CULTURE SUMMIT

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Making culture real in the hardest-to-reach places in Africa

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Culture Summit Africa
2026

Making Culture Real in the Hardest-to-Reach Places

Culture becomes real when people understand it, talk about it, see it in behaviour and are held accountable for it.





ifs International Facilities Services®

Closer to HOME

Who we are: IFS Africa

Powering operations. Empowering communities.

Our proposition

Integrated facilities services that nourish and activate people on site and empower communities — fuelling high-performance workplaces that feel safe, comfortable and connected.

Our purpose

To put humanity at the heart of every workplace. Everybody deserves to feel safe, valued and connected at work.

What sets us apart

Proud, well-trained people. Integrity and transparency. Deep local immersion. Resourcefulness in complex environments.

HOME is not what we do. It is how it feels to experience IFS: safe, comfortable and connected.

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The real challenge

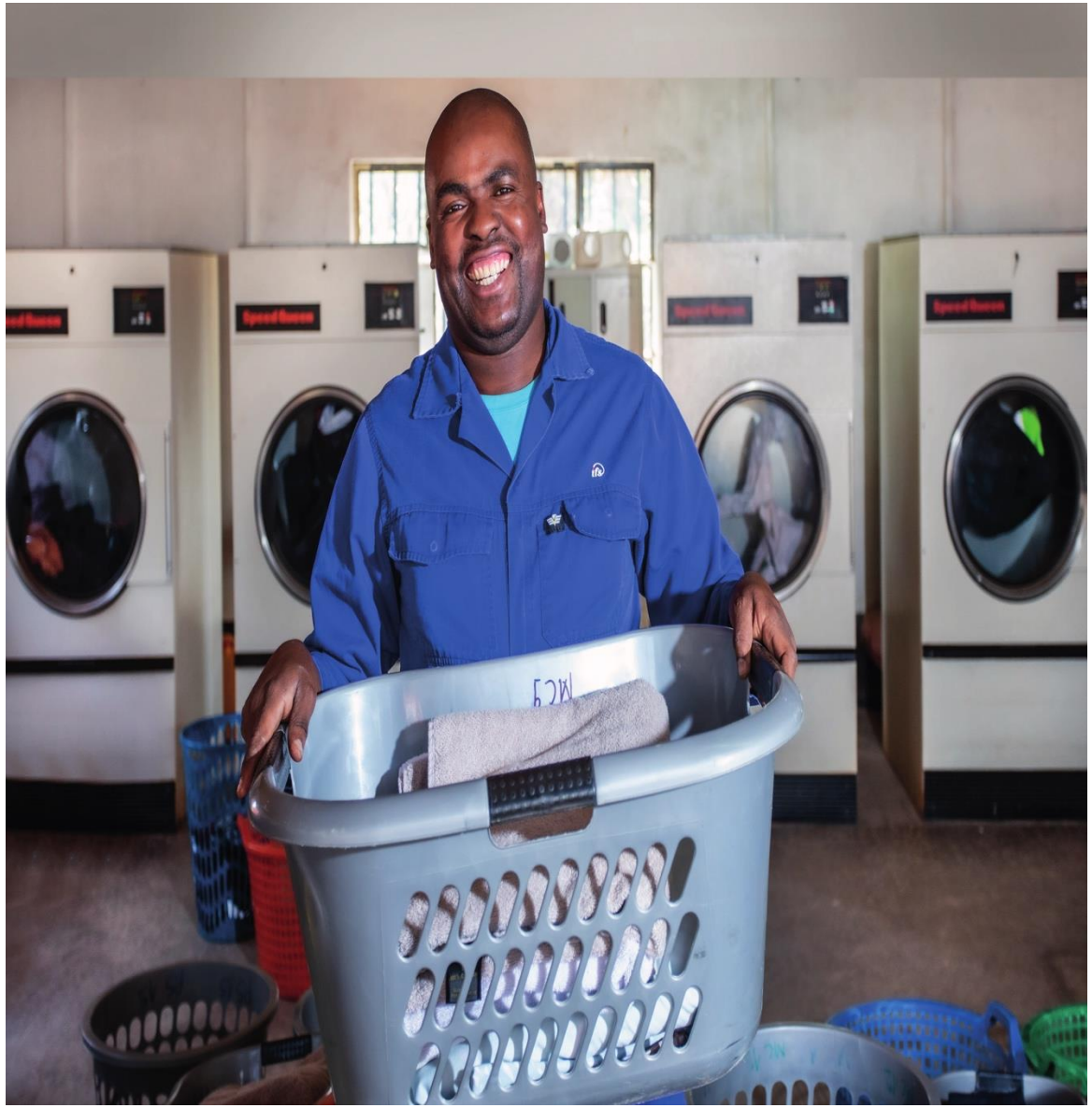
Hardest-to-reach is not only about distance.

At IFS, culture needs to reach employees across remote sites, countries, languages, shifts and operational environments.

Many employees are not behind a desk, constantly on email, or physically close to leadership.

> **How do we make culture real when employees are dispersed, operational and sometimes disconnected from traditional corporate communication channels?**
>
> **The answer is not more noise. It is simpler language, better conversations and visible behaviour.**

Reaching people is one thing. Making sure the message means something is the real work.



The tension: channels help, but conversations carry culture



> **The everyday conversations employees have with managers, colleagues, our customers and the IFS family.**
>
> **That is where people interpret whether the values are real, relevant and believable.**

Culture is not built by the channel. It is built by the conversation that happens afterwards.

Brand, Culture, HR and Marketing cannot work in isolation

HR

Employee lifecycle

Marketing

External and Internal promise through clear messaging and positioning

Employees

Living proof of the brand

Leadership

Direction and behaviour



Brand is what we promise.
Culture is whether our people can deliver that promise.

Keeping values simple enough to travel

Confusing values become words on a wall. Simple values become usable.

Understand	Understand the person, client, problem and environment before acting.
Care	Care for people, safety, quality, community and the way we show up.
Deliver	Do what we said we would do. Follow through. Make it happen.

Speak simply enough that it is understood from the bottom, and believe in it strongly enough that it is driven from the top.

The practical framework: the three Cs

Supported by simplicity and accountability.



Simplicity makes values usable. Accountability makes them credible.

Communication: make it accessible, repeated and clear

Purpose

Communication gives people the language of the culture: what we stand for, where we are going and what is expected.

In hard-to-reach environments, the message must be simple, relevant and repeated through the channels employees actually use.

Channels

- WhatsApp
- Toolbox talks
- Intranet
- Email
- Posters
- LinkedIn
- Training
- Leadership updates

Channels are the route, not the result.

Delivery

Do not confuse “sent” with “understood”.

A message has only landed when employees can explain it in their own words and connect it to their work.

It can also only be measured if it is firstly infiltrated into every action, process and procedure across sites every single day.



Conversation: where communication becomes culture

The best communication often happens in everyday conversations between managers, colleagues and teams.

Meetings	KPI reviews	Toolbox talks
Use values to guide decisions and feedback.	Connect performance to both results and behaviour.	Link values to safety, quality and operational realities.
Training	**Listening circles**	**Daily work**
Use role play to practice what values look like.	Let employees explain how they experience the culture.	Managers turn values into language people can act on.

Communication tells people what matters.
Conversation helps them understand what it means.

Collaboration: culture is delivered collectively

Leadership

Sets direction and demonstrates the behaviour.

HR

Embeds values into the employee lifecycle.

Marketing & Communication

Creates consistent language, stories and brand alignment.

Managers

Translate values into everyday expectations.

Employees

Bring the culture to life in their work and interactions.

Culture is not owned by a department. It is delivered collectively.

Translating values into everyday behaviour

Values need verbs. They must show up in the way people work, meet, decide and behave.

Every conversation	How we speak, listen and respond.
Every KPI review	How performance and behaviour are discussed.
Every training session	How people practice the behaviour expected alongside the practical knowledge they require.
Every meeting	How decisions are made and challenged, and do people leave understanding and knowing that what is expected to deliver, done with dignity and respect.
Every toolbox talk	How values connect to safety and service. Every Toolbox talk is translated back to a simple value piece of the day
Every recognition moment	How the business reinforces what good looks like.

Accountability: where culture becomes credible

Recognition

Recognise people when they live the values.

Tell the stories. Make the behaviour visible. Help employees see what good looks like in the real world.

Correction

Address behaviour that contradicts the values.

Accountability must apply regardless of title, role or location. Otherwise, the values lose credibility.

What you tolerate becomes part of your culture.



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Marketing makes the promise. Culture proves whether the promise is true.

Five takeaways

Keep it simple.
Communicate it clearly.
Turn it into conversation.
Live it through collaboration.
Hold people accountable.

The test

Can employees understand the values, explain them in their own words, and use them to guide how they work when nobody is watching?

The result

When employees believe in the culture, they become the strongest expression of the brand.

When employees understand the culture, believe in it and live it, they do not simply represent the brand. They become the brand.



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