

Chapter 13 – Theft, Operations & Procedures

Identify and limit employee theft

Security is everyone's responsibility. The majority of employees are honest and trustworthy. However, some employees can be dishonest and steal from under the manager's nose. This is gross misconduct and can lead to immediate dismissal. You should be aware of the types of theft and report any suspicious activity to your manager.



There are three types of theft:

- Product (bulk food)
- Cash
- Sandwiches/food

The tools that managers have to control theft include:

- By observing all staff, and checking transactions, and CCTV when not present
- SUBWAY® Control Paperwork and POS system (Sub shop 2000) including: Cash-in, Daily Inventory, Deposit log, Proper coupon handling

Identify theft of Bulk Product

This is one of the easiest types of theft to detect using standard SUBWAY® paperwork. The key indicator of bulk product theft is High Food Cost. To identify and find the stolen product use the inventory and usage report, inventory spot check (from POS) and CCTV. Report this to the Store Manager or Area Manager if you see this happening.

Identify theft of Cash

Key indicators of stolen cash are:

- Cash count Variances (over/shorts) on control sheet
- Missing or short deposits

Follow up should include the One-Minute Cash IN (POS system) which can trace which shift the money went missing. Also, use deposit log and CCTV.

Identify Fake notes – Check all notes taken off the customer with the note checker. If they are taken by the store, the cost will be charged to all staff on duty.

Identify theft through miss-ringing sandwiches - This type of theft can take many forms and is harder to detect. The miss-ringing sandwiches can mean a variety of things such as under-ringing or not-ringing up sold units or giving free meals for friends.

Your manager will go through the key indicators of miss ringing to identify theft through miss ringing sandwiches these include:

- Bread variances (over/shorts)
- Low Factor
- Low Sales
- Possibly Low Productivity
- High Food Cost on WISR
- Excessive Item corrections or adjustments/ bread counts/ bread transfers (Each employee must be below 5%) data on Employee Dashboard
- Coupons not matching register type

- High Suspect Rings

The store Manager, Area Manager and/or franchisee will make random checks of all transactions from time to time, and if any staff are found to be dishonest or have stolen money or property, they will be reported to the police and they will be prosecuted.

Policies & Procedures Shift Leaders should be aware of

Safe Management & Access – Change Safe

The Store Manager is authorized to have access to the CASH SAFE, and can at their discretion provide the CHANGE SAFE access to all other managers and Shift Leaders working in that store.

The CHANGE SAFE must be counted and recorded in the weekly paperwork book and also on Cash Recs.

The change of every management shift, in the presence of two individuals, to ensure that the change tray amount is correct. All those individuals with authorized access to the safe must be extremely diligent when opening the safe to ensure that no other employee witnesses the combination.



Improper safe management practices that result in any cash shortages will result in further investigation and could lead to termination and criminal prosecution.

Cash Drops

Cash drop prompts from the till are in place to highlight to till operators when cash drops should be made. Should a store be targeted in a robbery and a till carrying a high level of cash be emptied, this will elevate that store and all stores in our estate to being high risk targets as we will be perceived as being worthy targets for future robberies.



Staff must, without exception, perform cash-drops when prompted to do so by the till. Any members of staff identified as failing to do this may face disciplinary proceedings.

Cash pick up

If your store receives cash collections from an outside company, please ensure the following instructions are adhered to. Stores will receive 1 cash collection per week (normally Thursday or Friday) and although the cash collection company will try and accommodate a collection time the hours of pick up are between 8am and 8pm. We have instructed the cash collection company to try and avoid collecting money between the hours of midday and 2pm.

You should collate money ready for collection through completing Cash Drops/Cash Recs. On the day of money collection, you should move money bags from cash drop safe and place into change safe. This will ensure that we don't keep the cash collection service waiting around for 9 minutes for the time delay. This ensures that we have instant access to the safe to speed up the collection process.

The cash collection person will issue a receipt for the number of bags collected and this needs to be sent into your stores team's chat. And added to your cash rec.

Change Ordering

For stores that do not visit a bank, change is ordered once a week via telephone and needs to be ordered 48 hours in advance of delivery. The cash collection company will deliver your change. You need to be prepared for the delivery and ensure you count it before the delivery man leaves the premises.

Signing in & out of the till

Each employee is issued with their own till number (and password). This (password) must remain confidential and under no circumstances should it be shared with a third party.

Employee's must sign into the till using their own number and password. They then use their number to make a transaction. As soon as they have finished the transaction they must come out of ringing sales mode. Under no circumstances should a staff member remain signed into the till whilst other members of staff are using it.

Following this procedure will enable store management to trace inaccurate cash drops to the correct till operator and minimises the risk of staff being held responsible, and possibly facing disciplinary action, for inaccurate cash drops that they were not responsible for.

Security System

The respective Shift Leader/Store Manager who opens the store each morning is responsible for confirming the CCTV was on from the night before and is working correctly. They **MUST NOT** begin any other task until this check is completed to ensure the system is fully functional. The surveillance system **MUST** be fully operational 24 hours a day and 7 days per week. Any faults must be reported immediately to your area manager and the Head office by email.

Security alarm systems and key holders

The Store Manager/Shift Leader must ensure all designated key holders have signed the relevant agreements and are properly trained in the use of all security equipment and procedures including but not limited to the following:

- Store Alarms
- Alarm Codes
- Security Passwords

In the event of a false alarm, the Store Manager/Shift Leader must advise Head Office of the false alarm as soon as possible, investigate and determine the cause of the false alarm and submit a written report to Head Office with their weekly paperwork. No alarm codes should be kept on your mobile phone sent by text or written where they could easily be stolen or copied without consent of the store manager or area manager.

Start of day, shift changes and end of day

When a manager (or deputy with access to the top safe) opens the day, a full cash count should be performed. This will include both safes and the till drawer. It will identify immediately any cash which is unaccounted for. Staff should, without exception, report any variance greater than £2 to their Area Manager.

When there is a shift change, the Manager and the person starting their shift should carry out a full cash count witnessed by the person finishing their shift. This is to satisfy themselves that all cash is present and correct before they accept responsibility for the cash.

At the end of day, a full till count should be performed and where possible witnessed by a second member of staff. Staff should, without exception, note any discrepancies greater than £2 for further investigation by this Store Manager.

In the event that there is a variance of £2 or more, a thorough investigation must take place. If any individual is found to be responsible for a shortfall they may face disciplinary proceedings.

Smoking Policy

Subway does not allow employees to take cigarette breaks. If you wish to smoke, you should do so in your official break. Smokers should not be taking extra breaks. Smoking is not permitted within the store, toilets, outside the front or back of the store, stairways, fire escapes or corridors. Do not smoke in Subway Uniform.

Mobile Phone Policy

Employees are not permitted to use their mobile phones while working, except when on an authorized break, and only when outside of the store, or when authorised by their Store Manager.

All mobile phones MUST be on silent when employees are working in the store.

Mobile phones MUST be kept with an employee's personal belongings. They are not to be placed on the prep table, the prep wall ledge, or on counters or shelves. Unless approved by Senior Management.

Disability Policy

The company strives to provide equal treatment for all its employment throughout their employment. Subway believes that by employing and promoting employees on the bases of their ability, skills and suitability for roles without reference to any discriminating factors, it will ensure both that employees experience a successful and enjoyable journey with the company and that it makes full use of the different talents, experiences and skills that different employees possess. In relation to disability discrimination our commitment is to:

- Train and educate our management on the meaning of disability, the company's policy and their responsibility to ensure its enforcement
- Recruit and select disabled people solely on the bases of their skills and ability to perform the job.
- Provide disabled people with equal opportunities for promotion, transfer, career development and training, and positively encourage them to fulfil their potential.
- Make reasonable adjustments to the workplace and/or employment arrangements to support disabled people as necessary in the fulfilment of their roles.
- Monitor, review and improve all work practices to ensure that the aims of our policy are met.