

CHANGE MADE SIMPLE

ISS Projects



PEOPLE-FIRST FM



CONTENTS

Foreword.....	01
Our approach.....	02
Project categories: what we deliver	04
How we deliver	20
Working with ISS projects	22

FOREWORD

In every building and across every estate, there comes a time for change. Assets age, spaces need to evolve, and new demands emerge. That's where ISS Projects comes in.

We believe that successful projects don't just deliver improvements to buildings — they unlock better performance for the people and organisations inside them. Whether it's a minor upgrade or a complex transformation, we work with clients to plan and deliver projects that make a lasting difference.

We do this from a position of strength. As the facilities partner already trusted to run your sites, we're closer to your operations, more familiar with your estate, and better equipped to get started — quickly, safely, and with less disruption. For our clients, that means confidence, clarity, and ultimately, a simpler path to progress.

We're also backed by scale. ISS Projects has more than 130 dedicated Project Managers in the UK and over 600 globally, bringing deep experience, consistent standards, and a shared commitment to delivery excellence.

This playbook is designed to bring our approach to life. It outlines the categories of work we deliver, the value we bring, and the principles that guide us. It also showcases the expertise of our people and the benefits of choosing a partner who already understands your world.

Projects matter. Not just because of what they build, but because of what they enable. At ISS, we deliver projects that help you move forward — smarter, faster, and with confidence.

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OUR APPROACH

Projects are fundamental to the performance, adaptability, and long-term value of any estate. At ISS, we approach projects not as isolated interventions, but as an integral part of the wider facilities ecosystem — planned with purpose, delivered with care, and supported beyond handover.



ISS PROJECTS IS BUILT ON THREE STRATEGIC PILLARS:

01

Embedded Advantage



As your FM provider, we already understand your estate, your operations, and your risk profile. That insight translates into faster mobilisation, smoother integration, less disruption and better outcomes.



02

Professional Oversight



We operate under a structured assurance model that brings consistency, governance, and risk control to every project — aligned to the Building Safety Act's golden thread principles.



03

Change That Sticks



Unlike traditional contractors, we don't disappear once the work is done. Our teams stay on site, helping to manage the impact of change, bed in new systems, and support a smooth operational transition.



Whether you're renewing critical assets, reconfiguring workspaces, or investing in decarbonisation, ISS Projects is your partner for low disruption, high-impact delivery that supports your long-term goals.

PROJECT CATEGORIES: WHAT WE DELIVER

ISS Projects supports a wide range of project types — from infrastructure upgrades to strategic moves and Net Zero initiatives. Each category outlined in section 2 represents a distinct area of client demand, but all benefit from our consistent delivery model and overarching service offer.

ACROSS ALL PROJECT TYPES, ISS PROJECTS PROVIDES:



STRATEGIC SPACE PLANNING



PROJECTS AND PROGRAMME MANAGEMENT



RIBA 0-7 PROJECT DELIVERY



PRINCIPAL DESIGNER (PD) DUTIES



CAPITAL INVESTMENT PLANNING (FMR TO FULL PROJECT COST MODELLING)



MOVE MANAGEMENT AND FF&E COORDINATION



STRATEGIC PROJECT MANAGEMENT SOFTWARE (E.G., MONDAY.COM)



COST MANAGEMENT AND VALUE ENGINEERING



DILAPIDATIONS AND BUILDING EXITS

Whatever the scale or complexity, our clients benefit from a joined-up service that draws on operational insight, commercial rigour, and a strong understanding of the built environment.

MOVES, CHANGES AND MINOR WORKS

Everyday transformation, delivered at scale

What it solves

Not every project is large — but every project matters. Fast, coordinated delivery keeps your estate responsive and functional.

Why ISS

Our FM presence means we understand local access, operational patterns, and stakeholder needs — allowing us to respond quickly and get it right, first time.

Typical scope:

- Desk, equipment, and room moves
- Furniture reconfigurations
- Minor fabric repairs
- Branding and signage updates



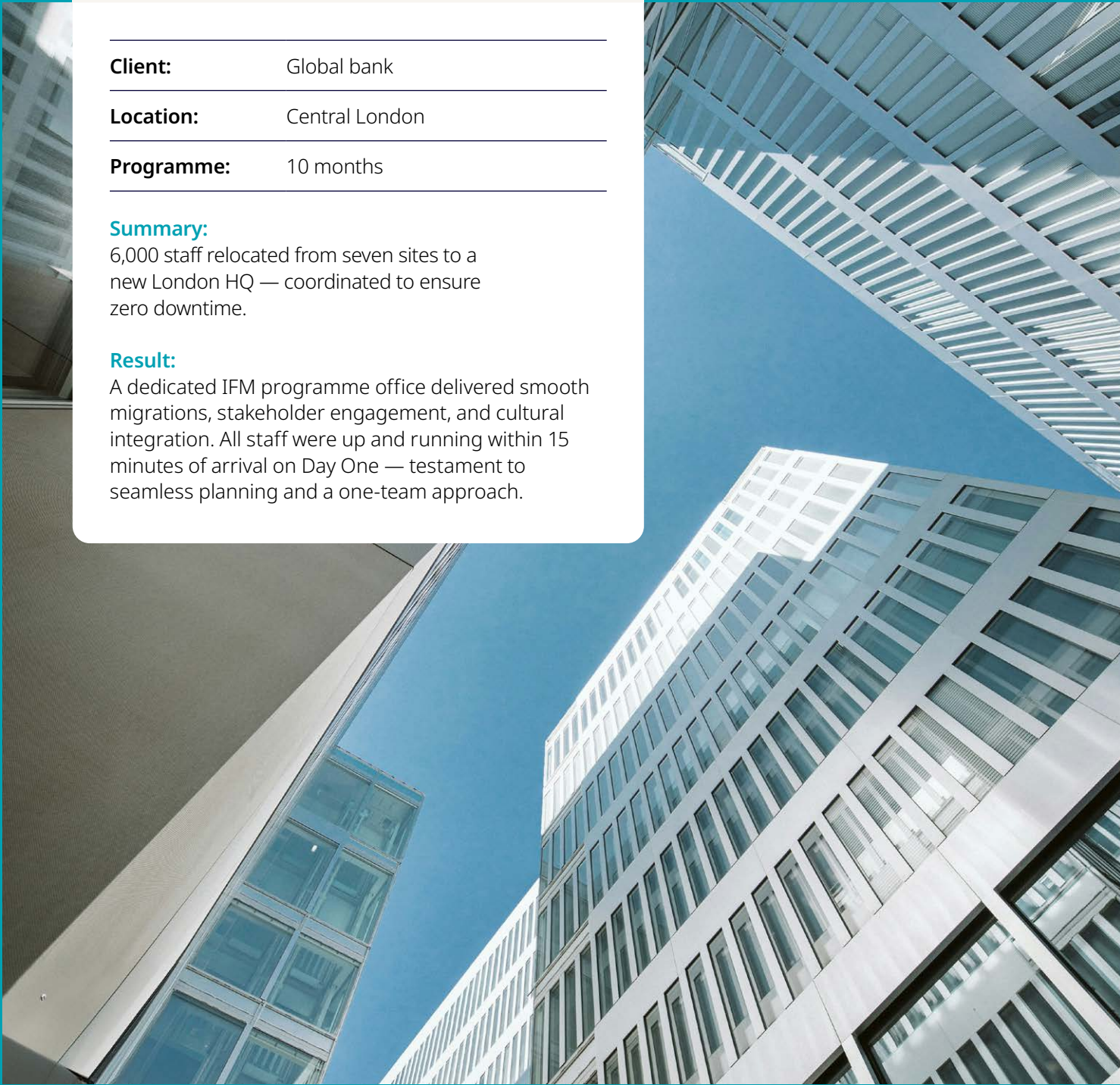
CASE STUDY

A seamless move for a global bank

Client:	Global bank
Location:	Central London
Programme:	10 months

Summary:
6,000 staff relocated from seven sites to a new London HQ — coordinated to ensure zero downtime.

Result:
A dedicated IFM programme office delivered smooth migrations, stakeholder engagement, and cultural integration. All staff were up and running within 15 minutes of arrival on Day One — testament to seamless planning and a one-team approach.



ASSET REPLACEMENT & LIFECYCLE WORKS

Keeping your estate running efficiently, reliably and compliantly

What it solves

Ageing, failing, or inefficient systems can pose operational risk and regulatory challenges. Planned asset replacements extend life, reduce energy use, and avoid costly unplanned downtime.

Why ISS

We know what's in your estate — and what's likely to fail. Our integrated FM teams already manage your assets, so we can plan and deliver replacements with minimal disruption and maximum efficiency.

Typical scope:

- HVAC systems, boilers, and air handling units
- Lighting and electrical systems
- Flooring, roofing, glazing, doors
- Condition-based replacements driven by lifecycle data



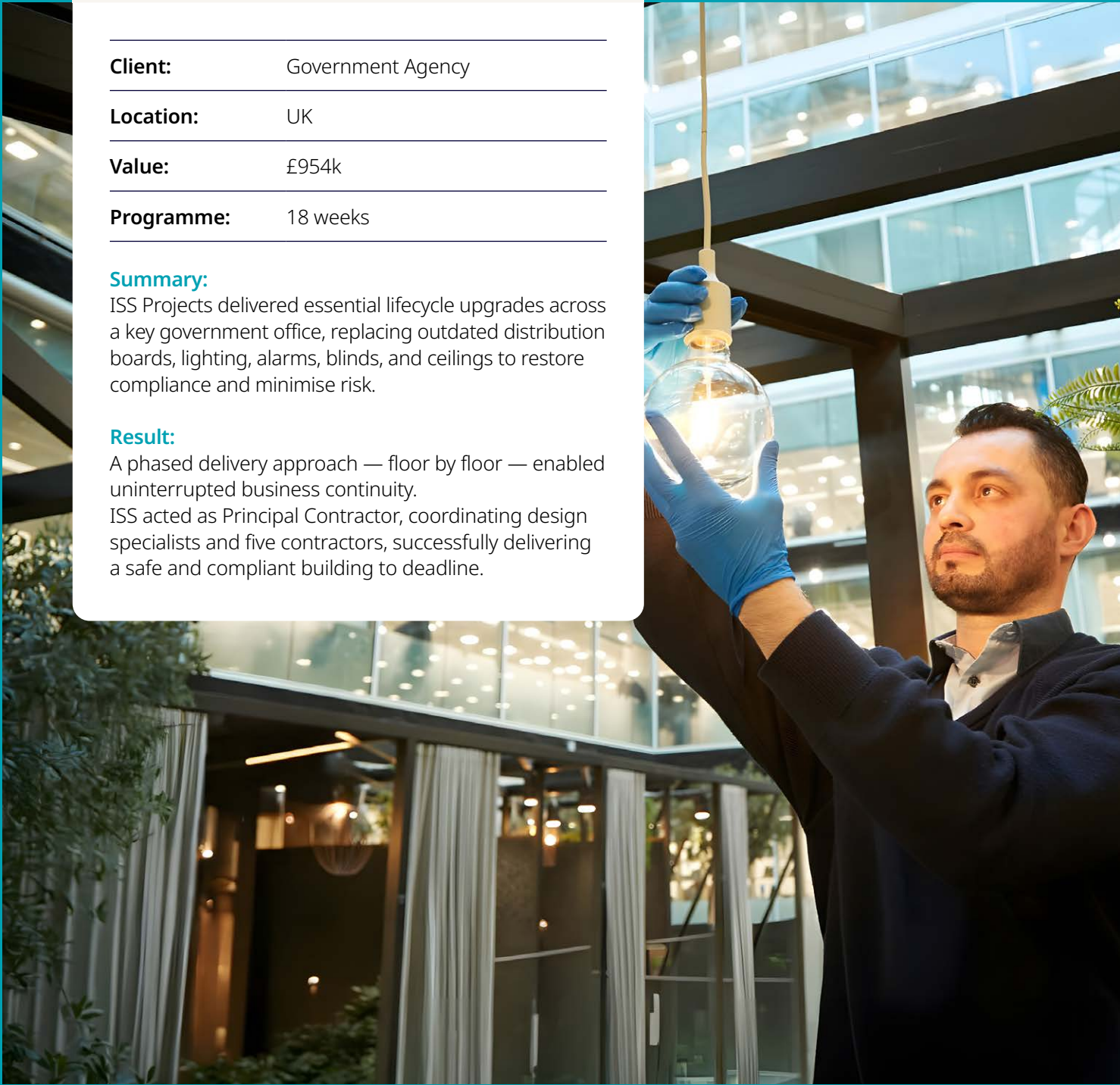
CASE STUDY

Keeping a government agency up to date

Client:	Government Agency
Location:	UK
Value:	£954k
Programme:	18 weeks

Summary:
ISS Projects delivered essential lifecycle upgrades across a key government office, replacing outdated distribution boards, lighting, alarms, blinds, and ceilings to restore compliance and minimise risk.

Result:
A phased delivery approach — floor by floor — enabled uninterrupted business continuity. ISS acted as Principal Contractor, coordinating design specialists and five contractors, successfully delivering a safe and compliant building to deadline.



ASSET REPLACEMENT & LIFECYCLE WORKS

Keeping your estate running efficiently, reliably and compliantly

What it solves

Not all projects are planned. Unexpected events — such as flooding, system failures, safety hazards, or even changes in legislation — can place urgent demands on the built environment. Responsive project capability is critical to restoring safe operations, maintaining compliance, or adapting infrastructure at speed.

Typical scope:

- Flood and fire damage reinstatement
- Urgent remedial works following safety audits or incidents
- Rapid compliance upgrades (e.g., following new regulations)
- Infrastructure adaptations (e.g., NHS surge capacity, accessibility improvements)
- Fast-tracked temporary or modular installations



Why ISS

With teams already onsite, ISS can respond faster and more effectively than external contractors. We know your estate, your escalation pathways, and the operational implications of downtime. Our embedded presence allows us to triage, scope, and deliver with urgency — without compromising safety or standards. We're not just contractors; we're part of the team when responsiveness matters most.

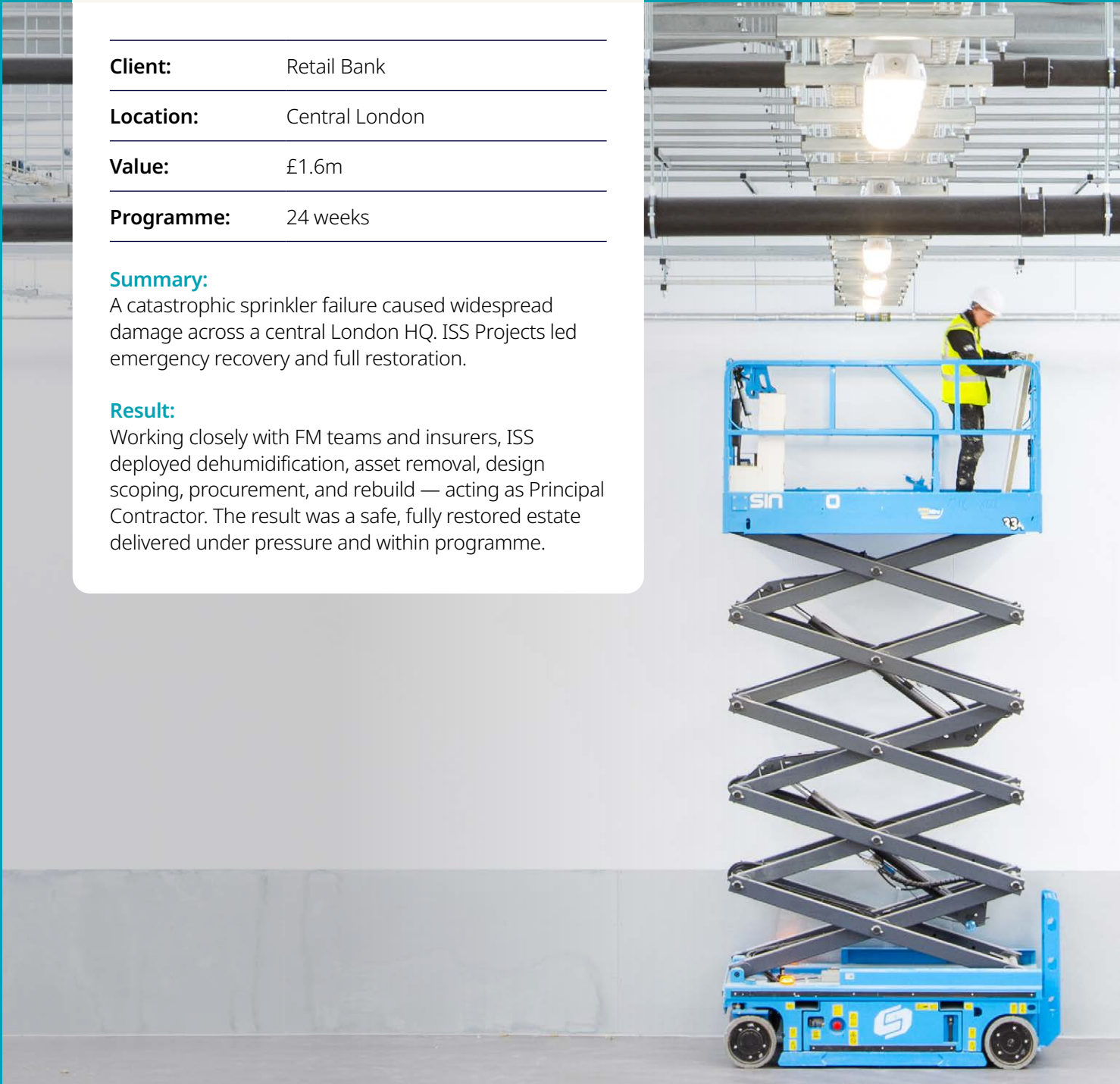
CASE STUDY

Disaster recovery at a banking HQ

Client:	Retail Bank
Location:	Central London
Value:	£1.6m
Programme:	24 weeks

Summary:
A catastrophic sprinkler failure caused widespread damage across a central London HQ. ISS Projects led emergency recovery and full restoration.

Result:
Working closely with FM teams and insurers, ISS deployed dehumidification, asset removal, design scoping, procurement, and rebuild — acting as Principal Contractor. The result was a safe, fully restored estate delivered under pressure and within programme.



REFURBISHMENT, RECONFIGURATION & RENEWAL

Breathing new life into tired environments

What it solves

Estates are constantly evolving. Dated, degraded, or misaligned spaces impact productivity, staff satisfaction, and operational flow. Whether driven by changing service models, evolving workplace strategy, or the need to modernise, refurbishment and reconfiguration projects restore functionality and ensure your space reflects your current and future needs.

Typical scope:

- Office reconfigurations and restacks
- Multi-floor fit-outs (including decant and reoccupation)
- Reception, washroom, and front-of-house upgrades
- Lighting, ceilings, flooring, and internal finishes
- Clinical or warehouse space conversions

Why ISS

ISS delivers these works with minimal disruption because we already manage your site. We understand what infrastructure is live, how the building is used, and what must remain operational. Our teams collaborate with FM, estates, and frontline staff to phase works carefully, reduce risk, and ensure finishes meet cleaning and compliance standards. From quiet refurbishments to full fit-outs, we enhance spaces and make complex change feel seamless.



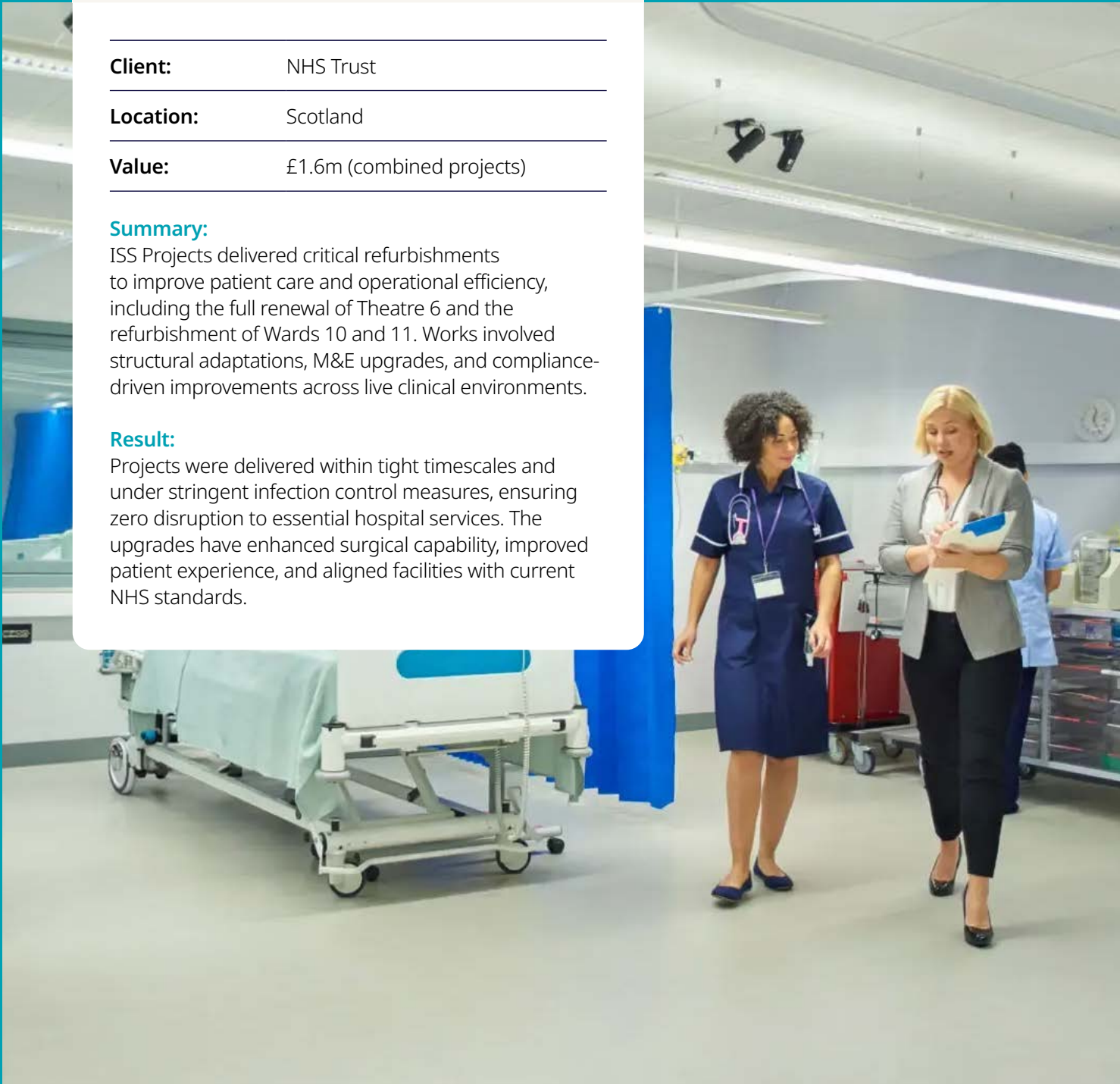
CASE STUDY

NHS Trust theatre & ward refurbishment

Client:	NHS Trust
Location:	Scotland
Value:	£1.6m (combined projects)

Summary:
ISS Projects delivered critical refurbishments to improve patient care and operational efficiency, including the full renewal of Theatre 6 and the refurbishment of Wards 10 and 11. Works involved structural adaptations, M&E upgrades, and compliance-driven improvements across live clinical environments.

Result:
Projects were delivered within tight timescales and under stringent infection control measures, ensuring zero disruption to essential hospital services. The upgrades have enhanced surgical capability, improved patient experience, and aligned facilities with current NHS standards.



SUSTAINABILITY PROJECTS

Delivering measurable action

What it solves

For public and private sector clients alike, sustainability is no longer optional — it's a strategic priority. Ageing estates are often inefficient, carbon intensive, and hard to adapt. Projects focused on sustainability help reduce emissions, cut energy spend, and accelerate progress against regulatory or organisational targets.

Typical scope:

- LED lighting and control upgrades
- Building Management System (BMS) optimisation
- Heating and cooling system replacement (e.g., heat pumps)
- Insulation, glazing, and building fabric improvements
- Solar, EV infrastructure, or smart energy systems
- Decarbonisation-enabling works (e.g., plant rationalisation, metering)



Why ISS

ISS delivers sustainability projects with precision, care, and insight — drawing on our deep understanding of your buildings and operations. Our partnership with Anthesis, a global leader in sustainability consulting, means our clients benefit from the best of both worlds: deep sustainability expertise, coupled with operational excellence and experience in creating and maintaining high performing workplaces. We translate ambition into action — safely, efficiently, and with minimal disruption to day-to-day operations.

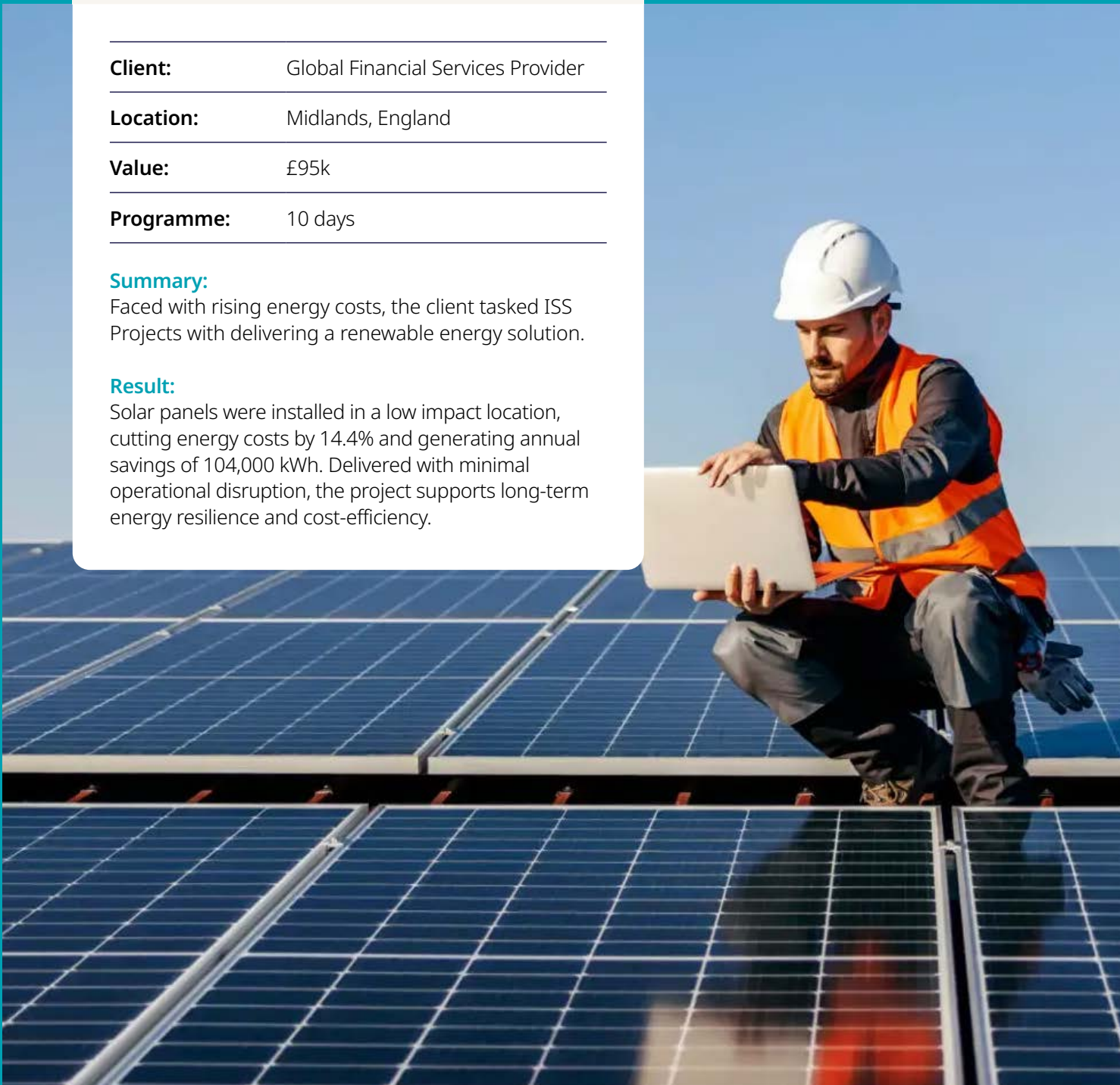
CASE STUDY

Solar power for a global finance firm

Client:	Global Financial Services Provider
Location:	Midlands, England
Value:	£95k
Programme:	10 days

Summary:
Faced with rising energy costs, the client tasked ISS Projects with delivering a renewable energy solution.

Result:
Solar panels were installed in a low impact location, cutting energy costs by 14.4% and generating annual savings of 104,000 kWh. Delivered with minimal operational disruption, the project supports long-term energy resilience and cost-efficiency.



NEW BUILDS AND MODULAR INSTALLATIONS

Creating new space with less complexity

What it solves

Growth, decant needs, or estate reconfiguration sometimes require new space. Modular and small scale new build delivers fast, cost effective, lower-risk expansion.

Typical scope:

- Single-storey extensions
- Modular buildings
- New training spaces, workshops, or clinical annexes
- Foundation works and civils for modular units)

Why ISS

We offer design, delivery, and ongoing support — managing change before, during, and after handover. As your single, integrated supplier, ISS takes full accountability for the solution, ensuring it works seamlessly from installation to in-use support, with no disconnect between project delivery and everyday operations.



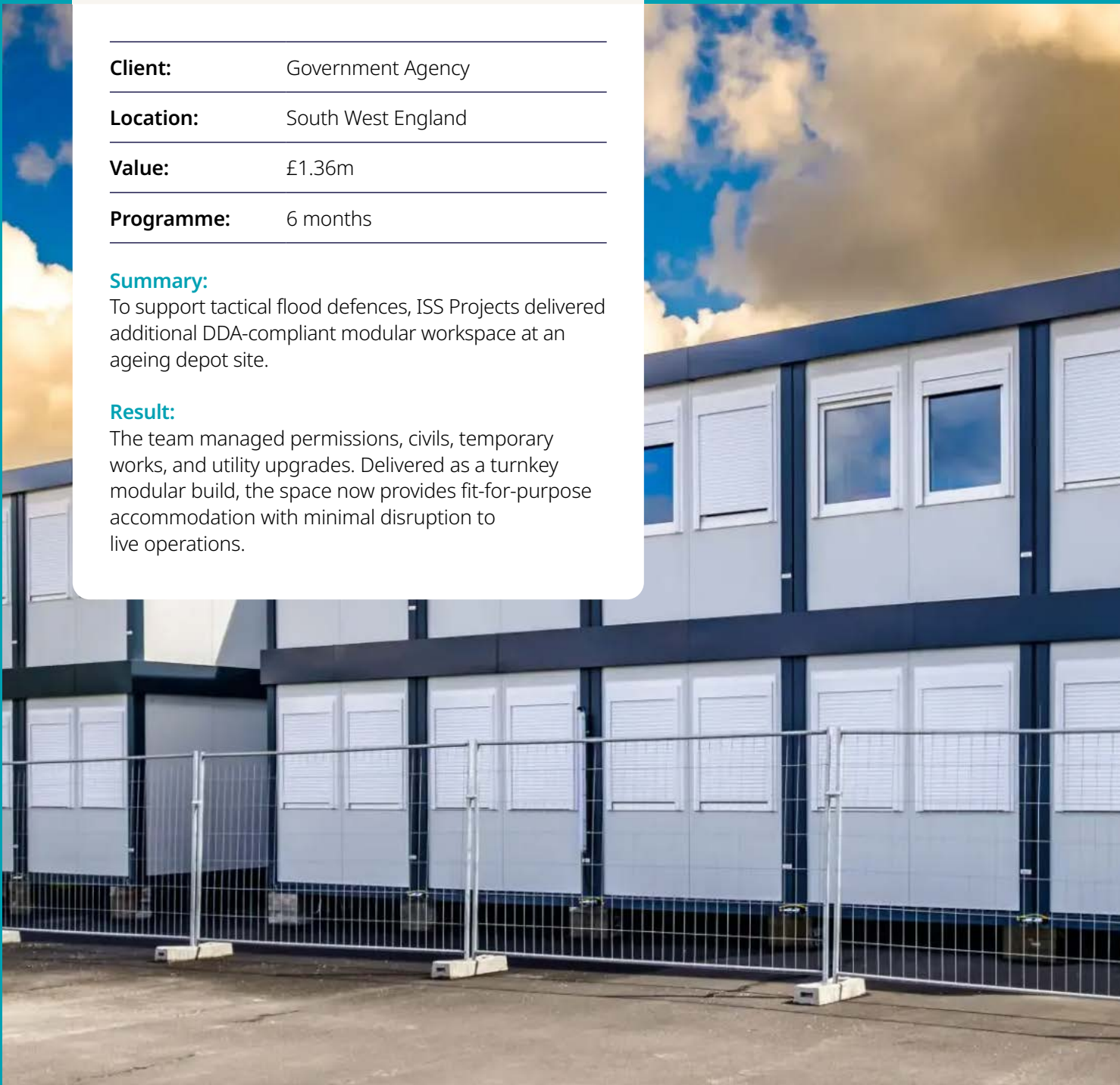
CASE STUDY

New facilities for a government agency

Client:	Government Agency
Location:	South West England
Value:	£1.36m
Programme:	6 months

Summary:
To support tactical flood defences, ISS Projects delivered additional DDA-compliant modular workspace at an ageing depot site.

Result:
The team managed permissions, civils, temporary works, and utility upgrades. Delivered as a turnkey modular build, the space now provides fit-for-purpose accommodation with minimal disruption to live operations.



INFRASTRUCTURE AND CIVIL WORKS

Enabling resilience and long-term capability

What it solves

Undersized, outdated, or degraded infrastructure puts estate performance at risk. Upgrades improve safety, resilience, and energy efficiency, often unlocking further transformation.

Why ISS

We take a whole-estate view. Our insight into your buildings and systems means we don't just install — we optimise the infrastructure to support your broader estate goals.

Typical scope:

- Electrical upgrades (power, containment, metering)
- Plant room upgrades and reconfiguration
- Drainage, hardstanding, trenching
- Civils to support EV, solar, or modular installations



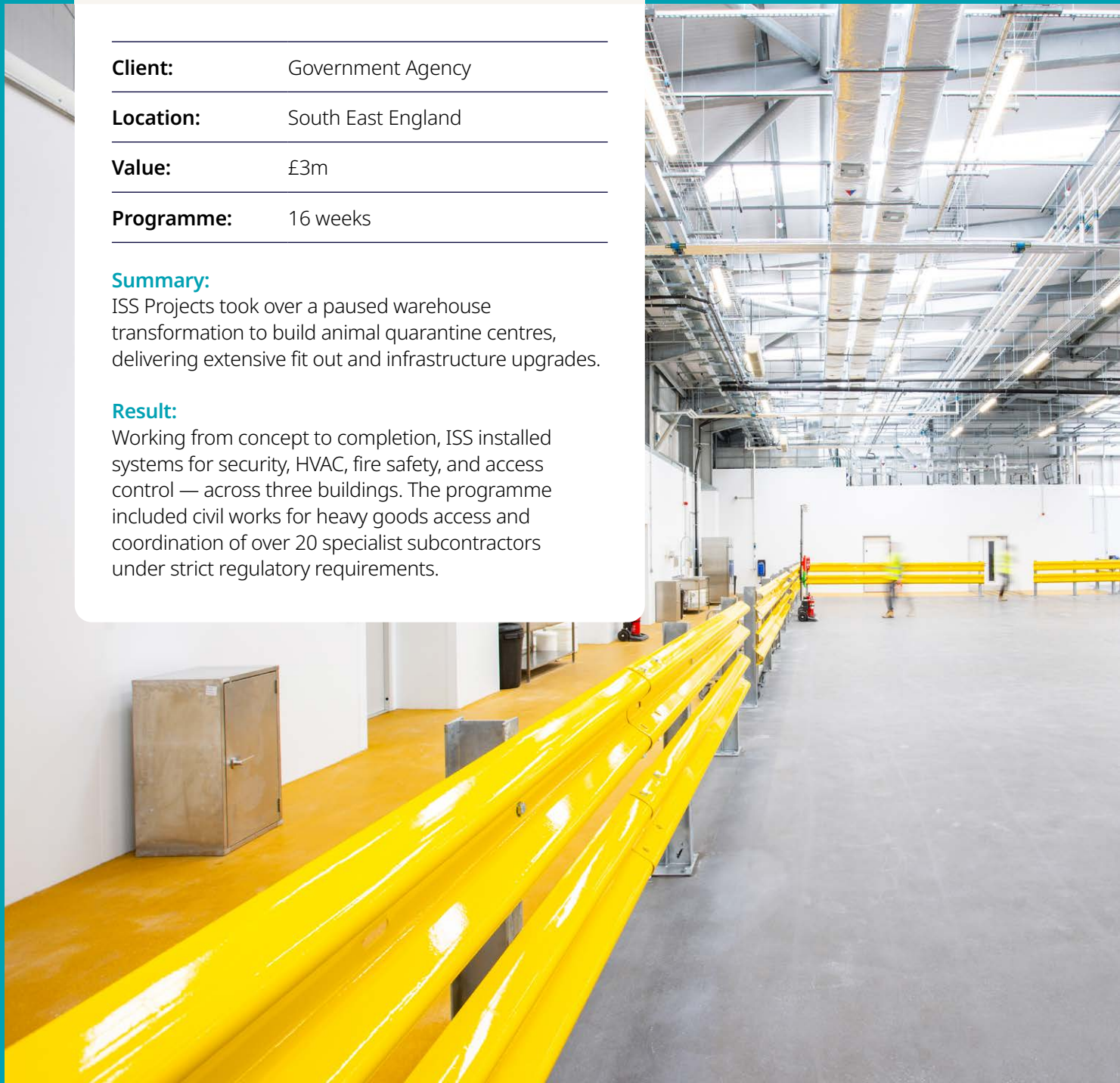
CASE STUDY

Supporting Defra's quarantine programme

Client:	Government Agency
Location:	South East England
Value:	£3m
Programme:	16 weeks

Summary:
ISS Projects took over a paused warehouse transformation to build animal quarantine centres, delivering extensive fit out and infrastructure upgrades.

Result:
Working from concept to completion, ISS installed systems for security, HVAC, fire safety, and access control — across three buildings. The programme included civil works for heavy goods access and coordination of over 20 specialist subcontractors under strict regulatory requirements.



HOW WE DELIVER

GOVERNANCE AND ASSURANCE MODEL

All projects are delivered under a robust assurance framework that includes defined gateways, compliance checkpoints, and visibility of risk. Our oversight model ensures consistency, governance, and accountability without taking control away from account teams.

CHANGE MANAGEMENT IN LIVE ENVIRONMENTS

We specialise in delivering projects in sensitive, operational settings — from hospitals to secure government offices. Because we are already on site as the FM partner, with staff we manage not only the works but the change. We help people adapt, services continue, and transitions land smoothly.

HEALTH AND SAFETY AS STANDARD

Every ISS project is governed by a strong safety culture, rooted in the principles of the Building Safety Act and aligned with Construction Design and Management (CDM) regulations. We maintain access to specialist H&S partners, apply digital tools to support safe delivery, and proactively engage clients in safety planning and postproject reviews. Safety isn't a checklist — it's a shared commitment.



PROCUREMENT AND SUPPLY CHAIN PARTNERSHIPS

We work with pre-qualified partners and frameworks that reflect ISS's standards on compliance, quality, and social value. Our procurement approach balances national coverage with local flexibility and is aligned to modern construction practices, including industrialised methods such as modular build, repeatable components, and design-for-manufacture-and-assembly (DfMA). This allows us to deliver projects more efficiently, predictably, and sustainably — especially where speed and standardisation are priorities.

SOCIAL VALUE AND SUPPLY CHAIN INTEGRATION

Social value is embedded into every project brief. Whether through local employment, community benefit, or sustainability performance, we align works with your ESG objectives and regulatory obligations.

POST-HANDOVER SUPPORT AND PERFORMANCE TRACKING

We don't walk away when the work is done. As your FM provider, we stay involved, supporting operational transition, validating performance, and ensuring the space or system continues to deliver value.

WORKING WITH ISS PROJECTS



HOW WE ENGAGE: FROM BUSINESS CASE TO HANDOVER

Our engagement model is flexible and scalable. We support clients from the earliest strategic briefing and business case development, through design, procurement, delivery and post occupancy review.



HOW WE SUPPORT: KEY ACCOUNT MANAGERS/ DIRECTORS, ESTATES AND PROCUREMENT

We work alongside your ISS Key Account Managers (KAMs), Key Account Directors (KADs), and estate leads to shape project briefs that reflect operational needs. We involve procurement early and ensure technical teams stay engaged throughout.



WHAT CUSTOMERS CAN EXPECT FROM ISS PROJECTS

- An embedded delivery partner who already understands your estate
- Clear lines of governance and communication
- Data-led decision-making and targeted investment planning
- Projects that align to your wider goals (e.g., Net Zero, workplace transformation)
- A joined-up experience between FM and project delivery



FRAMEWORKS AND COMMERCIAL MODELS

We operate under a variety of national and regional frameworks, enabling clients to procure works efficiently and compliantly. Commercial models are tailored to the client context, including fixed-price, open-book, and hybrid options.

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 30,000 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.

EXPLORE OUR WORLD AT
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PEOPLE-FIRST FM

