses to frequently asked questions; and launching a hand safety initiative to help remind newly hired team members to work safely.

<sup>23</sup> Our approach for reporting EHS incidents and the criteria we use for corporate tracking is based on U.S. Occupational Safety and Health Administration (OSHA) standards.

<sup>24</sup> The MOC policy implementation in 2022 was a joint effort between EHS, Quality, Manufacturing Technology and Global Regulatory Affairs.

## EHS PERFORMANCE

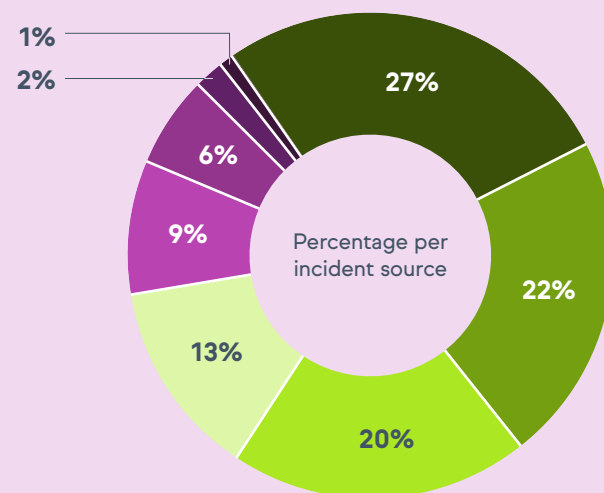
IFF's safety performance has continued to improve over time as we have expanded critical safety best practices across all sites globally. A new baseline for safety performance results was created in 2021 for the combined company, and in 2022, we saw a significant improvement against the prior baseline year. IFF's Total Recordable Incident Rate (TRIR) was 0.481 (a 24% decrease from 2021) and our Lost Time Incident Rate (LTIR) was 0.155 (a 35% decrease from 2021).

These improvements correlate with the implementation of our Global Incident Management Policy; a strengthening of EHS culture, including increased engagement and interaction with sites around the world; the prioritization of preventative actions during incident investigations; and deploying the necessary expertise to sites when needed.

Despite these positive results, sadly, we had a serious incident during the year resulting in a fatality. One contractor (not working under IFF supervision) lost their life at one of our sites in Latin America while working on a roof.<sup>25</sup> We immediately dispatched a group of regional resources from the EHS global team to ensure the necessary support for the site for several weeks. This included initiating an internal incident investigation to identify root cause and understand all preventative measures to be applied moving forward to avoid this from happening again in the future. In the aftermath of this incident, we issued a global call for action and targeted training session on contractor safety for all IFF locations.

<sup>25</sup> As this contractor was not working under IFF supervision, the incident is not included in our EHS performance data on page 79. However, we believe it is important to identify this unfortunate incident in our disclosures, the steps we took in response and how it is informing our future preventative actions.

### 2022 LOST TIME INCIDENTS



Incident Source	Percentage
Slip/Trip/Fall	27%
Strain	22%
Pinch / Caught Between	20%
Impact	13%
Exposure	9%
Cutting Tool	6%
Sharp Edge	2%
Repetitive Strain	1%

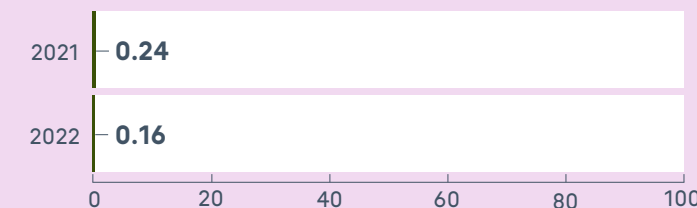
### TOTAL RECORDABLE INCIDENT RATE\*\*^

Per 100 employees and supervised contractors



### LOST TIME INCIDENT RATE\*\*^

Per 100 employees and supervised contractors



\* IFF calculates TRIR and LTIR by estimating hours worked based on the Global HR monthly headcount figures and an assumption of a 40-hour work week, 50 weeks worked per year. Rates are presented per 200,000 hours worked. An injury or illness is classified as a Lost Time Injury (LTI) when the employee is unable to work for one or more days after the injury. For better local alignment with OSHA, differences in the prescription of medical leave are considered. The determination is decided by the medical lead or nurse, in collaboration with the regional safety lead.

^ COVID-19 cases (as defined by OSHA) were tracked and evaluated for work-relatedness separately according to OSHA guidelines and/or country requirements. In 2022, two COVID-19 cases were determined to be work-related.



## PROCESS SAFETY

We continued to expand our focus on process safety during 2022, developing a unified Process Safety Management Program to manage our process safety-related risks, including standardized tools and risk reduction methods. We have integrated the American Petroleum Institute Recommended Practice 754 (Process Safety Performance Indicators for the Refining and Petrochemical Industries) into our internal Global Incident Management Policy. We have also included usage of improved root cause failure analysis on Tier 1 and Tier 2 incidents through our online incident investigation tool. Sharing and learning from these incidents will be enhanced using common tools and strengthened networks that are currently being implemented. Looking ahead to 2023 and beyond, the Process Safety Management Program will be deployed to sites based on risk and applicability.

## ZERO AWARDS

In 2022, more than 150 IFF sites (or approximately 70%) were recognized for the significant achievement of finishing the full year with zero accidents or incidents. These sites were recognized by the EHS Center of Excellence with a “Zero Award,” meaning that they had:

- Zero employee recordable injuries
- Zero contractor recordable injuries
- Zero major (defined internally as “Level 1 and 2”) incidents

IFF’s safety award programs are carefully tailored to avoid stifling communications regarding safety-incidents, and all employees are encouraged and expected to escalate their concerns on these matters.



In 2022, IFF’s Pharma manufacturing site based in Rayong, Thailand reached the incredible milestone of having 10 years without a recorded injury or incident.

## Looking ahead

We will continue to improve our EHS program and safety journey in 2023 and beyond. This will include deploying and integrating the next wave of our EHS and process safety-related policies, expanding training and tools to more employees and continuing to embed the new IFF safety culture across the organization in a consistent and cohesive way. As a next step on training for incident management, we will launch an additional online Global Incident Management Policy overview training for all employees through IFF’s integrated learning solutions platform.





ESG+

# Transparency & Accountability

**WE STRIVE TO ALWAYS DELIVER  
ON OUR PROMISES.**

Transparently disclosing our progress and holding ourselves accountable to continuous improvement

At IFF, we are committed to comply with all applicable laws, hold ourselves and our partners to the highest ethical standards and act as responsible global citizens, both individually and collectively.

We are proud of what our Company stands for, the relationships we have established and the trust we have built with our stakeholders. We strive to adhere to the highest ethical standards, committing to transparency and to holding our leaders accountable. To maintain our stakeholder relationships and our strong reputation, we have a robust corporate governance program designed to ensure compliance with our [Code of Conduct](#), related Company policies, and all applicable laws and regulations, as outlined in our [governance documents and charters](#).



## STRATEGIC FOCUS AREAS

Through our governance programs and disclosures, we work to build and maintain trust among and create value for our stakeholders, including shareholders.

Our commitment to Transparency & Accountability balances four focus areas:

- Upholding the processes, policies and structures that comprise our commitment to **corporate governance**
- Guiding our ethical and moral conduct through **business ethics and compliance** programs and initiatives
- Embodying a culture of ownership and prioritizing **product safety and quality**
- Protecting our systems and networks from potential breaches or attacks through our **information security** program

## BUILDING OUR FUTURE: CONDUCTING OUR BUSINESS WITH INTEGRITY

In 2022, we worked to build the teams, processes and systems to ensure we can deliver on our Do More Good Plan through 2030. In line with our Code of Conduct, we are committed to upholding the highest standards of ethics, honesty and integrity. We strive to create an environment where employees love coming to work each day — to a place that is committed, without exception, to diversity and inclusion, respect, accountability and doing what’s right.

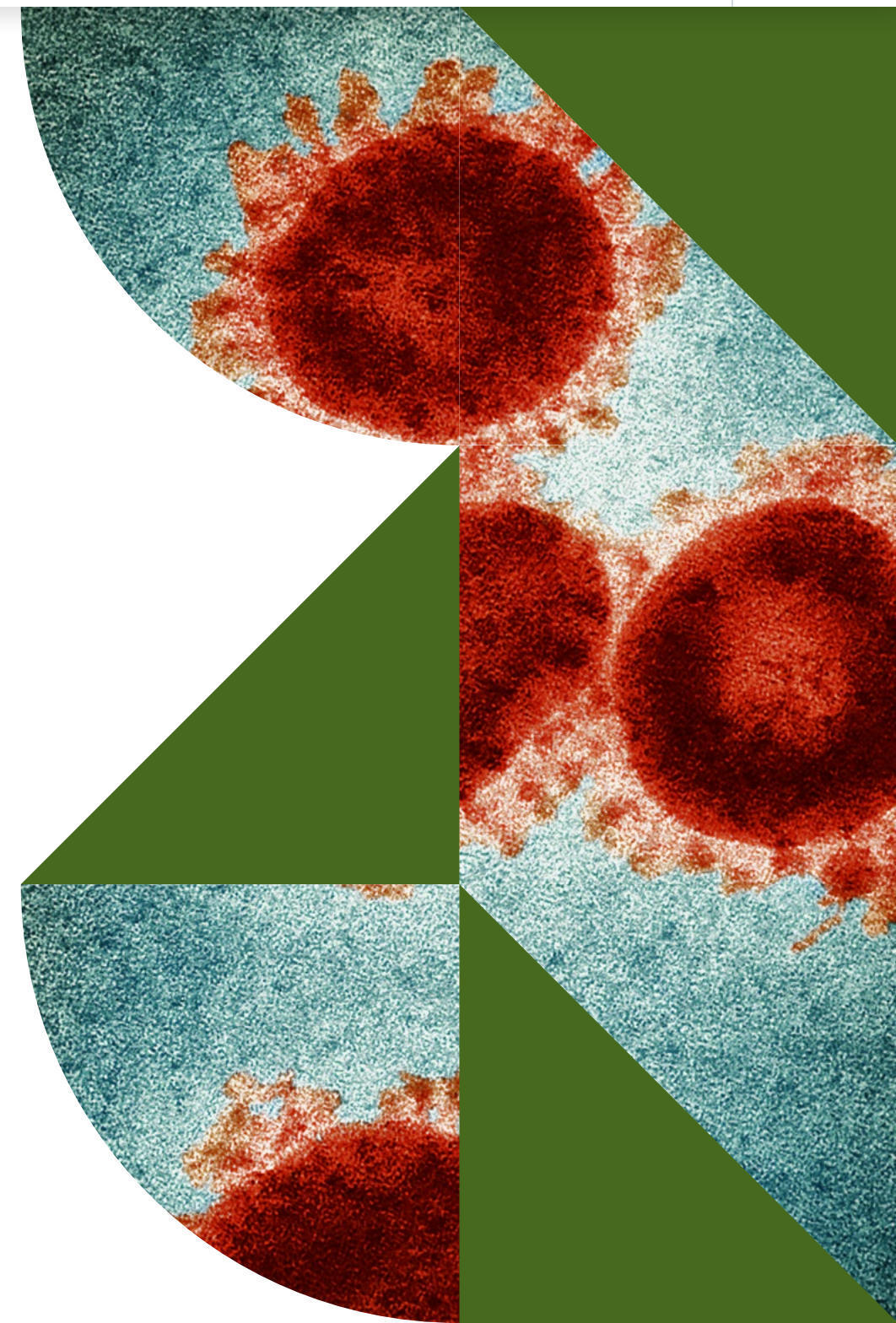
## 2022 HIGHLIGHTS

- ESG metrics for GHG emissions and DEI tied to executive compensation
- **99.8%** Code of Conduct training campaign completion rate
- **Zero** material information security incidents or breaches of personal data

*“As societal attitudes and expectations evolve, so do corporate governance risks and opportunities. I’m proud that in 2022, we took meaningful steps toward strengthening decision-making and incentivizing corporate performance by linking key ESG metrics to executive compensation — aligning with our Do More Good Plan to reduce GHG emissions and create a more inclusive workplace.”*



**JENNIFER JOHNSON**  
EVP, GENERAL COUNSEL AND CORPORATE SECRETARY, IFF





## Goals

To proactively respond to stakeholder expectations and manage risk across our entire organization, we have identified three high-level 2030 governance goals, which are accompanied by internal key performance indicators (KPIs) that support continuous improvement and allow us to track our progress over time.

### Do More Good Plan 2030 Goals (2021 baseline)

### 2022 Progress

Increase transparency of annual ESG disclosures and KPIs in line with stakeholder expectations

- Backed by our ESG materiality assessment, we continued to strengthen our standards-adherent annual disclosures, including in ratings and rankings and third-party validations across multiple platforms.

*Read more about our approach to reporting on [page 93](#).*

Launch ESG metrics tied to executive compensation

- New ESG-linked metrics for greenhouse gas (GHG) emissions reduction and DEI/gender representation impacted ELT 2022 variable compensation by 5%.

*Read more about our commitment to ESG Governance on [page 85](#).*

Expand oversight for ESG governance at the Board of Directors level

- As part of our Do What Matters Most strategy, we introduced a plan to evolve our Board in line with best-in-class governance standards.

*Read more about our commitment to ESG Governance on [page 85](#).*





# Corporate governance

## Approach

### ADVANCING OUR GROWTH & TRANSFORMATION STRATEGY

Corporate governance refers to the management of processes, policies and structures that govern IFF. This includes factors related to Board effectiveness, investor relations and our corporate culture. Our commitment to good corporate governance begins with our **Board of Directors** (“Board”), which represents the interests of the Company’s shareholders and is responsible for overseeing the management of the Company. The Board regularly monitors the development and execution of management’s strategies and the effectiveness of its policies and decisions, including the identification and evaluation of its strengths, weaknesses, opportunities and risks.

IFF’s **Executive Leadership Team** (ELT) is chaired by IFF’s CEO and is comprised of IFF’s most senior leaders. The ELT addresses strategic, operational and financial matters and is the highest approval body before the Board.

During 2022, the leadership team was renewed with a new CEO, Chief Human Resources Officer and Chief of Operations, augmenting our deep experience and industry knowledge with executives with relevant experiences from adjacent industries.

For more information about our governance structure, please refer to the [Governance page](#) on our website, our [Proxy Statement and Notice of 2023 Annual Meeting of Shareholders](#), and our [Corporate Governance Guidelines](#).

## RISK MANAGEMENT

Our Board is actively involved in the oversight of risks that could affect our Company and is responsible for overseeing and reviewing with management the Company’s enterprise-wide risks and the policies and practices established to manage such risks. It is the responsibility of the CEO and other senior management to manage the Company’s day-to-day business risks and its risk management process.

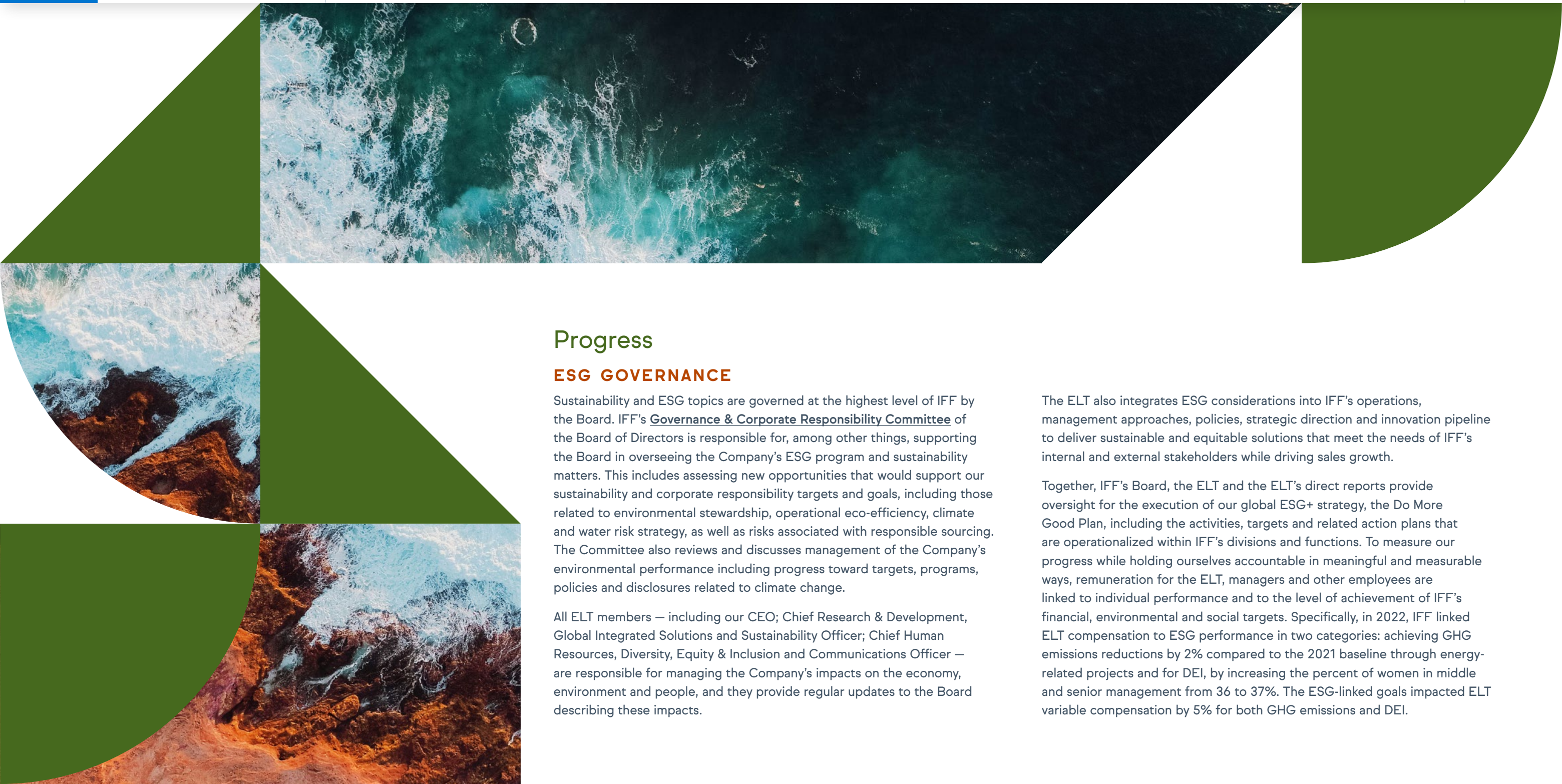
The Board and its committees focus on operational risk, financial risk, regulatory risk, litigation risk, cybersecurity and information security risk,

tax risk, credit risk, liquidity risk, compliance risk as well as our general risk management strategy, and how these risks are being managed. The Board receives updates on the Company’s risk through management’s enterprise risk management (ERM) program report to the Board, which includes management’s approach to mitigating and managing such risks. Each Board committee is responsible for the oversight of risks relevant to its function and regularly reports to the Board.



**Our Board has focused on Board refreshment and succession efforts over the past several years. As of February 2022, the Chairman and Chief Executive Officer roles at IFF were separated. At the end of 2022, we introduced a plan to evolve our Board of Directors in line with best-in-class governance standards. The Board intends to reduce its size from 14 directors as of the end of 2022, to a target size of approximately ten directors by the May 2023 Annual Shareholder Meeting. The Board also intends to evolve its composition by adding outside senior executives with specific management, strategy and operations expertise relevant to IFF’s current profile. The objective of this process is to increase the depth and scope of qualifications and diversity on the Board, and to ensure the right balance of business leadership, industry knowledge and financial acumen in the boardroom.**

<sup>26</sup> These are the current committee names as of the time of the publishing of this report in 2023. During 2022, the committee names were: Audit Committee, Human Capital & Compensation Committee, Nominating & Governance Committee, and Innovation & Sustainability Committee.



## Progress

### ESG GOVERNANCE

Sustainability and ESG topics are governed at the highest level of IFF by the Board. IFF's Governance & Corporate Responsibility Committee of the Board of Directors is responsible for, among other things, supporting the Board in overseeing the Company's ESG program and sustainability matters. This includes assessing new opportunities that would support our sustainability and corporate responsibility targets and goals, including those related to environmental stewardship, operational eco-efficiency, climate and water risk strategy, as well as risks associated with responsible sourcing. The Committee also reviews and discusses management of the Company's environmental performance including progress toward targets, programs, policies and disclosures related to climate change.

All ELT members – including our CEO; Chief Research & Development, Global Integrated Solutions and Sustainability Officer; Chief Human Resources, Diversity, Equity & Inclusion and Communications Officer – are responsible for managing the Company's impacts on the economy, environment and people, and they provide regular updates to the Board describing these impacts.

The ELT also integrates ESG considerations into IFF's operations, management approaches, policies, strategic direction and innovation pipeline to deliver sustainable and equitable solutions that meet the needs of IFF's internal and external stakeholders while driving sales growth.

Together, IFF's Board, the ELT and the ELT's direct reports provide oversight for the execution of our global ESG+ strategy, the Do More Good Plan, including the activities, targets and related action plans that are operationalized within IFF's divisions and functions. To measure our progress while holding ourselves accountable in meaningful and measurable ways, remuneration for the ELT, managers and other employees are linked to individual performance and to the level of achievement of IFF's financial, environmental and social targets. Specifically, in 2022, IFF linked ELT compensation to ESG performance in two categories: achieving GHG emissions reductions by 2% compared to the 2021 baseline through energy-related projects and for DEI, by increasing the percent of women in middle and senior management from 36 to 37%. The ESG-linked goals impacted ELT variable compensation by 5% for both GHG emissions and DEI.



## REGULATORY AFFAIRS & PUBLIC AFFAIRS

IFF's Global Regulatory Affairs (GRA) function monitors and analyzes legislative and regulatory developments that impact IFF. GRA works with business teams to help them understand and comply with government regulations, self-regulatory frameworks and internal corporate policies. Within GRA, IFF's government and public affairs team (Public Affairs) advances IFF's business and reputational priorities with public policy audiences. Public Affairs' advocacy supports responsible innovation, as well as sustainable operations, products and technologies at IFF. The team collaborates internally and externally to address emerging and known risks (e.g., product safety, quality, efficacy and environmental impact) and engages with stakeholders around IFF's approach to responsible innovation and safety. The team's external engagement informs IFF's advocacy, sustainability and ESG objectives and practices.

In the regulatory science space, IFF shares technical information through publications and industry organizations with government authorities to inform policy-making and promote the use of scientific, risk-based approaches to ingredients evaluation. IFF also monitors developments in registration and compliance requirements to inform our R&D innovation processes. During 2022, IFF's engagement increased in several business-critical regulatory files through advocacy via its associations, or directly as IFF. For example, the EU Commission proposal on microplastics with its potential regulatory restrictions and disclosure requirements continued to be significantly debated among stakeholders and is not yet finalized. Our engagement in this process helped inform IFF R&D innovation to develop sustainable fragrance encapsulations that address the biodegradability and solubility of polymers.

## GMOs & CONSUMER PRODUCTS

IFF promotes discussion with our stakeholders (e.g., customers, NGOs, regulators) to facilitate science-based positioning and decision-making on contemporary issues such as ultra-processed food and use of biotechnology for bio-based manufacture of ingredients and materials. In the course of these discussions, IFF provides objective technical information on the

benefits of food processing (such as consumer convenience, longer shelf life and reduced food waste) and the role of our products (e.g., enzymes and food ingredients) in maximizing those benefits. In parallel, we convey substantiated information on the sustainability gains that our downstream customers can make by inclusion of our enzymes from renewable resources in agriculture (such as reduced nitrogen or phosphorous excretion by livestock and poultry), manufacturing processes (such as replacement of hazardous chemicals in textiles processing) or in consumer products (such as enabling cold water laundry detergents). We further provide information to our customers for safe use of our enzyme products, and we lead industry efforts in safety evaluation of food enzymes and ingredients made with microbial biotechnology.

That said, IFF supports the need for transparency in the supply chain and with consumers on the origin of ingredients in food, including the use of biotechnology. IFF's products for use in food do not contain live GMOs, even though we use genetically biotechnology to design engineered microbes (GEMs) to produce enzymes and other ingredients. IFF also sources raw materials from genetically modified commodities such as soybeans for markets and applications where this is accepted, yet our refined products (such as soy protein and lecithin) also do not contain live GMOs. As customer requirements vary, IFF's Ingredients business delivers protein solutions in both GM and Identity Preserved non-GM categories. We also provide technical information to our customers that informs their decision-making regarding their ability to seek third-party GMO certification for consumer foods processed with IFF enzymes or containing IFF ingredients.

**To help ensure the safe use of our IFF ingredients in consumer products, we play active roles in the development of industry policies that impact products with associations such as the International Fragrance Association (IFRA), Personal Care Product Council (PCPC) and the International Organization of the Flavor Industry (IOFI), among others. Learn more about our memberships and associations on [page 95](#).**

## POLITICAL CONTRIBUTIONS

IFF encourages all our employees to be involved in their communities and to be politically and socially active citizens. All political activity on behalf of IFF, including all lobbying activities, must receive prior clearance from Ethics & Compliance or Legal. As outlined in our internal Political Contributions Policy, IFF strictly prohibits direct or indirect contributions by the Company to any political campaign or political organization, as well as the reimbursement of any such contribution made by an employee. IFF does not permit the use of employees' working time or other company resources or assets for these purposes nor does IFF permit employees to post or distribute materials on IFF property or to solicit other employees while working.

# Business ethics & compliance

## Approach

### UPHOLDING THE HIGHEST STANDARDS OF HONESTY AND INTEGRITY

IFF is committed to conducting business with the highest standards of honesty and integrity and in compliance with all applicable laws and regulations, including as they relate to human rights. The values, expectations and practical guidance found within IFF’s [Code of Conduct](#) (“Code”) form the basis of how we expect IFF employees to conduct themselves. Available in 25 languages on the IFF [Policy Center](#), the Code not only summarizes our policies on important topics such as anti-bribery and corruption, workplace safety, protecting confidential information and DE&I, but also includes scenarios about ethical dilemmas that employees may encounter throughout their careers.

Through similar online and live training methods and internal communications channels, we also seek to ensure that employees understand other important compliance topics, including anti-corruption, workplace harassment, reporting concerns, information security, political contributions, international business transactions and use of company assets.

In addition to the Code, all directors are required to comply with the [Code of Conduct for Directors](#) and all officers are required to comply with the [Code of Conduct for Executive Officers](#).

## Progress

### CODE OF CONDUCT

All IFF employees, including our ELT, temporary employees and contractors are responsible for reviewing, understanding and complying with the Code and IFF’s policies and procedures. Employees receive annual awareness training on the Code (via a mix of in-person sessions, online courses and webinars) and other internal communications, such as intranet articles, corporate email alerts and town hall meetings. This mandatory Code training campaign requires each employee to acknowledge receipt of, and adherence to, the Code.

During 2022, we completed updates to our Code training and certification campaign, rolling out two versions – one for the general employee population and one for manufacturing employees who may not have daily access to computers for online training. Through multiple global and local touchpoints, including companywide email reminders and onsite meetings, we are proud to report that we achieved a 99.8% training and acknowledgment completion rate among all employees. We received positive feedback on facilitating classroom training sessions during the Code campaign and making two versions of the 2022 Code Training available, particularly for shop-floor, non-desked manufacturing employees.

In 2022, IFF expanded a network of Ethics Champions to assist with local communications, ethics and compliance campaigns and provide valuable stakeholder input to ensure relevance and understandability. The network includes approximately 160 Champions covering 250 IFF sites.

## ETHICS & COMPLIANCE DISCLOSURE

To help collect and track annual and ongoing certifications and disclosures related to employees’ adherence to the Code and policies, we launched an Ethics and Compliance Disclosure campaign consisting of a mandatory online questionnaire in 11 languages to a targeted group of IFF employees.

In alignment with our updated [Anti-Bribery Policy](#) and internal Conflict of Interest Policy, in 2022 we also released a new Ethics and Compliance Disclosure tool and ongoing Compliance Disclosure process, in which all IFF employees must:

- Disclose actual, potential or perceived conflicts of interest
- Disclose gifts or hospitality – of any amount – to Government Officials; disclosure required within 30 days of giving
- Request pre-approval for gift and hospitality related expenses involving Government Officials over \$25 USD (or local currency equivalent); pre-approval request required at least 14 days prior to the event





## IFF SPEAKUP HOTLINE

An effective compliance program relies on IFF being alerted to potential violations of the Code and the law, or any other issues that might compromise the health and wellbeing of our employees or the reputation of IFF. Anyone (internal or external to IFF, including community members) who has knowledge of potential misconduct, unethical activity or violations of the Code, IFF policies, procedures and/or applicable laws and regulations — or anyone who has knowledge of attempts to conceal such activity — must promptly “SpeakUp” using one of the following channels, as described in our [SpeakUp: Reporting Concerns & Non-Retaliation Policy](#):

- **In-person** to a manager/supervisor or a member of IFF’s Human Resources, Legal or Ethics & Compliance teams
- **Email** to IFF’s Global Ethics & Compliance team at [compliance@iff.com](mailto:compliance@iff.com)
- **Online** using the [iff.com/speakup](http://iff.com/speakup) web-based reporting tool, which is hosted by a third-party service provider and available to employees and business partners worldwide
- **Phone/hotline** using the telephone numbers listed at [iff.com/speakup](http://iff.com/speakup), which permit calls in more than 25 languages, 24 hours a day, 365 days a year

When making a report online, individuals will have the option to request anonymity if allowed under local law. IFF strictly forbids reprisal, retaliation or subsequent discrimination against any person, who, in good faith, raises a concern or reports possible misconduct. IFF takes all reports of potential violations or misconduct seriously and is committed to reviewing and investigating them. Violations of the Code, IFF policies and all applicable laws and regulations — and attempts to conceal violations — may result in disciplinary action up to and including termination of employment.

**In 2022, 254 reports of potential violations of the Code of Conduct were reported, of which 99 were substantiated or partially substantiated.<sup>27</sup> Reports may relate to (amongst other issue types) employee relations issues, the potential misuse of corporate assets and conflicts of interest. The volume of SpeakUp reports confirms the success of our concerted efforts to communicate widely and ensure awareness of all SpeakUp channels and the case management system among employees. In IFF’s 2022 employee sentiment survey, 92% of participants responded “agree” or “strongly agree” to “I know how to report suspected unethical business practices.”**

## HUMAN RIGHTS

Human rights are rights, freedoms and standards of treatment regarded as belonging to all persons. As outlined in our [Global Human Rights Policy](#), IFF respects and supports internationally recognized human rights, and this Policy is guided by the principles found in the [UN Guiding Principles for Business and Human Rights](#), [Universal Declaration of Human Rights](#) and the [International Labor Organization’s Declaration on Fundamental Principles and Rights at Work](#). All IFF personnel, consultants and suppliers must respect and support these standards.

Issues related to human rights are managed by our business units and Human Resources teams, and any potential human rights violations are investigated by the Law department. We release an annual [Slavery and Human Trafficking Statement](#) that provides information on our global human rights due diligence processes. We conduct human rights due diligence by implementing a review and screening of our global direct spend suppliers. Based on our human rights due diligence screening (see Risk Assessment & Prioritization, [page 50](#)), we may require participation in EcoVadis and Sedex. These platforms help drive continuous improvement in the areas of labor standards, health and safety, environmental management and ethical business conduct. We focus our efforts with Sedex on a core set of suppliers that are critical to our business, reviewing the list annually as our supply chain evolves. The Sedex Risk Assessment Tool allows us to prioritize our suppliers for completion of the Sedex Self-Assessment Questionnaire and Sedex Members Ethical Trade Audit (SMETA) 4-pillar audits, which include human rights considerations. In addition to our assessment of our suppliers, 85% of our major manufacturing facilities<sup>28</sup> have undergone SMETA audits.

IFF has suppliers that operate in countries that may have higher human rights-related risks according to The Bureau of International Labor Affairs (ILAB), which maintains a list of goods and their source countries which it has reason to believe are produced by child labor or forced labor in violation of international standards, as required under the Trafficking Victims Protection Reauthorization Act (TVPRA) of 2005 and subsequent reauthorizations. The List of Goods Produced by Child Labor or Forced Labor comprises 78 countries and areas, as of September 28, 2022. For more information on our approach to human rights, please see [page 52](#).

<sup>27</sup> Some substantiated or partially substantiated cases may have been initiated in a prior year.

<sup>28</sup> For ISO 14001 certification, a “major manufacturing facility” is defined by the site’s production volume, which is calculated annually. For waste management, a “major manufacturing facility” is defined as a site that generates more than 100 metric tons of total waste annually.

# Product safety & quality

## Approach

### CELEBRATING OUR CULTURE OF QUALITY

The quality of our products is vital to our success and to that of our customers. Supplying the necessary information for the proper handling of our products helps customers manage environmental, health and safety risks associated with the use of our ingredients and products.

In 2022, we continued to evolve our Quality fundamentals by implementing best practices to strengthen our Quality Management systems, including benchmarking against technologies, trend analyses, reviews of audit results and lessons learned. We also analyzed internal leading and lagging indicators of performance and listened to the voice of both customers and employees. In addition, we continued to harmonize our global quality programs, including driving one consistent Culture of Quality expectation across the organization.

**We promise to never compromise on the safety or quality of any product, as it is our responsibility to protect our employees, customers, consumers, communities and shareholders.**

## Progress

### QUALITY & PRODUCT SAFETY

In alignment with our [Global Quality Policy](#), in 2022 we continued to demonstrate our commitment to excellence to our stakeholders by:

- Being our customers' partner of choice by providing **sustainable products and services that are trusted** and preferred, and which comply with all applicable regulatory and statutory requirements.
- Effectively outlining Quality, Good Manufacturing Practice (GMP), and Food & Product Safety programs to **safeguard our employees, products and facilities**.
- Challenging the status quo to **continuously improve**.
- Maintaining long-term **partnerships with our suppliers**, driving a "first-time-right" culture and sourcing responsibly.

### TRUSTED PRODUCTS & SERVICES

IFF employs quality control testing procedures, which, depending on the product, may include sensory, analytical and microbiological analysis. In cooperation with regulators and our trade associations, we manage a set of policies and procedures to help IFF achieve safety compliance in all countries where we operate. Our regulatory disclosure approach provides our basic framework for responding to product information requests from regulatory agencies while managing confidential business information. Listening to the voice of our customers, we also proactively lead compliance monitoring programs and operate three Product Integrity Analysis Labs globally that have the expertise and capacity to test raw materials at low limits to identify potential contamination or meet new regulations.

We also partner with our customers on implementing the culture of quality and addressing challenges related to product marketing and service labeling. In the event of any related incident, we coordinate directly with our customers and regulatory authorities as needed to resolve the issue. All such incidents result in root cause analysis and corrective action where appropriate. In case of potential health concerns for customers, we also have a procedure in place to voluntarily recall products. Our customers participate in events with our manufacturing sites to discuss their expectations for Quality & Product Safety, including demonstrating the consumer goods in which our products are an ingredient.



**SAFEGUARDING OUR EMPLOYEES, PRODUCTS & FACILITIES**

We conduct a variety of inspections at our operating facilities, including quality audits. Our manufacturing facilities are certified to the standards that are applicable for their specific product types, e.g., the Global Food Safety Initiative (GFSI) for dietary, nutrition and animal feed products, Excipient for Pharma solutions, and ISO 22716 for personal care and cosmetics.

**CONTINUOUSLY IMPROVING**

Through specialized tools, knowledge and experience, we create a workforce environment that embraces continuous improvement. For example, our training and onboarding program (available in 26 languages) for all current and new Operations employees seeks to reinforce one consistent safety, quality, sustainability and integrity message. We leverage this platform to drive harmonization in our Product Safety programs, such as allergen management and regulatory inspections.

By streamlining processes and finding new efficiencies, we increase our customers' satisfaction and further promote a quality culture. Our Culture of Quality program is continuously evolving in all manufacturing locations to reduce high-risk customer complaints and reduce overall risk to the enterprise. The Program also seeks to drive continuous improvement

while fostering a culture of learning and execution, thereby enabling and empowering employees to solve problems and focus on the long-term strategic solutions. Quality Alerts — created to highlight industry product safety events and share key learnings — are shared internally with all Operations employees on a regular basis. Global Quality networking meetings are also opportunities to harmonize best practices, share learnings and address program gaps.

**SUPPLIER MANAGEMENT**

To support IFF's approach to responsible sourcing, we use effective manufacturing quality control techniques to monitor and verify our vendors' ability to deliver products that meet our global material specifications and service requirements. As part of our due diligence and risk management processes, vendors are assessed by our internal qualification committee and audited (which may include testing raw material samples) to ensure all products meet our specifications from both a regulatory and quality perspective. We also maintain a comprehensive risk assessment, scoring and risk-based testing program on our vendors to inform the level of testing we complete on the raw materials we procure. Learn more about IFF's Vendor Quality Risk Management program on [page 50](#).



# Information security

## Approach

### PROTECTING OUR DIGITAL ASSETS & DATA PRIVACY

At IFF, defending our organization against today’s increasing and persistent cyber threats is of utmost importance. Our Chief Information Officer (CIO) is responsible for delivering on the Company’s global information technology (IT) strategy and the digital technology transformation program, as well as overseeing infrastructure, data, application delivery and end-user services. Information Security (InfoSec) is led by the Chief Information Security Officer (CISO), governed by the InfoSec Steering Committee (comprised of representatives from all business units and corporate functions) and the InfoSec Governance Review Board (or GRB, comprised of the IT leadership team), and aligned to the U.S. NIST and ISO27001 Cybersecurity Frameworks. InfoSec’s mission is to design, implement and maintain a program that protects the confidentiality, integrity and availability of IFF data. The CIO and CISO provide at least annual updates on InfoSec initiatives to the full Board and quarterly updates to the Audit Committee. Two members of our Board and Audit Committee have experience in Cybersecurity.

In 2022, we increased our level of engagement with the Executive Leadership Team (ELT) and the Board’s Audit Committee through quarterly updates on controls/incidents and special briefings (e.g., IFF Incident Response Plan). We also matured our monthly InfoSec GRB and bimonthly InfoSec Steering Committee through deeper discussions on upcoming controls and program assessments. The increased communication allows us to better understand the impact of new InfoSec policies, capabilities and controls prior to release/implementation, so we can better tailor them to international regulations, as well as better understand our risk profile and user needs.

## Progress

### INFOSEC AWARENESS & TRAINING

InfoSec is a shared responsibility, and to best protect our network, computers and data from threats, we rely on our employees to be our first line of defense by understanding our policies and completing all required training. Through our InfoSec Awareness & Training Program, we aim to strengthen employee awareness through regular communication, including monthly newsletters, advisories, events, phishing campaigns and companywide emails on best practices translated into 26 languages. In 2022, we refreshed our InfoSec intranet page to keep employees informed of important information and to allow them to quickly find all InfoSec information in one location. During the year, we refreshed 24 internal policies, also available to all employees through the InfoSec intranet page, to further reinforce our governance structures. We also relaunched the InfoSec newsletter on the intranet to help employees easily incorporate InfoSec best practices into their workflow.

All users are also required to annually complete mandatory web-based training on topics including InfoSec essentials, phishing threats and mobile devices security. In October 2022, in conjunction with Cybersecurity Awareness Month, we launched our annual Global InfoSec Awareness Training for employees, covering key concepts and skills necessary to identify and avoid Cybersecurity threats and risky behaviors. The Training also included acknowledgment of the IFF Acceptable Use Policy, which outlines the appropriate, responsible and acceptable use of IFF Systems and Data.

## PHISHING CAMPAIGN

On the surface, phishing emails seem legitimate, but clicking a link could send users to dangerous websites and expose systems to ransomware, malware or another Cybersecurity threat. During 2022, we rolled out a Suspicious Email button for employees, accessible via our email platform and mobile apps, to make it easier to report suspicious emails. In conjunction with this feature, we also began sending bimonthly simulated phishing emails to employees with the goal of increasing the number of users who report the email and decrease the number of users who click the link in the email. By the end of the year, we saw a 14% improvement in the number of people who reported, and a 15% decrease in the number of people who clicked, showing increased awareness in how to report suspicious emails.





## VENDOR EXPECTATIONS

In alignment with our [Vendor Code of Conduct](#), we expect the third-parties we engage with to protect IFF's and our customers' confidential information and personal data. Vendors that access, store, host or process confidential information and/or personal data are asked to complete our standard risk assessment and may be subject to an audit. We regularly conduct third-party vendor risk assessment questionnaires to identify and decrease potential IFF business uncertainties related to hiring vendors for IT products and services.



**In 2022, we did not experience any material<sup>29</sup> information security incidents or breaches of personal data. All IFF personnel must immediately report a suspected or confirmed InfoSec incident or personal data breach to [InfoSec@iff.com](mailto:InfoSec@iff.com). Users may also report concerns or violations at <http://iff.com/speakup> to initiate an investigation of alleged misconduct in accordance with our internal procedures.**

## INFOSEC RISK MANAGEMENT

In accordance with our internal **InfoSec Compliance & Audit Policy**, IFF's InfoSec, Enterprise Risk Management and Internal Audit teams periodically conduct risk assessments to evaluate and assess the severity and likelihood of potential incidents, as well as audit IFF systems for compliance with applicable policies and controls. We participate in external audits of our control procedures, policies and compliance mechanisms to ensure their effectiveness and confirm adherence. InfoSec reviews all audit results and findings with auditors, tracks findings to ensure prompt resolutions or mitigating controls and regularly reports remediation status to management until each finding is closed. We also annually recertify compliance with the Sarbanes-Oxley Act, governed by the U.S. Securities and Exchange Commission, to improve the accuracy of corporate disclosures and to protect shareholders and the general public from accounting errors and fraudulent practices in enterprises.

## DATA PRIVACY

IFF is committed to protecting the privacy of the personal data of our employees, customers and any other parties with whom we have a business relationship and from whom we collect personal data. IFF's Global Privacy Compliance Program, overseen by our Chief Privacy Officer, ensures compliance with applicable privacy and data protection laws in the countries in which we do business. This Program includes privacy notices to individuals whose data is processed by IFF, employee privacy policies and training, processes for regulatory compliance, and data protection agreements with third parties that process personal data on IFF's behalf. We also keep abreast of and review pending global privacy laws on an ongoing basis.

We have multiple InfoSec tools in place to deter threat actors, block malicious/phishing emails and avoid IT system interruptions. This includes implementation of measures designed to protect the personal data in our possession of employees, customers and third parties with whom we do business from unauthorized access and disclosure, such as firewalls, secure remote access tools, unique and complex passwords, encryption, endpoint security and email security.

## INCIDENT MANAGEMENT

An InfoSec incident is an event that is suspected to have an adverse effect on IFF systems, IFF personnel or IFF data, such as attempted or successful unauthorized access, use, disclosure, modification or destruction of IFF Data, or interference with IFF systems and/or operations. A personal data breach is an event that is suspected to have resulted in unauthorized access to, and/or acquisition, disclosure, loss or theft of personal data of employees, customers, vendors and other third parties with whom IFF does business. Both an InfoSec incident and a personal data breach may be the result of unauthorized, malicious or illegal activity, but may also result from human error or accidents caused by IFF personnel, business partners, service providers or malicious actors.

While we have not experienced a material InfoSec incident or breach over the last three years, in the event of an incident or breach, we would follow our comprehensive InfoSec Incident Response Plan, which provides guidance for detecting, containing, eradicating and recovering from potential incidents. As outlined in our internal **InfoSec Incident Management Policy**, we review and update the InfoSec Incident Response Plan annually to incorporate lessons learned and to affirm the Plan's continued overall effectiveness. As part of this approach, we maintain Cybersecurity insurance and regularly evaluate the effectiveness of our systems and test them by conducting vulnerability analyses and InfoSec tabletop exercises.

In the event of an unplanned incident that may take critical IFF systems offline, our business continuity and disaster recovery procedures outline how we will continue to operate during a disruption in service. Our internal **InfoSec Resiliency Policy** reinforces this approach by helping to ensure that IFF's critical business processes and support systems will continue to function within an acceptable timeframe following an unplanned business process failure.

<sup>29</sup> Material Information security incidents are determined according to IFF's internal definitions and procedures.

# About this report

The content of this report is based on our Do More Good Plan, including our 2030 ESG+ goals and our 2021 materiality assessment. This report was developed through an in-depth consultation process with relevant subject matter experts across the IFF organization. The report was then reviewed by senior managers from each business function with feedback incorporated. The CEO, who also serves on the Board of Directors, is responsible for reviewing and approving our Do More Good Report, including our material topics, and the Executive Leadership Team also reviews and approves this report prior to its publication.

This report should be read in conjunction with our [2022 Annual Report](#) and [2023 Proxy Statement](#) available at [ir.iff.com](http://ir.iff.com). IFF has annually issued a standards-adherent sustainability report since our first reporting year in 2010. Previous years' sustainability / ESG+ reports and data are available in our Report Library at [iff.com/responsibilities](http://iff.com/responsibilities).

## Reporting scope

The scope of this 2022 Do More Good Report covers January 1, 2022, to December 31, 2022, and includes facilities owned and operated by IFF, as well as all entities included in IFF's 2022 consolidated financial statements.

In recent years, we have acquired or merged with several companies. Most recently, on February 1, 2021, pursuant to an Agreement and Plan of Merger with DuPont de Nemours, Inc. ("DuPont"), a wholly owned subsidiary of IFF merged with and into Nutrition & Biosciences, Inc. ("N&B"), a subsidiary of DuPont holding its Nutrition and Biosciences division.

Consistent with best practices and applicable framework guidelines for ESG reporting, we have historically included the performance data of merged or acquired entities in our reporting boundary for the first full year of operation following the merger or acquisition.<sup>28</sup> The scope of this 2022 Do More Good Report includes N&B unless stated otherwise and the analysis of our combined company footprint has informed the development of our new 2021 baseline as the basis for our future performance reporting.

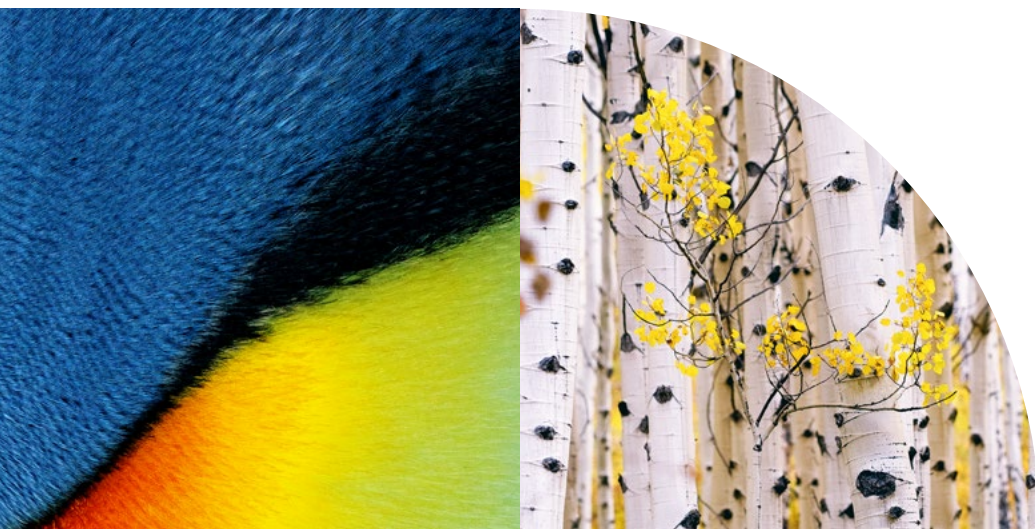
Acquisition / Merger	Year Acquired	Data Inclusion in 2022 Do More Good Report
Frutarom	2018	Yes
DuPont N&B	2021	Yes
Health Wright Products	2022	Environmental and Safety data: No, unless specified.  Workforce data: Yes, unless specified.

## Standards and basis of calculations of environmental data

IFF's GHG emissions are calculated according to the [Greenhouse Gas Protocol](#). This ESG Report includes all Scope 1 and Scope 2 emissions (for which we target less than 5% data estimation), and for Scope 3, we include six of the 15 Greenhouse Gas Protocol categories that are supported by actual spend data and activity data: Category 1 – Purchased goods and services; Category 2 – Capital goods; Category 3 – Fuel- and energy-related activities; Category 4 – Upstream transportation and distribution; Category 5 – Waste generated in operations; and Category 6 – Business travel (see [Performance Data, page 100](#)).<sup>29</sup> IFF has determined that four additional Scope 3 categories out of the 15 are also relevant (Category 7 – Employee commuting; Category 9 – Downstream transportation and distribution; Category 10 – Processing of sold products; and Category 12 – End-of-life treatment of sold products). These additional four categories are based on estimates and not included in this Report but are reflected as estimates in our annual [CDP Climate Change Questionnaire](#). IFF reports environmental data for all manufacturing sites under the company's operational control, and for non-operational sites with an employee headcount that is equal to or greater than 20 employees.

<sup>28</sup> With respect to financial reporting, we include the results of the acquired entity from the day we acquire the company.

<sup>29</sup> Scope 3 Categories 1, 2, and 4 are calculated off actual spend by category; Categories 3 and 5 are calculated from source activity data; and Category 6 is calculated from data provided by travel agent data. For Scope 3 spend-based calculations, EPA EEIO factors that include related transportation and distribution margins are used.





The organizational boundaries for this report align with the Operational Control approach outlined in the GHG Protocol. Following Scope 1 Guidance for Direct Emissions, we use appropriate emission factors such as the Intergovernmental Panel on Climate Change (IPCC) 2006 Guidelines for National Greenhouse Gas Inventories and the U.S. Environmental Protection Agency (EPA) Fugitive Emissions Guidance. For electricity (Scope 2 emissions), we follow generally accepted factors such as the EPA's 2022 eGrid Subregion emission factors and the latest International Energy Agency emission factors, as well as verified supplier specific emission factors. Emission factors for purchased steam are specific for each site and are provided by the suppliers.

Emissions for process-derived fuels are specific to each site and are calculated by mass balance based on product mix. The emissions calculations include GHGs covered by the Kyoto Protocol — carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs) and sulfur hexafluoride (SF<sub>6</sub>) — and are reported as CO<sub>2</sub> equivalents (CO<sub>2</sub>e).

We use the global warming potentials provided in the IPCC's Sixth Assessment Report, where available. We report both market-based and location-based emissions data in this Do More Good Report, which follow the methodologies provided in the Scope 2 Guidance of the GHG Protocol. Market-based emissions use supplier-specific emission factors and include renewable energy credits.

## Disclosure frameworks

To assist stakeholders in understanding and benchmarking our performance, we annually prepare our Do More Good Report in accordance with three credible and widely recognized disclosure frameworks.

- **GRI:** The Global Reporting Initiative is an independent standards organization that helps businesses understand and communicate their economic, environmental, and social impacts related to business performance. Our 2022 Do More Good Report was prepared in accordance with the revised Universal Standards, launched in October 2021, which aim to set a new global benchmark for sustainability reporting. We have aligned with the GRI to guide our ESG disclosures annually since our first sustainability report was released in 2010.
- **SASB:** The Sustainability Accounting Standards Board is an independent, nonprofit organization with a mission to develop and disseminate sustainability accounting standards that help public corporations disclose material, decision-useful information to investors. For the third consecutive year, we have included in this report a disclosure for the Chemicals industry, specifically the Resource Transformation sector.
- **TCFD:** The Financial Stability Board's Task Force on Climate-related Financial Disclosures is a set of recommendations developed to inform investment, credit, and insurance underwriting decisions, as well as enable stakeholders to better understand the financial system's exposures to climate-related financial risks. For the second consecutive year, we have prepared a disclosure in alignment with the guidance and recommendations of TCFD.

Additionally, since 2015, IFF has been a formal signatory of the UNGC, a strategic policy initiative for companies committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labor, environment, and anti-corruption. Our 2022 Do More Good Report serves as our annually required Communication on Progress and provides an overview of our commitments to sustainable and socially responsible policies in these areas. For more on IFF's UNGC membership, please visit <https://www.unglobalcompact.org>.

## External assurance

We retained ERM CVS to conduct a third-party assurance of our 2022 Do More Good Report. Specifically, they assessed whether the report presents a complete and balanced presentation of IFF's sustainability activities and performance in accordance with the GRI Standards, and whether the 2022 information and data for specified indicators are fairly presented in accordance with the reporting criteria. ERM CVS does not verify general market-related claims that are not linked to IFF's ESG performance. Select environmental indicators for North America, covering sites in the United States and Canada, were reasonably assured in 2022. This includes Scope 1 GHG emissions (489,928 metric tons CO<sub>2</sub>e), and Scope 2 location-based (LB) and market-based (MB) emissions (LB: 493,815 metric tons CO<sub>2</sub>e; MB: 474,670 metric tons CO<sub>2</sub>e). This also includes direct energy (2,691,893 MWh), indirect energy (1,391,774 MWh) and total energy consumption (4,083,667 MWh). IFF's EVP, Chief R&D, Integrated Solutions and Sustainability Officer oversees the Company's external assurance process for this report.

ERM CVS conducted four onsite and four virtual facility visits, as well as additional virtual headquarters visits to interview subject matter experts and review data systems. Additional documentation to support corporate claims and operational data was provided as needed to inform the process.

For more information on the assurance standards used, the level of assurance obtained, and the assurance process, please see the ERM CVS Assurance Statement at the end of this report, which details the scope, activities and conclusions of their engagement.

### EDITORIAL TEAM

Global Sustainability  
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Public Relations & Corporate Communications  
[media.request@iff.com](mailto:media.request@iff.com)

Investor Relations  
[investor.relations@iff.com](mailto:investor.relations@iff.com)

Strategic Advisory, Project Management & Report Design  
[thinkPARALLAX](http://thinkPARALLAX)

# External initiatives, memberships & associations

[Alternative Fuels & Chemicals Coalition \(AFCC\)](#)

[American Chemical Council](#)

[American Cleaning Institute \(ACI\)](#)

Board of Directors

[Animal-Free Safety Assessment Collaboration \(AFSA\)](#)

[Animal Nutrition Association of Canada](#)

[Associação Brasileira da Indústria e Comércio de Ingredientes e Aditivos para Alimentos \(ABIAM\)](#)

[Associação Brasileira de Biotecnologia Industrial \(ABBI\)](#)

[Association for Chemoreception Sciences \(AChemS\)](#)

[Association of Manufacturers and Formulators of Enzyme Products \(AMFEP\)](#)

Executive Committee, Treasurer

[Bio-based Industries Consortium \(BIC\)](#)

[Chinese Institute of Food Science and Technology \(CIFST\)](#)

[Cosmetic Executive Women](#)

Board of Governors

[Cosmetics Europe](#)

[Cosmetic Valley](#)

[Delaware State Chamber of Commerce](#)

[Distillers Grains Technology Council \(DGTC\)](#)

[Enzyme Technical Association \(ETA\)](#)

Executive Committee, Treasurer

[EU Association of Specialty Feed Ingredients and their Mixtures \(FEFANA\)](#)

[European Association for Bioindustries \(EuropaBio\)](#)

[European Bioplastics \(EUBP\)](#)

[European Chemical Industry Council \(Cefic\)](#)

[European Federation for Cosmetic Ingredients \(EFfCI\)](#)

[European Food Emulsifiers Manufacturers Association \(EFEMA\)](#)



<u>European Food &amp; Feed Cultures Association (EFFCA)</u>	
<u>European Organization of Cosmetic Ingredients Industries and Services (UNITIS)</u>	Board of Directors, Treasurer
<u>European Primary Food Processing Industry (PFP)</u>	Board of Directors, PFP President
<u>European Renewable Ethanol Association (ePURE)</u>	
<u>European Vegetable Protein Association (Euvepro)</u>	Board of Directors
<u>EU Specialty Food Ingredients (EUSFI)</u>	
<u>Feed Ingredient &amp; Premix of Asia (FIPAA)</u>	Board of Directors
<u>FEEDLATINA</u>	
<u>FoodDrinkEurope</u>	Board of Directors
<u>Flavor and Extract Manufacturers Association of the United States (FEMA)</u>	
<u>The Fragrance Foundation</u>	Board of Directors
<u>Fragrance Creators Association</u>	
<u>Fuels America</u>	
<u>Growth Energy</u>	
<u>Household &amp; Commercial Products Association (HCPA)</u>	Board of Directors
<u>Institute for the Advancement of Food and Nutrition (IAFNS)</u>	
<u>International Association for Soaps, Detergents and Maintenance Products (A.I.S.E.)</u>	
<u>International Collaboration on Cosmetic Safety</u>	Board Member
<u>International Federation of Essential Oils and Aroma Trades (EFEO)</u>	
<u>International Food Additives Council (IFAC)</u>	
<u>International Food Information Council (IFIC)</u>	Board of Directors
<u>International Fragrance Association (IFRA)</u>	
<u>International Humane Society (HSI)</u>	
<u>International Organization of the Flavor Industry (IOFI)</u>	Board of Directors
<u>International Pharmaceutical Excipients Council (IPEC)</u>	Executive Committee, Past Chair
<u>International Probiotics Association (IPA)</u>	Vice President, Executive Board of Directors

[International Special Dietary Foods Industries \(ISDI\)](#)

[Marinalg International](#)

Board of Directors

[Monell Chemical Senses Center](#)

[Natural Products Association \(NPA\)](#)

Board of Directors

[Personal Care Products Council \(PCPC\)](#)

Board of Directors

[Pharmabiotic Research Institute \(PRI\)](#)

[Renewable Carbon Initiative \(RCI\)](#)

[Renewable Fuels Association \(RFA\)](#)

[Research Institute for Fragrance Materials \(RIFM\)](#)

Board of Directors, Chairman

[Self-Care Association of South Africa](#)

[The Society of Flavor Chemists](#)

[Soy Nutrition Institute Global \(SNIG\)](#)

Board of Directors, President

[Supplement Safety & Compliance Initiative \(SSCI\)](#)

**WE ALSO ENGAGE IN THE FOLLOWING ESG-RELATED ORGANIZATIONS AND PARTNERSHIPS:**

[Disability:IN Inclusion Works](#)

[ECOCERT](#)

ECOCERT Programs Committee

[EcoVadis](#)

[Economic Dividends for Gender Equality \(EDGE\)](#)

[FELGBTI+ \(La Federación Estatal de Lesbianas, Gais, Trans, Bisexuales, Intersexuales y más\)](#)

[Friends of Champions 12.3 network](#)

[GlobalSeaweedSTAR](#)

Advisory Board

[National Association of Corporate Directors](#)

[North American Sustainable Palm Oil Network \(NASPON\)](#)

[Rainforest Alliance](#)

[Roundtable on Sustainable Palm Oil \(RSPO\)](#)

[Roundtable on Sustainable Biomaterials \(RSB\)](#)





[Round Table on Responsible Soy Association \(RTRS\)](#)

[Sedex](#)

[Society for Corporate Governance](#)

[Together for Sustainability](#)

[Union for Ethical BioTrade<sup>30</sup> \(UEBT\)](#)

[United Nations Global Compact and Global Compact Network USA](#)

[Upcycled Food Association<sup>31</sup>](#)

[Workplace Pride](#)

[World Business Council for Sustainable Development \(WBCSD\)](#)

**WE SUPPORT THE FOLLOWING ESG INITIATIVES:**

[Business for Nature](#)

[CEO Action for Diversity & Inclusion™](#)

[CDP](#)

[Declaration of Amsterdam](#)

[Disability:IN's CEO Letter on Disability Inclusion](#)

[Human Rights Campaign's Business Coalition for the Passage of the Equality Act](#)

[Human Rights Campaign's Business Statement on Anti-LGBTQ State Legislation](#)

[RE100 Climate Group](#)

[Science Based Targets](#)

[Seaweed Manifesto](#)

[The Valuable 500](#)

[U.N. Business Ambition for 1.5°C: Our Only Future pledge](#)

[U.N. Global LGBTI Standards of Conduct for Business](#)

[U.N. Women's Empowerment Principles](#)

[We Are Still In](#)

<sup>30</sup> LMR Naturals by IFF; Southern Cross Botanicals, a division of Lucas Meyer Cosmetics by IFF (LMC); and IBR, a division of LMC

<sup>31</sup> Associate Member

# Stakeholder engagement

IFF is committed to engaging with our stakeholders to understand their expectations of us. We use their feedback to inform our strategies and to proactively respond with solutions that continue to create value for all.

Stakeholder Group	Examples of How We Engage	Examples of Key Topics and Concerns Raised in 2021	Learn More
<b>Communities</b>	<ul style="list-style-type: none"> <li>• Volunteer and charitable activities that are organized, hosted and implemented locally by sites around the world</li> <li>• Initiatives through our Responsible Sourcing program to support the sustainable development of communities where our ingredients are grown</li> </ul>	Environmental responsibility; Health, wellness and educational opportunities; income diversification; guidance on sustainable agriculture and ecosystem health.	<a href="#">Community &amp; biodiversity programs, page 59</a>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Industry events, expos, meetings, roundtables or presentations</li> <li>• Partnerships and joint projects, including accompanying communications (e.g., press releases and social media)</li> <li>• Questionnaires, surveys or sustainability performance reviews on environmental and social performance</li> </ul>	Product-related carbon footprinting / life cycle assessment; Environmental sustainability and GHG emissions; Responsible sourcing, supply chain transparency, ingredient traceability and human rights; Product responsibility and safety, quality & labeling (e.g., GMOs).	<a href="#">Customer engagement, page 25</a>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Regular communications, including emails, newsletters, videos, town halls, the intranet, CEO blog and social media</li> <li>• Employee engagement campaigns, surveys, webinars e-learning courses and trainings</li> </ul>	Culture and values; career development and workplace benefits; diversity, equity & inclusion; safety, health and wellbeing.	<a href="#">Equity &amp; Wellbeing, page 62</a>
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Regulatory filings, disclosures and press releases</li> <li>• Quarterly meetings and conference calls to maintain an open dialogue on our strategies, performance, matters of corporate governance and executive compensation</li> </ul>	Expanded ESG disclosures on value creation, performance metrics and long-term strategy for topics such as the transition to a net zero economy and talent management, including expanding diversity, equity & inclusion	<a href="#">Transparency &amp; Accountability, page 81</a>
<b>Governmental and non-governmental organizations</b>	<ul style="list-style-type: none"> <li>• Participation in trade associations, industry groups and multilateral organizations that amplify the business voice and represent industry interests</li> <li>• Interaction and advocacy with governmental agencies and legislators to ensure clear understanding of business needs, inform regulatory decisions and align on policy interpretation</li> </ul>	Business ambitions for contributing to the UN SDGs; commitment to human rights; product labeling and substance registrations; benefits and safety of our products, e.g., shaping approval pathways for novel products made with new technologies such as modern biotechnology	<a href="#">Regulatory Affairs &amp; Public Affairs, page 86</a>  <a href="#">External Initiatives, Memberships &amp; Associations, page 95</a>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Questionnaires, audits or disclosures via third-party platforms to assess supplier performance</li> <li>• Participation in joint initiatives and global networks to support the sustainability performance of industry supply chains</li> <li>• Outreach, such as training/guidance, audits or questionnaires</li> <li>• Collaborative partnerships and shared value programs to strengthen local communities and supply chains</li> </ul>	Promoting regenerative ecosystems and achieving zero deforestation for strategic raw material supply chains; tracking and reporting GHG emissions; managing supply chain disruptions or restrictions	<a href="#">Responsible Sourcing, page 47</a>



# Performance data

## ENVIRONMENTAL DATA

	Units	2021	2022
<b>SCOPE 1 AND SCOPE 2 GREENHOUSE GAS (GHG) EMISSIONS</b>			
<b>Direct emissions (Scope 1)</b>	Metric Tons CO <sub>2</sub> e	889,095	828,178
CO <sub>2</sub>	Metric Tons CO <sub>2</sub> e	869,593	811,050
CH <sub>4</sub>	Metric Tons CO <sub>2</sub> e	846	816
N <sub>2</sub> O	Metric Tons CO <sub>2</sub> e	2,074	2,028
Refrigerants	Metric Tons CO <sub>2</sub> e	16,582	14,285
<b>Operated direct emissions (Scope 1) by source</b>			
Fuel combustion	%	98.1%	98.3%
Other	%	1.9%	1.7%
<b>Operated indirect emissions (market-based Scope 2)</b>	Metric Tons CO <sub>2</sub> e	1,023,016	961,357
CO <sub>2</sub>	Metric Tons CO <sub>2</sub> e	1,020,584	959,174
CH <sub>4</sub>	Metric Tons CO <sub>2</sub> e	996	862
N <sub>2</sub> O	Metric Tons CO <sub>2</sub> e	1,436	1,320
<b>Operated indirect emissions (location-based Scope 2)</b>	Metric Tons CO <sub>2</sub> e	969,798	894,118
CO <sub>2</sub>	Metric Tons CO <sub>2</sub> e	964,547	889,198
CH <sub>4</sub>	Metric Tons CO <sub>2</sub> e	2,076	1,946
N <sub>2</sub> O	Metric Tons CO <sub>2</sub> e	3,175	2,974

**ENVIRONMENTAL DATA** (continued)

	Units	2021	2022
<b>SCOPE 3 GHG EMISSIONS</b>			
Indirect emissions (Scope 3)	Metric Tons CO <sub>2</sub> e	7,643,948*	8,516,583
Employee business air travel	Metric Tons CO <sub>2</sub> e	2,398*	3,283
Purchased goods and services	Metric Tons CO <sub>2</sub> e	6,456,862	6,894,125
Capital goods	Metric Tons CO <sub>2</sub> e	44,999^	94,769
Fuel-and-energy-related activities (not included in Scope 1 or 2)	Metric Tons CO <sub>2</sub> e	438,817	463,037
Upstream transportation and distribution	Metric Tons CO <sub>2</sub> e	513,630	769,409
Waste generated in operations	Metric Tons CO <sub>2</sub> e	187,242	291,960
<b>BIOGENIC CO<sub>2</sub> EMISSIONS</b>			
CO <sub>2</sub> emissions from biomass burned on-site	Metric Tons CO <sub>2</sub> e	192,946	182,637
<b>HYDROCHLOROFLUOROCARBON (HCFC) EMISSIONS</b>			
HCFC emissions from refrigerants used on-site	Metric Tons CO <sub>2</sub> e	2,437	1,652
<b>AIR EMISSIONS (EXCLUDES GHGS)<sup>^^</sup></b>			
Volatile organic compounds (VOCs)	Metric Tons	42.98	45.01
NO <sub>x</sub> emissions	Metric Tons	414.88	382.94
SO <sub>x</sub> emissions	Metric Tons	157.24	116.68
Particulate matter emissions	Metric Tons	61.49	56.85
CO emissions	Metric Tons	668.65	620.84
<b>ENERGY USE</b>			
Nonrenewable fuels (nuclear fuels, coal, oil, natural gas, etc.) purchased and consumed	MWh	4,535,925	4,241,375
Nonrenewable electricity purchased	MWh	1,698,651	1,706,873



**ENVIRONMENTAL DATA** (continued)

	Units	2021	2022
<b>ENERGY USE (CONTINUED)</b>			
Steam/heating/cooling and other energy (nonrenewable) purchased and consumed	MWh	1,284,212	1,265,848
Total renewable energy (wind, solar, biomass, hydroelectric, geothermal, etc.) purchased or generated	MWh	898,558	774,340
Total nonrenewable energy consumption	MWh	7,518,788	7,214,095
<b>Production energy intensity</b>			
Electricity	MWh/Metric Ton	0.84	0.86
Purchased Steam, District Heating	MWh/Metric Ton	0.57	0.63
Fuel Oil, LPG (Propane), LNG	MWh/Metric Ton	0.07	0.05
Natural Gas	MWh/Metric Ton	2.18	2.30
Process-Derived	MWh/Metric Ton	0.07	0.08
Renewable Electricity (Purchased and On-Site)	MWh/Metric Ton	0.16	0.14
Biomass	MWh/Metric Ton	0.28	0.28
<b>Direct energy use</b>			
Natural gas	Thousand MWh	4,404	4,147
Diesel	Thousand MWh	68	47
Nonrenewable energy used in on-site mobile sources (i.e., trucks, forklifts, cars, etc.)	Thousand MWh	42	20
Purchased electricity	Thousand MWh	2,029	1,798
Renewable energy certificates (RECs)**	Thousand MWh	92	252

**ENVIRONMENTAL DATA** (continued)

	Units	2021	2022
<b>FRESHWATER USE</b>			
Total freshwater use	Megaliters	95,460	93,310
Groundwater	Megaliters	17,020	17,395
Municipal	Megaliters	17,990	17,596
Surface water	Megaliters	60,310	57,722
Process water	Megaliters	140	597
Rainwater	Megaliters	-	-
Annual water use intensity	Megaliter per metric ton of production	0.05	0.05
<b>WASTEWATER</b>			
Total wastewater discharge	Megaliters	64,340	81,437
Municipal	Megaliters	9,380	12,852
Groundwater	Megaliters	4,660	4,986
Surface water	Megaliters	50,140	63,592
Truck/rail	Megaliters	160	6
<b>SOLID WASTE</b>			
Nonhazardous waste	Thousand Metric Tons	502.43***	493.98
Recovery/reuse/recycle	%	75.4***	78.1
Landfill	%	8.5***	5.4
Incineration	%	1.4***	1.4
Composted	%	12.9***	12.2
Other	%	1.8***	2.9



ENVIRONMENTAL DATA (continued)

	Units	2021	2022
<b>SOLID WASTE (CONTINUED)</b>			
Hazardous waste	Thousand Metric Tons	45.4	179.9
Recovery/reuse/recycle	%	18.0	7.2
Landfill	%	1.9	0.3
Incineration	%	65.0	83.7
Composted	%	0	-
Other	%	15.0	8.8
Annual Hazardous Waste Intensity	Metric Tons per metric ton of production	0.02	0.1
Total waste (hazardous + nonhazardous)	Thousand Metric Tons	547.79***	673.86
Recovery/reuse/recycle	%	70.7***	59.2
Landfill	%	7.9***	4.0
Incineration	%	6.6***	23.4
Composted	%	11.9**	8.9
Other	%	2.9***	4.5
Basel Convention (recovery/reuse/recycle)	Metric Tons	0	0
<b>OTHER ENVIRONMENTAL INDICATORS****</b>			
ISO 14001-certified operations	% of Production	95%	96%
ISO 14001-certified operations	# of sites	30	48

^ 2021 emissions from capital goods are reflective of capital expenditure spend in Operations only.

^^ Air emissions are estimated based on fuel consumption as well as onsite flare emissions in 2022. Local regulatory reporting values may differ.

\* In 2021, IFF reported Tank-to-Wheel (TTW) Scope 3 Category 6 emissions as 1,983 metric tons. In 2022, IFF included TTW and Well-to-Tank (WTT). This updated boundary is required by the Science Based Targets initiative (SBTi) and was necessary to validate IFF's science-based target. Including TTW and WTT goes beyond the minimum Category 6 boundary in the GHG Protocol Corporate Value Chain Accounting Reporting Standard. 2021 category 6 has been updated to WTT and TTW for comparison purposes.

\*\* This includes RECs from onsite generated green electricity, as well as renewable purchasing.

\*\*\* Restated due to updated data clarifications.

\*\*\*\* This data reflects the large facilities ISO 14001 certification status. Facility size is defined by production volume. Facility size is defined on an annual basis based on statistic quartiles and averaging the second and third quartile which minimizes effects of outliers. Please note that IFF has many small and medium sites that ISO 14001 certified, but are not included in this data.

**Notes:**

NC: Not collected

In 2021, the production volume (normalization factor) was 2,016,438 for the combined Company (including DuPont N&B).

In 2022, the production volume (normalization factor) was 1,806,119 metric tons for IFF.

GHG Direct (Scope 1) emissions consist of CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O.

Location-based Scope 2 emissions are lower than market-based Scope 2 emissions due to the use of residual mix emission factors versus country-specific or region-specific emission factors for select facilities.

IEA Factors are in accordance with the IPCC Sixth Assessment cycle in IFF's 2022 reporting where applicable.

The reporting boundary for our dataset is detailed in the [About this Report](#) section.

**WORKFORCE DATA**

<b>Employment Contract</b>	<b>2021</b>	<b>2022</b>
Permanent employees	24,114	24,586
Temporary employees (contingent workers)	1,716	1,245
Interns	483	603
Permanent employees covered by collective bargaining agreements	36.3%	20.6%
<b>PERMANENT EMPLOYEE TYPE</b>		
Full-time	23,297	22,826
Part-time	817	1,760
<b>PERMANENT EMPLOYEE GENDER</b>		
Male	15,412	15,686
Female	8,702	8,899
<b>PERMANENT EMPLOYEE HIRES AND HIRE RATE</b>		
New hires	3,135	3,930
New hire rate	13.0%	16.0%
<b>PERMANENT EMPLOYEE TURNOVER COUNT</b>		
Voluntary	1921	2,387
Involuntary	990	975
Retirement and other	308	325
<b>Total</b>	<b>3,219</b>	<b>3,687</b>
<b>PERMANENT EMPLOYEE TURNOVER RATE</b>		
Voluntary	8.0%	9.7%
Involuntary	4.1%	4.0%
Retirement and other	1.3%	1.3%
<b>Total</b>	<b>13.3%</b>	<b>15.0%</b>



**WORKFORCE DATA** (continued)

Gender Diversity by Region (Permanent Employees)	2021			2022		
	Total	% Male	% Female	Total	% Male	% Female
Europe, Africa and Middle East	10,429	61.9%	38.1%	10,600	61.8%	38.2%
Greater Asia	4,614	63.7%	36.3%	4,673	64.2%	35.8%
Latin America	3,514	66.4%	33.6%	3,563	65.4%	34.6%
North America	5,557	66.3%	33.7%	5,750	66.2%	33.8%
<b>Total</b>	<b>24,114</b>	<b>63.9%</b>	<b>36.1%</b>	<b>24,586</b>	<b>63.8%</b>	<b>36.2%</b>

Gender Diversity by Employee Category (Permanent Employees)	2021			2022		
	Total	% Male	% Female	Total	% Male	% Female
Executive management	11	73%	27%	12	75%	25%
Upper management	67	64%	36%	70	66%	34%
Middle management	1,461	64%	36%	1,481	63%	37%
Junior management	8,208	53%	47%	8,683	52%	48%
Operational	14,367	70%	30%	14,340	71%	29%
<b>Total</b>	<b>24,114</b>	<b>64%</b>	<b>36%</b>	<b>24,586</b>	<b>64%</b>	<b>36%</b>

Age Diversity by Region (Permanent Employees)	2021			2022		
	Age <30	Age 30–50	Age >50	Age <30	Age 30–50	Age >50
Europe, Africa and Middle East	1,080	5,987	3,362	1,481	5,826	3,293
Greater Asia	703	3,158	753	928	2,988	757
Latin America	712	2,294	508	872	2,168	523
North America	618	2,810	2,129	908	2,794	2,048
<b>Total</b>	<b>3,113</b>	<b>14,249</b>	<b>6,752</b>	<b>4,189</b>	<b>13,776</b>	<b>6,621</b>

Age Diversity by Employee Category (Permanent Employees)	2021			2022		
	Age <30	Age 30–50	Age >50	Age <30	Age 30–50	Age >50
Executive management	0	2	9	0	3	9
Upper management	0	25	42	0	25	45
Middle management	0	668	793	2	702	777
Junior management	445	5,492	2,271	788	5,574	2,321
Operational	2,668	8,062	3,637	3,399	7,472	3,469
<b>Total</b>	<b>3,113</b>	<b>14,249</b>	<b>6,752</b>	<b>4,189</b>	<b>13,776</b>	<b>6,621</b>

**WORKFORCE DATA** (continued)

Ethnic Diversity by Employee Category (Permanent Employees, U.S. Only, excludes Health Wright Products)	Asian*		Black or African American		Hispanic or Latino		Native American or Alaskan	
	2021	2022	2021	2022	2021	2022	2021	2022
Executive management	2	1	-	1	2	-	-	-
Upper management	5	3	-	-	10	6	-	-
Middle management	80	81	16	18	38	40	1	1
Junior management	268	253	85	101	110	119	2	4
Operational	141	139	392	415	262	273	52	51
<b>Total</b>	<b>496</b>	<b>477</b>	<b>493</b>	<b>535</b>	<b>422</b>	<b>438</b>	<b>55</b>	<b>56</b>

Ethnic Diversity by Employee Category (Permanent Employees, U.S. Only, excludes Health Wright Products)	North African / Middle Eastern		Two or More Races		White		Not Specified	
	2021	2022	2021	2022	2021	2022	2021	2022
Executive management	-	-	-	-	7	9	-	-
Upper management	1	-	-	-	24	25	-	-
Middle management	4	-	5	7	413	406	-	-
Junior management	9	1	24	20	1,488	1,416	-	3
Operational	4	4	36	48	1,799	1,804	-	8
<b>Total</b>	<b>18</b>	<b>5</b>	<b>65</b>	<b>75</b>	<b>3,731</b>	<b>3,660</b>	<b>-</b>	<b>11</b>

Ethnic Diversity by Employee Category (Permanent Employees, Brazil Only)	Asian	Black	Pardo <sup>^</sup>	White	Not Specified
	2022	2022	2022	2022	2022
Upper management	-	-	-	2	-
Middle management	5	-	5	57	-
Junior management	16	10	34	343	4
Operational	30	90	147	764	10
<b>Total</b>	<b>51</b>	<b>100</b>	<b>186</b>	<b>1,166</b>	<b>14</b>



**WORKFORCE DATA** (continued)

New Employee Hires by Region, Age and Gender (Permanent Employees)	2021					2022				
	Age<30	Age 30-50	Age>50	Male	Female	Age<30	Age 30-50	Age>50	Male	Female
Europe, Africa and Middle East	413	492	95	622	377	541	607	123	751	520
Greater Asia	318	248	8	597	206	382	254	23	435	224
Latin America	437	344	22	530	228	522	396	39	644	313
North America	297	329	132	393	181	391	504	148	705	338
<b>Total</b>	<b>1,465</b>	<b>1,413</b>	<b>257</b>	<b>2,142</b>	<b>992</b>	<b>1,836</b>	<b>1,761</b>	<b>333</b>	<b>2,535</b>	<b>1,395</b>

Employee Turnover by Region, Age and Gender (Permanent Employees)	2021					2022				
	Age<30	Age 30-50	Age>50	Male	Female	Age<30	Age 30-50	Age>50	Male	Female
Europe, Africa and Middle East	239	579	357	743	432	250	541	324	670	445
Greater Asia	152	285	61	311	187	207	316	68	375	216
Latin America	294	302	70	509	157	420	417	58	638	257
North America	195	391	294	623	257	255	500	331	718	368
<b>Total</b>	<b>880</b>	<b>1,557</b>	<b>782</b>	<b>2,186</b>	<b>1,033</b>	<b>1,132</b>	<b>1,774</b>	<b>781</b>	<b>2,401</b>	<b>1,286</b>

Employee Turnover Rate by Region, Age and Gender (Permanent Employees)	2021					2022				
	Age<30	Age 30-50	Age>50	Male	Female	Age<30	Age 30-50	Age>50	Male	Female
Europe, Africa and Middle East	22%	10%	11%	12%	11%	17%	9%	10%	10%	11%
Greater Asia	22%	9%	8%	11%	11%	22%	11%	9%	13%	13%
Latin America	41%	13%	14%	22%	13%	48%	19%	11%	27%	21%
North America	32%	14%	14%	17%	14%	28%	18%	16%	19%	19%
<b>Total</b>	<b>28%</b>	<b>11%</b>	<b>12%</b>	<b>14%</b>	<b>12%</b>	<b>27%</b>	<b>13%</b>	<b>12%</b>	<b>15%</b>	<b>14%</b>

\* Includes Native Hawaiian or Pacific Islander

^ Pardo is a term used in Latin American countries to describe a person who is of European and African heritage and is commonly used to refer to mixed-race Brazilians, individuals with varied racial ancestries.

**Notes:**

NC: Not collected

New hire rate is based on the number of new hires divided by the total global, permanent headcount in that category at year-end 2022.

Turnover rate is based on the total turnover headcount divided by the total headcount in that category at year-end 2022.

Turnover information is inclusive of departures related to synergies in IFF's recent mergers and acquisitions. Historical averages of IFF's turnover with no impact of acquisition synergies are materially lower.

IFF does not utilize a significant number of part-time, self-employed or seasonal workers in our workforce.

GOVERNANCE & SAFETY DATA	Units	2021	2022
<b>GOVERNANCE</b>			
Total members of the Board of Directors	#	13	14
Independent Board members	#	12	13
Female members of the Board	%	23	21
Racially diverse members of the Board	%	15	21
Members of the Board who are non-U.S. citizens	%	31	21
Board members in the 50-and-above age group	%	100	100
Political contributions	\$	0	0
<b>ENVIRONMENT, HEALTH &amp; SAFETY<sup>^</sup></b>			
Workforce fatalities	#	0	0 <sup>^^</sup>
Lost time incident rate <sup>*^</sup>	Per 100 permanent employees and supervised contractors	0.24	0.16
Total recordable incident rate <sup>*^</sup>	Per 100 employees and supervised contractors	0.63	0.48

\* IFF calculates LTIR and TRIR by estimating hours worked based on the Global HR monthly headcount figures and an assumption of a 40-hour work week, 50 weeks worked per year. Rates are presented per 200,000 hours worked. An injury or illness is classified as a Lost Time Injury (LTI) when the employee is unable to work for one or more days after the injury. For better local alignment with OSHA, differences in the prescription of medical leave are taken into account. The determination is decided by the medical lead or nurse, in collaboration with the regional safety lead.

<sup>^</sup> COVID-19 cases (as defined by OSHA) were tracked and evaluated for work-relatedness separately according to OSHA guidelines and/or country requirements. In 2022, two COVID-19 cases were determined to be work-related.

<sup>^^</sup> Sadly, we had a serious incident during the year resulting in a fatality. One contractor (not working under IFF supervision) lost their life at one of our sites in Latin America. As this contractor was not working under IFF supervision, the incident is not included in our EHS performance data.

**Note:**

The reporting boundary for our dataset is detailed in the [About this Report](#) section.



**IFF FACILITY CERTIFICATIONS**

IFF Facilities* by Country	SMETA 4 Pillar	ISO 14001	ISO 9001	GFSI	RSPO	ISO 45001	ISO 22716	Others
Australia	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	
Belgium	Yes (2 of 2)	Yes (2 of 2)	No (0 of 2)	Yes (2 of 2)	No (0 of 2)	No (0 of 2)	No (0 of 2)	FAMI-QS, Halal, Feed Chain
Brazil	Yes (4 of 4)	Yes (4 of 4)	No (0 of 4)	Yes (4 of 4)	Yes (2 of 4)	Yes (2 of 4)	No (0 of 4)	ProTerra Certification Standard, Non-GMO
China	Yes (4 of 4)	Yes (4 of 4)	Yes (3 of 4)	Yes (3 of 4)	Yes (1 of 4)	No (0 of 4)	No (0 of 4)	Halal, ProTerra Certification Standard, Non-GMO, ISO 22000
Denmark	Yes (2 of 2)	Yes (2 of 2)	Yes (2 of 2)	Yes (2 of 2)	Yes (2 of 2)	Yes (2 of 2)	No (0 of 2)	Halal, Kosher
Egypt	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	Yes (1 of 1)	No (0 of 1)	
Finland	Yes (2 of 5)	Yes (5 of 5)	Yes (5 of 5)	Yes (3 of 5)	No (0 of 5)	Yes (5 of 5)	Yes (1 of 5)	FAMI-QS, Halal, Kosher, Non-GMO
Germany	Yes (1 of 3)	Yes (3 of 3)	Yes (3 of 3)	Yes (2 of 3)	Yes (1 of 3)	No (0 of 3)	No (0 of 3)	Halal, Kosher
India	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	Yes (1 of 1)	No (0 of 1)	Yes (1 of 1)	No (0 of 1)	
Indonesia	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	
Ireland	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	Yes (1 of 1)	No (0 of 1)	Halal, Kosher
Malaysia	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	No (0 of 1)	Kosher
Mexico	Yes (2 of 2)	Yes (1 of 2)	Yes (1 of 2)	Yes (2 of 2)	No (0 of 2)	No (0 of 2)	No (0 of 2)	
Netherlands	Yes (2 of 2)	Yes (2 of 2)	Yes (2 of 2)	Yes (1 of 2)	Yes (2 of 2)	No (0 of 2)	Yes (1 of 2)	
Singapore	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	
Slovenia	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	No (0 of 1)	
Turkey	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	No (0 of 1)	
United Kingdom	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	Yes (1 of 1)	No (0 of 1)	No (0 of 1)	
United States	Yes (13 of 15)	Yes (14 of 15)	Yes (7 of 15)	Yes (13 of 15)	Yes (3 of 15)	No (0 of 15)	Yes (1 of 15)	Halal, Kosher, FAMI-QS, Organic, EU GMO

**IFF FACILITY CERTIFICATIONS** (continued)

IFF Facilities* by Division	SMETA 4 Pillar	ISO 14001	ISO 9001	GFSI	RSPO	ISO 45001	ISO 22716	Others
<b>NOURISH</b>	Yes (30 of 30)	Yes (29 of 30)	Yes (12 of 30)	Yes (30 of 30)	Yes (15 of 30)	Yes (9 of 28)	No (0 of 30)	Halal, Kosher, ISO 22000, Organic, ProTerra Certification Standard, Non-GMO
<b>HEALTH &amp; BIOSCIENCES</b>	Yes (4 of 9)	Yes (9 of 9)	Yes (7 of 9)	Yes (7 of 9)	No (0 of 9)	Yes (4 of 9)	Yes (1 of 9)	Halal, Kosher, FAMI-QS
<b>SCENT</b>	Yes (5 of 5)	Yes (5 of 5)	Yes (5 of 5)	No (0 of 5)	Yes (3 of 5)	Yes (1 of 5)	Yes (3 of 5)	
<b>PHARMA SOLUTIONS</b>	Yes (3 of 5)	Yes (4 of 5)	Yes (5 of 5)	Yes (4 of 5)	No (0 of 5)	Yes (1 of 5)	No (0 of 5)	Halal, Kosher, Excipact

\* Not a comprehensive list of all countries or facilities where IFF does business. List includes a subset of large facilities, as defined by the site's production volume.



# GRI content index

Our 2022 Do More Good Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards for the period January 1, 2022–December 31, 2022. We apply the 2021 version of the GRI 2: General Disclosures and GRI 3: Material Topics. We apply the 2018 version of the GRI Standards for GRI 303 and GRI 403; 2020 version of the GRI Standards for GRI 306; and 2016 version of the GRI Standards for all other disclosures in this index. The “2016,” “2018,” “2020” and “2021” labels in the GRI Content Index refer to the respective GRI Standards issue dates, not the date of information presented in the report.

## GRI 2: GENERAL DISCLOSURES 2021

Disclosure	Description	Cross-Reference or Answer	Omissions
<b>THE ORGANIZATION AND ITS REPORTING PRACTICES</b>			
2-1	Organizational details	<a href="#">Contact Us, page 145</a> <a href="#">2022 Annual Report</a> (Business, page 10; Properties, page 38; Market Information, pages 38–39; Global Headquarters, page 130) <a href="#">Where We Operate</a>	None
2-2	Entities included in the organization’s sustainability reporting	<a href="#">About this Report, page 93</a> <a href="#">2022 Annual Report</a> (Business, page 10)	None
2-3	Reporting period, frequency and contact point	<a href="#">About this Report, page 93</a> <a href="#">Contact Us, page 145</a> IFF reports on the Company’s ESG performance annually. IFF’s 2022 ESG+ Report publication date: May 22, 2023.	None
2-4	Restatements of information	<a href="#">Waste Management, page 45</a> <a href="#">Performance Data</a> , pages 101, 103 and 104	None
2-5	External assurance	<a href="#">About this Report, page 94</a> <a href="#">External Assurance Statement, page 141</a>	None

GRI 2: GENERAL DISCLOSURES 2021

Disclosure	Description	Cross-Reference or Answer	Omissions
<b>ACTIVITIES AND WORKERS</b>			
2-6	Activities, value chain and other business relationships	<a href="#">Our Company, page 6</a> <a href="#">IFF at a Glance, page 7</a> <a href="#">About this Report, page 93</a> <a href="#">External Initiatives, Memberships &amp; Associations, page 95</a> <a href="#">Stakeholder Engagement, page 99</a> <a href="#">Responsible Sourcing, page 47</a> <a href="#">What We Do</a> <a href="#">Our End Markets</a> <a href="#">Our Products &amp; Ingredients</a> <a href="#">Supplier Partnerships</a> <a href="#">2022 Annual Report (Business, pages 10–19)</a>	None
2-7	Employees	<a href="#">Diversity, Equity &amp; Inclusion (Gender Parity, page 73; Racial Equity, page 74)</a> <a href="#">Performance Data, page 105</a> <a href="#">2022 Annual Report (Our People, pages 16–17)</a>	Due to confidentiality, data on permanent employees is only broken down by gender and region. IFF will evaluate opportunities to disclose breakdowns of full-time, part-time, and temporary employees in the future.
2-8	Workers who are not employees	<a href="#">Performance Data, page 105</a>	This information is unavailable. IFF does not utilize a significant number of part-time, self-employed, or seasonal workers in our workforce; therefore, workers who are not employees are not material to the Company.



**GRI 2: GENERAL DISCLOSURES 2021**

Disclosure	Description	Cross-Reference or Answer	Omissions
<b>GOVERNANCE</b>			
2-9	Governance structure and composition	<a href="#">Corporate Governance, page 84</a> <a href="#">Governance</a> <a href="#">Board of Directors</a> <a href="#">2023 Proxy Statement</a> (Corporate Governance, pages 27–37)	None
2-10	Nomination and selection of the highest governance body	<a href="#">Corporate Governance Guidelines</a> <a href="#">Governance &amp; Corporate Responsibility Committee</a> <a href="#">2023 Proxy Statement</a> (Governance & Corporate Responsibility Committee, page 35)	None
2-11	Chair of the highest governance body	<a href="#">Board of Directors</a> <a href="#">2023 Proxy Statement</a> (Our Board, page 11)	None
2-12	Role of the highest governance body in overseeing the management of impacts	<a href="#">Corporate Governance, page 84</a> <a href="#">Audit Committee</a> <a href="#">Human Capital &amp; Compensation Committee</a> <a href="#">Governance &amp; Corporate Responsibility Committee</a> <a href="#">Innovation Committee</a> <a href="#">2023 Proxy Statement</a> (Our Board, page 11)	None
2-13	Delegation of responsibility for managing impacts	<a href="#">Corporate Governance, page 84</a> <a href="#">2023 Proxy Statement</a> (Risk Management Oversight, pages 38–40)	None
2-14	Role of the highest governance body in sustainability reporting	<a href="#">About this Report, page 93</a> <a href="#">Materiality, page 12</a> <a href="#">Corporate Governance, page 84</a> <a href="#">Governance &amp; Corporate Responsibility Committee</a> <a href="#">2023 Proxy Statement</a> (Governance & Corporate Responsibility Committee, page 35)	None

**GRI 2: GENERAL DISCLOSURES 2021**

Disclosure	Description	Cross-Reference or Answer	Omissions
<b>GOVERNANCE (CONTINUED)</b>			
2-15	Conflicts of interest	<a href="#">Business Ethics &amp; Compliance, page 87</a> <a href="#">Code of Conduct for Directors</a> <a href="#">Related Person Transactions Policy</a> <a href="#">2023 Proxy Statement</a> Information related to material incidents of conflicts of interest would be disclosed to stakeholders in IFF's annual Proxy Statement.	None
2-16	Communication of critical concerns	<a href="#">2023 Proxy Statement</a> (Shareholder Communications, pages 119–120)	Due to confidentiality, the total number and nature of critical concerns that were communicated to the Board of Directors in 2022 is not included.
2-17	Collective knowledge of highest governance body	<a href="#">Board of Directors</a> <a href="#">2023 Proxy Statement</a> (Director Nominee Experience and Qualifications, pages 12–13; Nominees for Director, pages 16–26)	Due to unavailable information, measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development is not included.
2-18	Evaluation for the performance of the highest governance body	<a href="#">Corporate Governance Guidelines</a> <a href="#">2023 Proxy Statement</a> (Board and Committee Assessment Process, page 37)	None
2-19	Remuneration policies	<a href="#">Corporate Governance, page 84</a> <a href="#">Corporate Governance Guidelines</a> (Board Compensation, page 8) <a href="#">Human Capital &amp; Compensation Committee</a> <a href="#">2023 Proxy Statement</a> (Compensation Discussion and Analysis, pages 54–78)	None
2-20	Process to determine remuneration	<a href="#">Human Capital &amp; Compensation Committee</a> <a href="#">2023 Proxy Statement</a> (Compensation Discussion and Analysis, pages 54–78)	None
2-21	Annual total compensation ratio	<a href="#">2023 Proxy Statement</a> (Pay Ratio, pages 107–108)	None



**GRI 2: GENERAL DISCLOSURES 2021**

Disclosure	Description	Cross-Reference or Answer	Omissions
<b>STRATEGY, POLICIES AND PRACTICES</b>			
2-22	Statement on sustainable development strategy	<a href="#">A Message from Our CEO, page 4</a>	None
2-23	Policy commitments	<a href="#">Policies &amp; Commitments, page 49</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Code of Conduct</a> <a href="#">Anti-Bribery Policy</a> <a href="#">Global Human Rights Policy</a> <a href="#">Slavery &amp; Human Trafficking Statement</a> <a href="#">Responsible Sourcing Policy</a> <a href="#">Vendor Code of Conduct</a>	None
2-24	Embedding policy commitments	<a href="#">Policies &amp; Commitments, page 49</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Code of Conduct</a> <a href="#">Anti-Bribery Policy</a> <a href="#">Global Human Rights Policy</a> <a href="#">Slavery &amp; Human Trafficking Statement</a> <a href="#">Responsible Sourcing Policy</a> <a href="#">Vendor Code of Conduct</a>	Due to unavailable information, training on implementing all policy commitments is not included. IFF will evaluate opportunities to disclose this information in the future.
2-25	Processes to remediate negative impacts	<a href="#">Transparency &amp; Accountability, page 81</a> <a href="#">Corporate Governance (Risk Management, page 84)</a> <a href="#">2023 Proxy Statement (Risk Management Oversight, pages 38–40)</a>	None
2-26	Mechanisms for seeking advice and raising concerns	<a href="#">Business Ethics &amp; Compliance, page 87</a> <a href="#">Code of Conduct (Speak Up, page 11)</a> <a href="#">SpeakUp: Reporting Concerns &amp; Non-Retaliation Policy</a> <a href="#">SpeakUp Hotline</a>	None
2-27	Compliance with laws and regulations	<a href="#">2022 Annual Report</a>	None
2-28	Membership associations	<a href="#">External Initiatives, Memberships &amp; Associations, page 95</a>	None

**GRI 2: GENERAL DISCLOSURES 2021**

Disclosure	Description	Cross-Reference or Answer	Omissions
<b>STAKEHOLDER ENGAGEMENT</b>			
2-29	Approach to stakeholder engagement	<a href="#">Materiality, page 12</a> <a href="#">External Initiatives, Memberships &amp; Associations, page 95</a> <a href="#">Stakeholder Engagement, page 99</a>	None
2-30	Collective bargaining agreements	<a href="#">Performance Data, page 105</a> IFF fully respects the rights of our employees to freely associate and bargain collectively in a legal, ethical, and safe way.	None

**DISCLOSURES ON MATERIAL TOPICS**

Disclosure	Description	Cross-Reference or Answer	Omissions
GRI 3: Material Topics 2021	3-1	Process to determine material topics <a href="#">Materiality, page 12</a> <a href="#">About this Report, page 93</a> <a href="#">Stakeholder Engagement, page 99</a>	None
	3-2	List of material topics <a href="#">Materiality, page 13</a> <a href="#">About this Report, page 93</a>	None



**MATERIAL TOPICS**

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>ECONOMIC</b>				
<b>Economic Performance   Relevant IFF Material Topic(s): Climate Change; Community Engagement &amp; Philanthropy; Talent, Acquisition, Engagement &amp; Retention</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Strategy</a> <a href="#">2022 Annual Report</a> (Business, pages 10–19) <a href="#">2023 Proxy Statement</a> <a href="#">Global Tax Policy</a> <a href="#">2022 CDP Climate Change response</a>	None	
<b>GRI 201: Economic Performance 2016</b>	<b>201-1</b> Direct economic value generated and distributed	<a href="#">Talent Acquisition, Engagement &amp; Retention (Benefits &amp; Wellbeing, page 68)</a> <a href="#">2022 Annual Report</a> (Business, pages 10–19; Revenue Recognition, page 65) <a href="#">2023 Proxy Statement</a> (Executive Compensation, page 81)	None	Communities Customer Investors Regulators Suppliers
	<b>201-2</b> Financial implications and other risks and opportunities due to climate change	<a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">TCFD Report, page 138</a> <a href="#">2022 CDP Climate Change response</a> <a href="#">2022 Annual Report</a> (Risk Factors, pages 19–21)	None	
	<b>201-3</b> Defined benefit plan obligations and other retirement plans	<a href="#">Talent Acquisition, Engagement &amp; Retention (Benefits &amp; Wellbeing, page 68)</a> <a href="#">2022 Annual Report</a> (Pension and Other Postretirement Obligations, page 50; Employee Benefits, page 100) <a href="#">2023 Proxy Statement</a> (Pension Benefits, pages 95–97)	Due to confidentiality, metrics related to employee retirement plans, such as level of participation, are not available. General information on retirement plans is included in the provided references.	

**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Indirect Economic Impacts   Relevant IFF Material Topic(s): Community Engagement &amp; Philanthropy; Stakeholder Engagement &amp; Transparency</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Sustainable Innovation, page 21</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">Community &amp; Biodiversity Programs, page 59</a> <a href="#">Stakeholder Engagement, page 99</a> <a href="#">Sustainable Innovation Responsibilities</a>	None	Communities Customer Investors Regulators Suppliers
<b>GRI 203: Indirect Economic Impacts 2016</b>	<b>203-1</b> Infrastructure investments and services supported	<a href="#">Sustainable Innovation, page 21</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">Community &amp; Biodiversity Programs, page 59</a> <a href="#">Stakeholder Engagement, page 99</a> <a href="#">Sustainable Innovation Responsibilities</a>	None	
<b>Anti-Corruption   Relevant IFF Material Topic(s): Business Ethics &amp; Compliance</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Business Ethics &amp; Compliance, page 87</a> <a href="#">Code of Conduct</a> <a href="#">Anti-Bribery Policy</a> <a href="#">2022 Annual Report</a> (Risk Factors, pages 19–21)	None	Customers Investors Regulators Suppliers
<b>GRI 205: Anti-corruption 2016</b>	<b>205-1</b> Operations assessed for risks related to corruption	<a href="#">Business Ethics &amp; Compliance, page 87</a> <a href="#">Code of Conduct</a> <a href="#">Anti-Bribery Policy</a>	Due to confidentiality, metrics related to the assessment of risks related to corruption are not available.	
	<b>205-2</b> Communication and training about anticorruption policies and procedures	<a href="#">Business Ethics &amp; Compliance, page 87</a> <a href="#">Code of Conduct</a> <a href="#">Anti-Bribery Policy</a>	Due to confidentiality, the number and percentage of employees and governance body members that have received training broken down by employee category and region are not included in the report.	



**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Tax   Relevant IFF Material Topic(s): Business Ethics &amp; Compliance</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">2022 Annual Report</a> <a href="#">Global Tax Policy</a>	None	Investors Regulators
GRI 207: Tax 2019	207-1 Approach to tax	<a href="#">2022 Annual Report</a> <a href="#">Global Tax Policy</a> <a href="#">Audit Committee</a>	None	
<b>ENVIRONMENTAL</b>				
<b>Materials   Relevant IFF Material Topic(s): Innovation &amp; Sustainable Product Solutions; Responsible Sourcing</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Sustainable Innovation, page 21</a> <a href="#">Life Cycle Assessment, page 23</a> <a href="#">Strategic Raw Materials, page 54</a>		Communities Customers Investors Regulators Suppliers
GRI 301: Materials 2016	301-1 Materials used by weight or volume	<a href="#">Upcycled Certified Ingredients</a> <a href="#">Strategic Raw Materials, page 54</a>	Due to unavailable information, total weight or volume of materials used is not included. However, IFF discloses information on Upcycled Certified ingredients.	
	301-2 Recycled input materials used	<a href="#">Upcycled Certified Ingredients</a> <a href="#">Strategic Raw Materials, page 54</a>	Due to unavailable information, the percentage of recycled input materials used is not included. However, IFF discloses information on Upcycled Certified ingredients.	

**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Energy   Relevant IFF Material Topic(s): Climate Change; Energy</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">Energy Management</a> <a href="#">Global Environmental Sustainability Policy</a> <a href="#">2022 CDP Climate Change response</a> <a href="#">2022 Annual Report (Environmental, Social, and Governance, pages 14–15)</a> <a href="#">2023 Proxy Statement (Environmental, Social, and Governance Initiatives, pages 28–29)</a>	None	Communities Customers Investors Regulators Suppliers
<b>GRI 302: Energy 2016</b>	<b>302-1</b> Energy consumption within the organization	<a href="#">Climate Change &amp; Energy Management, page 41</a> <a href="#">About this Report (Standards and Basis of Calculations of Environmental Data, page 93)</a> <a href="#">Performance Data, page 101</a> <a href="#">External Assurance Statement, page 141</a>	None	
	<b>302-2</b> Energy consumption outside the organization	<a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">Performance Data, page 101</a>	None	
	<b>302-3</b> Energy intensity	<a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">Performance Data, page 101</a>	None	
	<b>302-4</b> Reduction of energy consumption	<a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">Performance Data, page 101</a>	None	



**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>ENVIRONMENTAL</b>				
<b>Water and Effluents</b>   Relevant IFF Material Topic(s): Water				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Water Stewardship, page 43</a> <a href="#">Water Management</a> <a href="#">Global Environmental Sustainability Policy</a> <a href="#">2022 CDP Water Security response</a> <a href="#">2022 Annual Report (Environmental, Social and Governance, pages 14–15)</a> <a href="#">2023 Proxy Statement (Environmental, Social and Governance Initiatives, pages 28–29)</a>	None	
<b>GRI 303: Water and Effluents 2018</b>	<b>303-1</b> Interactions with water as a shared resource	<a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Water Stewardship, page 43</a> <a href="#">Water Management</a> <a href="#">2022 CDP Water Security response</a>	None	Communities Customers Investors Regulators Suppliers
	<b>303-2</b> Management of water discharge- related impacts	<a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Water Stewardship, page 43</a> <a href="#">Water Management</a> <a href="#">2022 CDP Water Security response</a>	Due to confidentiality, information on internal water quality standards is not publicly available. Compliance is based on local regulations.	
	<b>303-3</b> Water withdrawal	<a href="#">Water Stewardship, page 44</a> <a href="#">Performance Data, page 103</a> <a href="#">External Assurance Statement, page 141</a>	A breakdown of water withdrawal data from areas with water stress by source types is unavailable. IFF will evaluate opportunities to disclose this information in the future.	
	<b>303-4</b> Water discharge	<a href="#">Performance Data, page 103</a> <a href="#">External Assurance Statement, page 141</a>	A breakdown of water discharge data from areas with water stress by source types is unavailable. IFF will evaluate opportunities to disclose this information in the future.	

**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities	
<b>Biodiversity   Relevant IFF Material Topic(s): Responsible Sourcing</b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Climate &amp; Planetary Health, page 34</a> <a href="#">Responsible Sourcing (Policies &amp; Commitments, page 49)</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">Community &amp; Biodiversity Programs, page 59</a> <a href="#">Global Environmental Sustainability Policy</a> <a href="#">Responsible Sourcing Policy</a> <a href="#">Palm Oil Policy</a> <a href="#">Sustainable Soy Policy</a> <a href="#">2022 CDP Forests response</a>	None	Communities Customers Investors Regulators Suppliers
	GRI 304: Biodiversity 2016	304-2	Significant impacts of activities, products and services on biodiversity	<a href="#">Responsible Sourcing, page 47</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">Community &amp; Biodiversity Programs, page 59</a> <a href="#">2022 CDP Forests response</a>	
		304-3	Habitats protected or restored	<a href="#">Protecting Forests &amp; Livelihoods in Indonesia, page 57</a> <a href="#">Community &amp; Biodiversity Programs, page 59</a> <a href="#">2022 CDP Forests response</a>	Information on size of all habitat areas protected or restored is unavailable. IFF will evaluate opportunities to disclose this information in the future.



**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Emissions   Relevant IFF Material Topic(s): Climate Change; Energy</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">Climate Change &amp; Emissions</a> <a href="#">Global Environmental Sustainability Policy</a> <a href="#">2022 CDP Climate Change response</a> <a href="#">2022 Annual Report (Environmental, Social and Governance, pages 14–15)</a> <a href="#">2023 Proxy Statement (Environmental, Social and Governance Initiatives, pages 28–29)</a>	None	Communities Customers Investors Regulators Suppliers
<b>GRI 305: Emissions 2016</b>	<b>305-1</b> Direct (Scope 1) GHG emissions	<a href="#">Climate Change &amp; Energy Management, page 39</a> <a href="#">About this Report (Standards and Basis of Calculations of Environmental Data, page 93)</a> <a href="#">Performance Data, page 100</a> <a href="#">External Assurance Statement, page 141</a>	None	
	<b>305-2</b> Energy indirect (Scope 2) GHG emissions	<a href="#">Climate Change &amp; Energy Management, page 39</a> <a href="#">About this Report (Standards and Basis of Calculations of Environmental Data, page 93)</a> <a href="#">Performance Data, page 100</a> <a href="#">External Assurance Statement, page 141</a>	None	
	<b>305-3</b> Other indirect (Scope 3) GHG emissions	<a href="#">Climate Change &amp; Energy Management, page 39</a> <a href="#">About this Report (Standards and Basis of Calculations of Environmental Data, page 93)</a> <a href="#">Performance Data, page 101</a> <a href="#">External Assurance Statement, page 141</a>	None	
	<b>305-4</b> GHG emissions intensity	<a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">Performance Data, page 100</a>	None	
	<b>305-5</b> Reduction of GHG emissions	<a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">Performance Data, page 100</a>		
	<b>305-7</b> Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	<a href="#">Performance Data, page 101</a> <a href="#">External Assurance Statement, page 141</a>	None	

**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Waste   Relevant IFF Material Topic(s): Waste</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Life Cycle Assessment, page 23</a> <a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Waste Management, page 45</a> <a href="#">Waste Management</a> <a href="#">Upcycling</a> <a href="#">Global Environmental Sustainability Policy</a> <a href="#">2022 Annual Report</a> (Environmental, Social and Governance, pages 14–15) <a href="#">2023 Proxy Statement</a> (Environmental, Social and Governance Initiatives, pages 28–29)	None	Communities Customers Investors Regulators Suppliers
<b>GRI 306: Waste 2020</b>	<b>306-2</b> Management of significant waste-related impacts	<a href="#">Life Cycle Assessment, page 23</a> <a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Waste Management, page 45</a> <a href="#">Waste Management</a> <a href="#">Upcycling</a>	None	
	<b>306-3</b> Waste generated	<a href="#">Waste Management, page 45</a> <a href="#">Performance Data, page 103</a> <a href="#">External Assurance Statement, page 141</a>	None	
	<b>306-4</b> Waste diverted from disposal	<a href="#">Waste Management, page 45</a> <a href="#">Performance Data, page 103</a>	Information related to the location (i.e., onsite or offsite) of waste diverted from disposal is not available. IFF will evaluate opportunities to disclose this information in the future.	
	<b>306-5</b> Waste directed to disposal	<a href="#">Waste Management, page 45</a> <a href="#">Performance Data, page 103</a>	Information related to the location (i.e., onsite or offsite) of waste directed to disposal is not available. IFF will evaluate opportunities to disclose this information in the future.	





**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Supplier Environmental Assessment   Relevant IFF Material Topic(s): Responsible Sourcing</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Responsible Sourcing, page 47</a> <a href="#">Supplier Engagement, page 50</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">Global Environmental Sustainability Policy</a> <a href="#">2022 CDP Forests response</a> <a href="#">Responsible Sourcing Policy</a> <a href="#">Palm Oil Policy</a> <a href="#">Sustainable Soy Policy</a> <a href="#">Vendor Code of Conduct</a>	None	Customers Investors Regulators Suppliers
<b>GRI 308: Supplier Environmental Assessment 2016</b>	<b>308-1</b> New suppliers that were screened using environmental criteria	<a href="#">Responsible Sourcing, page 47</a> <a href="#">Supplier Engagement, page 50</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">2022 CDP Forests response</a>	None	
<b>GRI 308: Supplier Environmental Assessment 2016</b>	<b>308-2</b> Negative environmental impacts in the supply chain and actions taken	<a href="#">Responsible Sourcing, page 47</a> <a href="#">Supplier Engagement, page 50</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">2022 CDP Forests response</a>	Specific metrics for negative environmental impacts in the supply chain and actions taken are not available.	

**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>SOCIAL</b>				
<b>Employment   Relevant IFF Material Topic(s): Talent, Acquisition, Engagement &amp; Retention</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Equity &amp; Wellbeing, page 62</a> <a href="#">Talent Acquisition, Engagement &amp; Retention, page 65</a> <a href="#">Global Equality Policy</a> <a href="#">Careers</a> <a href="#">Innovation</a> <a href="#">Our Purpose</a>	None	Communities Customers Suppliers
<b>GRI 401: Employment 2016</b>	<b>401-1</b> New employee hires and employee turnover	<a href="#">Performance Data, page 105</a>	None	
	<b>401-2</b> Benefits provided to full-time employees that are not provided to temporary or part-time employees	<a href="#">Talent Acquisition, Engagement &amp; Retention (Benefits &amp; Wellbeing, page 68)</a> Please note, IFF does not utilize a significant number of part-time, self-employed or seasonal workers in our workforce.	Due to confidentiality, details on benefits by locations of operation are not available. IFF will evaluate opportunities to disclose this information in the future.	
<b>Labor/Management Relations   Relevant IFF Material Topic(s): Human Rights; Talent, Acquisition, Engagement &amp; Retention</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Talent Acquisition, Engagement &amp; Retention, page 65</a> <a href="#">Global Human Rights Policy</a>	None	Communities Customers Investors Regulators Suppliers
<b>GRI 402: Labor/Management Relations 2016</b>	<b>402-1</b> Minimum notice periods regarding operational changes	We comply with notice periods (as defined by collective bargaining agreements in place or by local laws or regulations) prior to the implementation of any changes that could potentially involve our employees. In each case, we follow the appropriate channels of communication to ensure our employees and their elected representatives or union/works councils are informed and consulted where required. Minimum notice periods regarding operational changes range from no notice to seven months.	None	



**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Occupational Health and Safety   Relevant IFF Material Topic(s): Employee Health, Safety &amp; Wellbeing</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Environment, Health &amp; Safety, page 77</a> <a href="#">Health &amp; Safety</a> <a href="#">Global Environment, Health &amp; Safety Policy</a>	None	Communities Customers Investors Regulators Suppliers
<b>GRI 403: Occupational Health and Safety 2018</b>	<b>403-1</b> Occupational health and safety management system	<a href="#">Environment, Health &amp; Safety, page 77</a>	None	
	<b>403-2</b> Hazard identification, risk assessment and incident investigation	<a href="#">Environment, Health &amp; Safety, page 77</a> <a href="#">Global Environment, Health &amp; Safety Policy</a>	None	
	<b>403-4</b> Worker participation, consultation and communication on occupational health and safety	<a href="#">Environment, Health &amp; Safety, page 77</a>	None	
	<b>403-5</b> Worker training on occupational health and safety	<a href="#">Environment, Health &amp; Safety, page 78</a>	None	
	<b>403-6</b> Promotion of worker health	<a href="#">Talent Acquisition, Engagement &amp; Retention (Benefits &amp; Wellbeing, page 68)</a> <a href="#">Environment, Health &amp; Safety, page 77</a>	None	
	<b>403-8</b> Workers covered by an occupational health and safety management system	<a href="#">Environment, Health &amp; Safety, page 77</a>	None	
	<b>403-9</b> Work-related injuries	<a href="#">Environment, Health &amp; Safety, page 79</a> <a href="#">Performance Data, page 109</a> <a href="#">External Assurance Statement, page 141</a>  The safety data for recordable or total recordable and lost time incidents submitted by our facilities is subject to global third-party verification. IFF considers lost time incidents as high consequence injuries.	Individual data for contractors is not available. IFF's current data management processes are aligned with OSHA reporting, which combines employee and contractor safety data. IFF will evaluate opportunities to separate safety data reporting for employees and contractors for future disclosures.	

**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities		
<b>Training and Education   Relevant IFF Material Topic(s): Talent, Acquisition, Engagement &amp; Retention</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Talent Acquisition, Engagement &amp; Retention (Learning &amp; Development, page 69)</a> <a href="#">Global Equality Policy</a> <a href="#">Careers</a> <a href="#">Innovation</a> <a href="#">Our Purpose</a>	None	Communities Investors Suppliers	
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	<a href="#">Talent Acquisition, Engagement &amp; Retention (Learning &amp; Development, page 69)</a>		Average training hours by employee broken down by gender and employee category is not available. IFF will evaluate opportunities to measure and disclose this information in the future.
	404-2	Programs for upgrading employee skills and transition assistance programs	<a href="#">Talent Acquisition, Engagement &amp; Retention (Learning &amp; Development, page 69)</a>	None		
	404-3	Percentage of employees receiving regular performance and career development reviews	<a href="#">Talent Acquisition, Engagement &amp; Retention (Talent Management, page 67)</a>	None		
<b>Diversity and Equal Opportunity   Relevant IFF Material Topic(s): Diveristy, Equity &amp; Inclusion; Corporate Governance</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Equity &amp; Wellbeing, page 62</a> <a href="#">Diversity, Equity &amp; Inclusion, page 71</a> <a href="#">Diversity, Equity &amp; Inclusion</a> <a href="#">Global Equality Policy</a> <a href="#">Global Human Rights Policy</a> <a href="#">2022 Annual Report (Environmental, Social and Governance, page 14)</a> <a href="#">Diversity, Equity &amp; Inclusion, page 71</a> <a href="#">2023 Proxy Statement (Diversity and Tenure, pages 14–15)</a>	None	Communities Customers Investors Regulators Suppliers	
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	<a href="#">Diversity, Equity &amp; Inclusion, page 73</a> <a href="#">Performance Data, page 106</a>		None
	405-2	Ratio of basic salary and remuneration of women to men	<a href="#">Diversity, Equity &amp; Inclusion (Gender Parity, page 73)</a>	Due to confidentially, the ratio of the basic salary and remuneration of women to men for each employee category by significant locations of operation is unavailable.		



**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Freedom of Association and Collective Bargaining   Relevant IFF Material Topic(s): Human Rights; Talent, Acquisition, Engagement &amp; Retention</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Supplier Engagement (Risk Assessment, page 50)</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Global Human Rights Policy</a> <a href="#">Slavery &amp; Human Trafficking Statement</a> <a href="#">Vendor Code of Conduct</a> IFF fully respects the rights of our employees to freely associate and bargain collectively in a legal, ethical and safe way.	None	Communities Customers Investors Regulators Suppliers
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Supplier Engagement (Risk Assessment, page 50)</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Global Human Rights Policy</a> <a href="#">Slavery &amp; Human Trafficking Statement</a> <a href="#">Vendor Code of Conduct</a>	None	
<b>Child Labor   Relevant IFF Material Topic(s): Human Rights</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Supplier Engagement (Risk Assessment, page 50)</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Global Human Rights Policy</a> <a href="#">Slavery &amp; Human Trafficking Statement</a> <a href="#">Vendor Code of Conduct</a>	None	Communities Customers Investors Regulators Suppliers
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	<a href="#">Supplier Engagement (Risk Assessment, page 50)</a> <a href="#">Supplier Engagement (Human Rights, page 52)</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Global Human Rights Policy</a> <a href="#">Slavery &amp; Human Trafficking Statement</a> <a href="#">Vendor Code of Conduct</a>	None	



**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Forced or Compulsory Labor   Relevant IFF Material Topic(s): Human Rights</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Supplier Engagement (Risk Assessment, page 50)</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Global Human Rights Policy</a> <a href="#">Slavery &amp; Human Trafficking Statement</a> <a href="#">Vendor Code of Conduct</a>	None	Communities Customers Investors Regulators Suppliers
<b>GRI 409: Forced or Compulsory Labor 2016</b>	<b>409-1</b> Operations and suppliers at significant risk for incidents of forced or compulsory labor	<a href="#">Supplier Engagement (Risk Assessment, page 50)</a> <a href="#">Supplier Engagement (Human Rights, page 52)</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Global Human Rights Policy</a> <a href="#">Slavery &amp; Human Trafficking Statement</a> <a href="#">Vendor Code of Conduct</a>	None	Communities Customers Investors Regulators Suppliers
<b>Local Communities   Relevant IFF Material Topic(s): Communiity Engagement &amp; Philanthropy; Responsible Sourcing</b>				
<b>GRI 3: Material Topics 2021</b>	<b>3-3</b> Management of material topics	<a href="#">Community &amp; Biodiversity Programs, page 59</a> <a href="#">Stakeholder Engagement, page 99</a> <a href="#">2022 Annual Report (Environmental, Social and Governance, page 14)</a>	None	
<b>GRI 413: Local Communities</b>	<b>413-1</b> Operations with local community engagement, impact assessments, and development programs	<a href="#">Community &amp; Biodiversity Programs, page 59</a> <a href="#">Stakeholder Engagement, page 99</a> <a href="#">IFF Facility Certifications, page 110</a>	Due to confidentiality, specific metrics related to all operations with local community engagement, impact assessments and development programs is not available. IFF will evaluate opportunities to disclose this information in the future. In reference to environmental impact assessments and ongoing monitoring, please refer to IFF Facility Certifications.	Communities Customers Suppliers



**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Supplier Social Assessment   Relevant IFF Material Topic(s): Responsible Sourcing</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Responsible Sourcing, page 47</a> <a href="#">Supplier Engagement (Risk Assessment, page 50)</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Global Environmental Sustainability Policy</a> <a href="#">Responsible Sourcing Policy</a> <a href="#">Palm Oil Policy</a> <a href="#">Sustainable Soy Policy</a> <a href="#">Vendor Code of Conduct</a>	None	Communities Customers Investors Regulators Suppliers
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	<a href="#">Responsible Sourcing, page 47</a> <a href="#">Supplier Engagement (Risk Assessment, page 50)</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">Business Ethics &amp; Compliance (Human Rights, page 88)</a> <a href="#">Vendor Code of Conduct</a>	None	Communities Customers Investors Regulators Suppliers
<b>Public Policy   Relevant IFF Material Topic(s): Stakeholder Engagement &amp; Transparency</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Business Ethics &amp; Compliance (Regulatory Affairs &amp; Public Affairs, page 86)</a> <a href="#">External Initiatives, Memberships &amp; Associations, page 95</a> <a href="#">Code of Conduct (Political Activities, page 24)</a>	None	Communities Customers Investors Regulators Suppliers
GRI 415: Public Policy 2016	415-1 Political contributions	<a href="#">Business Ethics &amp; Compliance (Political Contributions, page 86)</a> <a href="#">Performance Data, page 109</a>	None	Communities Customers Investors Regulators Suppliers

**MATERIAL TOPICS** (continued)

Disclosure	Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>Customer Health and Safety   Relevant IFF Material Topic(s): Product Safety &amp; Quality</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Product Safety &amp; Quality, page 89</a> <a href="#">Global Quality Policy</a> <a href="#">Global Environment, Health &amp; Safety Policy</a>	None	Communities Customers Investors Regulators Suppliers
GRI 416: Customer Health and Safety 2016	416-2 Incidents of noncompliance concerning the health and safety impacts of products and services	<a href="#">Product Safety &amp; Quality, page 89</a> <a href="#">2022 Annual Report</a>	None	
<b>Marketing and Labeling   Relevant IFF Material Safety &amp; Quality Topic(s): Customer Experience; Innovation &amp; Sustainable Product Solutions; Product Safety &amp; Quality</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Responsible Sourcing, page 47</a> <a href="#">Product Safety &amp; Quality, page 89</a> <a href="#">Global Quality Policy</a> <a href="#">GMO Policy</a> <a href="#">Animal Testing Policy</a>	None	Communities Customers Investors Regulators Suppliers
GRI 417: Marketing and Labeling 2016	417-2 Incidents of noncompliance concerning product and service information and labeling	<a href="#">Product Safety &amp; Quality, page 89</a> <a href="#">2022 Annual Report</a>	None	
<b>Customer Privacy   Relevant IFF Material Topic(s): Information Security</b>				
GRI 3: Material Topics 2021	3-3 Management of material topics	<a href="#">Information Security, page 91</a> <a href="#">Privacy</a> <a href="#">SpeakUp Hotline</a>	None	Communities Customers Investors Regulators Suppliers
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<a href="#">Information Security, page 92</a> Materiality for Information Security incidents is defined in IFF's InfoSec Incident Response Plan.	None	



**MATERIAL TOPICS** (continued)

Disclosure		Description	Cross-Reference or Answer	Omissions	Relevant External Entities
<b>IFF Material Topic: Digitalization</b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Information Security, page 91</a>	None	Customers Suppliers
N/A		Increasing the flexibility, reliability, security, and efficiency through digitalization	<a href="#">Information Security, page 91</a>	None	
<b>IFF Material Topic: Societal &amp; Geopolitical Conditions</b>					
GRI 3: Material Topics 2021	3-3	Management of material topics	<a href="#">Transparency &amp; Accountability, page 81</a>	None	Communities Customers Investors Regulators Suppliers
N/A		Safeguarding business continuity against risks	<a href="#">Transparency &amp; Accountability, page 81</a>	None	

# SASB disclosures

We have included the topics and metrics below related to the Resource Transformation sector and the Chemicals industry. We do not claim to fulfill the disclosures for all indicators this year, but we are continuing to enhance our responses and evaluate them for future disclosures.

Topic	Accounting Metric	Code	Cross-Reference or Answer
Greenhouse Gas Emissions	Gross global Scope 1 emissions and the percentage covered under emissions-limiting regulations	RT-CH-110a.1	<a href="#">Climate Change &amp; Energy Management, page 39</a> <a href="#">Performance Data, page 100</a> In 2022, 8% of IFF's Scope 1 emissions were covered under the EU Emissions Trading System (ETS).
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	RT-CH-110a.2	<a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">2022 CDP Climate Change response</a>
Air Quality	Air emissions of the following pollutants: (1) NO <sub>x</sub> (excluding N <sub>2</sub> O), (2) SO <sub>x</sub> , (3) volatile organic compounds, and (4) hazardous air pollutants	RT-CH-120a.1	<a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">Performance Data, page 101</a> Hazardous air pollutants are not material to our operations.
Energy Management	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable, (4) total self-generated energy	RT-CH-130a.1	<a href="#">Climate Change &amp; Energy Management, page 40</a> <a href="#">Performance Data, page 101</a>
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	RT-CH-140a.1	<a href="#">Water Stewardship, page 44</a> <a href="#">Performance Data, page 103</a>
	Number of incidents of noncompliance associated with water quality permits, standards and regulations	RT-CH-140a.2	<a href="#">Environmental Responsibility, page 77</a> <a href="#">2022 Annual Report</a> (Environmental Proceedings, page 108)
	Description of water management risks and discussion of strategies and practices to mitigate those risks	RT-CH-140a.3	<a href="#">Water Stewardship, page 43</a> <a href="#">2022 CDP Water Security response</a>
Hazardous Waste Management	Amount of hazardous waste generated, and percentage recycled	RT-CH-150a.1	<a href="#">Waste Management, page 45</a> <a href="#">Performance Data, page 103</a>



Topic	Accounting Metric	Code	Cross-Reference or Answer
Community Relations	Discussion of engagement processes to manage risks and opportunities associated with community interests	RT-CH-210a.1	<a href="#">Sustainable Solutions In Practice, page 26</a> <a href="#">Responsible Sourcing (Goals, page 49)</a> <a href="#">Strategic Raw Materials, page 54</a> <a href="#">Community &amp; Biodiversity Programs, page 59</a>
Workforce Health & Safety	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	RT-CH-320a.1	<a href="#">Environment, Health &amp; Safety (EHS Performance, page 79)</a> <a href="#">Performance Data, page 109</a> IFF's current data management processes are aligned with OSHA reporting, which combines employee and supervised contractor safety data.
	Description of efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks	RT-CH-320a.2	<a href="#">Environment, Health &amp; Safety, page 77</a> <a href="#">Global Environment, Health &amp; Safety Policy</a>
Product Design for Use-phase Efficiency	Revenue from products designed for use- phase resource efficiency	RT-CH-410a.1	We have embedded our commitment to circular design and sustainable innovation across our business. We have identified a set of select sustainable solutions from across our portfolio that increase use-phase resource efficiency in processes at the customer and consumer level, such as our entire enzyme business, which enables efficiency improvements in our customers' value chains by catalyzing better yields, reducing water and energy use, replacing chemical alternatives, and allowing for biobased solutions such as biofuels. Based on an initial analysis of revenue from products designed for use-phase resource efficiency (including, but not limited to, enzymes, plant proteins, biodegradable and biobased scent solutions, etc.) we conservatively estimate that the sales of circular/sustainable solutions amounted to at least 30% of IFF's total revenues in 2022. This preliminary estimation has not been subject to assurance. Additionally, significant uncertainty applies to this estimation, due to the tentative nature of the analysis, the lack of an exact and comprehensive definition of circular/sustainable solutions, and other limitations. IFF will evaluate opportunities to further define this metric in the future.  <a href="#">Sustainable Solutions (Goals, page 20)</a> <a href="#">Sustainable Innovation, page 21</a> <a href="#">Sustainable Solutions In Practice, page 26</a> <a href="#">Innovation</a>

Topic	Accounting Metric	Code	Cross-Reference or Answer
Safety & Environmental Stewardship of Chemicals	(1) Percentage of products that contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances, and (2) percentage of such products that have undergone a hazard assessment	RT-CH-410b.1	<a href="#">Sustainable Solutions In Practice, page 26</a> IFF has products that have been classified as GHS Category 1 and 2 Health and Environmental Hazardous Substances. The percentage of products that contain GHS Category 1 and 2 Health and Environmental Hazardous Substances and that undergone a hazard is not available.
	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact	RT-CH-410b.2	<a href="#">Sustainable Solutions In Practice, page 26</a> <a href="#">Product Safety &amp; Quality, page 89</a> <a href="#">Innovation</a> <a href="#">Research &amp; Development</a>
Genetically Modified Organisms	Percentage of products by revenue that contain genetically modified organisms (GMOs)	RT-CH-410c.1	<a href="#">Responsible Sourcing, page 47</a> <a href="#">Strategic Raw Materials, page 55</a> <a href="#">Corporate Governance (GMOs &amp; Consumer Products, page 86)</a> <a href="#">GMO Policy</a>
Management of the Legal & Regulatory Environment	Discussion of corporate positions related to government regulations and/or policy proposals that address environmental and social factors affecting the industry	RT-CH-530a.1	<a href="#">Corporate Governance (Regulatory Affairs &amp; Public Affairs , page 86)</a> <a href="#">Stakeholder Engagement, page 99</a> <a href="#">2022 Annual Report (Risk Factors, page 22)</a>
Operational Safety, Emergency Preparedness & Response	Process Safety Incidents Count, Process Safety Total Incident Rate and Process Safety Incident Severity Rate	RT-CH-540a.1	<a href="#">Environment, Health &amp; Safety (Process Safety, page 80)</a> <a href="#">Performance Data, page 109</a> Process Safety Incidents Count, Process Safety Total Incident Rate, and Process Safety Incident Severity Rate are not publicly disclosed. IFF will evaluate opportunities to disclose this information in the future.
	Number of transport incidents	RT-CH-540a.2	In 2022, IFF had no significant or reportable transport incidents. <a href="#">Environment, Health &amp; Safety (EHS Performance, page 79)</a>
<b>Activity Metric</b>			
Production by reportable segment		RT-CH-000.A	<a href="#">IFF at a Glance, page 7</a> Additional information on our reportable segments can be found in IFF's <a href="#">2022 Annual Report</a> .

# TCFD report

IFF's Task Force on Climate-related Financial Disclosures (TCFD) Report is aligned with the four sections of the TCFD framework: (1) governance, (2) strategy, (3) risk management and (4) metrics and targets. For more information on TCFD, please visit <https://www.fsb-tcf.org>.

Disclosure	Cross-Reference or Answer
<b>GOVERNANCE</b>	
Disclose the organization's governance around climate-related risks and opportunities.	
Board's oversight of climate-related risks and opportunities	<a href="#">Corporate Governance (ESG Governance, page 85)</a> <a href="#">Governance &amp; Corporate Responsibility Committee</a> <a href="#">2022 CDP Climate Change response (Question C1.1, pages 4–6)</a>
Management's role in assessing and managing climate-related risks and opportunities	<a href="#">Corporate Governance (ESG Governance, page 85)</a> <a href="#">2022 CDP Climate Change response (Questions C1.2 and C1.3, pages 6–10)</a>
<b>STRATEGY</b>	
Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	
Climate-related risks and opportunities identified over short-term, medium-term, and long-term horizon	<a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">2022 CDP Climate Change response (Questions C2.1–C2.4, pages 10–31)</a> We define time horizons for climate risks and opportunities as: short-term (1–3 years), medium-term (3–6 years) and long-term (6–10 years). We define 'substantive financial impact' when identifying or assessing climate-related risks in both our direct operations and supply chain as any change that would significantly affect our business and operations.
Impact on businesses, strategy, and financial planning	<a href="#">Sustainable Innovation, page 21</a> <a href="#">Life Cycle Assessment, page 23</a> <a href="#">Sustainable Solutions In Practice, page 26</a> <a href="#">Climate &amp; Planetary Health (Goals, page 36)</a> <a href="#">Climate Change &amp; Energy Management, page 37</a> <a href="#">Corporate Governance (Risk Management, page 84)</a> <a href="#">2022 CDP Climate Change response (Questions C3.1–C3.4 pages 31–42)</a>



Disclosure	Cross-Reference or Answer
Impact of different scenarios, including a 2°C scenario	<p><a href="#">Climate &amp; Planetary Health, page 34</a></p> <p><a href="#">2022 CDP Climate Change response</a> (Question C3.2 pages 32–35)</p> <p>Anticipation of a changing regulatory landscape following the SEC’s proposed rules to enhance and standardize climate-related disclosures for investors served to fast-track our plans to evaluate multiple climate scenarios in line with the recommendations of the TCFD. In 2022, IFF initiated the analysis with a physical risk assessment and will complete a transitional risk assessment as a next step, the results of which will be summarized in future reports as part of our annual TCFD disclosures.</p>

**RISK MANAGEMENT**

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization’s businesses, strategy and financial planning.

Process for identifying and assessing climate-related risks	<p><a href="#">Climate &amp; Planetary Health (Goals, page 36)</a></p> <p><a href="#">Climate Change &amp; Energy Management, page 37</a></p> <p><a href="#">Corporate Governance (Risk Management, page 84)</a></p> <p><a href="#">2022 CDP Climate Change response</a> (Question C2.2 pages 12–17)</p> <p>At the corporate level, IFF’s general approach for identifying and managing significant risks and opportunities relies on our management’s evaluation of current events and its expectations regarding future developments. Climate risks and opportunities are assessed based on the magnitude and likelihood of impact, potential financial impact, return on investment, scale of capital costs or operational expenditures, and potential for disruption or delays in production.</p>
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Processes for managing climate-related risks	<p><a href="#">Climate &amp; Planetary Health (Goals, page 36)</a></p> <p><a href="#">Climate Change &amp; Energy Management, page 37</a></p> <p><a href="#">Corporate Governance (Risk Management, page 84)</a></p> <p><a href="#">Corporate Governance (ESG Governance, page 85)</a></p> <p><a href="#">2022 CDP Climate Change response</a> (Question C2.2 pages 12–17)</p> <p>Like any global company, IFF faces unexpected events that can disrupt our operations. To combat this risk, we have a comprehensive internal Global Crisis Management Plan that outlines preparation for and responses to emergency situations that may imperil the safety of our employees, customers, facilities, operations or reputation. We have Crisis Management teams in place to ensure that situations are handled quickly and effectively by subject matter experts trained on IFF’s Global Crisis Management Plan. Membership on these teams is verified and updated on a regular basis, and all new team members are required to complete training on the Global Crisis Management Plan.</p>
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Integration into overall risk management	<p><a href="#">Climate &amp; Planetary Health (Goals, page 36)</a></p> <p><a href="#">Climate Change &amp; Energy Management, page 37</a></p> <p><a href="#">Corporate Governance (Risk Management, page 84)</a></p> <p><a href="#">2022 CDP Climate Change response</a> (Question C2.2 pages 12–17)</p> <p>IFF has a multidisciplinary companywide enterprise risk management program that continually assesses risks more than once a year, including sustainability issues and climate change, on our business and the business of our customers. This enterprise risk management program considers risks for short-, medium-, and long-term time horizons within our direct operations. By assessing these time horizons in tandem with the procedures above, this enterprise risk management program determines which risks could have a substantive financial or strategic impact.</p>
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Disclosure

Cross-Reference or Answer

**METRICS & TARGETS**

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.

Metrics used by the organization to assess climate-related risks and opportunities

[Climate Change & Energy Management, page 37](#)  
[About this Report \(Standards and Basis of Calculations of Environmental Data, page 93\)](#)  
[Performance Data, pages 100–104 and 110–111](#)  
[External Assurance Statement, page 141](#)  
[2022 CDP Climate Change response \(Questions C6–C9 pages 68–124\)](#)

Scope 1, 2 and 3 greenhouse gas emissions

[Climate Change & Energy Management, page 39](#)  
[About this Report \(Standards and Basis of Calculations of Environmental Data, page 93\)](#)  
[Performance Data, page 100](#)  
[External Assurance Statement, page 141](#)

Targets used and performance against targets

[Climate & Planetary Health \(Goals, page 36\)](#)  
[Climate Change & Energy Management, page 37](#)  
[Performance Data, page 100](#)  
[External Assurance Statement, page 141](#)  
[2022 CDP Climate Change response \(Questions C4.1–4.2 pages 43–48\)](#)

### Independent Assurance Statement to International Flavors and Fragrances Inc.

ERM Certification & Verification Services (“ERM CVS”) was engaged by International Flavors and Fragrances Inc. (“IFF”) to provide assurance in relation to the selected information set out below and presented in the IFF ESG+ Report 2022 (the “Report”).

#### Engagement summary

Whether the 2022 information and data for the specified indicators listed below are fairly presented in accordance with the reporting criteria. All metrics in scope refer to combined company (IFF legacy and DuPont N&B).

#### Limited assurance scope

##### ESG+ Report

- Whether the 2022 ESG+ Report presents a complete and balanced presentation of IFF’s sustainability activities and performance in the reporting year in accordance with the reporting criteria.

#### Environmental indicators

- **Total Scope 1 GHG emissions** [metric tons CO2e]
- **Total Scope 2 GHG emissions** [metric tons CO2e] – by location and market-based methods
- **Selected Scope 3 GHG emissions** [metric tons CO2e]:
  - Category 1: Purchased Goods and Services
  - Category 2: Capital goods
  - Category 3: Fuel-and-energy-related activities
  - Category 4: Upstream transportation and distribution
  - Category 5: Waste generated in operations
  - Category 6: Employee business air travel
- **Other emissions:** VOCs, NOx, SOx [metric tons]
- **Energy:**
  - Direct energy consumption [thousand MWh]
  - Indirect energy consumption [thousand MWh]
  - Total energy consumption (direct and indirect) (absolute and intensity) [thousand MWh and thousand MWh/metric ton of production]
- **Waste:**
  - Total hazardous waste generated (absolute and intensity) [thousand metric tons and metric tons per metric ton of production]
  - Total non-hazardous waste generated [thousand metric tons]
- **Water:**
  - Total freshwater use as the sum of groundwater, municipal, surface, process, and rainwater [megaliters and megaliters per metric ton of production]
  - Total wastewater discharge as a sum of municipal, groundwater, fresh surface water and truck/rail [megaliters]

#### Safety Indicators:

- Total Recordable Incident Rate (per 100 employees and supervised contractors)
- Total Lost Time Incident Rate (per 100 employees and supervised contractors)

#### Other Indicators:

- **ISO 14001 certifications:**
  - ISO 14001 certified operations [# of large facilities] \*
  - ISO 14001 certified operations [% of production from large facilities] \*
- **Production volume** [metric tons]

\* Facility size is defined by IFF annually based on production volume using statistic quartiles and averaging the second and third quartile to categorize facilities.

Scope of our  
assurance  
engagement



	<p><b>Reasonable assurance scope</b></p> <ul style="list-style-type: none"> <li>• <b>Total Scope 1 GHG emissions from IFF’s North America operations</b> [metric tons CO2e]</li> <li>• <b>Total Scope 2 GHG emissions from IFF’s North America operations</b> [metric tons CO2e] – by location and market-based methods</li> <li>• <b>Energy from IFF’s North America operations:</b> <ul style="list-style-type: none"> <li>• Direct energy consumption [megawatt hours]</li> <li>• Indirect energy consumption [megawatt hours]</li> <li>• Total energy consumption [megawatt hours]</li> </ul> </li> </ul>
<p><b>Reporting period</b></p>	<p>1 January 2022 to December 31 2022</p>
<p><b>Reporting criteria</b></p>	<ul style="list-style-type: none"> <li>• WBCSD/WRI GHG Protocol (2004, as updated January 2015) for the Scope 1, 2, and 3 GHG emissions</li> <li>• IFF’s internal reporting criteria and definitions by indicator (as disclosed in Report on page 93 and footnotes)</li> <li>• GRI Sustainability Reporting Standards</li> <li>• SASB Chemical sector reporting requirements</li> <li>• Science Based Targets initiative for Scope 3, Category 6</li> </ul>
<p><b>Assurance standard and level of assurance</b></p>	<p><b>2022 data for the specified indicators in Scope and ESG + Report:</b> Limited assurance <b>2022 GHG emissions and energy for North America operations:</b> Reasonable assurance</p> <p>We performed a limited assurance engagement, in accordance with the International Standard on Assurance Engagements ISAE 3000 (Revised) ‘Assurance Engagements other than Audits or Reviews of Historical Financial Information’ issued by the International Auditing and Standards Board.</p> <p>The procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement and consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.</p>
<p><b>Respective responsibilities</b></p>	<p>IFF is responsible for preparing the Report and for the collection and presentation of the information within it, and for the designing, implementing, and maintaining of internal controls relevant to the preparation and presentation of the Report.</p> <p>ERM CVS’ responsibility is to provide conclusions to IFF on the agreed scope based on our engagement terms with IFF, the assurance activities performed and exercising our professional judgement. We accept no responsibility, and deny any liability, to any party other than IFF for the conclusions we have reached.</p>

**Our conclusion – Limited Assurance**

Based on our activities, as described below, nothing has come to our attention to indicate that the 2022 data and information for the disclosures listed under ‘Scope’ of limited assurance above are not fairly presented in the Report, in all material respects, in accordance with the reporting criteria.

**Our opinion – Reasonable Assurance**

In our opinion, the 2022 Total Scope 1, Total Scope 2 (location-based and market-based) GHG emissions and energy consumption disclosures listed under ‘Scope’ of reasonable assurance are fairly presented, in all material respects, in accordance with the reporting criteria.

**Our assurance activities**

Considering the level of assurance and our assessment of the risk of material misstatement of the Report a multi-disciplinary team of sustainability and assurance specialists performed a range of procedures that included, but was not restricted to, the following:

- Assessing the appropriateness of the reporting criteria for the Report.
- A review of external media reporting relating to IFF to identify sustainability issues in the reporting period that may be relevant to the assurance scope.
- A review of the materiality determination process including the results of stakeholder engagement processes and interviews with management representatives responsible for managing the selected issues.
- Interviews with relevant staff to understand and evaluate the relevant management systems and processes (including internal review and control processes) used for collecting and reporting the selected disclosures.
- A review of samples of documentary evidence, including internal and external documents, relating to the assertions made regarding 2022 sustainability performance and activities in the Report.
- An analytical review of the year-end data submitted by all locations included in the consolidated 2022 group data for the selected disclosures which included testing the completeness and mathematical accuracy of conversions and calculations, and consolidation in line with the stated reporting boundary.
- Visits to 8 IFF facilities/production sites (Isando, Rockland, Institute POLYOX, Pargua, Beloit, Stade, Ieper, Gibson city) to review source data and local reporting systems and controls.
- Additional substantive testing to confirm accuracy of energy and GHG emissions from North America operations.
- A review of Scope 3 GHG emissions accounting methodology, data consolidation and reasonableness of assumptions used.
- Reviewing the presentation of information relevant to the scope of our work in the Report to ensure consistency with our findings.

**The limitations of our engagement**

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating, or estimating the underlying information. It is important to understand our assurance conclusions in this context.

**Our independence, integrity, and quality control**

ERM CVS is an independent certification and verification body accredited by UKAS to ISO 17021:2015. Accordingly, we maintain a comprehensive system of quality control, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. Our quality management system is at least as demanding as the relevant sections of ISQM-1 and ISQM-2 (2022).

ERM CVS applies a Code of Conduct and related policies to ensure that its employees maintain integrity, objectivity, professional competence, and high ethical standards in their work. Our processes are designed and implemented to ensure that the work we undertake is objective, impartial and free from bias and conflict of interest. Our certified management system covers independence and ethical requirements that are at least as demanding as the relevant sections of Parts A & B of the IESBA Code relating to assurance engagements.

The team that has undertaken this assurance engagement has extensive experience in conducting assurance on environmental, social, ethical and health and safety information, systems, and processes, and provides no consultancy related services to IFF in any respect.

**Other Matters - observations**

We have provided IFF with a separate management report with our detailed (non-material) findings and recommendations.



Beth Wyke  
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Malvern, PA  
19 May, 2023  
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# Special note regarding forward-looking statements

Statements in this annual ESG+ Report that are not historical facts or information are “forward-looking statements” within the meaning of The Private Securities Litigation Reform Act of 1995. These forward-looking statements should be evaluated with consideration given to the many risks and uncertainties inherent in the Company’s business that could cause actual results and events to differ materially from those in the forward-looking statements. Certain of such forward-looking information may be identified by such terms as “expect,” “anticipate,” “believe,” “outlook,” “may,” “estimate,” “should” and “predict” or similar terms or variations thereof. Such forward-looking statements are based on a series of expectations, assumptions, estimates and projections about the Company, are not guarantees of future results or performance, and involve significant risks, uncertainties, and other factors, including assumptions and projections, for all forward periods. Actual results of the Company may differ materially from any future results expressed or implied by such forward-looking statements.

The Company intends its forward-looking statements to speak only as of the time of such statements and does not undertake or plan to update or revise them as more information becomes available or to reflect changes in expectations, assumptions, or results.

The Company can give no assurance that such expectations or forward-looking statements will prove to be correct. Any public statements or disclosures by IFF following this report that modify or impact any of the forward-looking statements contained in or accompanying this report will be deemed to modify or supersede such outlook or other forward-looking statements in or accompanying this report.



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## WE VALUE YOUR FEEDBACK

We welcome any questions, comments, suggestions or feedback on our Do More Good Report: [iff.com/contact-us](http://iff.com/contact-us) or [sustainability@iff.com](mailto:sustainability@iff.com).

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