

CHAMPIONING SUSTAINABLE WORKPLACES

2026 Update



PEOPLE-FIRST FM





BASIS OF PREPARATION

This report shows how ISS delivers measurable sustainability outcomes through Enterprise Sustainability, Sustainable Workplaces and ISS Sustainability Services. UK and Ireland data and methods are set out in the appendices; Group governance and disclosures are set out in the ISS Annual Report.

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EXECUTIVE SUMMARY

SCOTT DAVIES, CEO ISS UK & IRELAND



A message from our CEO

At ISS, sustainability starts with people. Every workplace, maintained system and welcoming environment depends on the people who deliver its services every day.

Our People-First FM approach is built around supporting and empowering our placemakers, aligning services and creating clear accountability. By bringing people, services and technology together, we create workplaces where individuals and organisations can thrive.

For our people, this means providing safe, inclusive and engaging workplaces, supporting wellbeing, developing skills and creating opportunities within the communities we serve.

For the environment, it means reducing our impact and using resources more responsibly, from energy and carbon to waste and materials, across our own operations and the workplaces we support.

For our customers, it means delivering consistent, high-quality services that strengthen performance, manage risk and reduce cost. Sustainability is embedded into everyday workplace operations, helping turn long-term commitments into practical action.

We work closely with customers and supply-chain partners to align standards and deliver sustainability across the value chain. Our approach combines clear outcomes with reliable data, transparent reporting and disciplined progress tracking.

This gives our customers confidence that commitments are being delivered in practice. By putting people first and making sustainability part of how workplaces operate every day, we create measurable value for people, organisations and the environment.



THIS IS PEOPLE-FIRST FM

PEOPLE-FIRST FM

**Facilities Management
has always been
about people**



Our sustainability framework

Our sustainability approach is built on three aligned elements:

01

Enterprise Sustainability



Operating responsibly and transparently, guided by strong values and clear commitments.



02

Sustainable Workplaces



Embedding sustainability into everyday service delivery through our people on site.



03

ISS Sustainability Services



Helping customers go further through structured, outcome-focused programmes.



Together, these elements ensure sustainability is not a standalone activity, but something delivered consistently, at scale, across every workplace by aligning with customer goals, embedding sustainability into service delivery and enabling deeper impact where it adds value.



RICHARD CRAWSHAW, DIRECTOR OF SUSTAINABILITY



OUR 2025 HIGHLIGHTS

We are proud of the progress made during 2025, across both environmental and social impact.



72%

reduction in dairy GHG emissions against 2019



sv£766M

of social value generated in 2025



£88.9M

spent with local, small and medium enterprises in the supply chain



8,000

children engaged on food and nutrition as part of Roots for the Future



294%

increase in employee upskilling through apprenticeships



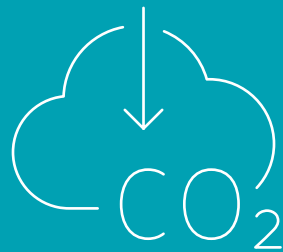
125,721

tonnes of carbon emissions reduced across Scope 1, 2 and 3 since the 2019 baseline



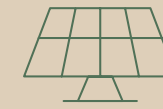
4,145,189

miles driven using low or no-emission vehicles



60%

reduction in Scope 1 and 2 emissions since the 2019 baseline



43,000,000 kWh

saved through building optimisation across client estates since programme began in 2022



58,000

tonnes of waste managed with 97% SLA performance



30,500

weeks of apprenticeships



£439,721

invested in local community projects



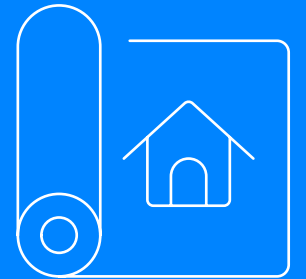
2,000+

recycling services implemented in support of Simpler Recycling



69,000

Coolfood Meals served, producing at least 38% lower carbon emissions



33%

reduction in Scope 3 emissions since 2019 (baseline)



25%

increase in new apprenticeship roles



1ST

UK contract caterer to join 'Bang in Some Beans'



sv£4.1M

generated through inclusive recruitment and apprenticeships



235+

apprenticeships across 86 organisations supported by Apprenticeship Levy gifting



40%

reduction in ruminant meat GHG emissions against 2019

ENTERPRISE SUSTAINABILITY



MAKING SPACE FOR PEOPLE AND BUSINESSES TO THRIVE

Enterprise Sustainability is how ISS operates, progresses towards our commitments and evidences our delivery. It is focused on how we act as a responsible business for the communities and customers we serve.

For 125 years, ISS has been championing sustainability in the workplace, supporting the wellbeing of people at work and creating healthier environments where organisations can perform at their best. Now, as climate change and societal expectations reshape how buildings operate, we are focused on helping our customers succeed over the next 125 years.

Our approach

At ISS UK & Ireland, sustainability is not delivered through separate environmental and social programmes. It is an integrated strategy recognising that environmental and social outcomes are closely connected, and that lasting impact depends on addressing both together.

Climate change is not only an environmental challenge. It affects people directly, from health and wellbeing to livelihoods and the resilience of the communities in which we operate. In the same way, social outcomes such as skills, employment and inclusion play a critical role in enabling the transition to a low-carbon economy.

This is why our approach brings environmental and social sustainability together, ensuring we deliver a just transition that is both environmentally effective and socially inclusive.

Our strategy focuses on where we can create the greatest impact through the workplace, aligning our commitments with the realities of how buildings operate and how services are delivered in practice.



ENVIRONMENTAL IMPACT

Our Enterprise Sustainability Strategy focuses on reducing environmental impact across our operations and value chain, in turn supporting our customers' own sustainability ambitions and enabling progress towards Net Zero.

We prioritise action where we can have the greatest impact through energy, carbon, waste and natural resource use.



How we deliver Sustainable Workplaces

We create meaningful environmental outcomes through:

01

Carbon and Energy Management



Energy efficiency and full decarbonisation programme for our own estate and the application of our supplier code of conduct to reduce carbon in our supply chain.



02

Circularity and Waste



Minimising the environmental impact of waste and driving circularity across our own properties and our mobile operations.



03

Natural Capital

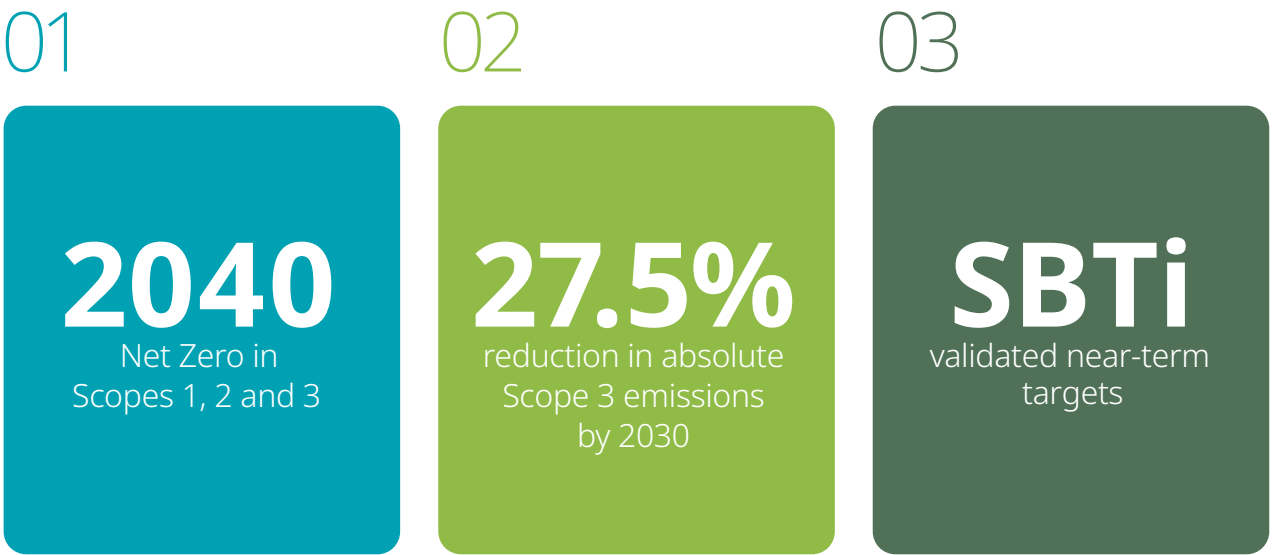


Assessing the potential to further enhance biodiversity associated with our owned assets, and to implement measures that improve air and water quality.



NET ZERO ROADMAP

ISS has committed to challenging carbon reduction targets to support our clients and reduce climate related business risk by achieving:



Targets & Progress

ISS is currently reducing carbon emissions faster than the trajectory required by both our SBTi-validated near-term targets and longer-term Net Zero ambitions. We recognise, however, that continued progress will depend on accelerating action across our most significant sources of emissions.

Our transition plan accounts for future business growth while maintaining a clear focus on absolute carbon reduction. By targeting the areas with the greatest impact, we are strengthening our ability to deliver lasting, measurable progress.

We apply the same sustainability expertise to our own property portfolio that we offer to customers, demonstrating the practical value

of our services. Property rationalisation and energy optimisation have reduced emissions from ISS offices by 75%, with gas-fired heating planned for removal before 2030.

We are also working directly with more than 50 of our largest suppliers, with requirements in place for SBTi-validated carbon-reduction targets. Activity-based emissions data from key suppliers is helping us identify opportunities for further reductions and consider carbon performance when selecting suppliers.

Together, these actions demonstrate how ISS is turning climate commitments into measurable outcomes across our operations, property portfolio and supply chain.

Carbon reduction activities
We work with our customers, employees and supply-chain partners to reduce carbon across every area of service delivery. From food and cleaning to technical services, travel and fleet, we turn carbon commitments into practical, measurable action.

 **FOOD**

Through menu design, close collaboration with our suppliers and targeting our customers' specific needs, we are reducing carbon both in our supply chain and service delivery.

 **TECHNICAL**

Through partnerships with our supply chain, we are taking collective action to optimise work order management, applying the appropriate specialist skills and minimising travel and logistics.

 **CLEANING**

Our Pure Space product improves the efficiency of our service, reducing water and chemical use while improving cleaning equipment utilisation.

 **FLEET**

We are decarbonising our fleet through a staged transition to EV. Over 60% of company cars are now EV and we are accelerating the transition of our commercial fleet with the latest order comprising 50% EV.

 **COMMUNITY AND TRAVEL**

Through People-First FM, we engage with our employees and support low-carbon travel options while maintaining effective and efficient work practices.

 **SUPPLY CHAIN**

We have set minimum environmental standards for our suppliers through our code of conduct and proactively engage with them to support their own transition to Net Zero. Over 20% of our supply chain purchases are with suppliers that have committed to Net Zero through the SBTi.



CASE STUDY

Delivering Low Carbon Workplace Solutions across the ISS Estate



THE OPPORTUNITY

ISS recognises the value associated with sustainable workplaces and demonstrates the impact of our low carbon workplace capability by improving energy efficiency, reducing carbon emissions and operating costs across our own property portfolio. This covers both our owned assets and landlord-managed properties.



OUR APPROACH

Our Building Optimisation Programme, which is certified to the ISO 50001 standard, uses detailed analysis of energy and occupancy data, coupled with on-site audits to implement a wide range of energy reduction opportunities.

These include both technical measures that focus on the efficiency of the building services plant, and operational measures, such as the use of office space; closing floors within the building during periods of particularly low occupancy.

The programme has also established a clear carbon reduction pathway that incorporates the removal of any fossil fuels as part of an ongoing refurbishment programme.



OUTCOMES

In 2025, the programme saved:

197,400 kWh of energy
37,120 kg of CO₂e
£117,372 in energy costs

Since 2023, we have identified 90 energy-saving improvements, delivering total savings of 440,000 kWh.

Typical measures have included:

- Regular review of heating, cooling and ventilation control strategies to respond to changing occupancy patterns, particularly for overnight and weekend operations
- Optimisation of detailed control algorithms, including integration with landlord systems, to maintain comfort conditions and avoid excessive heating or cooling
- Change campaigns to manage unnecessary operation of electrical equipment
- Training and guidance to property managers to review energy consumption trends and identify where remedial action may be required

The combination of office rationalisation, occupancy management, energy efficiency and decarbonisation has resulted in a reduction in carbon emissions associated with our property portfolio of over 75% against the 2019 baseline.



CASE STUDY

Transforming the ISS Office at Stoke Operational Support Centre



THE OPPORTUNITY

As the only owned property asset, the ISS Technical Services office in Stoke-on-Trent is fundamental to our property strategy. To future-proof against forthcoming energy efficiency legislation and make significant progress towards our Net Zero commitments, we refurbished the property. As part of the refurbishment we took the opportunity to transform an existing building into a high-performing, sustainable workplace, improving operational efficiency, reducing environmental impact and providing a healthier, more comfortable environment for placemakers.



OUR APPROACH

The refurbishment showcases the workplace, technical and sustainability expertise that is delivered to customers. Taking a holistic approach, the project incorporated:

- Occupancy monitoring to support the efficient space utilisation across our 24 hour operations
- Supporting placemaker wellbeing by improving internal environmental quality
- Energy efficient, low carbon heating and cooling and on-site renewable energy generation to reduce carbon emissions
- Measures to increase biodiversity



OUTCOMES

Improved EPC rating from D to A

The refurbishment transformed the asset's energy performance, exceeding current minimum efficiency standards and the future standard expected by 2032.

25,000 kWh of solar electricity generated

A new 16 kW solar PV array generates approximately 25,000 kWh of renewable electricity annually, meeting around 10% of the building's total energy demand.

High-quality internal environment

Air-quality sensors and sophisticated ventilation controls improve comfort throughout the office. Indoor planting, including a sound-absorbing moss wall, further enhances wellbeing, air quality and acoustics, creating a calmer, healthier and more welcoming workplace for ISS placemakers.

Net Zero compatible

The fossil-fuel heating system was replaced with a highly efficient heat-pump system. This supports Net Zero ambitions while accommodating the variable heating and cooling requirements of 24-hour operations.

Biodiversity

Enhanced external amenities support local biodiversity while providing more attractive outdoor spaces for building users, visitors and the surrounding community to enjoy throughout the year.

SOCIAL IMPACT

Our Enterprise Strategy focuses on delivering meaningful social outcomes for people and communities, aligning with customer priorities and creating measurable value beyond the workplace.

We prioritise action where we can have the greatest impact through employment, supply chain and community connection.



How we deliver Sustainable Workplaces

We create meaningful social outcomes through:

01

Social Mobility



Driving opportunities for all through a locally focused approach that creates pathways for disadvantaged groups, supports targeted employability, provides learning and development, and a diverse and inclusive working environment.



02

Social Economy



Promoting responsible procurement that encourages local spend, supports SMEs and VCSEs, and builds partnerships that maximise social impact across our delivery.



03

Social Wellbeing



Placing people and communities at the heart of our operations by fostering a strong sense of belonging and connection, while keeping health and wellbeing front and centre.



SOCIAL VALUE ROADMAP

ISS creates social value by focusing on where our people, services and supply chain can make the greatest difference. Our approach centres on:

01



02



03



Progress in 2025

In 2025, ISS generated sv£766 million in social value, an increase of 34% from 2024. This reflects our focus on delivering measurable benefits through employment, responsible procurement and community partnerships.

Employment and inclusion

We continued to support employment, training and inclusion through partnerships such as DFN Project SEARCH. Through our Mission Possible campaign, we also began working with Standing Tall to help people who have experienced homelessness move into employment.

Responsible procurement

We directed 48% of our procurement spend to SMEs and continued tracking spend with voluntary, community and social enterprises and diverse-owned businesses. Partnerships with MSDUK and Social Enterprise UK are helping us strengthen inclusive procurement.

Community connections

We worked with community organisations to respond to local needs and direct our people, resources and expertise towards areas where they can create the greatest impact.

Social value activities

We work with our customers, employees, suppliers and community partners to turn our social value priorities into practical, measurable action.



EMPLOYABILITY

We create inclusive routes into quality jobs through programmes such as Mission Possible, DFN Project SEARCH and ELBA. Our nationwide partnerships help people overcome barriers to employment while building a diverse, skilled talent pipeline for ISS and our customers.



LEARNING FOR ALL

We offer accessible training, apprenticeships and recognised qualifications at every career stage. Through mentoring and externally accredited sustainability training, placemakers gain traditional and green skills, build confidence and progress into meaningful, long-term careers.



FAIR WORKS

We promote fair, safe and inclusive employment through responsible pay, working conditions and practices. This includes supporting the Real Living Wage, fair shift patterns, employee wellbeing and zero tolerance of modern slavery and labour exploitation.



SOCIAL ECONOMY

We use our purchasing power to support SMEs, social enterprises, VCSEs and diverse-owned businesses. Responsible procurement and partnerships with Social Enterprise UK and MSDUK help purpose-led suppliers grow while strengthening local economies.



PARTNERSHIPS

We collaborate with customers, colleges, NHS trusts, community groups and specialist organisations to create practical opportunities. Our partnerships widen access to employment and measure social value consistently, delivering lasting economic and community impact.



WELLBEING

We support physical, mental and social wellbeing through inclusive workplaces and initiatives including Elevate, Mental Health Awareness Week, Mental Health First Aiders and neurodiversity training. Employee networks, wellbeing campaigns and manager training encourage open conversations and effective everyday support.



CASE STUDY

Creating Employment Pathways for Young People with DFN Project SEARCH



THE OPPORTUNITY

Young people with learning disabilities and autism continue to face barriers when moving from education to employment. For 10 years, ISS's partnership with Project SEARCH across our healthcare clients' workplaces has created an opportunity to support young people into the world of work through real placements, structured mentoring and inclusive employment pathways.



OUR APPROACH

Supported by ISS placemakers and dedicated job coaches, students rotate through different hospital services, including administration, catering, portering and pharmacy services. These placements give students the opportunity to experience real workplace routines, build practical skills and understand the expectations of working in busy healthcare environments.

The programme also encourages students to take part in wider site activities, including awareness events and the national Project SEARCH Awareness Day, helping them build communication skills and feel part of the wider workplace community.



OUTCOMES

Graduates into employment

The June 2026 graduates are taking their next steps into the workplace:

- Gabriella progressed into an administration role supporting ISS services after building her confidence across several placements.
- Liam joined the ISS portering team after representing his cohort with a speech at graduation.
- Lyle and Joe progressed from supported placements into roles with the ISS Estates and Catering teams.

- **£428,602 invested through placemaker time**
- **153 weeks of placement opportunities**
- **83% progressed into employment at one participating site**

ISS and Project SEARCH continue to work with our clients to strengthen the link between inclusive employment and workplace delivery. FM partnerships play a key role in creating opportunity. Real operational environments help build skills, empathy and understanding while supporting more inclusive routes into work and more socially responsible workplaces.



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PEOPLE-FIRST FM





CASE STUDY

Cooking up life skills – SEND Cookery Programme



THE OPPORTUNITY

Schools and education clients are increasingly focused on creating inclusive learning environments that support confidence, independence and wider wellbeing.

ISS placemakers realised that children with special educational needs and disabilities (SEND) were still struggling to take part in traditional food education activities. Wanting to make a difference, they spearheaded an activity built around these children from the start, rather than adapting an activity that had not been designed with them in mind.



OUR APPROACH

Our placemakers created simple, flexible, sensory-led cookery sessions, often centred on afternoon tea. Children pour drinks, make sandwiches, prepare fruit and vegetables, decorate cupcakes and create pizza faces. The activities build practical skills while allowing children to explore taste, smell, texture and colour safely and at their own pace. Families are invited to share the food, creating positive school experiences where every child feels involved, confident and celebrated. One parent described seeing their son participate as “overwhelming” and truly wonderful.



OUTCOMES

The feedback following the sessions was immediate:

- Parents rated the experience 5 out of 5, describing the sessions as positive, emotional and uplifting.

“The cookery sessions have brought us closer as a community. It’s not just about cooking; it’s about creating memories and having fun together.”

- Children practised skills such as gripping, spreading, cutting, sequencing and measuring, developing their abilities and growing their confidence
- Children also tried foods they had never eaten before, and families say they are participating in a way many previously thought not possible.

The programme continues to grow, with parents and carers joining throughout the sessions. Illustrated recipe cards have been introduced, and the activities are constantly being updated and adapted to best support the children’s needs, such as including “Now and Next” cards that help children move through each activity. What started as a passionate idea from two ISS placemakers has become a part of ISS Food Services’ wider food education offering, giving more children with SEND a place at the table.

OUR COMMITMENTS AND OBJECTIVES

ISS UK & Ireland

Our commitments and objectives guide the actions we take to achieve our sustainability goals.



Carbon and Energy

Management Net Zero 2040

- 34% reduction in emissions since baseline
- 40% reduction in tCO2e/£k since baseline

SBTi

- Scope 3 emissions remain ahead of our interim SBTi trajectory

Decarbonising our portfolio

- Scope 1 & 2 property emissions reduced by 75%
- 60% of company cars and 9% of commercial vehicles are fully electric

Lowering food service emissions

- Food-service emissions were 40% below baseline



Social Mobility

Creating inclusive employment

- Generated sv£2.2m through inclusive hiring, compared with sv£1.3m in 2024

Extending apprenticeship opportunities

- Gifted £1.6m of apprenticeship levy funding, compared with £300,000 in 2024

Developing our people

- Increased the number of employees upskilled through apprenticeships by 294%

Removing barriers to work

- Continued supporting Mission Possible to promote inclusive employment, training and skills



Circularity and Waste

Preventing food waste

- Food waste was 70% below 2019 baseline, exceeding 2027 reduction target

Packaging reduction

- Streamlined our services such as cleaning with our Pure Space solution to reduce packaging waste
- Implementing our returnables, reusable containers and cups, removing single use takeaway containers across our food operation

Improving waste segregation

- Better clinical waste classification saved 13.9 tonnes of CO2e by directing materials to the correct treatment route
- 3.6% reduction in waste generation between comparable 2025 and 2026 reporting periods
- 99.01% landfill diversion rate with recycling and reuse rates up to 55%



Social Economy

Increasing social value

- Generated sv£755m in total local economic value

Supporting SMEs

- Directed £280m of procurement spend to SMEs, a 7% increase from 2024

Building inclusive supply chains

- Used responsible procurement to support purpose-led and diverse businesses



Natural Capital

Food related land use

- 55% reduction in total hectares of food related land use since 2019

Improving the places we manage

- Working predominantly in others' spaces, ISS works with our clients to help them achieve their biodiversity and natural capital goals, from groundskeeping to impact reduction through waste.



Social Wellbeing

Strengthening communities

- Generated sv£440,000 in community support, compared with sv£124,000 in 2024

Creating opportunities through partnership

- Worked with community organisations to support employment, skills and local needs

VALUES, GOVERNANCE AND TRANSPARENCY

At ISS UK & Ireland, sustainability is embedded in how we operate every day, ensuring that our commitments are delivered consistently, responsibly and at scale.

Full details of ISS's governance framework, policies and disclosures are set out in the ISS A/S Annual Report. Here, our focus is on what these standards mean for our customers and how they are applied through our UK & Ireland operations and service delivery.

Our approach ensures sustainability is not only defined at Group level but actively governed, measured and delivered in real workplaces. This gives customers confidence in our performance and accountability.

We continually review sustainability risks and opportunities and communicate progress clearly to our customers and other stakeholders.



Governance and accountability

Our governance and accountability approach is supported by:

01

Sustainability Steering Committee



Engages at board level to set policy and targets for UK&I, makes strategic decisions and sponsors change.



02

Net Zero & Social Value Management Forums

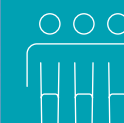


Oversees the decarbonisation and social value strategies with representation from across the organisation to drive and monitor progress.

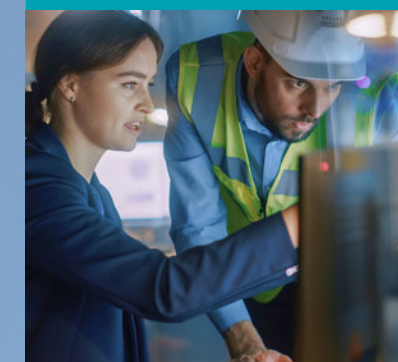


03

Employee Sustainability Network



Contract-based advocates that share best practice and support the embedding of sustainability at operational level.



Sustainability is embedded across all service lines and functions, with operational teams responsible for delivery and central functions providing standards, controls and support.

Partnerships, Accreditations and External Recognition



A homelessness charity that helps people rebuild their lives by connecting them with stable employment, safe accommodation and ongoing support. ISS works with Standing Tall through its Mission Possible campaign.



The UK's national network dedicated to refugee employment. It brings together employers, government and support organisations to help refugees access appropriate, fulfilling and paid work.



CDP operates a global environmental disclosure system that helps organisations measure, manage and report their climate, water and nature-related impacts. Participation supports greater transparency and accountability around environmental performance.



A national charity that helps young adults with learning disabilities or autism move from education into meaningful employment through supported internships and workplace coaching.



The UK membership body for social enterprises, businesses that trade to achieve a social or environmental purpose. It helps organisations strengthen socially responsible procurement and support purpose-led suppliers.



EcoVadis assesses the quality of an organisation's sustainability-management system across environmental, labour and human-rights, ethics and procurement criteria.

A Gold medal places an assessed organisation within the top 5% of companies rated by EcoVadis at the time of assessment.



The UK's only employment charity dedicated solely to supporting women with convictions. It helps women build confidence, develop skills and access employment or education.



The UK's leading inclusive procurement organisation. MSDUK connects verified ethnic-minority-owned businesses and other SMEs with corporate buyers, helping organisations build more diverse supply chains.



S&P Global's Corporate Sustainability Assessment evaluates how organisations manage environmental, social and governance issues that are material to their industry. It provides a recognised benchmark for comparing corporate sustainability performance.



The Social Value Quality Mark is an independent accreditation for organisations that measure, manage and demonstrate their social value. The Silver award recognises an established and independently reviewed approach to delivering social impact.



The 17 UN Sustainable Development Goals provide a shared global framework for creating a more inclusive, equitable and sustainable future.

ISS uses the goals to align its environmental and social priorities with wider global challenges and identify where its people, services and partnerships can make the greatest contribution.



Disability Confident is a UK government scheme that helps employers recruit, retain and develop disabled people and those with long-term health conditions. Employer status demonstrates a commitment to removing workplace barriers and improving access to opportunity.



A national programme that connects care-experienced young people with employment, education and development opportunities. It demonstrates ISS's commitment to helping young people overcome barriers and move towards independent working lives.



The Ministry of Defence's highest recognition for employers demonstrating sustained support for veterans, reservists, military families and the wider Armed Forces community. It provides strong, independently assessed evidence of inclusive employment.



The Age-friendly Employer Pledge recognises organisations committed to valuing older workers and improving the recruitment, retention and development of people over 50. It adds an important age-inclusion dimension to the other employment partnerships.



Technical standards. Accredited skills.

Sustainability depends on the knowledge and capability of the people delivering services every day. At ISS, we build sustainability into our technical standards, competency requirements and workplace roles so that it becomes part of how our services are planned, managed and delivered.

Building sustainability capability

Our Sustainability Competency Framework defines the knowledge, skills and behaviours required across different roles and service lines.

Launched in 2025, the framework provides tailored learning pathways and access to more than 40 training courses. These range from essential sustainability awareness to specialist technical learning, helping our placemakers understand what sustainability means for their role and how to apply it in practice.

ISEP & CIWM accredited training

ISS is an accredited training provider with the Institute of Sustainability and Environmental Professionals (ISEP), formerly IEMA, and the Chartered Institution of Wastes Management (CIWM).

These professional standards strengthen the quality and credibility of our training. They give our placemakers access to recognised learning in sustainability, environmental management, waste and resource efficiency.

Expertise embedded in delivery

Our technical specialists turn complex sustainability requirements into clear standards, practical guidance and everyday actions.

Through training, competency assessment, toolbox talks and expert support, we help our teams make informed decisions, identify opportunities and deliver services consistently. Sustainability is designed into their roles rather than treated as an additional responsibility.

From knowledge to customer outcomes

This investment gives customers confidence that ISS has the technical capability to translate sustainability commitments into measurable workplace improvements.



CASE STUDY

Setting the Standard – Fostering Sustainability Capability



THE OPPORTUNITY

At ISS we recognised that our placemakers are crucial to delivering our government client's sustainability ambitions. So having the right knowledge, confidence and practical skills to support systems and innovation on site was a must. ISS identified an opportunity to develop a consistent approach to sustainability training, one that went beyond theory and reflected the realities of the workplace. By tailoring learning to ISS, the built environment and our client, the team could help trainees recognise sustainability risks, identify opportunities and turn key priorities into meaningful action across sites.



OUR APPROACH

In February 2026, placemakers undertook ISEP's certified Environmental Sustainability for Workers course, delivered by our Head of Sustainability Technical, Standards & Training at ISS UK & Ireland, who is an accredited ISEP trainer. Building on this, the team developed Sustainability Essentials for the Facilities Management (FM) Sector, a bespoke one-day programme for site based FM managers. Tailored to our partnership with our government client, it combines discussion, workshops and reflection with learning on Net Zero, social mobility and the circular economy.



OUTCOMES

- 100%** of delegates passed the ISEP end-of-course examination.
 - 100+ placemakers** have completed the bespoke sustainability training programme.
 - UK-wide delivery** face-to-face sessions delivered in Birmingham, Bolton, London and Livingston. More sessions booked across the year.
 - Remote sessions** expanded access to the programme through Microsoft Teams.
- The tailored programmes connected sustainability principles with practical FM delivery. The facilitated discussions, workshops and reflective exercises generated valuable ideas for improving sustainability performance. These ideas have been translated into actions, helping ISS and our client strengthen the management of environmental and social risks, opportunities and continual improvement.

SUSTAINABLE WORKPLACES



'Designed in' and delivered on site, every day

Sustainable Workplaces are environments where sustainability is delivered in practice, through the design and operation of workplace services.

For most organisations, the workplace is one of the most powerful levers for delivering sustainability outcomes. While strategy is set at leadership level, progress is delivered through buildings, services and behaviours; where facilities management plays a central role.

At ISS, sustainability is designed in, not added on. It is built into the services delivered across our customers' workplaces, shaping how we manage people, processes,

materials and behaviours as part of everyday facilities management.

By embedding sustainability from the outset, environmental and social improvements are delivered consistently, influencing decisions, behaviours and outcomes across the workplace. This enables better environmental and social outcomes across every service line.

How we deliver Sustainable Workplaces

We deliver Sustainable Workplaces through a consistent operating model that embeds sustainability into everyday service delivery.

01

Sustainability designed in

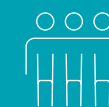


Built into how services are specified, mobilised and delivered across standards, materials, processes, behaviours and on-site decision making, ensuring consistency.



02

Employee-led delivery



Delivered by our on-site teams in customer workplaces, ensuring improvements are practical, relevant and grounded in operational realities.



03

Sustainability accelerators



Targeted interventions delivered alongside the core service to drive additional impact, provided as an optional enhancement for customers seeking to go further or faster.



This ensures sustainability is delivered as part of everyday operations, creating consistent environmental and social outcomes across complex estates.

CLEANING

During 2025, we continued to embed sustainability into day-to-day service delivery across customer sites.

Cleaning is a fundamental, high-frequency service delivered daily across customer sites, with a direct impact on health, safety, operational performance and environmental and social outcomes.

Environmentally, cleaning performance influences resource consumption through water and chemical use, materials, packaging, equipment and waste. Cleaning also contributes to carbon performance through purchased products and supply chains, and operational delivery.

Socially, cleaning is a people-led service, that shapes workplace experience, confidence and wellbeing, as well as skills development and employment outcomes through the way services are delivered. Clean, well-maintained environments support safe, healthy and productive workplaces, reinforcing trust and reassurance for building users.

Together, this makes cleaning a critical lever for reducing environmental impact while supporting safe, healthy and inclusive workplaces.



Designing sustainability into cleaning

ISS embeds sustainability into cleaning through a consistent, systems-led and increasingly outcome driven approach to service design and delivery.

Lower environmental impact cleaning is delivered through Pure Space, a globally standardised approach combining defined work methods, trained teams and digital support tools to drive consistent, safe and efficient outcomes in everyday operations.

This is supported by:

- A defined range of cleaning products that meet environmental and safety criteria including Pur-Eco (Ecolabel and/or Nordic Swan Ecolabel), SURE plant-based, biodegradable and chemical free cleaning products
- Mopping systems that reduce water and chemical consumption per m² with the right balance between chemical, water and material use as the preferred option

- On-shift training delivers all the skills and knowledge required to deliver Pure Space cleaning, with MyLearning used to showcase progression for ISS employees

- Productivity-led delivery reducing time, resource use and operational impact at site and tailored for office, production, healthcare and hygiene needs.

Through this approach, sustainability is embedded into how cleaning is specified, delivered and managed, supporting improved environmental performance alongside reliable, high-quality service outcomes.

PROGRESS AND NEXT STEPS

Pure Space Office already demonstrates measurable environmental savings in practice, delivering:

- **628 tonnes of CO₂e emissions saved** (annualised globally)
- **79 million litres of water saved** (annualised globally)
- **2.5 million litres of chemicals saved** (annualised globally)

These outcomes show how changes in service design and delivery can reduce environmental impact at scale while maintaining high standards of cleaning.

During 2025, ISS expanded Pure Space deployment, strengthened compliance and accelerated ToolSense adoption, supported by productivity assessments and site-level improvement plans. ToolSense enables real-time monitoring and management of cleaning equipment, transforming the way we handle our operations. This has improved consistency of delivery and created a stronger foundation for sustainability performance across cleaning operations.

The next phase focuses on increasing consistency, data and impact including further rollout of Pure Space, improved Scope 3 product data, increased use of lower-impact solutions and greater adoption of circular practices.

At the same time, ISS is strengthening how social value is delivered through cleaning, including how employment, training and responsible procurement are measured and articulated.



CASE STUDY

Improving Cleaning Performance for a Major Banking Client



THE OPPORTUNITY

Following the mobilisation of ISS services in its City of London offices, a major banking client emphasised the importance of enhancing the day-to-day workplace experience for colleagues and visitors, particularly within a high-traffic, high-profile workplace. They were also keen to address perceived operational inefficiencies in laundry and equipment deployment and progress with their own sustainability agenda by managing the use of resources.



OUR APPROACH

Our placemakers implemented the ISS Pure Space Office approach at the London office, which included:

- Replacing traditional mopping and manual chemical handling with our more controlled, resource-efficient methods
- An in-depth review of cleaning routines, equipment deployment and laundry processes to identify practical opportunities
- Placemakers received targeted on-site training, with schedules and workflows adjusted around the building's 24-hour, high-traffic operations.



OUTCOMES

The City of London offices became the exemplar for a high-quality internal environment, with the client highly satisfied with the effectiveness of the programme. In the context of a building exceeding 17,000 sqm and operating 24 hours a day, the associated environmental benefits included annual reductions of:

- **70,000 litres of water**
- **3,000 litres of chemicals**
- **213 kg of plastic packaging and 144 kg of cardboard waste**
- **1,383 kg CO₂e of carbon associated with lower resource use.**

The success of the programme, both in terms of efficiency and environmental impact, resulted in the expansion of ISS's cleaning service across the portfolio. Fit-for-purpose equipment, controlled dosing and optimised service routines improved consistency and reduced waste, delivering value through high-quality FM services and collective environmental impact reduction.



CASE STUDY

Creating Opportunity Through Fair Employment



THE OPPORTUNITY

Fair employment, skills development and inclusive recruitment are central to creating long-term social value at ISS, for our placemakers and our clients. ISS continued to invest in pay, apprenticeships and employment pathways to support workforce participation, wellbeing and social mobility across its operations in 2025.

Through partnerships, such as the collaboration between ISS, Bromley Mencap and our Bromley-based client, we create opportunities for local people with learning disabilities and additional needs to enter the workplace.



OUR APPROACH

Partnering with Bromley Mencap, our operations manager created workplace roles for programme participants at a customer site. Together, ISS and Mencap developed tailored job descriptions and supported candidates through an authentic recruitment process, helping them build confidence and employability skills. Successful candidates are then supported as they begin their new roles as ISS placemakers. The operations manager said colleagues provide the time, understanding and practical support people need, while disability training helps the wider workplace become confident, inclusive and compassionate.



OUTCOMES

Through our partnership with Bromley Mencap, employment and skills commitments are becoming practical opportunities.

Participants have progressed from part-time to full-time hours, while some now help train new ISS placemakers, demonstrating a journey from supported employment to confidence, progression and leadership.

500+ Active apprentices

Building a stronger pipeline of skilled frontline, operational and technical talent.

Two-thirds of ISS colleagues paid the Real Living Wage

Providing a strong foundation for fair employment, with ISS continuing to encourage wider adoption across customer contracts.

£2m+ Apprenticeship levy gifted

Extending training opportunities and social value into communities and partner organisations.

Together with our customers and partners, we are creating workplaces where disabled placemakers feel welcomed, respected and able to progress—from their first opportunity to long-term skills development and meaningful employment.



FOOD

Food services bring together some of the most visible and significant environmental and social impacts in the workplace.

Environmentally, food service performance is shaped by food sourcing, energy use, water consumption, packaging and food waste. It also has a significant influence on carbon performance through supply chains, ingredient choices, sourcing decisions and operational delivery.

Socially, food services shape wellbeing, nutrition and overall workplace experience. They influence health and wellbeing, inclusion, affordability, skills development and the value created through supply chains and communities. Through the way menus are designed and delivered, ingredients are sourced and kitchens are operated, food services can reduce environmental impact while also delivering engaging food experiences that support healthier choices, more inclusive workplaces and positive social outcomes.



Designing sustainability into food

ISS embeds sustainability into food through a structured approach to menu design, sourcing, kitchen operations and customer food experiences.

Environmental improvement focuses on lower-carbon menu architecture, plant-forward meals, waste prevention, circular approaches to packaging and stronger responsible sourcing standards. This builds on an established foundation that already includes more than 150 Coolfood accredited recipes, alongside ongoing action to reduce food related emissions, cut waste and strengthen supplier engagement.

Social sustainability is integrated through healthier meal offers, inclusive menu principles, skills development and training, and an increased focus on social value across food delivery and procurement. This includes programmes such as Good Eats, healthy sustainable diet training, and initiatives that support employability, responsible sourcing and social procurement through food contracts.

This is delivered through:

- A defined approach to menu design that supports lower-carbon, healthier choices using recognised frameworks such as the World Resources Institute (WRI) Coolfood Pledge principles to prioritise plant forward meals and reduce high impact ingredients
- Responsible sourcing standards including MSC-certified fish, Red Tractor and locally sourced produce, and

supplier requirements that prioritise seasonal ingredients and transparent provenance through our 'Food for Life Served Here' menu accreditations

- Kitchen operations optimised to reduce environmental impact, including menu engineering to utilise whole ingredients, energy efficient cooking practices and waste reduction processes and tracking
- Customer-facing food experiences that make sustainable choices visible and accessible including plant forward options positioned first on menus, clear labelling and behavioural nudges to support lower-carbon choices.

This is supported by:

- Data and performance tracking on food carbon (aligned to WRI methodologies, food waste and sourcing compliance)
- Trained teams delivering consistent, high-quality food services supported through structured culinary and sustainability training programmes including chef training on plant forward cooking and sustainable sourcing principles
- Supplier engagement and procurement standards that embed certifications, ethical sourcing and social value outcomes across the supply chain.

Together, this ensures sustainability is embedded into how menus are developed, kitchens are managed and customer experiences are delivered every day.

PROGRESS AND NEXT STEPS

In 2025, ISS continued to reduce the carbon intensity of its food offer and remained below both the Coolfood sector contract caterer average emissions and the European average diet emissions.

Procurement analysis also showed that 58% of food sourced was plant-based, demonstrating continued progress towards a lower-impact, more sustainable offer.

Food waste remains a key focus. ISS is targeting a 50% reduction in food waste by 2027, with on-site teams focusing on better forecasting, portion control and training.

During 2025, surplus food donations generated £11k of social value for local charities, while food waste technology and operational improvements continued to support lower waste and lower emissions. The next phase focuses on scaling consistency and visibility including:

- Stronger contract-level reporting on food carbon and waste
- Wider implementation of lower-carbon menu architecture
- Increased plant-based and lower-impact choices
- More circular packaging solutions and stronger responsible sourcing.

Alongside this, ISS is increasing focus on wellbeing, inclusive food offers, social procurement and clearer measurement of the social value created through food services.



CASE STUDY

Transforming Food Sustainability Through Climate-Friendly School Meals



THE OPPORTUNITY

The Education sector is under increasing pressure to reduce the environmental impact of food services while continuing to provide meals that are nutritious, accessible and appealing to pupils. The challenge was to make lower-carbon choices part of everyday school catering, rather than a separate sustainability initiative.

ISS identified an opportunity to use menu design, ingredient selection and pupil engagement to reduce food-related emissions at scale while supporting a positive lunchtime experience.



OUR APPROACH

- Extended the rollout of climate-friendly meals across primary education settings
- Worked with education clients, school communities and catering teams to make lower-impact meals visible, accessible and appealing
- Increased plant-rich options through menu development and ingredient selection
- Reduced reliance on higher-impact ingredients, including ruminant meat and dairy
- Supported catering teams to embed lower-carbon choices into everyday school food delivery
- Used a wider food transformation activity to increase the use of grains and plant-based alternatives across ISS food operations.



OUTCOMES

The programme reduced the environmental impact of school food while giving more pupils access to plant-rich meals.

50,000+ Plant-rich meals served every day

Almost 200 UK primary schools reached

38% lower carbon emissions than the average school meal

50% reduction in food-related greenhouse-gas emissions between 2019 and 2025

Changing what goes onto the plate

- 40% less ruminant meat purchased
- 26% less dairy purchased
- 211% more grain procured
- 57% increase in plant-based milk alternatives
- 28% reduction in emissions per 1,000 kcal

By embedding sustainability into menu design, sourcing and daily catering, ISS helps education customers turn environmental commitments into visible changes that pupils experience every day.

CASE STUDY

Feeding Hungry Minds,
Supporting Wellbeing and Learning Through Food

THE OPPORTUNITY

The role school food plays in supporting wellbeing, learning and lifelong behaviours is always on the minds of ISS and our Education clients. The challenge is not only to provide nutritious meals, but to create food environments where healthier choices feel familiar, appealing and part of the wider school experience. The solution is ISS's Feeding Hungry Minds Programme.

OUR APPROACH

- Created child-centred dining spaces using friendly characters, murals and food storytelling
- Applied behavioural techniques to encourage healthier choices
- Introduced weekly "Plates for the Planet" activities focused on food, wellbeing and sustainability
- Made family communications warmer, clearer and classroom-focused
- Delivered "Roots for the Future" to build children's food knowledge, confidence and curiosity.

OUTCOMES

Feeding Hungry Minds connects school dining with classroom learning and family engagement, making healthy and sustainable choices more accessible.

Nearly 8,000 children reached through Roots for the Future sessions in 2024/25

56% of pre-ordered main meals were plant-based, vegetarian or blended

72% increase in plant-based and vegetarian main meal uptake

56% increase in meals containing fibre and nutrient-rich beans

"School meals play a key role in shaping children's futures. A balanced, healthy diet supports good health, attainment, development and overall wellbeing."
Lisa-Marie Huggins, Head of Nutrition

Food is more than a route to carbon reduction. Through education, healthier menus and family engagement, ISS creates positive outcomes for pupils and school communities beyond the meal itself.



TECHNICAL SERVICES AND PROJECTS

Technical Services and Projects shape how buildings are maintained, operated and improved, making them a key driver of sustainability outcomes in the workplace.

Environmentally, these services influence energy use, carbon emissions, asset performance, materials, maintenance activities and mobile operations. Through the management of building systems, they play a critical role in reducing environmental impact and supporting lower-carbon, more efficient operations.

Socially, they enable safe, compliant and reliable workplaces supporting productivity, wellbeing and continuity across complex and critical spaces. They also create skilled employment, apprenticeships and wider opportunities through project delivery and supply chains.

Together, this makes Technical Services and Projects a critical enabler of safe, compliant, high performing and more sustainable building operations.



Designing sustainability into technical services and projects

We deliver Sustainable Workplaces through a consistent operating model that embeds sustainability into everyday service delivery.

ISS designs sustainability into Technical Services and Projects through a structured, data led and outcome driven approach to asset management, engineering and project delivery.

Across Technical Services, sustainability is delivered through the wider uptake of proactive, risk-based maintenance and lifecycle management. Placing the emphasis on planned and preventative action allows longer-term asset strategies to be put in place to improve operational efficiency and resilience. This minimises material use, avoids over-specification and minimises mobile engineers' travel.

Across Projects, sustainability is designed into how change is planned and delivered, ensuring works are carried out safely, efficiently and with minimal disruption to live operational environments, while delivering lasting environmental performance improvements beyond completion.

This is supported by:

- Structured lifecycle planning and asset management, using digital asset registers and planned preventative maintenance (PPM) strategies; improving performance and reliability

- Improved route planning, utilising detailed vehicle telematics to maximise mobile engineers' tool-time, which is further enhanced by driver training and the EV transition programme to substantially reduce carbon emissions

- Standardised project delivery approaches that reduce environmental impact, including modular solutions, reuse of existing infrastructure and waste reduction practices on site

- Partnerships with the supply chain, including SMEs and specialist providers, embedding responsible sourcing standards, low carbon materials and circular economy principles

- A strong focus on apprenticeships and technical skills development, supported through structured training pathways and accredited programmes, building a capable future workforce.

Together, this ensures sustainability is embedded into day-to-day engineering activity, project delivery and the wider systems, people and supply chains that support them.

PROGRESS AND NEXT STEPS

During 2025, ISS continued to strengthen the integration of sustainability into Technical Services and Projects delivery, improving consistency in how assets are managed and works are delivered across contracts.

The operation of mobile engineering has become increasingly data-led through the full roll-out of vehicle telematics, supporting improved planning, reduced travel and more efficient service delivery. Fleet electrification has also accelerated through prioritisation of lower mileage vehicles and the expansion of charging infrastructure. Progress has been made in embedding sustainability into both maintenance and capital project practices, strengthening the role of asset lifecycle planning and supply chain choices.

This places greater emphasis on the whole building approach, evaluating both capital investment and operational aspects to present solutions based on lifecycle analysis.

The next phase focuses on increasing consistency, data and impact, including:

- Further electrification of the fleet and continued optimisation of mobile operations
- More detailed project lifecycle analysis to measure both embodied and operational carbon emissions and construction material circularity across the project lifecycle stages, from design through to delivery and operation
- Expanded use of data-led and predictive approaches to asset management and maintenance

- Continued development of technical standards, procurement approaches and supply chain sustainability
- Strengthening workforce capability through apprenticeships, skills development and embedding sustainability into training and competency frameworks

This will ensure sustainability is applied consistently across Technical Services and Projects, enabling more scalable, measurable and long-term outcomes.



CASE STUDY

Accelerating Fleet Decarbonisation Through Electrification



THE OPPORTUNITY

Fleet operations account for the majority of ISS's operational emissions, making vehicle decarbonisation a critical component of its climate response strategy. Transitioning to a fully EV fleet in line with our Net Zero targets, ISS has continued to transform its vehicle fleet through electrification, data-driven decision-making, and operational efficiency improvements.

With Technical Services operating through a dispersed, mobile workforce, how engineers travel and deliver work is a key driver of both emissions and performance. Optimising mobile operations, therefore, presents a significant opportunity to reduce carbon, enhance service delivery and improve consistency across accounts.



OUR APPROACH

ISS has adopted an electric-first approach to vehicle replacement, aligning fleet decisions with both operational needs and carbon reduction goals. Telematics have been deployed across the light commercial vehicle fleet to provide insights into mileage, fuel efficiency and route optimisation, helping identify opportunities for electrification. This programme is supported by home charging infrastructure, strategic partnerships with fleet management providers, and engagement with mobile engineers to influence driver behaviour and efficiency.



OUTCOMES

Driving the transition to electric

60% of company cars fully electric in 2025 equating to 396 vehicles

95% of light commercial vehicles fitted with telematics

100% of company cars supplied for new contract mobilisations are fully electric

57% reduction in diesel consumption since 2019

Progressing towards Net Zero

- 93 electric light commercial vehicles, representing 9% of the fleet
- A clear roadmap to deliver a fully electric fleet in line with Net Zero commitments

By combining data-led fleet electrification with telematics and improved planning, ISS is accelerating progress towards Net Zero and providing our clients with sustainability-minded partnerships, working together to reduce our connected carbon footprints.



CASE STUDY

Technology-Enabled Employment
Through Assistiv



THE OPPORTUNITY

Creating inclusive workplaces requires removing barriers that prevent talented people from reaching their full potential.

ISS is partnered with Assistiv, a social enterprise providing technology that is helping to transform access to employment for people with learning disabilities, intellectual disabilities and autism. Through this partnership, ISS is using technology to improve accessibility and support greater workforce participation.



OUR APPROACH

Assistiv's screen-based technology transforms workday and workplace tasks into simple visual prompts, audio cues, and step-by-step instructions. Launched in ISS's operational environments, this technology assists colleagues with intellectual and developmental disabilities, enabling them to work more independently, build confidence, and develop essential workplace skills.



OUTCOMES

Technology that enables independence

More accessible

Workplaces designed around individual needs

More independent

Placemakers can manage tasks with less supervision

More confident

Greater wellbeing, inclusion and belonging

More inclusive

Stronger support for different learning needs

"Without this job, I wouldn't have anything. Assistiv helps me keep track of my tasks and work independently of my supervisor."

- ISS placemaker

WORKPLACE

The workplace is where sustainability is experienced by people every day, shaping behaviours, wellbeing, inclusion and how the workplace performs in practice.

Environmentally, the workplace influences how resources are used day to day including energy consumption, waste generated and consumption behaviours. Through how spaces are designed and used, the workplace plays a significant role in supporting more efficient and lower-impact operations.

Socially, it plays a central role in supporting wellbeing, inclusion and connection. It shapes how people feel in a space, supporting a sense of belonging, improving engagement and enabling positive, productive workplace experiences. Together, this makes the workplace experience a critical link between sustainability strategy and real world impact, where environmental and social outcomes are brought together through how people use and experience their environment.



Designing sustainability into workplace

ISS embeds sustainability into the Workplace Experience through a people-focused, structured and outcome-driven approach to how workplaces are designed, managed and experienced.

A core part of this is enabling behaviour change in practice that supports social and environmental elements through everyday interactions with the workplace, while enhancing the overall experience and performance of the people that use it.

This is delivered through:

- Customer-facing workplace experiences that make sustainable choices easy, including clear signage and prompts to guide behaviour
- Integration of inclusive and adaptable practices into workplace services using inclusive design principles and community engagement activity to create more engaging, accessible and inclusive environments
- Health and wellbeing action to create a sense of belonging that supports productivity and retention.
- Workplace design and service experience that supports efficient use of buildings by analysing occupancy and space utilisation data to optimise layouts that reduce wasted space. Utilising targeted campaigns and behavioural nudges, to influence resource use and wellbeing. Our engagement and communication programmes make sustainability visible, relevant and actionable for building users.
- Employee-led delivery, embedding sustainability into everyday interactions and service moments on site, supported through structured service standards

Sustainability is also designed into how services come together, ensuring workplace experience supports wider environmental and social outcomes, while contributing to consistent, high-quality service delivery across the workplace rather than treating them as separate priorities.

PROGRESS AND NEXT STEPS

During 2025, ISS continued to strengthen the integration between Workplace Experience and sustainability, embedding sustainability more consistently into day-to-day service delivery across a range of customer environments.

This includes an increased focus on behaviour, engagement and consistency, supporting people to adopt more sustainable practices while improving workplace experience, wellbeing and inclusion.

The next phase focuses on scaling impact and consistency, including:

- Strengthening how sustainability is communicated and experienced in the workplace
- Increasing consistency of Workplace Experience across contracts

- Further integrating social value, wellbeing and behaviour change into workplace services
- Expanding the role of behaviour change in supporting sustainability outcomes
- Further integrating wellbeing, inclusion and social sustainability into workplace services.

This will support more consistent and measurable outcomes, ensuring workplace experience continues to translate sustainability strategy into everyday behaviours and positive workplace performance.



CASE STUDY

Transforming Clinical Waste Segregation Through Interactive Learning



OUR APPROACH

Clinical waste must be segregated accurately to ensure it follows the safest and most appropriate treatment route. At University Hospitals Coventry and Warwickshire NHS Trust, some non-infectious materials were being sent for specialist treatment, unnecessarily increasing costs and carbon emissions. ISS identified an opportunity to work with Critical Care teams to strengthen understanding of waste classifications and make correct segregation easier in daily practice. The aim was to reduce avoidable treatment, support compliance and deliver measurable financial and environmental benefits.



OUR APPROACH

Working with Critical Care teams, ISS developed an interactive training programme that allowed NHS staff to practise waste segregation using simulated waste items and colour-coded disposal routes. The sessions focused on contamination-based disposal decisions and real-world scenarios. For example, it was discovered that food supplements in plastic bottles were being disposed of as offensive waste, which incurs higher costs. With proper training, these items are now being directed to the recycling waste stream instead.



OUTCOMES

Smarter segregation. Lower cost. Less carbon.

46% lower cost

For suitable waste moved from high-temperature incineration to Energy from Waste

13.9 tonnes CO₂e saved

By replacing orange bags with tiger bags where specialist treatment was unnecessary

733 kg CO₂ saved annually

Through correct segregation on one ward alone

- Better decisions, stronger teamwork
- Improved understanding of waste classifications
- Closer collaboration between ISS and clinical teams
- More waste directed to the correct treatment route



CASE STUDY

Creating Inclusive Workplaces

Wellbeing, Awareness and Diversity



THE OPPORTUNITY

Creating inclusive workplaces starts with the people delivering services every day. For ISS, this means building teams that feel supported, represented and confident, while ensuring managers have the awareness and capability to lead diverse teams well.

Throughout 2025, ISS continued to strengthen inclusion, wellbeing and belonging across its own workforce. This supports our ambition to be a leading frontline employer and helps ensure the services we deliver for clients are shaped by engaged, aware and inclusive teams.



OUR APPROACH

ISS continued to build a more inclusive, supportive workplace through three focused initiatives. The Women in Leadership apprenticeship programme helped colleagues strengthen their confidence, leadership skills and career progression. Promotion of the Hidden Disabilities Sunflower Programme increased understanding of non-visible disabilities and the support individuals may require at work. Activities during Mental Health Awareness Week also encouraged more open conversations about wellbeing.

Together, these programmes help employees feel recognised, supported and empowered to develop, lead and thrive across ISS workplaces.



OUTCOMES

ISS strengthened leadership, engagement and inclusion across its workforce, supporting more consistent and people-centred service delivery.

More capable managers

- Greater access to leadership development
- Successful Neurodiversity Awareness workshops
- Better understanding of workplace adjustments and inclusive team support

More engaged colleagues

- Increased participation through employee resource groups
- Greater confidence among programme participants
- Stronger awareness of mental health and hidden disabilities

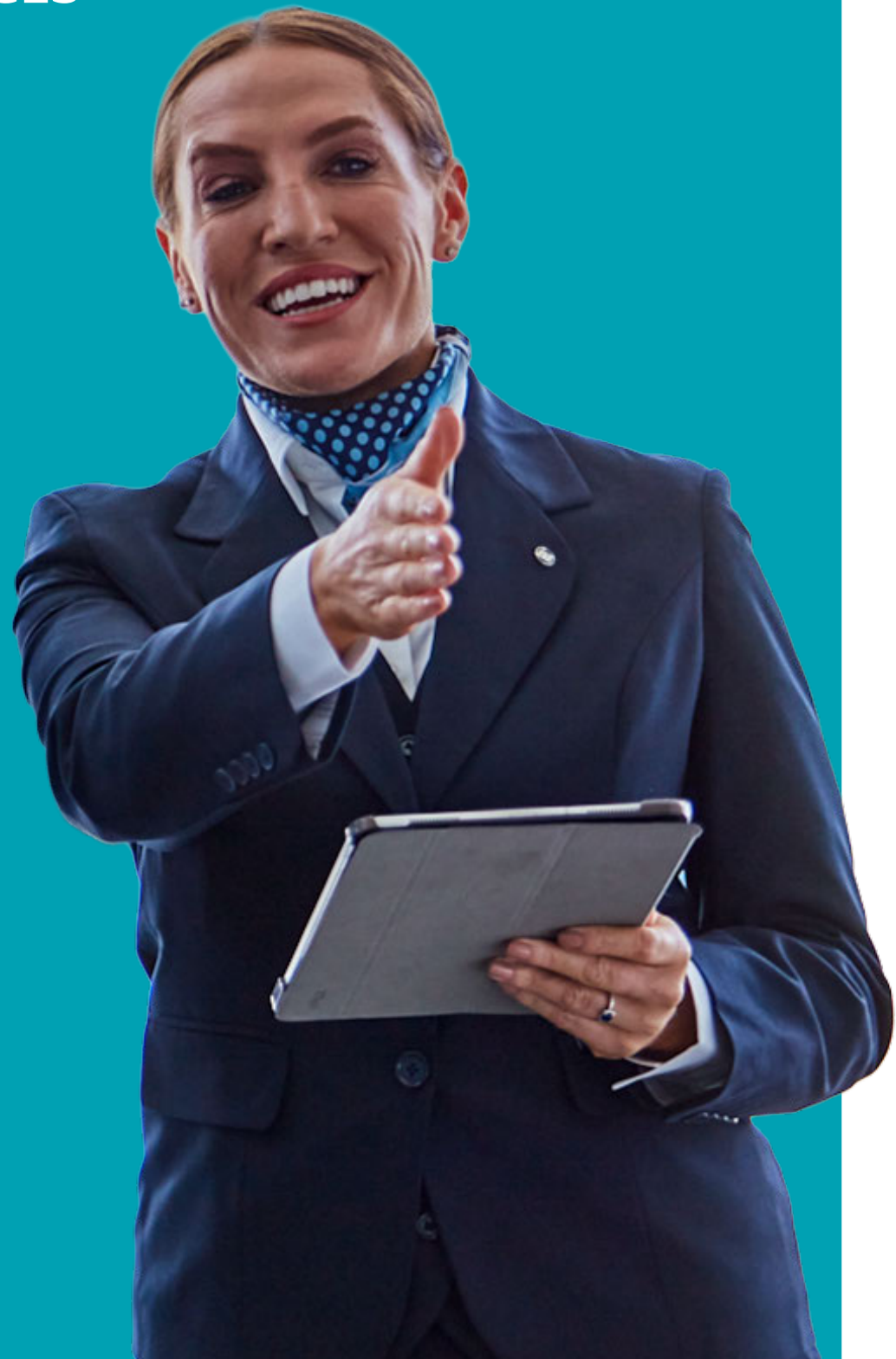
A stronger culture

- Improved inclusion, belonging and cultural awareness
- More confident colleagues and supportive managers
- Better everyday workplace experiences

For customers, this provides confidence that inclusion is embedded in how ISS recruits, develops, supports and leads its placemakers, not treated as a standalone initiative.



ISS SUSTAINABILITY SERVICES



Delivering customer sustainability goals through their workplaces

Organisations have increasingly clear sustainability commitments, from Net Zero and circularity to social value and wellbeing. In many cases, the targets and baselines are defined, but delivery still relies on how the workplace operates day to day.

The workplace is a critical lever in this:

01

Built Impact



Buildings are one of the largest sustainability levers organisations control. Globally, the buildings and construction sector accounts for 32% of energy consumption and 34% of CO₂ emissions (UN Environment Programme, 2025)

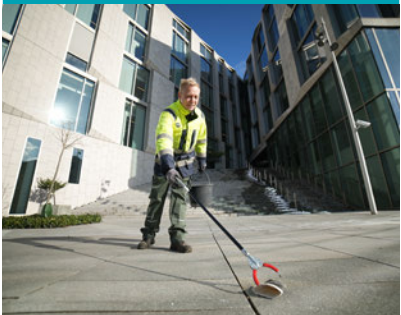


02

Material Impact



Workplaces also shape material use and waste at scale. In England alone, organisations generate around 32.6 million tonnes of commercial and industrial waste each year, making workplace commitments critical to both waste reduction and circular resource management (UK Government, 2025)



03

People Impact



The workplace directly influences social outcomes with evidence showing that improving employee wellbeing can increase productivity by around 10–12%, alongside stronger retention and overall business performance (University of Oxford, 2023)



ISS Sustainability Services are designed to provide and support structured and outcome focused programmes that help customers turn sustainability goals into measurable results through the workplace.

GUIDED BY ANTHESIS

ISS Sustainability Services combines sustainability expertise with workplace delivery, bringing together two capabilities that enable sustainability targets to be achieved:

- **Anthesis:** Proven sustainability consultancy expertise in targets, pathways and technical solutions across a wide range of sustainability topics
- **ISS:** Proven on-the-ground knowledge and expertise maintaining facilities, ISS delivers sustainability by embedding those solutions into your workplace

This partnership addresses a common challenge: sustainability strategies are often well defined, but difficult to implement consistently in live operational environments.

ISS Sustainability Services combines the best of both:

- Turn strategy into practical, deliverable programmes
- Embed sustainability into how the workplace actually operates
- Deliver outcomes that are measurable, credible and visible. Strategy and delivery are not separated; they are designed and delivered together through your workplace.



OUR SUSTAINABLE WORKPLACES

Our workplace approach brings together three connected areas, underpinned by data and insight:

01

Low Carbon Workplaces



Minimising workplace carbon through energy efficient practices, asset optimisation and carbon reduction programmes.



02

Zero Waste Workplaces



Eliminating waste through a circular economy approach, including waste audits, collection optimisation and reducing single use plastic materials.



03

Socially Responsible Workplaces



Fostering working environments in which people thrive. Nurturing wellbeing and developing healthier, more fulfilling workplaces.



LOW CARBON WORKPLACES

Reducing consumption, cost and carbon through smarter workplace operations.

Carbon reduction happens through how workplaces operate, not just commitments.

Many organisations have defined Net Zero targets and some may have limited decarbonisation principles. The challenge is turning these into practical action across buildings and day-to-day operations.

Low Carbon Workplaces focus on areas that organisations directly control, improving how buildings perform, reducing energy use and cutting carbon without relying solely on capital investment.



Three ways we deliver:

01

Energy Optimisation



Reducing energy use, cost and carbon.



02

Decarbonisation Roadmaps



Clear, investment-ready pathways to reduce Scope 1 and 2 emissions.



03

Net Zero Facilities Management Partnership



Enabling customer Net Zero commitments through FM.



The outcomes:

- Reduced exposure to energy price volatility, reduced energy consumption and lower carbon emissions
- Energy reporting and insights supporting operational efficiency and validated cost savings combined with progress against sustainability targets
- Delivery of Net Zero commitments through a commercially credible programme of workplace change

Measurable, evidenced reductions in energy use, cost and carbon across customers' workplaces.



CASE STUDY

Building Optimisation Programme: Global Banking Client



THE OPPORTUNITY

An international banking client required a strategic, scalable approach to reduce energy consumption and carbon emissions across their worldwide portfolio, in turn, improving operational resilience, asset efficiency and progression towards sustainability targets.



OUTCOMES

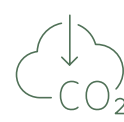
ISS delivered a cost-effective, scalable Optimisation Programme to provide a strategic route to reducing energy and carbon across the portfolio. Supported with behavioural change initiatives which helped to ensure staff buy-in, the project team delivered exceptional savings results within the first four years.



36.9
GWh
Energy
saved



£6.6m
Money saved
based on client tariff rates



6,862
tCO₂e
Carbon
avoided



OUR APPROACH

A multi-year partnership, beginning in 2022, to develop a tailored Building Optimisation Programme across 61 sites in 11 countries. The solution aims to maximise asset efficiency using a data-led strategy to manage building consumption and eliminate unnecessary energy waste.

Now in its fifth year, the programme continues to find new methods of reducing energy consumption and build long-term market resilience, including scope expansion across the USA and Asia. With 980 energy conservation measures already implemented, ISS remains on track to deliver a further 5.5 GWh savings by the end of 2026.

"We approach the next year in a strong position, intent on leveraging our shared commitment and expertise to expand on global delivery achievement."

Director of Global Sustainability
ISS's Banking Client



CASE STUDY

Net Zero FM Programme: UK Banking Client



THE OPPORTUNITY

ISS delivers soft and hard services, capital projects and security to a financial services organisation across corporate and retail environments. The client targeted a 50% reduction in value-chain emissions by 2030. ISS committed to matching this reduction across its service-line emissions and reporting account-based emissions annually.



OUR APPROACH

ISS, guided by Anthesis, developed an account specific emissions inventory covering Scope 1, 2 and 3 emissions linked to our service delivery.

An emissions baseline report for 2019 was established alongside a current year emissions report to design an account decarbonisation pathway which focuses on corporate estate, retail estate and supply chain.



OUTCOMES

With the support of Anthesis, the specialist team developed a prioritised set of estate specific actions to form the decarbonisation proposal.

As a result:

- **ISS is on track to meet its 2030 commitment target** having already delivered an 18% reduction in account- level emissions in the first year compared against the 2019 baseline, due to a clear estate-specific decarbonisation plan.
- **Repeatable annual emission reporting process established**, supported by a data quality-improvement plan over time.
- **Provided clear visibility of emissions hotspots**, enabling operational change through targeted investment planning and informed procurement decision making.
- **Developed a structured governance plan** to ensure each decarbonisation lever was owned, had an assigned KPI and each action was linked to a measurable emission outcome.

"The account decarbonisation plan was a key deliverable in this significant contract extension and has given both organisations a shared view of the account's emissions and a practical pathway for action, moving from ambition to a clear plan for reducing Scope 1, 2 and 3 carbon impacts."

Key Account Director, UK Banking Client

ZERO WASTE WORKPLACES

Improving resource efficiency and reducing waste through better workplace design and operations.

The circularity of workplaces is shaped by how they are designed and operated. The biggest opportunity is not better disposal — it's how to avoid the spiralling costs entirely.

Many organisations have defined waste targets and compliance requirements. The challenge is moving beyond compliant collections to reduce waste at source and improve how resources are used across the workplace.

Zero Waste Workplaces focus on how materials flow through the workplace, from specification and use, through to recovery and reuse, ensuring value is retained for longer.



Three ways we deliver:

01

Waste Collections and Compliance



Safe, compliant and efficient waste services across every site.



02

Waste and Resource Optimisation



Reducing waste, cutting costs and maximising resource value.



03

Circular FM Partnership



Enabling the circular economy through FM.



The outcomes:

- Reduced costs through lower waste volumes and improved recycle quality
- Waste reporting and insights supporting operational efficiency and validated cost savings combined with progress against sustainability targets
- Pathway towards circularity through a commercially credible programme of workplace change

Measurable, evidenced reductions in waste, costs and resource use across customers' workplaces



CASE STUDY

Zero Waste Workplaces: Targeted Posters & Signage



THE OPPORTUNITY

Following ISS review, there was a drive to improve segregation, supporting healthcare clients in meeting waste segregation targets and NHS commitments.



OUTCOMES

To improve awareness, support staff, and reduce waste contamination, the ISS team redesigned and introduced new, clearer and larger signage. This was met with positive feedback, leading to increased engagement and a more professional standard.



**More
Efficient
Processes**



**Improved
Recycling
Rates**



**Increased
Engagement**

At the point of disposal, the implemented controls led to a marked improvement in waste segregation, with more materials being correctly placed in the appropriate streams. This reduced the need for time-intensive back-of-house waste handling and improved recycling rates, supporting NHS England targets.



OUR APPROACH

ISS reviewed current waste management and developed an improvement plan, including segregation assessment, tailored signage, training materials, and promoting user participation.



CASE STUDY

Waste Baseline & Progress Pathway: Global Banking Client



THE OPPORTUNITY

Our global banking customer had a strong foundation for waste management at site level, being already supported by our ISS teams to establish routine processes. However, several operational issues were limiting further progress towards best practice and zero waste goals.



OUR APPROACH

Our specialist team conducted on-site waste audits to develop a phased roadmap addressing key challenges. The roadmap set forth actionable insights and developed carbon & cost-minded processes to create waste management benefits. Our focus was on optimising systems, addressing inefficiencies, enhancing on-site treatment and improving tracking capabilities, while introducing standardised communications and improved data-management capabilities.



OUTCOMES

Phase 1: Standardisation and Data

Standardise kitchen recycling, improve waste tracking, reduce contamination and single-use items, deliver behaviour-change campaigns and pilot AI segregation technology.

Phase 2: Systems and Efficiency

Removal of all digesters, with a transition to either on-site waste treatment or standard food waste collection services, alongside optimised collections and real-time tracking.

Phase 3: Long-Term Improvement

Define a zero-waste pathway, work with suppliers to reduce packaging, and track and benchmark progress to embed sustainable practices.

Impact



**Reduced Cost,
Water & Carbon**
via efficient,
standardised
systems and
optimised
collection services



**Improved Waste
Performance &
Recovery**
through higher
recycling rates
and lower
contamination



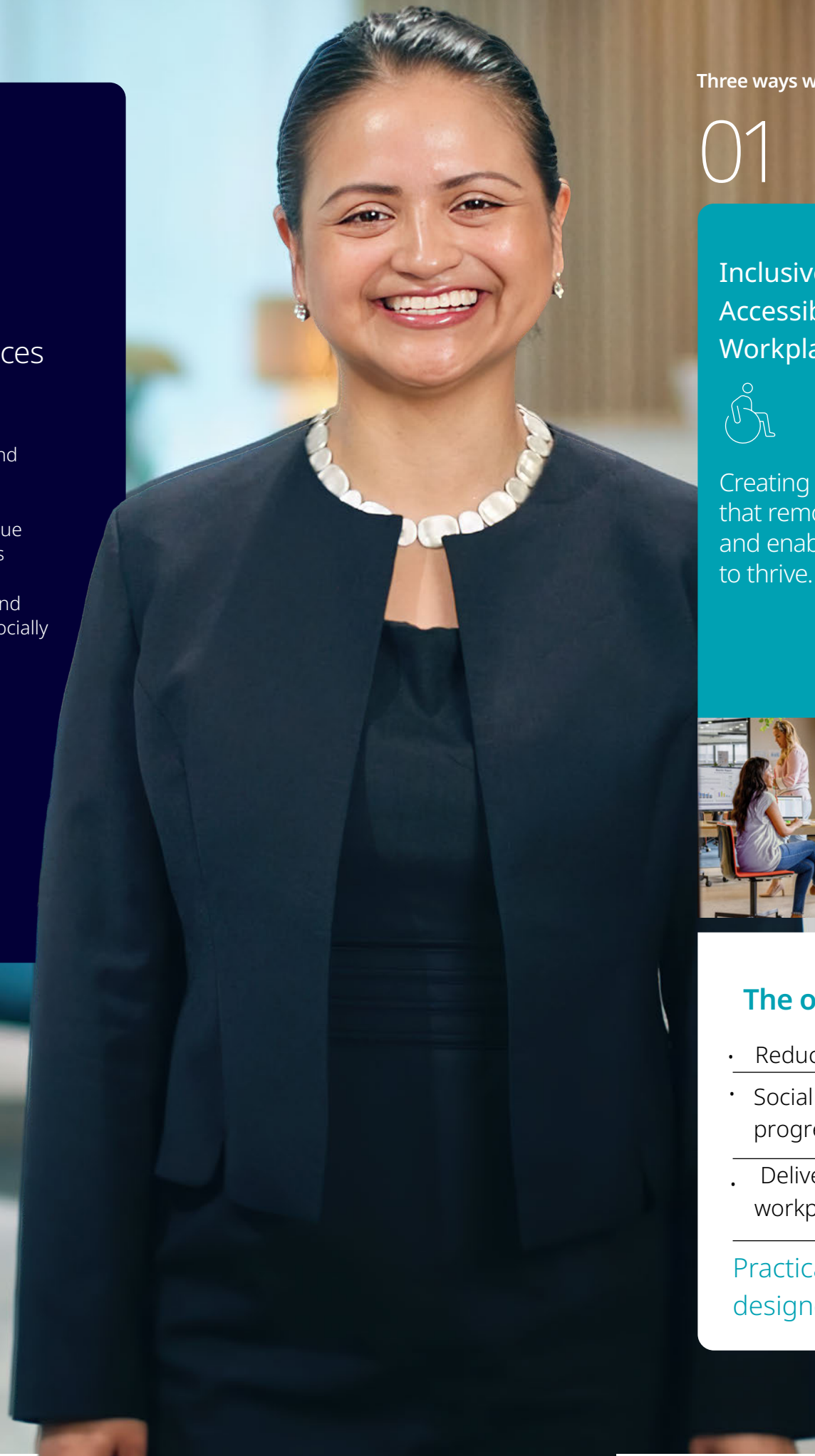
**Clear Path
to Zero Waste**
through improved
data insights and
stronger team
engagement

SOCIALLY RESPONSIBLE WORKPLACES

Creating measurable social value through how workplaces are designed and operated

Social impact is delivered through people and workplace experience, not just policy.

Many organisations have defined social value commitments and targets. The challenge is translating these into practical actions that influence how people access, experience and move through the workplace day to day. Socially Responsible Workplaces focus on how workplaces are designed and operated, ensuring they are inclusive, accessible and create measurable value for people and communities.



Three ways we deliver:

01

Inclusive and Accessible Workplaces



Creating workplaces that remove barriers and enable everyone to thrive.



02

Purpose and Social Activation



Turning purpose and social value commitments into measurable action.



03

Social Value FM Partnership



Enabling Social Value in communities through FM.



The outcomes:

- Reduced cost through productivity improvements
- Social Value reporting and insights providing evidence of impact and progress against sustainability targets
- Delivery of Social Value through a commercially credible programme of workplace change

Practical social value, delivered through how workplaces are designed, experienced and operated.



CASE STUDY

Kingfisher Security: Inclusive Routes into Work



THE OPPORTUNITY

ISS partnered with Kingfisher Security, an MSDUK-certified SME, to create inclusive employment opportunities for local people and candidates facing barriers to work.



OUTCOMES

The partnership created more inclusive employment routes while continuing to provide high-quality services for customers.



Local Opportunity
Greater access to employment for local people



Inclusive Pathways
Support for apprenticeships and candidates facing barriers to work



External Recognition
Multiple West London Chamber Awards



OUR APPROACH

ISS worked with Kingfisher Security to develop an inclusive recruitment approach across service delivery. Recruitment was connected with Jobcentre Plus, apprenticeships and community partners, embedding inclusive employment and social value directly into service delivery.

The partnership used local knowledge and specialist SME expertise to create pathways into work, support apprenticeship participation and improve workforce diversity.



CASE STUDY

Social Impact: UK Public Sector



THE OPPORTUNITY

A new public-sector client with a workforce of over 2,000 people across more than 700 sites sought support in translating their social value commitments into measurable, tangible outcomes for individuals, communities and organisations.



OUR APPROACH

The ISS Social Sustainability team worked closely with the client and collaborated with external and internal stakeholders to develop a targeted, strategic impact focused methodology that tackled a range of client-side challenges and acted on various market opportunities.



OUTCOMES

- Increased awareness of Facilities Management as an accessible and viable career pathway for underrepresented groups
- Improved confidence, skills articulation, and job readiness among underrepresented groups
- Strengthened internal sustainability capability across placemakers
- Embedded social sustainability into everyday operations to create shared value for the client, its workforce and surrounding communities

Programme Strategy

As part of the programme, our ISS Social Value team delivered 54 events across the UK. Delivery was coordinated with local Job Centres, education providers and community organisations to tailor each event to local labour market needs:

Offer employment and training opportunities

that consider both in-work progression and alternative routes into careers, such as apprenticeships, T-level placements or supported internships.

Career support

such as mentoring events, CV workshops and mock interviews for underrepresented groups to improve confidence and understanding of FM roles. Events were one-to-one or hosted in group sessions.

Promotion and outreach activities

with Job Centres to diversify the workforce and provide opportunities in FM careers for the unemployed and for those facing barriers to employment.

Sustainability skills workforce training

improved workforce confidence and increased ability to identify environmental improvements in daily work.

Diversifying the Supply Chain and supporting SMEs & VCSEs

with business mentoring, volunteering and similar offers.

Appendix A:
Carbon Data

The organisation continues to track emissions across Scopes 1, 2 and 3, using both location-based and market-based reporting approaches. In 2025, total Scope 1, 2 and 3 emissions decreased to 249,135 tCO₂e on a location-based basis and 249,114 tCO₂e on a market-based basis, compared with 259,964 tCO₂e and 259,908 tCO₂e, respectively in 2024. Against the 2019 baseline, total emissions were down by 34% (for both a location-based and market-based basis).

Emissions Summary	2025 (tCO ₂ e)	2024 (tCO ₂ e)	Change (%)
Total Scope 1 emissions	5,040	4,319	17%
Total Scope 2 emissions (location-based)	332	371	-11%
Total Scope 2 emissions (market-based)	311	315	-1%
Total Scope 3 emissions	243,762	255,273	-5%

¹ 2025 audited reporting period Q4 2024 to Q3 2025

Emissions Summary	2025 (tCO ₂ e)	2024 (tCO ₂ e)	Change (%)
Total Scope 1, 2 & 3 emissions (location based)	249,135	259,964	-4%
Total Scope 1, 2 & 3 emissions (market based)	249,114	259,908	-4%

Emission Intensity Reporting	2025	2024	Change (%)
Revenue (£k)	1,418,833	1,390,950	2%
tCO ₂ e/£k (location-based)	0.176	0.187	-6%
tCO ₂ e/£k (market-based)	0.176	0.187	-6%

Appendix A:
Carbon Data

2019 Baseline			
Emissions Summary	2025 (tCO ₂ e)	2019 Baseline (tCO ₂ e)	Change (%)
Total Scope 1 emissions	5,040	12,591	-60%
Total Scope 2 emissions (location based)	332	934	-65%
Total scope 2 emissions (market based)	311	772	-60%
Total Scope 3 emissions	243,762	361,473	-33%
Total Scope 1, 2 & 3 emissions (location-based)	249,135	374,998	-34%
Total Scope 1, 2 & 3 emissions (market-based)	249,114	374,835	-34%

Carbon Data Quality and Maturity	
Category	Status
Scope 1 Data	High confidence
Scope 2 Data	High confidence
Scope 3 Data	Developing
Energy Consumption Data	High confidence
Fleet Data	High confidence
Climate Risk Data	Developing
Supply Chain Emissions Data	Developing

Key Carbon Performance Indicator				
Indicator	2025	2024	2019 Baseline*	Trend
Scope 1 Emissions (tCO ₂ e)	5,040	4,319	12,591	↓
Scope 2 Emissions (tCO ₂ e)	332	371	934	↓
Total Scope 1 and 2 Emissions (tCO ₂ e)**	5,372	4,691	13,525	↓
Renewable Electricity*** (%)	100%	100%	0%	↑
Fleet Energy Consumption (MWh)	20,210	17,068	48,831	↓ / ↑
Electric Commercial Fleet	33%	19%	0%	↑

*Baseline year is 2019 for all indicators | **Location based | ***Renewable consumption for ISS estate only

Appendix B:
Social Value Data

Key Social Value Performance Indicators

#	Measure	Units	Total Number Delivered	Total Value (sv£)
IS1	People employed or retained	Number of people FTE	17,270	£599,749,334
NT78	Proportion of leadership positions filled by women	%	0	
NT3	Long-term unemployed people recruited	Number of people FTE	9	£470,052
NT76	Unemployed people recruited	Number of people FTE	32	£1,645,457
NT6	Unemployed individuals with disabilities recruited	Number of people FTE	1	£58,409
NT10	Employment of new apprentices	Number of weeks	3,905	£1,209,495
NT81	Upskilling of existing employees through apprenticeships	Number of weeks	26,592	£806,535
NT11	Personalised support to help unemployed people into work	Number of hours (total session duration) × no. attendees	3,275	£363,547
NT12	Meaningful unpaid work placements while not in employment, education or training (NEET)	Number of weeks	1,034	£99,812
NT50	Initiatives to promote local skills and employment	£ invested — including staff time	428,602	£428,602
NT92	Proportion of employees who are women	%	45	
NT96	Personalised support to improve career and life skills	Number of hours (total session duration) × no. attendees	1,761	£195,475
NT98	Expert curriculum support for universities and colleges	Number of staff expert hours	1,608	£170,994
NT14	Spend with VCSEs in the supply chain	£	3,432,233	£411,868
NT15	Expert support to VCSEs and SMEs	Number of staff expert hours	2	£212
NT18	Spend with local companies in the supply chain	£	92,029,353	£78,694,299
NT19	Spend with local SMEs in the supply chain	£	88,929,821	£76,604,147
NT20	Multidimensional wellbeing programme access for staff	Number of employees provided access	23,958	£3,294,225
NT39	Support for mental health awareness campaigns for staff	£ invested including staff time	74,727	£74,727

Appendix B:
Social Value Data

Key Social Value Performance Indicators

#	Measure	Units	Total Number Delivered	Total Value (sv£)
NT42	Contractors in the supply chain that are Real Living Wage employers	%	1	
NT43	Support to mitigate modern slavery risks in supply chain	£ invested including staff time	9,500	£9,500
NT59	Supply chain audits that identify and manage the risk of modern slavery	Number of audits	3	
NT61	Invoices paid within 30 days	%	69	
NT103	Meet the buyer events showcasing local supply chain opportunities	£ invested inc. time, materials, equipment etc.	422	£422
NT105	Expert Equality, Diversity & Inclusion training	£ invested including time, materials, equipment etc.	16,377	£16,377
NT106	Contributions to programmes which promote gender equity	£ invested	7,375	£7,375
NT28	Support for local community projects through donations	£ value	439,721	£439,721
NT29	Support for local community projects through volunteering	No. staff volunteering hours	1,917	£33,519
NT31a	Reductions in Scope 3 CO ₂ e emissions through decarbonisation	Tonnes CO ₂ e	5,384	£1,357,433
NT33	Miles driven using Zero Emission Vehicles	Miles driven	4,145,189	£194,823
NT122	Food waste reductions through donations of surplus to local charities	£ invested	11,695	£11,695
NT88	Reduce waste through reuse of products and materials	Tonnes	1	£182
NT83	Commitment to measure and disclose Scope 1, 2 and 3 carbon emissions	Y/N	Y	-
Total				
Total Local Economic Value				£755,047,782
Total Social Value				£11,300,468
Total Local Economic and Social Value				£766,348,250

Appendix C:
Food Data

The following data is not inclusive of food related opportunities cost and not included in our standard GHG reporting for ISS UK & Ireland.

Food Purchasing

Metric	2019	2025	Change
Total food purchases	20.53 million kg	19.80 million kg	-4%
Beef & lamb purchases	2% of volume	1% of volume	-40%
Dairy purchases	35% of volume	27% of volume	-26%
Plant proteins	12% of volume	22% of volume	77%
Other plant-based foods	30% of volume	21% of volume	-32%

Greenhouse Gas Emissions

Metric	2019	2025	Change
Total food-related emissions	477,320 tCO ₂ e	228,928 tCO ₂ e	-52%
Emissions per 1,000 kcal	Baseline	31% lower	-31%

Food-related Land Use

Metric	2019	2025	Change
Total hectares of food related land use	1,927 ha	870 ha	-55%
Total land use related to beef & lamb	351 ha	211 ha	-40%
Total land use related to other animal products (dairy, poultry, pork, seafood & eggs)	1,426 ha	458 ha	-68%
Total land use related to plant proteins (grains, legumes, nuts, seeds, plant-based meat/dairy)	79 ha	113 ha	43%
Other plant-based foods	27 ha	17 ha	-39%

ISS achieved a 55% reduction in our impact through food related land use. By substituting land-intensive animal products with comparatively more land-efficient plant-based alternatives, ISS can reduce the environmental impact of its food services while continuing to provide nutritious and enjoyable meals for clients..

Appendix C:
Food Data

Procurement Changes (2019–2025)

Category	Change
Ruminant meats	-40%
Eggs	-56%
Dairy	-26%
Pork	-26%
Poultry	+11%
Seafood	+274%
Plant-based milk alternatives	+57%
Grains	+211%
Fruits & vegetables	+5%
Vegetable oils	+31%

- 50% reduction in total food-related greenhouse gas emissions was achieved over six years.
- Carbon reductions significantly exceeded the overall reduction in food purchasing volumes, indicating successful menu transformation rather than simple volume reduction.
- Increased use of grains and plant-based alternatives alongside reduced ruminant meat and dairy procurement drove much of the environmental improvement.
- The programme demonstrates that strategic procurement and menu engineering can deliver substantial climate benefits while maintaining food service provision.

ABOUT ISS

ISS is a leading workplace experience and facilities management company. With a presence in more than 30 countries worldwide, and with more than 27,000 employees across the UK and Ireland alone, ISS provides innovative workplace solutions that contribute to better business performance aimed at making life easier, more productive, and enjoyable for all — delivered to high standards by people who care.

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