

ISS UK&I Food Services Policy

Date: 17/4/2025

PURPOSE

This policy is in place to outline what the operations performance food services team within ISS UK&I are responsible for and the approach to managing food services for ourselves and behalf of our clients. It sets out the key activities, roles and responsibilities the Food Service team are responsible for. This will aid in the reduction of duplication at an operating unto level.

SCOPE

This policy is in place for the whole of ISS UK&I and governs how we deliver food services within our business and on behalf of our clients. This scope includes all operating business units and is intended to demonstrate the role we play in the Food Service team and how we support them.

POLICY STATEMENT

ISS UK&I operations performance food services team are committed to providing the best service to the business and our clients.

There are several areas that make up the food services team and that support the business in providing safe and engaging menus, food services/offerings, and retail activities. The food service team provide specific support to our healthcare and education sectors by ensuring that our healthcare and education menus are suitable and cater for specific nutritional needs.

The food services team within operations performance are responsible for development of food products; these designed and developed within the foodservices team to ensure that the correct governance for development and deployment. Food product development can introduce significant risk including but not limited to the management of allergens. Therefore it is key that this activity sits within the food services team and not in the operating business units.

This policy also outlines the five key activities which we undertake Design, Build, Manage, Deploy and Perform, along with the key initiatives which support each of these activities. The next two pages outline our approach to these activities and what happens in each stage.

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Page 1 of 4

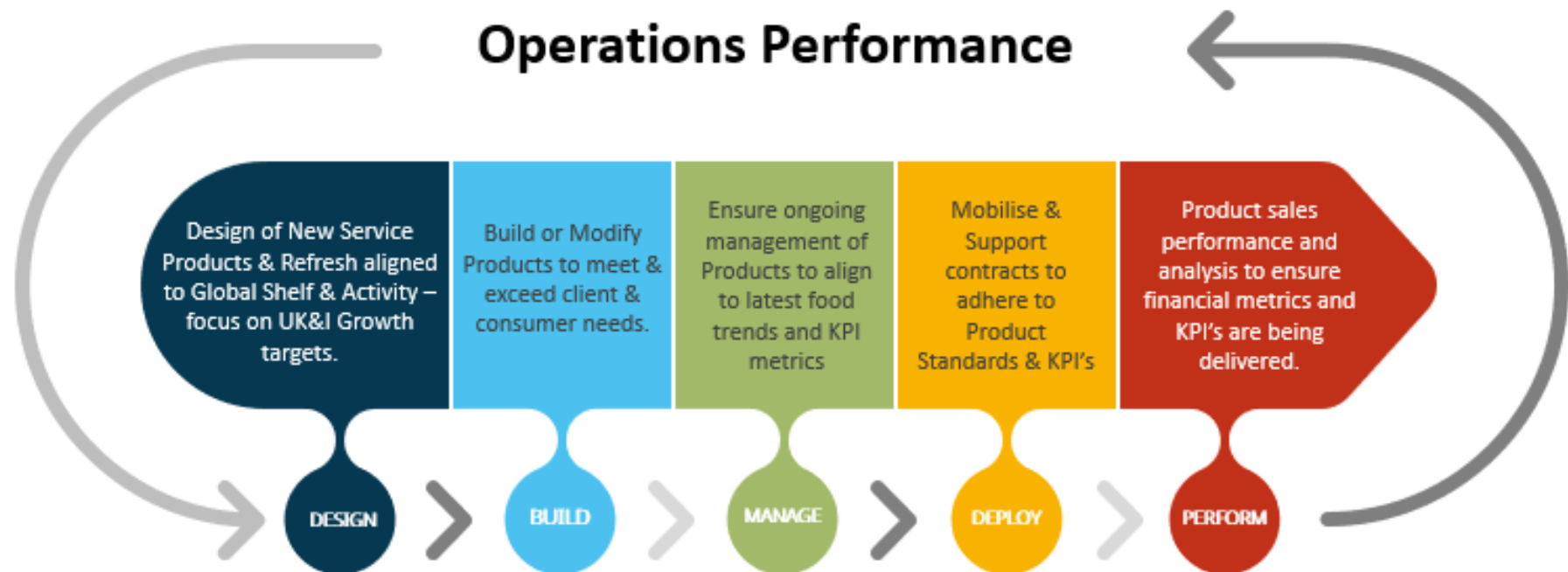
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PEOPLE MAKE PLACES



What we do



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Page 2 of 4

Doc Ref: ISS-1000-POL-3315

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Key Activities

Design	Build	Manage	Deploy	Perform
<i>Working in collaboration with Segments & Global to ensure we have a pipeline of Products which elevates our market position and leading on Food</i> Consumer Trends Research – Food Models Future Strategy New Markets Ideation of new Products / Concepts Latest Food Trends New Vendor / NPD Equipment solutions Health & Wellbeing Sustainability / Social Value Technology / Digital Requirements	<i>Build or adapt Products to a consistent process and replicable output (franchise model)</i> SOP's Theoretical commercial model Recipes & Menu build Sales tool kit Incubator / Test Site / Case Study Training – FOH & BOH Mobilisation tool kit Bid ready documents Order Guides CAD Designs / Build Costs Digital solution Dietetics / Nutrition support	<i>The engine room of Food Ops Performance – key role is to ensure Products remain relevant and perform to agreed KPI's.</i> Recipe / Menu Refresh – Stick, Twist, Bust. Promotions Product enhancements Focus on Sustainability Food Trends / Insight Commercial KPI's led Retail principles & training Culinary Training Dietetics / Nutrition support Food Fighters – culinary network Retail Network Brand & Comms Retail Pricing recommendations	<i>Deployment team ensures that any Products adhere to the qualitative & quantitative metrics which have been defined.</i> Food lead in mobilisation stage Delivered to brand standards Equipment BOH & FOH Support training / centres of excellence Financial metrics Auditing of food business Mystery shopper program Support for poor performing contracts	<i>Support in the design & build modelling of new and adapted Products, and benchmarking of Products in deployment and key initiatives (Food Waste)</i> Financial workbooks for Products Reporting on Products by site, & segment vs key KPIs QBR content Key insights / trends on occupancy / spend per head Financial recommendations to Food SLT

CHANGE LOG

Date of Change	Author of Changes - Name and a Job Title	Short Summary of Changes
10/04/2024	Daniel Corlett	New Document
17/04/2025	Daniel Corlett	Annual Review

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Page **4** of **4**

Doc Ref: ISS-1000-POL-3315

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