

Administrative and Support Services • N81.100

Facility Support Services in the UK

Greener estates: Public decarbonisation and safety upgrades sustain revenue for facilities support companies



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About

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About This Industry

Definition

Companies operating in this industry provide a combination of support services in a client's facilities. These include general interior cleaning, maintenance, rubbish disposal, security, post distribution, reception, laundry and related services. These support activities are performed by staff not involved with or responsible for the core business or activities of the client.

Codes

SIC		
2007	81.10	Combined facilities support activities
ISIC		
2006	8110	Combined facilities support activities

What's Included

- Catering Services
- General and specialist cleaning
- Reception services
- Repairs and Maintenance
- Security Services

Companies

- | | | |
|------------------------------------|----------------------------|--------------------------|
| • Mitie | • Ocs | • Equans |
| • ISS World | • TC Facilities Management | • Portico Guest Services |
| • Bouygues Energies & Services | • Kier | • Integral |
| • ABM | • Dalkia UK | • Vertas |
| • City Facilities Management | • Arcus FM | • Apleona UK |
| • Morgan Sindall Property Services | • Vinci Facilities | • Landmarc Solutions |
| • Omni Group | • Samsic UK | |

Related Industries

Domestic industries

Competitors

- General Building Cleaning in the UK
- Industrial Cleaning Activities in the UK

Complementors

- Landscaping Services in the UK
- Security System Services in the UK

International industries

- Office Administration & Document Preparation Services in New Zealand
- Facility Support Services in Ireland
- Facilities Management & Other Office Administrative Services in Australia

Related Terms

HARD FACILITIES MANAGEMENT

The physical maintenance of buildings, plant and equipment.

OUTSOURCING

When a business contracts another company to carry out some services.

SOFT FACILITIES MANAGEMENT

Support services such as cleaning, reception services, security and laundry services.

Additional Resources

- Facilities Management Journal
- Institute of Workplace and Facilities Management
- Facilitate Magazine
- Business Services Association

At a Glance

Revenue		Employees		Businesses	
£19.5bn	2022-27 ↓ 1.5%	251.3k	2022-27 ↑ 2.2%	4.4k	2022-27 ↑ 2.8%
	2027-32 ↑ 1.5%		2027-32 ↑ 2.1%		2027-32 ↑ 2.6%
Profit		Profit Margin		Wages	
£1.7bn	2022-27 ↑ 1.3%	8.6%	2022-27 ↑ 1.1pp	£6.6bn	2022-27 ↓ 1.4%
					2027-32 ↑ 1.7%

🕒 Five-year growth rates display historic and forecast CAGRs

➔ Major Players

Company	Revenue (£m)	Market Share (%)
Mitie	1,210.1	6.2
ISS World	831.1	4.3
Ocs	318.4	1.6
Kier	219.6	1.1
Equans	97.82	0.5
Other Companies	16,792.7	86.3

⚙️ Key External Drivers

Driver	Impact
Business confidence index	Positive
Business profit	Positive
Real government consumption expenditure	Positive
Index of services	Positive
Number of businesses	Positive

🕒 Products & Services

Item	Revenue (£bn)	Market Share (%)
General and specialist cleaning	5.30	27.2
Other	4.85	24.9
Repairs and maintenance	4.36	22.4
Security services	3.37	17.3
Catering services	1.60	8.2

Key Takeaways

Performance

Decarbonisation funding will drive long-term facilities demand. Government schemes like the £1.4 billion Public Sector Decarbonisation Fund and the extended Boiler Upgrade Scheme will sustain retrofit, maintenance and energy-management contracts across hospitals, schools and council estates through the late 2020s.

Long-term public-sector contracts offer stability. These agreements give combined facility support companies a reliable income stream, enabling investment in technology and innovation.

Products and Markets

Weak construction and manufacturing activity dent the industry. Demand for essential services like site management and logistics has taken a hit as construction and manufacturing activity falter, negatively affecting revenue.

Outsourcing in the public sector boosts the facilities management market. Companies can secure significant contracts with public-sector bodies like the NHS, ensuring continuous revenue.

SWOT

Strengths	Growth Life Cycle Stage Low & Increasing Level of Assistance Low Capital Requirements Low Customer Class Concentration Low Imports Low Product/Service Concentration
Weaknesses	High Competition Low & Steady Barriers to Entry Low Profit vs. Sector Average Low Revenue per Employee
Opportunities	Business confidence index
Threats	Index of services Low Revenue Growth (2021-2026)

Executive Summary

Greener estates: Public decarbonisation and safety upgrades sustain revenue for facilities support companies

The Combined Facilities Support Activities industry has been mostly been supported by public-sector outsourcing and long-term maintenance contracts in recent years. Over the five years through 2026-27, industry revenue is expected to slump at a compound annual rate of 1.5% to £19.5 billion, reflecting the unwinding of pandemic-era cleaning and safety work. However, revenue is projected to rise 0.9% in 2026-27 as new and extended government frameworks stabilise workloads. NHS England's £14 billion estate costs in 2024-25 and a £15.9 billion maintenance backlog highlight steady public demand that shields providers from weaker private-sector spending. Rising wages and insurance premiums have lifted operating costs, but inflation-linked contracts and efficiency investments have supported profit. Profit has inched upwards over the past five years, remaining above the wider administrative and support service activities sector as large companies like Mitie and Equans spread costs across multi-site portfolios and leverage smart-building technology to boost productivity.

Sustainability and safety reforms are shaping how facilities companies compete. Persistently high energy costs have embedded carbon reduction into contract criteria, with the £1.8 billion Public Sector Decarbonisation Scheme creating sustained retrofit and monitoring work. The Building Safety Act 2022 has driven new demand for inspection and record-keeping services, especially across social housing and healthcare estates. Facilities managers who offer digital compliance platforms and real-time energy monitoring are increasingly favoured in public tender evaluations, linking regulatory expertise directly to revenue growth. Consolidation has picked up as leading companies acquire businesses that specialise in specific service segments such as compliance, safety and energy management, allowing them to bundle these services under single contracts and tightening competition for smaller providers. Over the five years through 2031-32, industry revenue is forecast to expand at a compound annual rate of 1.5% to reach £21 billion. Government rebuilding and decarbonisation programmes, including the removal of reinforced autoclaved aerated concrete from hospitals and schools, will sustain long-term maintenance and project-management work. The Procurement Act 2023, which reformed public sector purchasing rules to place greater emphasis on value, transparency and supplier performance records, will reward reliable providers with strong performance records. Providers that can

Industry Structure

Characteristic	Level & Trend	
Concentration	Low	
Barriers to Entry	Low	Steady
Regulation and Policy	Low	Increasing
Life Cycle	Growth	
Revenue Volatility	Moderate	
Assistance	Low	Increasing
Competition	High	Increasing
Innovation	Low	

demonstrate integrated, data-driven service delivery across large estates are well placed to capture a growing share of public contracts. As clients prioritise sustainability credentials and

compliance assurance, technology-led service models will shape the industry's next phase of growth.

Performance

Key Takeaways

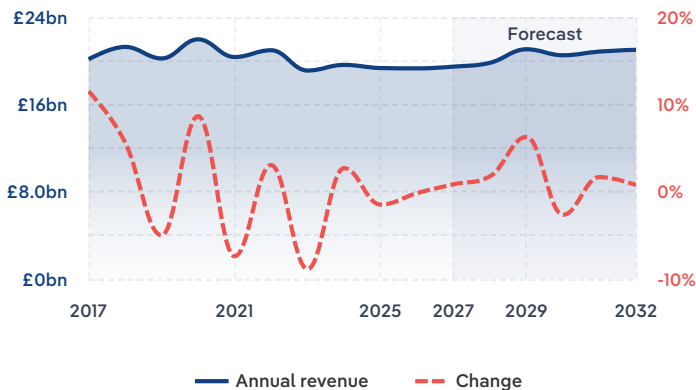
Decarbonisation funding will drive long-term facilities demand. Government schemes like the £1.4 billion Public Sector Decarbonisation Fund and the extended Boiler Upgrade Scheme will sustain retrofit, maintenance and energy-management contracts across hospitals, schools and council estates through the late 2020s.

Long-term public-sector contracts offer stability. These agreements give combined facility support companies a reliable income stream, enabling investment in technology and innovation.

Performance Snapshot

Revenue

Total value (£) and annual change from 2017 – 2032. Includes 5-year outlook.



Revenue

2022-27 ↓ 1.5%
2027-32 ↑ 1.5%

2027 Revenue Growth

0.9% ↑ Increasing

Revenue Volatility

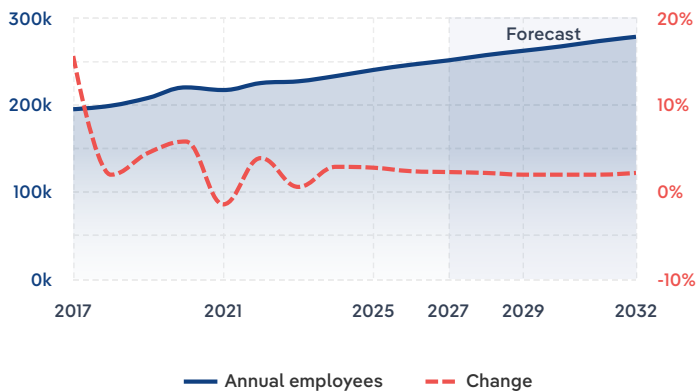
Moderate

IBISWorld

Source: IBISWorld

Employees

Total number of employees and annual change from 2017 – 2032. Includes 5-year outlook.



Employees

2022-27 ↑ 2.2%
2027-32 ↑ 2.1%

Employees per Business

57
2022-27 ↓ 0.6%
2027-32 ↓ 0.5%

Revenue per Employee

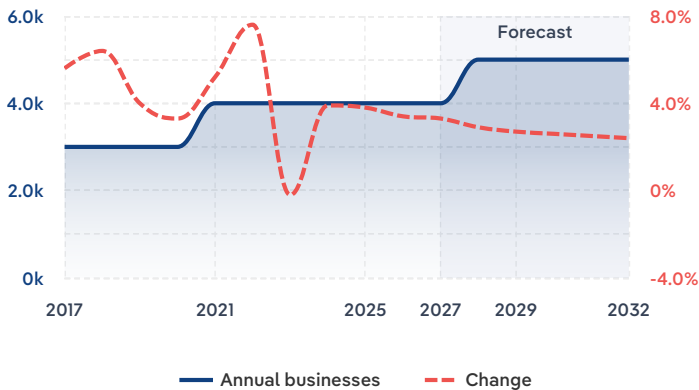
£77.5k
2022-27 ↓ 3.6%
2027-32 ↓ 0.5%

IBISWorld

Source: IBISWorld

Businesses

Total number of businesses and annual change from 2017 – 2032. Includes 5-year outlook.



Businesses

2022-27	↑ 2.8%
2027-32	↑ 2.6%

Employees per Business

2022-27	↓ 0.6%
2027-32	↓ 0.5%

Revenue per Business

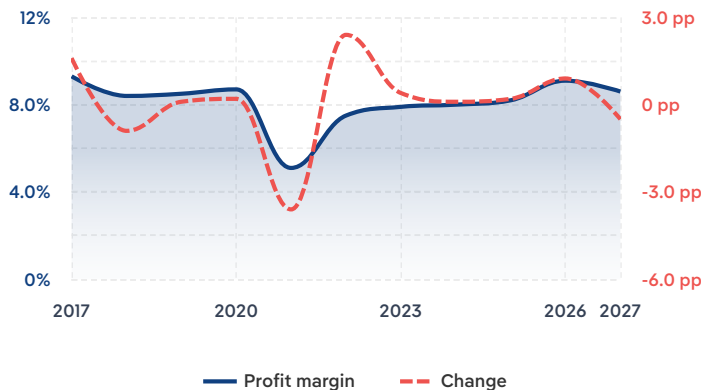
2022-27	↓ 4.2%
2027-32	↓ 1.1%

IBISWorld

Source: IBISWorld

Profit Margin

Total profit margin (%) and annual change from 2017 – 2027



IBISWorld

Source: IBISWorld

Total Profit

2022-27	↑ 1.3%
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Profit Margin

2022-27	↑ 1.1pp
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Profit per Business

£380.1k

Current Performance

↓ 2022-27 Revenue CAGR: -1.5%

What's driving current industry performance?

Government buildings keep the facilities support industry busy

- The UK government's property estate continues to generate steady work for combined facilities support companies. The NHS reported that running its estate cost £14 billion in 2024-25, including £1.6 billion spent on cleaning services. Backlog maintenance reached £15.9 billion, up by 15.7% on the previous year, showing how much routine upkeep can't be delayed. Broader public-sector procurement has also expanded. The Crown Commercial Service reported that total spending through its central frameworks rose from £15.7 billion over 2017-18 to £37.1 billion over 2023-24, showing how centralised contracts now dominate government estate management.
- Reliable, multi-year public contracts have helped stabilise the industry as private-sector demand has fluctuated since the pandemic, with rising interest rates, cost inflation and subdued business investment weighing on office occupancy and corporate maintenance budgets. Because of hygiene requirements, hospitals, schools and local government offices can't pause cleaning or maintenance, so their steady budgets ensure a predictable pipeline of work. Framework agreements often include inflation-linked pricing, which protects providers from cost spikes, making

this side of the market a key buffer against wider economic uncertainty.

- In response to an expanding and dependable stream of government work, facilities companies are setting their sights on large public-sector clients. ISS secured a five-year integrated facilities management contract with the Foreign, Commonwealth and Development Office (FCDO) in November 2025, worth £35.4 million per year and covering the FCDO's UK offices from Q2 2026. The deal reflects how major service providers are anchoring their strategies to government frameworks, securing long-term income as private-sector activity remains

Rising wage floors push up labour costs across facilities support services

- Labour costs have risen sharply as the National Living Wage and wider pay settlements continue to climb. The legal Minimum Wage reached £12.71 in April 2026, up by 4.1% on the previous year. The change also widened eligibility to workers aged 21 and over, lifting pay across a workforce dominated by cleaning, maintenance and front-of-house roles. Broader pay trends have moved in the same direction. ONS data shows that median hourly earnings for full-time employees reached £19.67 in April 2025, up by 5.4% from £18.66 a year earlier, marking the fastest annual pay growth in several years.
- Consistent pay hikes are pushing up labour costs for facilities support businesses, especially in fixed-price contracts where wages make up the bulk of operating costs. While inflation-linked clauses in public frameworks offer some protection, many commercial clients are more resistant to mid-contract rate adjustments. Rising wage floors have also expanded the price gap between statutory minimums and the voluntary real Living Wage, which climbed to £13.45 an hour across the UK and to £14.80 in London in October 2025. With the Living Wage Foundation reporting that more than 16,000 accredited employers are committed to paying the real Living Wage, pricing pressure across tenders has become harder to avoid.
- Facilities companies have started adjusting pay structures and bid strategies to remain competitive in a tighter labour market. The drive to factor higher pay rates and staff retention commitments into large public-sector bids has become a key differentiator when competing for government work. In October 2025, Sodexo was appointed performance partner for the Home Office's total facilities management programme, securing a five-year contract starting in August 2026 that covers estate services across the department's major sites. Companies that can prove they have a clear plan to recruit, pay and retain staff are increasingly pulling ahead when it comes to public-sector tenders, where clients' assessments weigh staff pay and retention alongside price.

High energy costs keep sustainability a core focus in facilities contracts

- Energy prices have eased from the heights seen in 2022-23 due to the Russia-Ukraine conflict, but renewed volatility has kept efficiency at the heart of facilities strategies. Data from the Department for Energy Security and Net Zero shows that the average electricity price paid by manufacturing businesses was 16.8p per kWh in Q4 2025, while the average gas price was 3.5p per kWh, down by 7.9% and 11.6% respectively on the previous year, but still well above pre-crisis levels. Renewed upward pressure has emerged in March 2026 following the closure of the Strait of Hormuz, a passage that carries around a quarter of global seaborne oil trade. Financial Times market data shows that this pushed Brent crude to a peak of around USD\$119 (£94) per barrel in March 2026 and caused European gas prices to spike sharply.
- Persistently high prices have encouraged clients to prioritise energy performance and carbon reduction in their tenders. Public-sector frameworks now commonly include key performance indicators for emissions, energy use and waste management. For facilities support providers, this has made energy management and sustainability reporting essential service lines rather than optional extras. Facility support providers are increasingly expected to deliver measurable savings through initiatives like smart building systems, LED retrofits and heat decarbonisation planning.
- Facilities providers are investing in energy and carbon management capabilities to meet client targets and offset cost pressures. Mitie retained its facilities management contract with the Welsh government in November 2025, with the agreement explicitly tied to supporting the government's net zero goals across its administrative estate. The deal reflects a broader industry shift toward integrating energy services within comprehensive contracts, enabling clients to manage volatile costs while providers take practical steps like reviewing site energy use, upgrading to smart systems and lighting and training staff to deliver measurable energy efficiency gains.

Tougher building safety rules expand compliance work for facilities providers

- New building safety laws are driving fresh demand for compliance, inspection and maintenance services across managed estates. The Building Safety Regulator confirmed that 12,500 high-rise residential buildings in England are required to be registered under the new regime. In June 2025, the government transferred the Building Safety Regulator from the Health and Safety Executive to become an arms-length body under the Ministry of Housing, Communities and Local Government, signalling a stronger enforcement focus. These changes stem from the Building Safety Act 2022 and the Fire Safety (England) Regulations 2022, which came fully into effect in January 2023. Further expansion is expected to shape the industry in the coming years as registration requirements are set to extend to residential buildings between 11 and 18 metres, significantly widening the pool of buildings subject to compliance obligations. The extension follows the government proposal to bring medium-rise buildings within the same safety framework after evidence that structural and fire risks are not limited to the tallest buildings.
- Tightening regulations have significantly expanded the compliance workload for facilities support providers. Property owners and managing agents require reliable contractors to manage inspection schedules, data collection, record-keeping and remedial works. Compliance management has become a fast-growing service line that blends statutory testing with technology, reporting and safety audits. This trend is particularly strong in social housing, higher education and healthcare estates, where fire safety and structural assurance are critical to ongoing operations.
- Facilities support providers are investing in compliance-led services to capture this demand and help clients meet legal standards. While compliance has long been a component of facilities management, stricter regulatory requirements under the Building Safety Act 2022 have

raised the bar, pushing providers to deepen their compliance capabilities rather than simply maintain existing ones. Equans has launched a dedicated Building Safety Act compliance service and has taken on public-sector compliance and decarbonisation projects since 2024. The company is also delivering a £120 million fire safety remediation programme for Southern Housing, scheduled to run until 2028. Equans's focus on safety documentation and statutory inspections exemplifies how leading providers are tightening and formalising their regulatory expertise within everyday facilities management, turning compliance into a key source of stable, recurring work.

Outlook

↑ 2027-32 Revenue CAGR: 1.5%

What's driving the industry outlook?

Procurement reforms will change how facilities contracts are awarded

- The Procurement Act 2023, which came into force in February 2025, is changing how government contracts are advertised, evaluated and monitored. The new system replaces previous EU-based rules with a single UK rulebook designed to simplify tenders and enhance transparency. It requires contracting authorities to publish standardised notices, disclose evaluation criteria earlier and report on supplier performance. From January 2026, contracting authorities in England and Wales must publish contract performance notices for contracts over £5 million, scoring suppliers against key performance indicators at least annually, while from April 2026, individual payments over £30,000 under public contracts must be disclosed quarterly on the Central Digital Platform.
- Procurement reforms will bring both opportunities and pressure to the industry. The transition is likely to streamline competition for contracts by cutting procedural delays, while tighter disclosure rules will favour providers with strong compliance records and robust data systems capable of tracking and reporting performance against the mandatory key performance indicators that government clients must now publish for all contracts valued above £5 million. Over time, performance scoring and audit trails are making reputation and delivery history decisive factors in retaining frameworks. Under the Act, suppliers rated "requires improvement" or "inadequate" against key performance indicators can face early contract termination and may be excluded from future tenders, meaning a poor delivery record is now a commercial risk. Government clients prioritise transparency and accountability, and businesses that can show consistent delivery and social value outcomes like local job creation, skills development and measurable environmental impact will gain an edge.
- The Act's expanded transparency obligations are prompting facilities providers to invest in contract reporting infrastructure and performance data systems ahead of upcoming deadlines. The Procurement Act mandates a minimum 10% social value weighting across public sector tenders, shifting evaluation from price alone toward measurable community, environmental and workforce outcomes. OCS Group sets out its social value commitments in its annual reports, covering employment of local people, supply chain diversity (prioritising sourcing from SMEs) and environmental performance, demonstrating the kinds of measurable outcomes that carry scoring weight in public tenders. Providers that already hold strong delivery records across public frameworks and are committed to adding social value in their services are best placed to benefit.

Public decarbonisation funding will boost demand for energy upgrades across estates

- Public funding will support building decarbonisation work through the late 2020s, though the pipeline beyond current phases is less certain than anticipated. Phase 3c of the Public Sector Decarbonisation Scheme (PSDS) ran until March 2026, while Phase 4, which was launched in May 2025 with approximately £940 million allocated, runs until March 2028. However, the government confirmed in the June 2025 spending review that no further PSDS funding would be committed beyond currently awarded projects, meaning Phase 4 represents the final phase under the current scheme. The Boiler Upgrade Scheme (to help people replace their boilers with low-carbon alternatives) has also been extended until 2028, with a £295 million budget for 2025-26. NHS England's capital guidance for 2026-27 to 2029-30 confirmed a four-year capital settlement, providing a degree of certainty for estates investment planning.
- With the government confirming no further PSDS funding beyond Phase 4, which closes in March 2028, the current investment window is time-limited. However, it will accelerate demand for retrofits, electrification and building-management upgrades in the short term. Facilities support businesses will see a shift from short-term maintenance contracts towards integrated decarbonisation packages that combine energy audits, heat-pump installation and performance verification. Clients' needs to meet net-zero targets, like the NHS's pledge to cut direct emissions to zero by 2040, will drive recurring project work and technical advisory demand for facilities support providers. Players that can coordinate design, delivery and monitoring within the Phase 4 window are best placed to capture remaining public-sector funding streams before the current scheme closes.
- Facilities providers are already expanding into retrofit and energy-engineering services to secure future contracts. Sadiq Khan, the Mayor of London, launched RE:FIT5 in March 2026, a national energy performance contracting framework running until 2029 that enables public sector bodies to procure guaranteed decarbonisation and retrofit projects across health, education and local government estates. The framework's launch shows how alternative procurement routes are emerging to fill the gap left by the PSDS, ensuring a continued pipeline of retrofit work for facilities providers that position themselves on approved government frameworks ahead of the latest scheme deadlines.

Building safety regulations will drive long-term demand for digital compliance services

- The Building Safety Act regime is in force and continues to tighten. The Building Safety Regulator published its strategic plan for 2026-27 in March 2026, setting out five priority areas, including improving operations, supporting cladding remediation, ensuring smooth Gateway 3 construction approvals, reviewing safety risks and raising professional standards across the building and construction sector. The plan also

signals that an additional plan covering development between 2027 and 2030 is in the works, confirming that regulatory oversight will continue to intensify. The regulator's ongoing goals include ensuring building managers are properly trained, maintaining a public register of high-risk buildings and carrying out regular safety inspections and reviews.

- Safety regulations will sustain long-term demand for compliance services within facilities management contracts. As registration and inspection requirements stabilise, the focus will shift from one-off remediation projects to continuous record-keeping and statutory maintenance. Facilities companies will need to support clients with data management, certification and periodic inspections to prove compliance under the Building Safety Act 2022. The Act's requirement for a perfect record of digital building safety information, covering asset registers, inspection records, material specifications and incident logs, means contracts that include structured digital records of building safety information and regular reporting are set to become the standard across housing, education and healthcare estates.
- Companies are moving toward technology-led compliance models to capture this future workload. VINCI Facilities announced in May 2025 that it had expanded its building safety and data services for public housing and education clients, adding digital asset management and structured inspection programmes to meet regulatory standards. This reflects how leading facilities service providers are investing in digital compliance tools and integrated safety management to align with evolving building safety requirements.

Safety-critical rebuilds and repairs will keep public estates busy through the late 2020s

- Major safety and rebuilding projects across public buildings will keep facilities support work steady well into the next decade. The School Rebuilding Programme covers 519 projects announced since 2021, with the number of school projects where work is underway rising from 75 in 2024-25 to 100 in 2025-26, supported by £2.4 billion a year in government funding. In the health sector, the Department of Health and Social Care confirmed that £1.6 billion will be invested over the four years through 2029-30 to remove and mitigate reinforced autoclaved aerated concrete (RAAC) from NHS estates, with 20 hospital sites having already eradicated the material by early 2026. The New Hospital Programme has been reset onto a longer timetable, with the government committing around £2 billion a year over the five years to 2029-30, rising to £3 billion a year from 2030-31. The National Audit Office warned in January 2026 that RAAC-affected hospitals are not expected to be replaced until 2032-33, two to three years later than the original 2030 target, extending the period of interim safety management and compliance work.
- This consistent project of removing RAAC from NHS estates will keep maintenance, compliance and temporary works contracts in high demand. While major rebuilds will take years to complete, day-to-day maintenance, safety checks and short-term relocations will keep facilities work flowing. Contractors that offer both hard facilities management services, including electrical maintenance, plumbing and building repairs, as well as soft services like cleaning, catering and security, will be in a strong position to secure long-term work. The delays to RAAC hospital replacements mean that interim safety management, propping, monitoring and decanting services will remain in demand well into the early 2030s, lengthening the revenue opportunity for providers with specialist safety and compliance capabilities.
- Facilities management companies are building specialist teams to handle safety-critical projects. In October 2025, Mitie was appointed to the Parliamentary Construction Partnership framework for mechanical, electrical and building works, supporting essential upkeep projects designed to keep the Palace of Westminster safe, including structural repairs and compliance inspections, and will remain operational into the early 2030s. The award shows how providers with compliance, maintenance and project delivery capabilities are well placed to secure long-term public estate work as safety-led rebuilding and repair programmes gather pace.

Volatility

Moderate

What influences industry volatility?

Long-term contracts help keep revenue volatility at bay

- Revenue volatility in the Combined Facilities Support Activities industry is lower than in the broader service sector, thanks to long-term contracts, diverse service offerings and high demand for essential services. Stable income from the public sector and corporate clients ensures consistent cashflow, limiting revenue fluctuations.
- Many combined facility support businesses secure long-term contracts across various sectors, both public and private, to mitigate revenue volatility. In 2024, Equans confirmed a new 10-year contract with Cheshire Council to continue facility management services and develop a net-zero partnership, extending an already seven-year relationship. Similarly, in June 2024, Mitie announced a seven-year contract with the Department for Transport, worth £297 million and building on its existing 12-year partnership.
- Securing long-term contracts provides companies with stable, predictable revenue streams. It helps mitigate revenue volatility by ensuring consistent demand, allowing companies to plan operational and financial strategies with greater confidence and stability.

Movements in business confidence induce revenue volatility

- Business confidence and economic conditions can sway facilities management companies' revenue. Strong confidence and economic growth encourage businesses to invest in property and infrastructure, boosting demand for facility support services and boosting revenue. Conversely, during economic downturns or periods of low business confidence, companies may cut back on spending, including facility management, slashing revenue.
- The ONS reported that consumer price inflation was 2.8% higher in the year to April 2026, while business investment fell 1.8% in the year to Q1 2026. Inflation has eased from its 11.1% peak in October 2022 but remains above the Bank of England's 2% target and businesses are still being

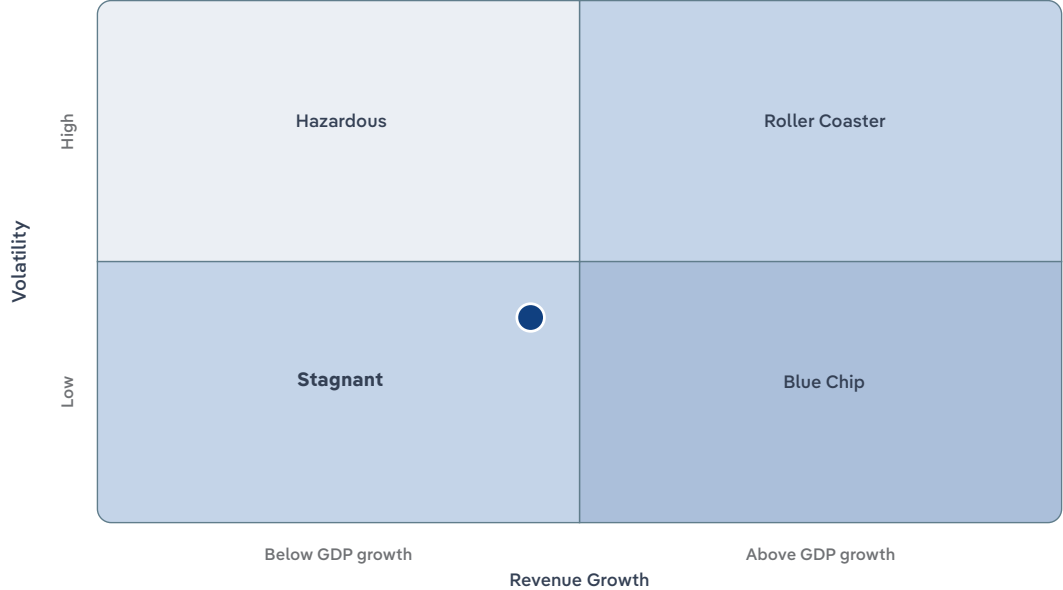
careful with their money. Many businesses are focusing on essential cleaning and building services and delaying non-urgent projects. This caution causes demand for full facilities support packages to rise and fall with changes in business confidence.

Businesses use technology to enhance efficiency, creating more stable revenue

- Even though they don't often contend with significant revenue fluctuations, facilities management companies actively work to minimise volatility. They employ data analytics tools and IoT sensors to predict maintenance needs and optimise resources, improving efficiency. For instance, in July 2024, EMCOR UK launched Insight Intelligence, which uses AI and data science to provide a comprehensive view of customer operations, enhancing efficiency and maximising facility potential.
- Leveraging technology to deliver personalised, client-specific solutions significantly enhances customer satisfaction and retention. By tailoring services to meet individual client needs, companies are more likely to secure long-term contracts, creating more stable revenue streams.

Stagnant

Industry volatility vs. revenue growth (2022-2027 CAGR)



☆ Key Success Factors

How do successful businesses overcome volatility?

Have a diverse range of clients

Serving a diverse range of clients, from healthcare to retail, helps buffer against sector-specific downturns, ensuring steady revenue even during market fluctuations.

Secure a flexible workforce

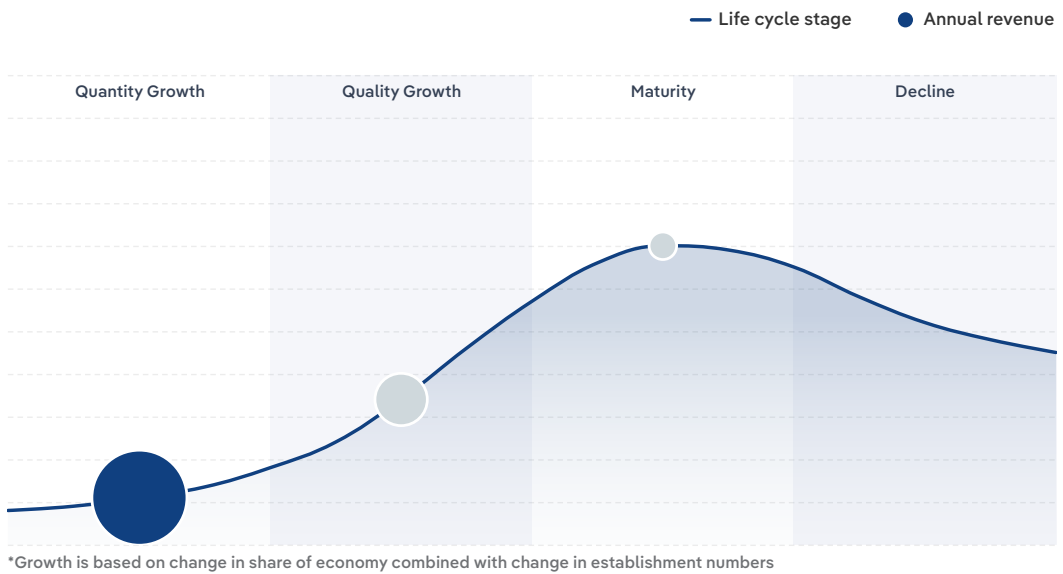
Companies that have access to casual and full-time staff may be able to provide services to clients at short notice or during labour shortages, allowing them to maintain a constant revenue flow.

Life Cycle

Growth

Life Cycle

Indication of the industry's stage in its life cycle compared to similar industries



Why is the industry growing?

Contribution to GDP

The industry makes a steady contribution to UK GDP by delivering essential support services across commercial, public and industrial premises. Demand remains stable because these services are required in all economic conditions, although growth is modest, reflecting the industry's established role within the broader service economy.

Market Saturation

The market is highly saturated, with many companies providing similar cleaning, security and maintenance services. Competition is intense, limiting growth opportunities. Larger companies are differentiating through sustainability and digital management systems, while smaller businesses face pressure to maintain contracts and compete on price within an already mature service landscape.

Innovation

Innovation in the industry is gradual, focused on improving efficiency and sustainability. Companies are adopting AI and Internet of Things (IoT) systems to monitor building performance and energy use in real time. New eco-friendly cleaning products and energy management tools are helping clients reduce costs and meet environmental targets without requiring major structural changes.

Consolidation

Consolidation has intensified as larger facilities management companies acquire smaller specialists to expand service scope and secure long-term contracts. Clients are increasingly preferring single providers for cleaning, maintenance and security, which encourages mergers that improve efficiency and scale, rather than growth through new markets, reflecting the industry's mature structure.

Technology & Systems

Technology is central to improving efficiency and offsetting labour shortages in the industry. Facilities service providers are increasingly using AI-driven analytics, automated scheduling and smart equipment to streamline maintenance tasks and reduce reliance on manual labour, highlighting a gradual digital transformation in a mature, labour-intensive industry.

Products and Markets

Key Takeaways

Weak construction and manufacturing activity dent the industry. Demand for essential services like site management and logistics has taken a hit as construction and manufacturing activity falter, negatively affecting revenue.

Outsourcing in the public sector boosts the facilities management market. Companies can secure significant contracts with public-sector bodies like the NHS, ensuring continuous revenue.

Largest Market

£5.3bn

General and specialist cleaning

Product Innovation

Low

Products and Services

How are the industry's products and services performing?

General and specialist cleaning goes green

- Cleaning services range from general office cleaning to customised cleaning for specialist business properties, like military properties, hospitals and high-tech factories in the industrial sector.
- A growing emphasis on sustainable cleaning is driving facility management businesses to innovate by adopting eco-friendly products, energy-efficient equipment, and waste-reduction strategies. Companies are shifting towards biodegradable cleaning agents, water-saving technologies and chemical-free sanitation methods to meet regulatory and corporate sustainability goals. Sustainability has matured from a differentiator into an operational standard within cleaning contracts, with waste audits and supplier carbon reporting becoming routine elements of tenders.
- Many specialist cleaning providers are embedding green credentials into their core service offer to meet client expectations. In February 2025, TC Facility Management highlighted its use of chemical-free cleaning technologies, like diamond-cleaning pads, which minimise cleaning's environmental impact while maintaining high hygiene standards.
- Sustainable cleaning practices have helped expand the industry's client base, driving revenue growth. In May 2025, Mitie was awarded a three-year contract with South Western Railway covering preventative maintenance, reactive repairs and project works across more than 200 stations and 10 train depots, with waste management commitments forming part of the sustainability offer. The contract reflects how providers that can demonstrate measurable environmental outcomes are better positioned to win and retain major clients.

Predictive maintenance and tech innovation revolutionise building upkeep services

- Public- and private-sector service providers depend upon well-maintained buildings to conduct business efficiently. Repairs and

maintenance are of paramount importance to clients.

- Demand for technology-driven maintenance is growing rapidly. Jones Lang Lasalle's State of Facilities Management (FM) Report, published in November 2025, found that 28% of organisations had embedded AI solutions into their FM operations, rising to 46% among large organisations with over 100,000 employees. A significant trend in facilities management is predictive maintenance, which uses data analytics and Internet of Things technologies to anticipate issues before they become costly problems, ensuring uninterrupted operations. Providers that can offer integrated technology platforms alongside traditional maintenance services are pulling ahead in tenders. In December 2025, Mitie published a dedicated brochure setting out how its AI platform is redefining FM delivery, reflecting how leading providers are making technology capability a core part of their client proposition.

Providing comprehensive security services is key to maintaining clients' trust

- Security services encompass access control, surveillance and emergency responses. Companies provide tailored security solutions to protect assets, personnel and data from potential threats.
- Demand for security remains constant because many companies aim to comply with safety and security regulations. The Health and Safety Act 1974 requires employers to ensure employees' and the public's safety, health and welfare.
- Facility management companies benefit from offering diverse security services, like fire protection, intelligence and security guarding, to deliver tailored solutions for various clients. Consolidating services makes things easier for clients, allowing them to fulfil all of their security needs in one place, while also boosting client trust. In November 2025, the Crown Commercial Service launched a new Facilities Management and Security Services framework, valued at an estimated £120 billion and running until June 2034, replacing two previous frameworks and signalling the scale of ongoing public sector demand for integrated security and FM provision.

- Many of the largest facility managers provide various security services for different industries. In April 2025, Mitie was awarded a seven-year security guarding contract with the Department for Work and Pensions, valued at £136 million per year, creating the largest security workforce within the UK government's estate. In February 2026, Mitie also extended its security partnership with the Co-op for a further five years, covering more than 2,300 stores and 800 funeral care branches through to 2030. The contracts show how leading FM providers are winning large, multi-year security mandates across both public and private sector clients by bundling guarding, monitoring and intelligence services into a single integrated offer.

More time being spent in the office means a greater need for catering services

- Canteen services are essential across various sectors, from large finance companies to schools and the NHS and are often included in facility support packages.
- With companies across the economy – especially in the finance and technology sectors – urging workers to visit the office more frequently, demand for canteen outsourcing is on the rise. CBRE's 2025 workplace survey found that employers expected staff to be in

the office an average of 3.2 days per week, with 72% reporting they were meeting attendance goals, up from 61% in the previous year.

- Companies are increasingly prioritising healthy and sustainable food options. There's a push to provide nutritious meals, incorporate locally sourced and organic ingredients, and align with broader corporate wellness and environmental goals.

A wide range of other services diversifies revenue streams

- Other facilities support services include reception services for companies requiring short-term customer service and administrative workers to liaise with customers, clients and the public.
- A wide variety of other services may also be combined in contracts depending on the needs and requirements of clients, their properties and the workforce.
- Hybrid working is shaping demand for flexible front-of-house and helpdesk support. ONS data shows that in March 2025, 28% of working adults were hybrid workers and hybrid work was 45% for workers earning at least £50,000.

Products & Services Segmentation

Industry revenue in 2027 broken down by key product and service lines.



- General and specialist cleaning (£5.3bn) 27.2%
- Repairs and maintenance (£4.4bn) 22.4%
- Security services (£3.4bn) 17.3%
- Catering services (£1.6bn) 8.2%
- Other (£4.9bn) 24.9%

☆ Key Success Factors

What products or services do successful businesses offer?

Provide a related range of goods and/ or services

Facilities support service providers that offer a wide range of services are more likely to win tenders for multiple services and may also benefit from economies of scale.

Use specialist equipment or facilities

Using specialist equipment or facilities allows facilities management companies to increase efficiency, ensure high quality and meet diverse client needs, setting them apart from competitors and driving success.

Innovations

Low

What are innovations in industry products and services?

Online portals improve ease of access and efficiency

- Facilities management companies have increasingly shifted their booking and client relations systems online to streamline service requests and improve efficiency. Businesses invest in user-friendly interfaces, AI-driven chatbots and mobile apps to enhance the customer experience and provide real-time service tracking.
- Mitie's Mozaic platform is an AI-powered digital facilities management system. It offers data-driven insights, predictive maintenance and seamless service coordination, allowing clients to quickly access combined facility support services.
- By integrating automation and cloud-based solutions, facilities management companies can ensure faster response times, greater transparency and cost efficiencies. This improves client satisfaction and helps optimise energy use and sustainability efforts.

Major Markets

What's influencing demand from the industry's markets?

Quality office space creates steady work for facilities support services

- Offices are a crucial market for facility support activities in the UK. Many companies outsource regular maintenance, cleaning and security to ensure safe and efficient operations.
- To cut operational costs and focus on core business activities, offices often outsource functions like cleaning, maintenance and security to specialist facilities support companies.
- Office footfall has stabilised well below pre-pandemic levels, with ONS data showing that 28% of working adults in Great Britain were hybrid workers between January and March 2025, compared with remote work being a small minority before COVID-19 restrictions kicked in. Despite this, CBRE reported that total take-up across Central London reached 11.4 million square feet in 2025, up 0.9 million from 2024, with prime rents rising 9.1% in the City core over the year, pointing to strong demand for high-quality office space. As occupiers move into premium offices with higher service expectations, demand for comprehensive FM contracts covering cleaning, maintenance and security has held firm.

Public-sector outsourcing drives growth for facilities management companies

- The public sector includes various properties requiring support services, ranging from hospitals and state schools to government department offices and military bases. Securing contracts with public-sector bodies, like the NHS, can be lucrative, as these organisations are always in need of services like cleaning and catering and can offer strong and steady revenue streams.
- Government bodies have increasingly outsourced facilities management to reduce public expenditure and improve cost efficiencies. This trend has turned the public sector into a burgeoning market for the industry.
- Many large companies heavily rely on public-sector demand. They secure lucrative long-term contracts with public-sector bodies, offering stable revenue streams. In October 2025, Sodexo was appointed as the Home Office's performance partner to support a major estate services transformation across 677 built assets, on a five-year contract with an option to extend by two years. ISS also secured a UK government department contract in November 2025, worth £35.4 million per year over five years, with an option to extend for a further two years.

Hospitality businesses turn to facilities management to enhance efficiency and compliance

- Hospitality businesses like hotels, restaurants and cafes mainly use security, cleaning and maintenance services.
- Facility management services help hospitality venues optimise operations, from energy management to waste handling, thereby

enhancing overall efficiency. Efficient operations contribute to cost savings and streamlined processes, allowing businesses to focus more resources on core hospitality functions and customer service.

- The hospitality sector must adhere to strict health, safety and environmental regulations. Contracting facilities support management companies to ensure the job gets done thoroughly and can help hospitality venues ensure compliance, minimise risk and protect guests and employees.
- The hospitality sector experiences seasonal fluctuations in demand and facility support services offer scalable solutions to manage peaks and troughs effectively. This flexibility is vital for accommodating changing customer volumes and event-specific requirements.

Declining industrial activity weakens demand for facility management services

- The industrial sector includes manufacturing, transport, construction and energy businesses. These sites typically use facilities management companies for cleaning, security, waste handling, reception and equipment support.
- The ONS reported that total construction output grew by 1.8% in 2025 compared with 2024, marking five consecutive years of annual growth. However, total new orders fell by 3.8% year on year in Q4 2025. The weakening pipeline of new orders tempers the otherwise positive annual picture and limits short-term demand for facility management services.
- ONS data shows that UK production output was unchanged in Q1 2026 compared to the same period in the previous year, indicating restrained activity across industrial sites and limiting growth in demand for cleaning and maintenance.

Rising retail sales boost demand, but small retailers stick with in-house services

- A significant number of retailers use security, cleaning, maintenance and catering services. ONS data shows that retail sales volumes rose by 0.7% over the year to August 2025, which signals higher footfall and longer trading hours that lift demand for cleaning, security and waste services in stores.

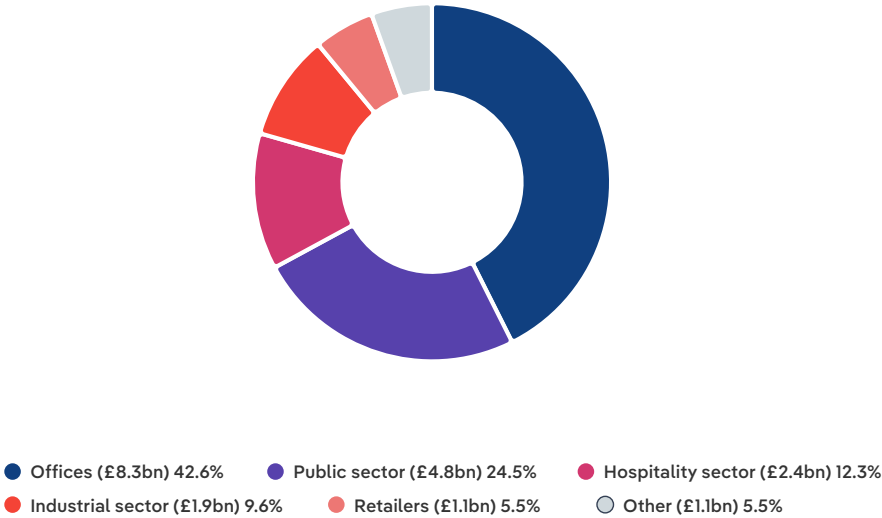
- Many small retailers continue to handle cleaning and light maintenance with their own staff, which limits outsourcing. Growth in online and click-and-collect channels shifts some demand toward distribution sites and collection points, favouring providers that can service mixed estates. Internet sales accounted for 28.7% of all retail sales in March 2026, per ONS data. The shift in demand toward distribution sites and collection points favours FM providers that can service mixed estates.

Data centres and private schools create mixed demand for facilities management

- This market includes data centres, telecom hubs, utilities sites like water treatment plants and substations, along with independent schools and private colleges.
- The UK Government designated data centres as part of the nation's Critical Infrastructure in September 2024, giving them priority protection and faster planning approval. Regulations approved by both Houses of Parliament in November 2025 brought large-scale data centre projects into the Nationally Significant Infrastructure Projects scheme, allowing developers to fast-track consenting. Oxford Economics reported in December 2025 that investment is expected to add 52 new data centres to the UK's stock over the following nine years, with 2026 set to be the most rapid phase of digital infrastructure expansion in the country's history, boosting facilities management work tied to construction and ongoing operations. Ongoing data centre operations generate demand for services including mechanical and electrical maintenance, cooling system upkeep, cleaning of sensitive equipment areas, security and access control, and compliance testing to meet the uptime and safety standards these sites require.
- Private schools use facilities teams for cleaning, maintenance and security. The Independent Schools Council reported in February 2026 that around 25,000 pupils had left independent schools since July 2024, eight times the number the government had forecast, following the introduction of VAT on school fees. In Scotland alone, independent school rolls fell by 10% between 2023 and 2025, reducing the estate that facilities management providers can service and limiting the size of contracts schools can commit to.

Major Markets Segmentation

Industry revenue in 2027 broken down by key markets



International Trade

No data

Some industries don't directly import or export goods. See reports at the manufacturing level for international trade data on relevant products.

Geographic Breakdown

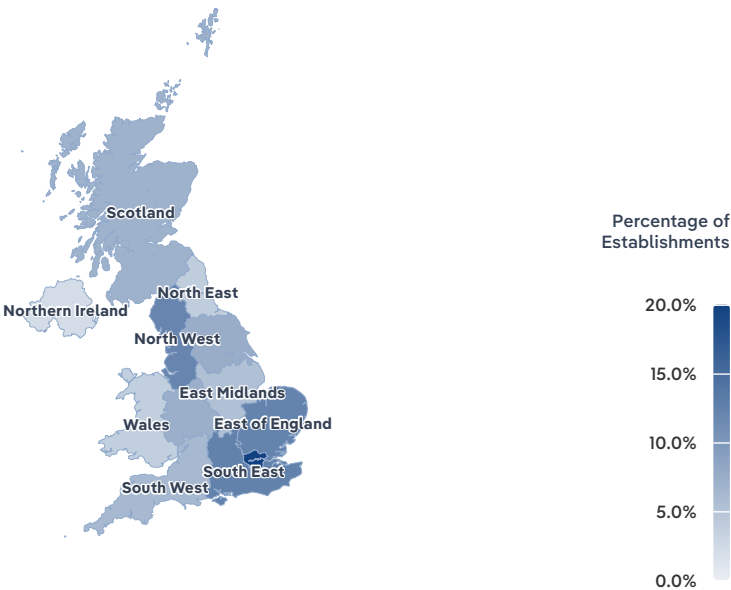
Key Takeaways

- London's economy fuels a strong demand for facility support services.** The city's status as a business hub and major tourist destination creates healthy demand for cleaning, maintenance and security operations.
- The North West's diverse economy drives facility support demand.** The region's industrial strength, urban growth and prominent institutions like universities and football clubs create varied opportunities for facility management companies.

Business Locations

Business Concentration

Percentage of total industry establishments in each region



Sources: IBISWorld

Region	Establishments (Units)	Establishments (%)	Establishments (YoY Growth %)	Population (%)
East Midlands	316	5.3	2.9	7.4
East of England	729	12.3	3.1	9.5
London	1,177	19.9	3.1	13.1
North East	232	3.9	3.1	4.0
North West	713	12.1	2.9	11.2
Northern Ireland	130	2.2	3.2	2.7
Scotland	413	7.0	3.0	7.8
South East	740	12.5	3.1	14.0

Region	Establishments (Units)	Establishments (%)	Establishments (YoY Growth %)	Population (%)
South West	366	6.2	3.1	8.5
Wales	218	3.7	2.8	4.6
West Midlands	431	7.3	2.9	8.9
Yorkshire	442	7.5	3.0	8.2

You can access and download additional years of data, including district-level data, at my.ibisworld.com.

Where are businesses located?

London's thriving economy and dense infrastructure fuel facilities' growth

- London has many office spaces, retail outlets and mixed-use developments. The capital has one of the world's largest financial service sectors, meaning many businesses set up requiring combined support facility services. Mitie has worked with HSBC, Lloyds Banking Group and Barclays, delivering sustainable cleaning, security operations and workplace management.
- London is home to many airports, including Heathrow, the largest in the UK. Many facilities management companies provide several services for some of the London airports. For example, Mitie has provided cleaning services for all Heathrow's terminals since 2022.
- As the second most populous region, the ONS estimated London's population at 8.9 million in July 2023. This, coupled with its status as a major tourist destination, necessitates enhanced facility support services in hotels, restaurants, attractions and transportation hubs. Cleaning, maintenance and security are essential for maintaining operational efficiency and ensuring positive visitor experiences.
- In October 2024, ISS announced the extension of its partnership with the City of London Corporation. The contract, valued at £5 million annually, involves ISS providing security and front-of-house services at the City of London Corporation sites for five years through 2029.

The South East's thriving business hub draws facilities management companies in

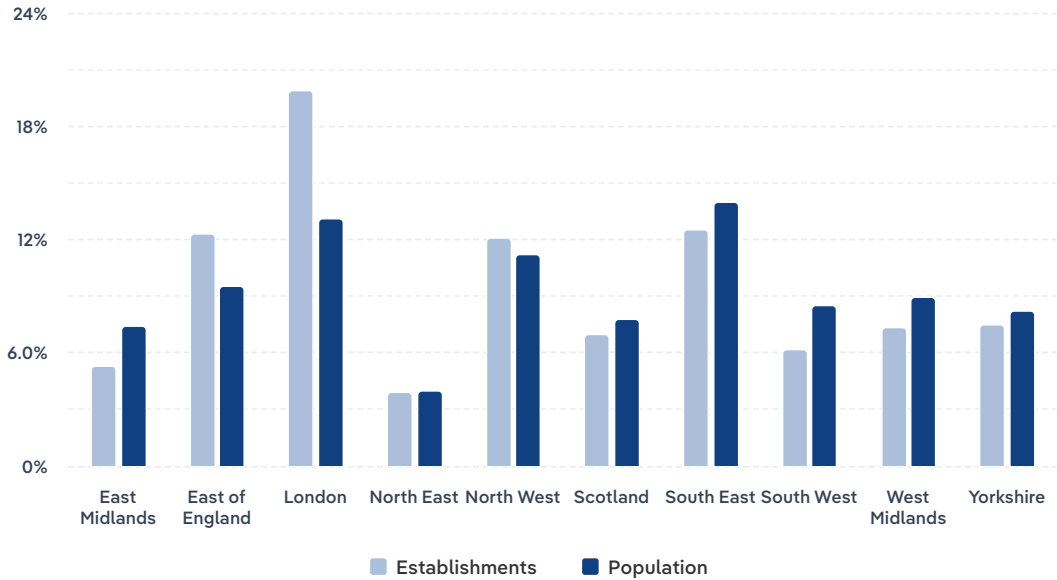
- The South East is home to major financial and business hubs, including Reading, Crawley and Guildford, which house corporate headquarters, tech companies and logistics centres. Facilities management companies provide large-scale cleaning, security and maintenance services to offices and business parks in these areas.
- The South East benefits from its proximity to London, allowing local facilities management companies to access the capital's expansive network and resources while enjoying lower operational costs – the South East has lower rent costs than London.
- With major airports like Gatwick and ports like Southampton and Portsmouth, demand for integrated facility services in transport and logistics is high.
- Rich in heritage and natural attractions, the South East attracts millions of tourists annually. This creates significant demand for facility management services in hotels, restaurants and leisure areas, ensuring high standards of hospitality and customer satisfaction.

North West's transport links and population growth anchor facilities demand

- The North West is a key hub for facilities support activity, with demand concentrated around Greater Manchester, Merseyside, Cheshire and Lancashire. The Civil Aviation Authority reported that Manchester Airport handled 28,096,783 passengers in 2023, making it the UK's third-busiest airport, while Liverpool John Lennon Airport served 4,193,623 passengers in 2023. High passenger traffic drives continuous demand for cleaning, maintenance and security services across terminals, hotels and transport links. Facilities companies often base themselves near to secure long-term airport and hospitality contracts while minimising travel time for staff.
- ONS figures show that the North West recorded the UK's fastest regional population growth in the year to July 2024, with Preston's population rising by 2.9%. Expanding urban areas increase the need for cleaning, repair and security in public buildings, healthcare sites and universities. Businesses locate near these growth areas to stay close to public contracts and large commercial premises.
- The Valuation Office Agency reported 581.5 million square metres of non-domestic property in England and Wales in 2023. The North West holds a significant share, particularly in offices, industrial estates and retail parks, providing a steady pipeline of facilities work.

Business Concentration

Share of establishments (%) vs. share of population (%)



☆ Key Success Factors

How do businesses use location to their advantage?

Be willing to outsource when appropriate

Combined service providers that offer the full range of services must be willing to outsource parts of their contracts to specialist companies, which can provide these services at different locations.

Ensure skilled labour is available

Combined facilities service providers must ensure that they have cleaning, repair and maintenance staff available to serve contracts at every required location.

Competitive Forces

Key Takeaways

The industry is highly competitive. The scope of services a company provides is a key factor in its competitiveness; those with a more extensive range of services, covering cleaning maintenance, compliance inspections and energy management tend to have an advantage.

External competition eats into demand. This primarily relates to clients carrying out facilities support activities in-house instead of outsourcing. Facilities management companies providing single specialist services are another form of external competition.

Concentration	Competition	Barriers to Entry
Low	High Increasing	Low Steady
Substitutes	Buyer Power	Supplier Power
Moderate Increasing	Moderate Increasing	Moderate Increasing

Concentration

What impacts the industry's market share concentration?

Mergers and acquisitions by large groups raise concentration

- Consolidation is rising as large facilities service groups buy businesses that specialise in specific service segments to widen bundled offers and national coverage. This boosts the biggest players' market share as clients favour single suppliers for cost control and oversight.
- In June 2025, Mitie announced that it would buy Marlowe for £366 million. This means Mitie can handle more jobs like checking and certifying safety systems, as well as cleaning and maintenance. Because Mitie can undertake a wider range of work under a single contract, clients are less likely to switch to another company; as a result, large companies like Mitie end up capturing a larger market share.
- In September 2025, OCS announced plans to buy EMCOR for £190 million. EMCOR provides technical and engineering services for buildings across the UK and Ireland. Buying EMCOR will make OCS bigger and better at handling complex sites, like hospitals and large offices. This makes it harder for smaller companies to compete, since large companies can now offer a range of services under one roof.

Low start-up costs attract new facilities support providers

- Despite consolidation at the top of the industry, the number of businesses continues to grow as it's relatively easy for new companies to start up. Basic cleaning tools, management software and a small workforce are often enough to launch a business. Many smaller companies begin by providing cleaning or maintenance services to local offices, retail sites or housing associations, where

contracts are shorter and competition is less intense.

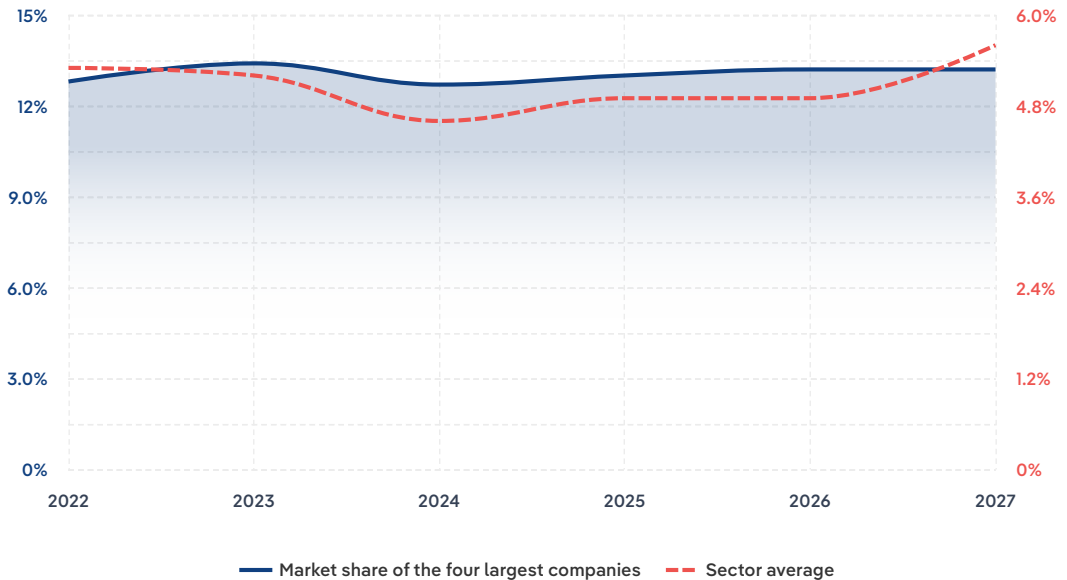
- Facilities support companies face a few compliance challenges, which help new entrants get established without major legal hurdles. Requirements mainly focus on workplace safety, data protection and meeting environmental standards, all of which are straightforward to meet for small-scale operations. This light regulatory framework encourages more entrepreneurs to enter the industry.
- The industry's wide range of services creates space for niche companies. New businesses sometimes specialise in specific areas like eco-friendly cleaning, window and façade maintenance or on-demand workplace support. These tailored approaches help smaller companies win contracts that larger companies might overlook, allowing them to carve out a foothold in local or specialised markets.

Public contracts spread market share across many suppliers

- Government contracts make sure the facilities management market doesn't get taken over by just a few big names. The government's Facilities Management & Workplace Services framework (RM6232) has 43 approved suppliers, which means that councils and government departments can pick from dozens of companies. Having this choice keeps competition fair and spreads the work around.
- In November 2024, the NHS Shared Business Services launched three Soft FM frameworks worth £375 million for laundry, grounds maintenance and security. Every NHS trust can choose from a long list of approved suppliers, including smaller local companies. This setup stops a few large providers from winning all the work and gives smaller companies a chance to get NHS contracts too.

Market Share Concentration

Combined market share of the four largest companies in this industry



☆ Key Success Factors

How do successful businesses handle concentration?

Compete on tender

In a concentrated market, facilities management companies must excel in competitive tenders to secure contracts. Demonstrating strong service integration, reliability and value for money helps companies differentiate themselves and maintain market share against dominant competitors.

Develop a strong reputation

Companies that build and develop a good reputation are likely to get more work, thanks to referrals and recommendations.

Provide a related range of goods and/ or services

Facilities support service providers that offer a wide range of services are more likely to win tenders to provide multiple services. They may also benefit from economies of scale.

Barriers to Entry

Low

Steady

What challenges do potential industry entrants face?

Legal

- Facilities support providers must comply with core health and safety laws, including fire safety, waste handling and workplace welfare standards. Some services face tighter oversight. For example, catering operations must meet Food Standards Agency hygiene requirements to protect public health. These rules create moderate entry barriers but are generally manageable.

Start-Up Costs

- Initial investment is relatively low, as most facilities' support work relies on manual labour and basic cleaning or administrative equipment. However, entering maintenance or engineering-led services can require costly tools, vehicles and safety systems. These differences create varied start-up costs across service segments.

Differentiation

- Facilities management companies can stand out by offering customised packages that meet client needs, using smart building technology for efficiency and transparent reporting. Growing demand for sustainability also rewards companies with strong environmental credentials. These factors help businesses build a reputation and retain long-term contracts.

Labour Expenses

- Facilities management is highly labour-intensive, with cleaning, maintenance and security work relying heavily on manual tasks. Labour typically forms the largest operating cost for businesses. Investment in modern equipment, like automated cleaning machines and digital scheduling tools, helps improve productivity and limit wage pressures.

☆ Key Success Factors

How can potential entrants overcome barriers to entry?

Compete on tender

Large private-sector companies and government bodies often require facilities management companies to submit tenders to bid for jobs, meaning the ability to compete on tender is key to success.

Use specialist equipment or facilities

Companies with specialised plant and equipment, like those for maintenance, security and cleaning, are more likely to break into the industry successfully.

Substitutes

Moderate

Increasing

What are substitutes for industry services?

In-house

- Competition primarily arises from clients carrying out facilities support activities in-house instead of outsourcing to specialist providers. This is because in-house management allows businesses to tailor services precisely to their operational needs and company culture, enabling quick adjustments to service delivery without the constraints of contractual obligations.
- Managing facilities support internally can increase employee engagement by instilling a sense of ownership and responsibility for facilities. Employees may be more willing to contribute to a positive workplace environment, aligning their efforts with the organisation's goals and improving overall service standards.
- Some argue that outsourcing can compromise service quality and accountability because profit-driven external contractors may prioritise cost-cutting, increasing the threat posed by in-house provision.

Specialist services

- Companies providing single specialist services are another form of external competition, as clients can use multiple providers instead of combining all support services into a single contract. This is often used when clients only need one service for an event, acting as less direct competition to combined facilities support.
- Companies offering single specialist services provide expert knowledge in their specific field, whether it be cleaning, security, or maintenance. This focused expertise often results in higher-quality service delivery than bundled offerings from facility management providers, attracting clients seeking specialised attention.
- Clients can customise their service relationships by selecting individual providers for different needs, allowing greater flexibility in managing their specific requirements. This enables them to fine-tune service levels and contracts without being locked into a single, comprehensive package.

☆ Key Success Factors

How do successful businesses compete with substitutes?

Conduct market research

Conducting market research helps facilities management companies identify client needs and preferences, allowing them to tailor offerings and demonstrate the value they could add to potential clients. This discourages clients from substituting services with in-house solutions.

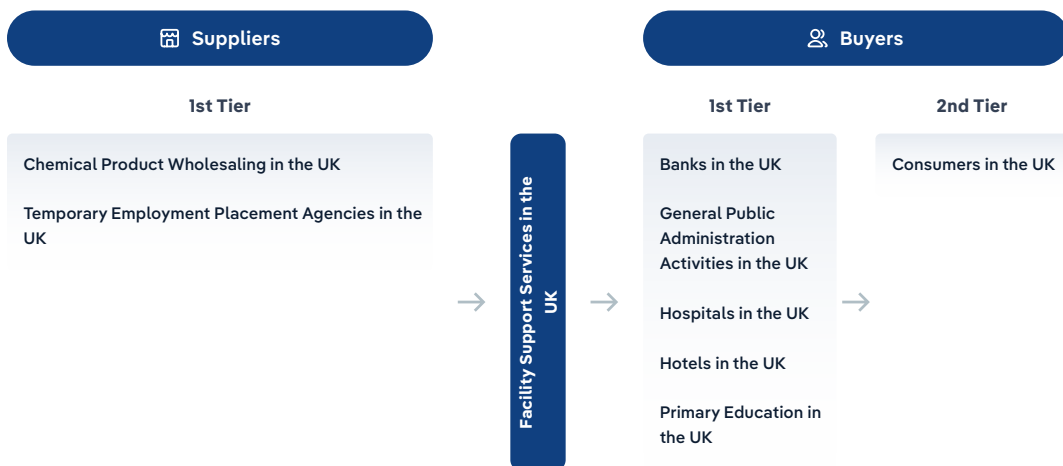
Use specialist equipment or facilities

Using specialist equipment enables companies to provide superior, efficient services that are often unachievable in-house, making potential clients less likely to manage their own facilities.

Buyer & Supplier Power

Supply Chain

Direct and indirect supplier and buyer industries related to this industry



What power do buyers and suppliers have over the industry?

Moderate

Increasing

Buyers: A wide variety of services and companies to choose from

- There are plenty of facilities management companies for potential clients to choose from, with purchasing decisions usually based on the variety of services offered and prices charged, which strengthens buyer power as clients can leverage price competition to negotiate more favourable contract terms.
- With a growing emphasis on sustainability, clients prefer providers that align with green initiatives. This enables clients to influence industry practices by prioritising environmentally conscious service providers, encouraging broader environmental responsibility.
- Larger clients may consolidate contracts across multiple sites or services, increasing their purchasing power. This consolidation can lead to economies of scale for clients and necessitate competitive pricing from facility service providers to win and retain contracts.

Moderate

Increasing

Suppliers: Specialised materials and services increase suppliers' power

- Many facility management companies rely on specialised equipment, materials and services that aren't easily replaceable. Suppliers that provide these hold significant bargaining power, as switching to alternative providers might not be feasible or would incur high costs. This gives suppliers a high level of control over pricing and terms.
- Rising demand for environmentally friendly cleaning products has given suppliers of these products more power. They're able to charge more for their products as businesses increasingly seek greener cleaning products to help reduce their environmental footprint.

☆ Key Success Factors

How do successful businesses manage buyer & supplier power?**Produce premium goods and/or services**

Facilities management companies must offer superior cleaning, repair and maintenance services to gain a competitive advantage.

Provide a related range of goods and/or services

Facilities support service providers that offer a wide range of services are more likely to win tenders to provide multiple services. They may also benefit from economies of scale.

Companies

Key Takeaways

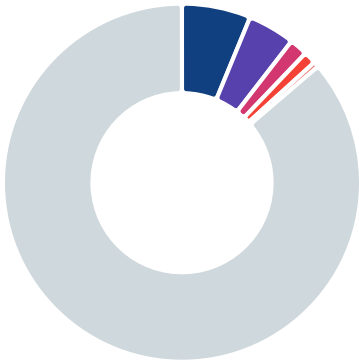
Acquisitions form the basis of Mitie's growth strategy. The company has pursued numerous acquisitions to expand its client base, diversify services and strengthen its market position, including Argus Fire, Grupo Visegurity and ESM Power.

Long-term council contracts stabilise Equans' revenue. Working with councils like Manchester and Cheshire strengthens the company's cashflow, reduces financial uncertainty and boosts investment capacity, allowing Equans to outperform smaller competitors.

Market Share

Industry Market Share by Company

Industry-specific company revenue as a share of total industry revenue.



- Mitie (£1,210.1m) 6.2%
- ISS World (£831.1m) 4.3%
- Ocs (£318.4m) 1.6%
- Kier (£219.6m) 1.1%
- Equans (£97.8m) 0.5%
- Other Companies (£16,792.7m) 86.3%

This chart has been simplified for the PDF and may not display all available data. View the full interactive chart on my.ibisworld.com for additional data and detail.

Company	Market Share (%)	Employees	Locations	Company Type	Headquarters
Mitie	6.2	10,000+	200	Public	London, England
ISS World	4.3	10,000+	5	Private	Surrey, England
Bouygues Energies & Services	2.5-5	501-1,000	2	Private	Motherwell, Scotland
ABM	2.5-5	10,000+	5	Private	Hounslow, England
City Facilities Management	2.5-5	5,001-10,000	3	Private	Glasgow, Scotland

Company	Market Share (%)	Employees	Locations	Company Type	Headquarters
Morgan Sindall Property Services 	0-2.5	1,000-5,000	3	Private	London, England
Omni Group 	0-2.5	201-500	1	Private	London, England
Ocs 	1.6	5,001-10,000	36	Private	Ipswich, England
TC Facilities Management 	0-2.5	1,000-5,000	1	Private	Tadworth, England
Kier 	1.1	1,000-5,000	60	Public	Salford, England
Dalkia UK 	0-2.5	501-1,000	21	Private	Staines-Upon-Thames, England
Arcus FM 	0-2.5	1,000-5,000	5	Private	Upminster, England
Vinci Facilities 	0-2.5	51-200	2	Private	Watford, England
Samsic UK 	0-2.5	1,000-5,000	5	Private	Coventry, England
Equans 	0.5	10,000+	5	Private	Newcastle Upon Tyne, England
Portico Guest Services 	0-2.5	501-1,000	2	Private	Reading, England
Integral 	0-2.5	1,000-5,000	5	Private	London, England
Vertas 	0-2.5	1,000-5,000	3	Private	Ipswich, England
Apleona UK 	0-2.5	1,000-5,000	2	Private	London, England
Landmarc Solutions 	0-2.5	1,000-5,000	3	Private	Salisbury, England

Company Details

Mitie

Description

Mitie Group plc, founded in 1987 in London, is a UK-based facilities management and strategic outsourcing company. In 2006, Mitie Group established its security division, Mitie Security. Mitie FM Ltd, previously known as Interserve Facilities Management Ltd, delivers a range of facilities services to both public- and private-sector clients. Headquartered in London, the company was acquired by Mitie Group plc in November 2020. The acquisition enhanced Mitie Group's capabilities in the facilities management space.

Company Total Revenue (2027)

£5.1bn

Industry Specific Revenue (2027)

£1.2bn

Industry Market Share (2027)

6.2%

Employees (2027)

10,000+

Headquarters

London, England

Company Type

Public

Locations (Top 10)

Bristol, England

Cardiff, Wales

Glasgow, Scotland

Markfield, England

Newcastle Upon Tyne, England

Sevenoaks, England

Other Industries

Combined Facilities Support Activities in the UK

Window Cleaning Services in the UK

Building Services & Landscaping Activities in the UK

Industrial Cleaning Activities in the UK

Security System Services in the UK

Private Security Services in the UK

A Full Locations list can be accessed in Atlas.

What's impacting Mitie's performance?

Lucrative long-term contracts with big clients push up Mitie Group's revenue

- In May 2024, Mitie was awarded a new five-year £50 million contract with cycling and motoring retailer Halfords Group to provide engineering maintenance services to Halfords' buildings. In June 2024, Mitie announced a £297 million contract with the Department for Transport (DfT); this will run for seven years and build on their already 12-year relationship. Mitie will continue providing facilities management like cleaning, security, energy management and planned and reactive building maintenance across over 800 DfT sites nationwide.
- In January 2025, Mitie announced that it had secured a new five-year contract with the Driver and Vehicle Licensing Agency (DVLA), worth £81.7 million. The contract is with the option to extend for an additional two years and Mitie is set to provide engineering maintenance across 12 buildings at DVLA sites in Wales. These strategic agreements have reinforced Mitie's reputation for providing reliable services, helping it outperform competitors. In October 2025, Mitie extended its integrated facilities management contract with Toyota Motor Manufacturing UK for an extra five years, covering engineering, cleaning and landscaping at the Derbyshire plant.
- Mitie Group reported it had secured around £6 billion in total contract value of wins, renewals and extensions during 2025-26, with its bidding pipeline growing 29% year on year to approximately £31 billion by March 2026, supporting its position as the UK's leading facilities management provider.

Strategic acquisitions boost Mitie's revenue growth and market share

- Acquisitions are a key growth strategy for Mitie, helping the company expand its client base, integrate new services and strengthen its

competitive position. Mitie leverages its large financial resources and strategic capacity to pursue multiple acquisitions, capture more market share and boost revenue.

- In August 2024, Mitie acquired ESM Power, a leading electrical engineering business specialising in grid and power connections. The deal strengthens high-voltage design and connection capability, supports decarbonisation programmes across large estates and enables cross-selling of energy upgrades within integrated facilities contracts.
- In October 2024, Mitie announced its acquisition of Argus Fire, a UK-based engineering-led fire systems company, for £38 million. Argus Fire specialises in designing, installing, servicing and maintaining active fire protection systems, including sprinklers, inert gas systems and electronic fire detection and alarm systems. By leveraging Argus Fire's expertise, Mitie can enhance its security services, improving quality and driving revenue growth.
- In August 2025, Mitie bought Marlowe plc to grow its safety testing and inspection work. This deal means Mitie can check things like fire alarms, water systems, air quality and building security itself instead of hiring others to do it. It also helps the company sell more services to existing long-term public sector clients, like the Department for Transport, by offering everything they need in one package.

 You can view and download more company details on my.ibisworld.com.

ISS World

Description

ISS Facility Services was founded in 2000 following Danish facility service provider ISS A/S's acquisition of the company. ISS operates in the UK via a multitude of different subsidiaries. The ISS Facility Services subsidiary covers facilities management, cleaning, catering, security, support, front-of-house services, technical support, space planning and procurement.

Company Type

Private

Company Total Revenue (2027)

£788.2m

Industry Specific Revenue (2027)

£831.1m

Industry Market Share (2027)

4.3%

Employees (2027)

10,000+

Headquarters

Surrey, England

What's impacting ISS World's performance?

Large public sector wins and innovative tech solutions boost ISS's revenue

- In April 2024, ISS announced a new five-year contract with Croydon Health Services NHS Trust through 2029, valued at £45 million. The contract includes facility management services like cleaning, portering, pest control and window cleaning. ISS introduced innovative technology, including its award-winning ServicePoint product and sensor technology, to optimise the cleaning process with a targeted approach. These upgrades help the NHS reduce operational costs and improve hygiene standards, reinforcing ISS's reputation for innovation and service quality.
- In April 2025, ISS extended its facilities management contract with West Middlesex University Hospital for a further 11 years, running until at least 2036. The deal covers healthcare cleaning, patient and staff catering, linen, pest control, portering, security and waste management across the site, deepening a relationship that began in 2013.
- ISS has broadened its public sector base with significant contract wins. In November 2025, ISS secured a five-year contract with the Foreign, Commonwealth and Development Office worth £35 million per year, covering cleaning, catering, reception and grounds

maintenance. This reinforces ISS' reputation as a trusted provider across complex, high-profile estates.

Awards highlight ISS' industry leadership and protect its market position

- In July 2024, ISS UK became the first facilities management organisation to receive the Social Value Quality Mark Silver Award, achieving 100% on mandatory criteria and an overall score of 87%. In the same month, ISS was voted Most Enviably Brand, Most Committed to People and number one for Clearly Doing Things Differently in the i-FM Brands Survey. These awards strengthen ISS's credibility in social value and brand leadership, which supports differentiation in competitive NHS and central government tenders.
- In August 2025, ISS retained its top status in the i-FM Brands Survey for a third consecutive year, reinforcing brand momentum across the UK market. In November 2025, ISS won the Partners in ESG Award at the Premises and Facilities Management Awards 2025, recognised for outstanding collaboration in healthcare and its work developing employment programmes through partnerships such as DFN Project SEARCH. Continued external recognition helps ISS defend pricing, win renewals and attract talent, which sustains delivery quality and supports long-term growth.

Big private and central government contracts broaden ISS' revenue base

- In October 2024, the City of London Corporation renewed its deal with ISS for another five years, worth about £5 million a year, with the option to extend for four more. The contract runs until 2029 and shows that ISS can keep delivering reliable services for one of the UK's most high-profile public estates.
- ISS's seven-year contract with the Department for Work and Pensions, worth £135 million per year, went live in October 2025 following a 12-month mobilisation phase across more than 800 DWP sites. The contract covers cleaning, catering, technical services and workplace experience, making it one of the largest central government FM contracts in the UK and substantially expanding ISS's public sector revenue.
- In March 2026, the Bank of England awarded ISS a four-year integrated facilities management contract, with an option to extend for another year, covering cleaning, mailroom, front-of-house and workplace services across multiple sites. In May 2024, ISS renewed its global facilities deal with Barclays until the end of 2029, securing steady income from a major private-sector financial client and supporting cross-country service integration, including in the UK. These wins demonstrate ISS's ability to compete across both public and private sectors, broadening its revenue base and reducing dependency on any single client type.

① You can view and download more company details on my.ibisworld.com.

Ocs

Description

OCS Group is a UK-based international company that provides a wide range of facilities management services, including catering, cleaning, office services, security, property services and total facilities management. The company was created in 1995 and is headquartered in Ipswich, England. In December 2025, OCS acquired EMCOR UK, boosting its facilities management capabilities in the UK and Ireland.

Company Total Revenue (2027)

£972.3m

Industry Specific Revenue (2027)

£318.4m

Industry Market Share (2027)

1.6%

Employees (2027)

5,001-10,000

Headquarters

Ipswich, England

Company Type

Private

Locations (Top 10)

Feltham, England

Ipswich, England

Nottingham, England

Other Industries

Combined Facilities Support Activities in the UK

Building Services & Landscaping Activities in the UK

Private Security Services in the UK

A Full Locations list can be accessed in Atlas.

What's impacting Ocs's performance?

High-profile contracts and OCS acquisition strengthen EMCOR UK's market position

- In September 2025, US parent EMCOR Group agreed to sell EMCOR UK to OCS Group for £190 million, with the transaction completing in December 2025, bringing together two of the UK's largest FM businesses with a combined workforce of more than 7,000 and combined revenues exceeding £1 billion. Despite the acquisition, both businesses continue to operate and trade under their respective names.
- In September 2025, EMCOR won a five-year integrated FM deal with the BBC covering more than 100 buildings, which adds nationwide, multi-site workload and improves long-term revenue.
- In June 2025, EMCOR secured a five-year total facilities management contract with Cadent, covering 67 sites, which deepens exposure to regulated utilities and opens up cross-selling opportunities into asset care and compliance.

EMCOR focuses on cutting emissions and proving its green progress

- EMCOR plans to reach net zero for its own operations by 2030 and across its full supply chain by 2040. This goal aligns with what many of its clients seek and helps the company stand out when bidding on contracts that require clear sustainability plans.
- EMCOR published its 2025 ESG Report, documenting progress made during 2024. Highlights included 61 energy conservation measures worth £7 million, estimated to have saved 3,280 tonnes of client-side carbon emissions, alongside £150 million of social value delivered across its contracts. The report also sets out progress against EMCOR's carbon Transformation solution, which combines data insights, digitalisation and decarbonisation to help clients reduce emissions across their estates.
- In December 2025, EMCOR received the Sustainable Facilities Management Index Gold Award for a third consecutive year. The accreditation reinforces EMCOR UK's credibility in sustainability-focused tenders and demonstrates that its net zero commitments are translating into measurable progress.

 You can view and download more company details on my.ibisworld.com.

Kier

Description

Kier Group is a construction, development and service group specialising in building and civil engineering, support services, public and private house building and property development. The group operates through four divisions: Kier Construction, Kier Services, Kier Property and Kier Residential. Kier Group was founded in 1928 and is headquartered in Salford, Greater Manchester. The company's services division includes utilities, housing maintenance services, facilities management, highway maintenance and environmental services.

Company Total Revenue (2027)

£1.6bn

Industry Specific Revenue (2027)

£219.6m

Industry Market Share (2027)

1.1%

Employees (2027)

1,000-5,000

Headquarters

Salford, England

Company Type

Public

Locations (Top 10)

Basingstoke, England

Bournemouth, England

Bristol, England

Cardiff, Wales

Epsom, England

Exeter, England

Hebburn, England

Leicester, England

Liverpool, England

London, England

Other Industries

Commercial Building Construction in the UK

Road & Motorway Construction in the UK

Railway & Underground Railway Construction in the UK

Bridge & Tunnel Construction in the UK

Property Management in the UK

Electricity & Telecommunications Infrastructure Construction in the UK

Civil Engineering Project Construction in the UK

Road & Railway Construction in the UK

Estate Agents in the UK

Civil Engineering in the UK

A Full Locations list can be accessed in Atlas.

What's impacting Kier's performance?

Big public contracts give Kier steady work and more income

- In September 2025, Kier Places won a five-year deal with Wiltshire Council worth £3.4 million a year, with the option to extend. The company will oversee building maintenance, fire and security systems and drainage for schools, libraries and leisure centres. This long-term deal gives Kier regular work and strong ties with a major local authority.
- In September 2025, Kier Places won a five-year deal with Wiltshire Council worth £3.4 million a year to oversee building maintenance, fire and security systems and drainage across schools, libraries and leisure centres, with an option to extend. In the same month, RHP Group awarded Kier Places a £75 million, 10-year contract to deliver repairs and planned works across approximately 10,000 affordable homes, adding a long-term residential income stream alongside its local authority work.

- Kier Group's order book grew to £11.6 billion by November 2025, up from £11 billion in June 2025, driven by a series of major infrastructure and public sector contract wins. Kier's mid-2026 interim results show that 92% of forecast full-year revenue had already been secured, reflecting the stability that long-term public sector frameworks and contracts provide across the group.

Kier pushes to cut emissions and meet green targets

- Kier plans to reach net zero for its own operations by 2039 and for its wider supply chain by 2045. These goals have been checked by the Science Based Targets initiative, meaning they meet global standards. Hitting these targets helps Kier win government contracts, as many public clients now require companies to show real carbon-reduction plans before awarding work.
- Kier's 2025 annual report shows that it has already cut its direct emissions (Scopes 1 and 2) by about 70.9% since 2019 and reduced supply-chain emissions (Scope 3) by nearly 19% since 2022. This shows the company is making solid progress instead of just setting promises.
- Kier's Climate and Nature programme includes practical steps, like switching to renewable electricity, using cleaner vehicles and improving biodiversity on sites. These changes help the company meet government sustainability rules and make its bids more competitive for future contracts.

 You can view and download more company details on my.ibisworld.com.

Equans

Description

Equans Holding UK Ltd is a wholly owned subsidiary of the French utility giant Engie. In August 2021, Engie announced the launch of a new global entity, Equans, to manage most of its services-led activities separately. The company's name was subsequently changed from Engie Services Holding UK Ltd to Equans Holding UK Ltd. The company operates in the industry through its subsidiaries Equans FM Ltd, Equans Buildings Ltd and Equans Services Ltd. It is headquartered in Newcastle Upon Tyne, England.

Company Total Revenue (2027)

£101.7m

Industry Specific Revenue (2027)

£97.8m

Industry Market Share (2027)

0.5%

Employees (2027)

10,000+

Headquarters

Newcastle Upon Tyne, England

Company Type

Private

Locations (Top 10)

- Blackburn, England
- London, England
- Newcastle Upon Tyne, England
- Rotherham, England

Other Industries

- Combined Facilities Support Activities in the UK
- Building Services & Landscaping Activities in the UK
- Architectural Activities & Engineering Services in the UK
- Urban Planning & Landscape Architectural Activities in the UK
- Architectural & Engineering Activities & Technical Testing & Analysis in the UK
- Architectural Activities in the UK

A Full Locations list can be accessed in Atlas.

What's impacting Equans's performance?

Long-term contracts with local councils provide steady revenue

- Local councils are a key revenue source for Equans. The company holds long-term contracts with several UK councils, including Birmingham City Council, Manchester City Council and Warrington Borough Council.
- In July 2024, Equans secured a three-year extension with Warrington Borough Council to continue hard facilities management across 132 core buildings and 43 wider estate sites. The scope includes net-zero carbon consultancy and heat decarbonisation strategy work. This adds compliance and decarbonisation revenue while creating routes into future capital upgrades across the council estate.

- In July 2024, Equans agreed a three-year extension with Manchester City Council to keep fixing and maintaining 258 council buildings. The company will handle about 55,000 repairs and 11,000 gas checks each year. This steady stream of work makes it easier for Equans to plan ahead and gives it more chances to sell extra services, like energy-saving upgrades and safety checks, across all the council's sites.

Equans leads the decarbonisation charge

- Equans' commitment to reach net zero across all scopes by 2045 has supported new client wins and deepened relationships with existing public sector partners.
- In September 2022, Equans completed award-winning decarbonisation projects across public buildings in Rochdale, including the installation of air-source heat pumps at schools and leisure sites. These projects showcase the company's delivery capability under the Public Sector Decarbonisation Scheme and strengthen its credentials for repeat council work.
- In December 2024, Babergh and mid Suffolk District Councils appointed Equans to deliver decarbonisation across social housing, adding a pipeline of retrofit works that can lead to recurring compliance and energy-saving services across council estates.

Private and central contracts strengthen Equans' steady income

- Equans will keep running facilities for The National Archives under a seven-year deal that started in September 2025, with an option for three more years. The job covers cleaning, maintenance and security at one of the UK's most important national sites, giving Equans reliable work outside local council contracts.
- In August 2025, Equans extended its contract with Southern Water to keep managing around 4,000 sites until at least 2029. The deal gives Equans long-term work in the utilities sector and provides a steady income from essential infrastructure services.
- In September 2024, Equans won a five-year contract to handle maintenance at the new Midland Metropolitan University Hospital. Hospitals need strict safety and uptime standards, so this deal builds Equans' experience in healthcare and adds another secure source of income.

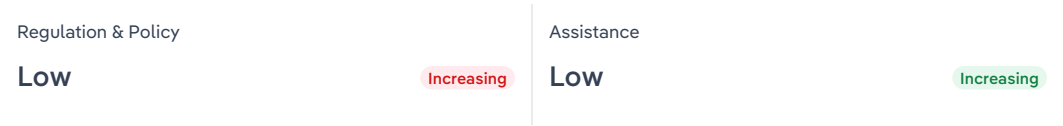
 You can view and download more company details on my.ibisworld.com.

External Environment

Key Takeaways

Higher business confidence creates more revenue opportunities. When business confidence is high, companies spend more on maintenance, cleaning and security, which boosts facilities management companies' revenue.

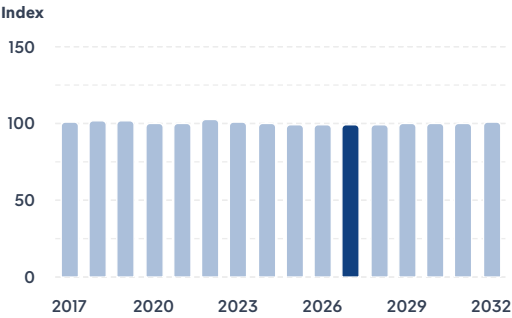
Government spending influences demand. Greater investment in public services and infrastructure boosts the need for facilities management services, creating growth opportunities. Conversely, spending cuts could reduce demand.



External Drivers

What demographic and macroeconomic factors impact the industry?

Business confidence index

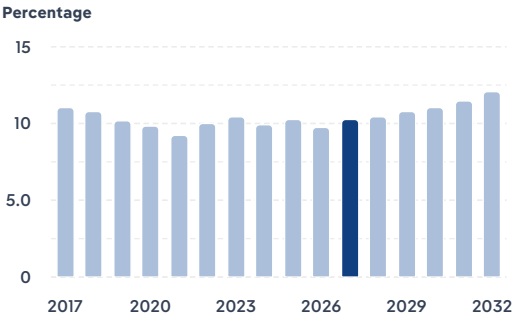


IBISWorld

Source: IBISWorld

When business confidence is high, companies are more likely to invest in facility services, including maintenance, cleaning and security, creating more revenue-generating opportunities for the industry. Conversely, low confidence can lead to budget cuts, encouraging companies to bring facilities management in-house to save on costs.

Business profit



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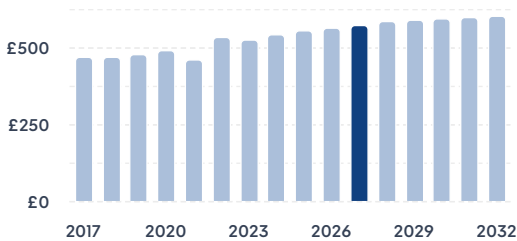
Source: IBISWorld

The level of business profit indicates a companies general financial health and can give an idea of how willing it is to spend on outsourcing. Higher profit means companies have more resources to invest in outsourcing services like maintenance, cleaning and security, which boosts demand for facilities support companies. Conversely, companies may reduce or eliminate these outsourced services to manage costs when profit declines.

Real government consumption expenditure

£ billion

£750



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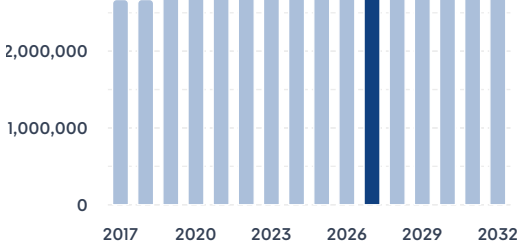
Source: IBISWorld

Higher government spending on public services and infrastructure directly impacts demand, as the public sector is a growing market for combined facilities support activities. Cuts in government expenditure can reduce funding for these services, negatively impacting the industry. The government continues to show a preference for outsourcing non-essential services, benefitting demand and revenue.

Number of businesses

Units

3,000,000



IBISWorld

Source: IBISWorld

The total number of businesses operating in the UK indicates the size of the potential market for combined facilities support services. The industry mainly provides services to public- and private-sector organisations, meaning growth in the number of businesses generally drives expansion in the industry.

Regulation & Policy

Low

Increasing

What regulations impact the industry?

Health and Safety Executive (HSE)

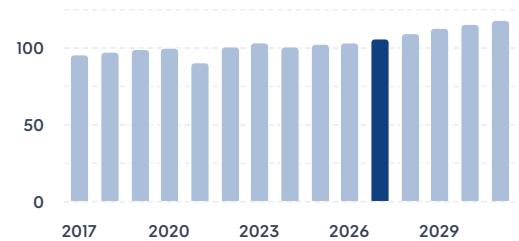
The HSE is a UK government agency responsible for setting and enforcing workplace health and safety regulations. It ensures that all businesses comply with legal requirements to protect employees and the public. Companies must conduct risk assessments, provide adequate training and information, ensure suitable workplace facilities and arrange first aid provisions. Additionally, businesses with more than five employees are legally required to write and implement a formal health and safety policy to maintain a safe working environment and reduce workplace risks.

Food Standards Agency

Index of services

Index

150



IBISWorld

Source: IBISWorld

Office buildings and hospitality facilities are the main properties served by facilities management companies. This means that the index of services serves as a strong indicator of demand. When the index rises, it means a thriving service sector, leading to elevated demand for support services like cleaning and maintenance, whereas a falling index threatens the industry's performance.

Facilities management companies that provide catering services must comply with the FSA's regulations. The FSA is responsible for ensuring food safety and hygiene in England, Wales and Northern Ireland, helping to protect public health. Catering providers must follow food handling, storage, preparation and labelling guidelines to prevent contamination and ensure high hygiene standards. Regular inspections, risk assessments and staff training are essential to maintaining compliance, avoiding penalties and providing safe and high-quality food service operations.

Building Safety Act 2022

The Building Safety Act came into effect in April 2024 and introduced stricter safety regulations for high-rise buildings, requiring enhanced risk management, maintenance and accountability. This legislation imposes greater responsibility on facility support companies, particularly those managing building maintenance, fire safety and structural integrity. Compliance involves carrying out detailed safety assessments, improving reporting standards and conducting regular inspections to ensure buildings meet new safety benchmarks. For combined facility support businesses, this means adopting stricter compliance frameworks, investing in staff training and integrating new safety technologies to mitigate risks and avoid legal penalties.

Energy Performance Certificate (EPC)

The EPC is a document that provides an energy efficiency rating for a building, assessing how much energy it consumes and how environmentally friendly it is. The UK government requires commercial properties to achieve a minimum EPC rating of A or B by 2030. With 83% of commercial buildings in major cities currently rated C or below, substantial upgrades in energy efficiency are required. Facility support companies will be instrumental in helping businesses comply by implementing sustainable energy solutions, improving insulation, upgrading HVAC systems and optimising energy use.

Assistance

Low

Increasing

What assistance is available to this industry?

Government

Public support doesn't apply to the industry

The Combined Facilities Support Activities industry doesn't receive any public-sector support.

Non-government

Institute of Workplace and Facilities Management (IWFM)

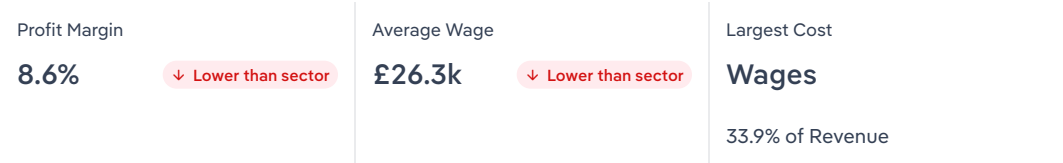
Formerly known as the British Institute of Facilities Management, the IWFM is a leading professional body for facilities management providers in the UK. It supports industry professionals by offering training, qualifications and networking opportunities to enhance skills and career development. IWFM provides recognised certifications that help employees improve their professional expertise and credibility. It also plays a key role in setting industry standards, promoting best practices and advocating for the value of facilities management services.

Financial Benchmarks

Key Takeaways

Expanded services and tech innovation drive up profit. By offering diverse services at fixed costs and integrating technologies like EMCOR's Insight Intelligence, companies are improving their efficiency and streamlining operations, to the benefit of profit.

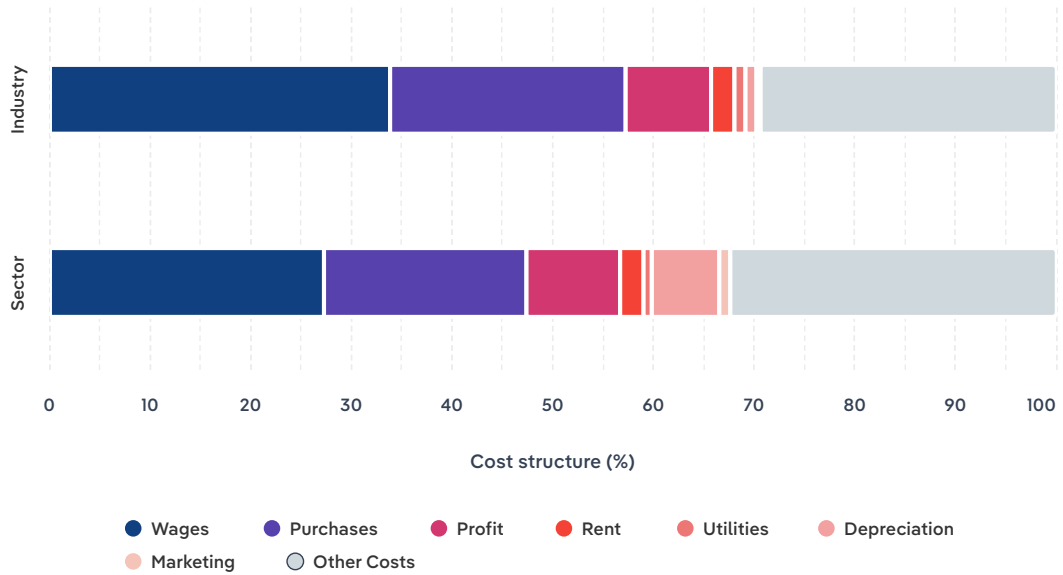
Sustainability efforts drive up purchase costs. Investing in sustainable equipment and materials incurs higher short-term costs but offers long-term savings and a potential boost to demand from eco-conscious clients.



Cost Structure

Cost Structure Benchmarks

Average operating costs by industry and sector as a share (%) of revenue 2027



What trends impact industry costs?

Long-term contracts and technology strengthen profit margins

- Profit in the Combined Facilities Support Activities industry is supported by long-term contracts and investment in technology. These factors primarily benefit larger providers, which can spread costs and fund innovation, while smaller companies tend to face a tighter profit margin and fewer resources for digital upgrades.
- Profit has risen gradually over the five years through 2026-27 as multi-year public and private contracts improved stability and enabled

investment in efficiency tools. Public contracts from NHS England, the Ministry of Defence and the Crown Commercial Service's framework have provided consistent, long-term work across healthcare, defence and government estates.

- The industry's average profit margin is higher than the wider administrative and support service activities sector, reflecting stronger economies of scale and more efficient allocation of labour and equipment large, multi-site contracts.

Wages climb in line with minimum wage requirements, but technology relieves some of the burden

- Facilities management services, like cleaning, security and reception work, are highly labour-intensive. As a result, businesses face higher wage costs than the broader service sector.
- The industry has faced greater pressure from wage bills over the five years through 2026-27, driven by repeated National Living Wage hikes, including the jump to £12.71 per hour in April 2026.
- Wage costs are above the sector average, reflecting a heavy reliance on manual labour and site coverage. Investment in automation, like robotic cleaners and AI monitoring systems, is helping limit growth in labour intensity but hasn't reversed the long-term upward trend of wage costs.

Higher purchase costs hit facility support companies aiming for sustainability

- Facilities management businesses spend heavily on cleaning supplies, consumables, maintenance tools and IT equipment. Those running canteens or catering services also incur food and beverage costs.
- Purchase costs have remained elevated over the five years through 2026-27. The post-pandemic supply-chain disruptions of 2021-22 due to the Russia-Ukraine conflict, which drove up the cost of raw materials and logistics globally, pushed input prices sharply higher, and costs have not fully unwound since.
- ONS data shows that producer input prices fell by 7.7% in the year to April 2026. Although this relief has been partly offset by growing demand for eco-friendly cleaning products and biodegradable consumables, which carry a price premium over conventional alternatives and are increasingly specified by public sector clients in contract requirements.
- Purchase costs' share of revenue is higher in this industry than in the broader sector, as combined facility providers deliver a wider range of services that depend on consumables and subcontracted inputs.

Depreciation climbs for larger companies as they invest in technology upgrades

- Facilities management businesses incur depreciation on cleaning machines, vehicles, IT systems and security infrastructure.
- Depreciation costs have climbed moderately over the five years through 2026-27, as larger businesses upgrade assets to meet sustainability standards and efficiency goals. Smaller businesses that lease or subcontract specialist equipment have maintained lower depreciation levels.
- Depreciation remains below the average for the administrative and support service activities sector, as the industry is more labour-intensive and requires limited high-value capital investment.

The use of non-prime, flexible workspaces means rent costs are low

- Rent costs are low because facilities management companies often operate from non-prime locations and use flexible workspaces, focusing more on labour and technology than costly office leases.
- Rent expenses have inched upwards over the five years through 2026-27, following commercial rent inflation. Many businesses have offset this by downsizing to hybrid workspaces.

Facilities management companies grapple with rising utility costs

- Facilities support providers have modest in-house energy needs, as most site energy use is billed to clients. Utilities primarily cover offices and small depots.
- Utility costs rose in 2022-23 following global price spikes due to the Russia-Ukraine conflict, before easing through 2025-26. Prices have spiked again in early 2026-27, due to disruptions in the Strait of Hormuz halting oil and liquified natural gas shipments.
- Utility share is broadly in line with the wider sector, but cost patterns can be more volatile. Most site energy use is billed to clients, which limits overall exposure. However, higher office energy and transportation fuel prices can still tighten margins on long-term fixed-price contracts, making efficient energy management an increasingly important focus for service providers.

Networking trumps advertising, keeping marketing costs low

- Marketing costs are minimal for facilities management businesses, which rely on long-term contracts, a strong reputation and direct tenders rather than broad advertising. Word-of-mouth recommendations and a proven track record often determine contract renewals and framework placements.
- Marketing costs have remained steady over the five years through 2026-27, supported by repeat contracts and participation in government frameworks like RM6232. Most spending focuses on bid writing, compliance documentation and client relationship management rather than

promotional campaigns.

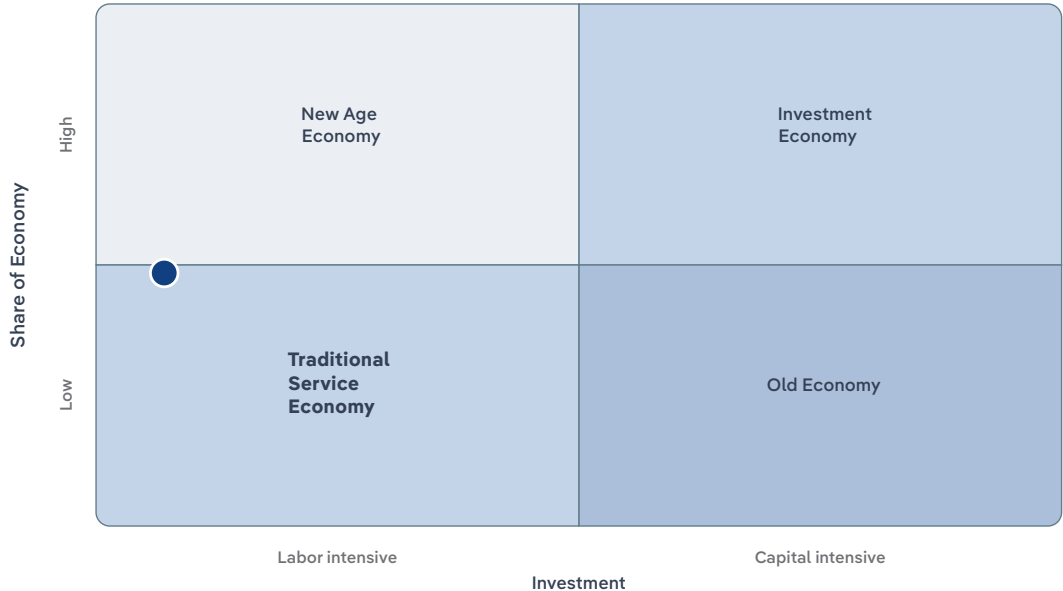
- Marketing's share of revenue is about the same as the wider sector, but the mix is different. Instead of media advertising, funds are channelled into tender submissions, quality assurance and performance reporting. This approach reflects the industry's focus on reputation, reliability and accreditation over visibility, helping companies secure repeat business and strengthen client loyalty.

Rising insurance premiums drive up operating costs

- Other costs include insurance expenses, which have become more significant as providers operate across high-risk environments like hospitals, transport hubs and large commercial estates. Public liability, employer's liability and property insurance are standard requirements for public and private contracts.
- Insurance costs have risen in absolute terms over the past five years amid higher payouts and rising premiums, although their share of revenue has edged down as industry revenue has grown at a faster rate. UK insurers paid £6.1 billion in property claims in 2025, while motor claims reached £11.9 billion, reflecting inflation in repair and replacement costs, according to the Association of British Insurers. These pressures have lifted premiums for public liability, employer's liability and fleet cover, increasing overall insurance costs for facilities management providers.
- Insurance costs are higher than in most other service industries because facilities management companies need extra cover. Big public contracts usually demand higher insurance limits and more types of protection, like public liability and property damage, to meet safety and contract rules.

Traditional Service Economy

Share of economy vs. Investment



Financial Ratios

Sales / Receivables (Trade
Receivables Turnover)

N/A

Cash Flow Coverage Ratio

N/A

Debt / Net worth

2.5

↓ Lower than sector

Leverage Ratios

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Debt / Net worth	30.4	119.4	13.5	24.7	2.5	N/A	N/A	N/A
Fixed Assets / Net Worth	65.2	62.6	60.8	55.3	16.4	N/A	N/A	N/A
Tangible Net Worth	86,536.5	102,079.2	114,122.2	111,351.0	72,931.5	75,266.1	2,145,328.4	37,968,000.0
Total Debt / Net EBITDA	-37.7	-1.9	-2.1	1.7	-1.6	-1.3	-0.0	N/A
Total Debt / Tangible Net Worth	30.4	119.4	13.5	24.7	2.5	-1.0	1.5	N/A

Assets, %

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Cash & Equivalents	0.5	0.0	-0.4	0.5	0.4	0.6	-0.2	0.3
Fixed Assets (net)	0.3	0.2	0.2	0.3	0.2	N/A	N/A	N/A
Inventory	-0.0	0.3	0.1	-0.1	-0.1	0.0	0.0	0.0
Total Assets	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total Assets (£m)	164,554.4	179,180.2	174,760.6	169,249.5	137,622.2	139,056.3	1,295,713.6	37,968,000.0
Total Current Assets	0.7	0.6	0.1	0.2	1.1	0.5	-0.8	0.9
Trade Receivables (net)	0.2	-0.2	0.1	1.0	0.3	0.0	-0.0	N/A

Liabilities, %

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Long Term Debt	0.3	0.5	0.1	11.3	0.1	0.3	0.1	0.0
Net Worth	-30.3	-10.3	-3.6	-58.2	-24.7	-10.0	-0.2	1.0
Short Term Debt	-32.6	-10.6	-1.0	25.3	-25.2	11.1	-0.6	N/A
Total Current Liabilities	N/A	N/A	0.6	0.5	N/A	N/A	N/A	0.5
Total Liabilities & Net Worth (£m)	164,554.4	179,180.2	174,760.6	169,249.5	137,622.2	139,056.3	1,295,713.6	37,968,000.0
Trade Payables	0.5	0.1	0.1	0.5	0.0	-0.2	-0.3	0.5

Liquidity Ratios

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Cost of Sales / Inventory (Inventory Turnover)	2,098.5	222.5	888.8	536.8	66.8	N/A	N/A	N/A
Cost of Sales / Payables (Payables Turnover)	-4,408.0	1,110.4	2,373.1	1,377.9	-1,958.4	N/A	N/A	N/A
Current Ratio	35.1	14.9	17.9	16.4	6.4	11.7	1.7	1.9
Day's Payables	53.3	41.5	42.6	41.2	37.8	41.1	43.7	82.1
Days' Inventory	3.8	14.5	14.0	2.3	5.5	10.8	0.4	5.0
Days' Receivables	103.3	74.9	76.3	121.6	73.7	91.6	15.9	N/A
Quick ratio (Acid test)	2.5	7.5	2.1	1.9	N/A	1.9	1.6	N/A
Sales / Receivables (Trade Receivables Turnover)	14.8	14.8	13.7	14.7	5.0	N/A	N/A	N/A

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Sales / Working Capital	55.8	20.0	30.5	132.9	2,960.4	N/A	N/A	N/A

Coverage Ratios

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Cash Flow Coverage Ratio	1.9	0.0	5.8	-7.1	N/A	1.5	-7.1	N/A
Cash Flow Margin Ratio	-0.1	-0.0	0.0	-0.0	N/A	0.0	0.0	-0.1
Current Liability Coverage Ratio	-0.3	0.0	0.1	-1.0	N/A	0.1	-0.0	-0.8
Interest Coverage	211.8	-70,657.8	-428.0	80.5	8.6	35.3	115.8	N/A

Operating Ratios

Ratio	2021	2022	2023	2024	2025	Small	Medium	Large
Asset Turnover	26.0	15.5	13.8	5.4	1.7	13.2	-4.0	4.2
Cost of goods	0.6	0.6	0.6	0.6	0.4	0.5	0.8	0.5
EBITDA / Revenue	0.0	0.1	-0.1	0.1	0.2	0.1	0.0	0.0
Fixed Asset Turnover	4,727.7	1,258.8	203.8	72.4	75.1	1,642.5	766.8	N/A
Gross Profit / Turnover	0.5	0.4	0.5	0.6	0.5	0.6	0.2	N/A
Net Profit / Turnover	0.0	0.1	-0.2	0.1	0.2	0.1	0.0	0.0
Operating Expenses	0.3	0.1	0.2	0.2	0.3	0.3	0.1	N/A
Return on total Assets (ROTA)	-10.1	0.3	-65.7	-0.4	-0.0	-18.0	-0.1	N/A

Valuation Multiples

Earnings Ratio	2020	2021	2022	2023	2024	3-Year	5-Year
EV/Revenue	N/A	0.1	0.2	0.2	0.2	0.2	0.2
EV/EBITDA	N/A	2.5	1.9	3.0	2.8	2.5	2.5
EV/EBIT	N/A	2.5	1.9	3.0	2.8	2.5	2.5

Key Ratios

Year	Revenue per Employee (£k)	Revenue per Enterprise (£m)	Employees per Establishment (Units)	Employees per Enterprise (Units)	Average Wage (£k)	Wages/ Revenue (%)	Establishments per Enterprise (Units)	IVA/Revenue (%)
2013-14	105.0	6.67	41.9	63.5	37.18	35.4	1.5	41.1
2014-15	100.7	6.32	41.2	62.8	35.81	35.6	1.5	44.6
2015-16	107.0	6.44	40.1	60.2	37.90	35.4	1.5	44.1
2016-17	103.2	6.80	43.8	65.9	34.40	33.3	1.5	43.4
2017-18	106.9	6.76	42.4	63.2	34.68	32.4	1.5	41.8
2018-19	97.23	6.17	43.0	63.5	33.28	34.2	1.5	43.8
2019-20	99.85	6.49	44.2	65.0	33.31	33.4	1.5	43.0
2020-21	93.81	5.72	46.0	61.0	32.33	34.5	1.3	40.4

Year	Revenue per Employee (£k)	Revenue per Enterprise (£m)	Employees per Establishment (Units)	Employees per Enterprise (Units)	Average Wage (£k)	Wages/Revenue (%)	Establishments per Enterprise (Units)	IVA/Revenue (%)
2021-22	93.01	5.47	45.9	58.9	31.44	33.8	1.3	42.2
2022-23	84.27	5.00	43.9	59.3	29.48	35.0	1.4	43.8
2023-24	84.09	4.94	43.5	58.8	29.00	34.5	1.4	43.4
2024-25	80.61	4.69	43.2	58.2	28.13	34.9	1.4	44.2
2025-26	78.62	4.53	42.8	57.6	27.15	34.5	1.3	44.7
2026-27	77.50	4.42	42.5	57.0	26.30	33.9	1.3	43.6
2027-28	77.20	4.37	42.3	56.6	26.20	33.9	1.3	44.2
2028-29	80.42	4.52	42.1	56.2	26.13	32.5	1.3	41.3
2029-30	76.73	4.29	42.0	55.9	26.05	34.0	1.3	43.8
2030-31	76.52	4.26	41.9	55.7	25.98	34.0	1.3	44.3
2031-32	75.47	4.19	41.7	55.5	25.87	34.3	1.3	44.9
2032-33	78.89	4.39	41.8	55.6	26.36	33.4	1.3	44.0

Key Statistics

Industry Data

Values

Year	Revenue (£m)	IVA (£m)	Establishments (Units)	Enterprises (Units)	Employment (Units)	Wages (£m)
2013-14	15,887.7	6,534.2	3,610	2,383	151,303	5,625.6
2014-15	16,015.9	7,146.1	3,858	2,533	159,062	5,696.4
2015-16	18,065.4	7,972.4	4,214	2,805	168,861	6,400.2
2016-17	20,143.8	8,750.3	4,453	2,961	195,130	6,712.7
2017-18	21,284.5	8,889.8	4,701	3,150	199,080	6,904.2
2018-19	20,222.9	8,860.0	4,842	3,275	207,985	6,920.7
2019-20	21,971.4	9,442.1	4,978	3,383	220,039	7,329.0
2020-21	20,347.7	8,225.2	4,718	3,559	216,914	7,011.9
2021-22	20,968.8	8,844.9	4,916	3,831	225,436	7,088.6
2022-23	19,112.0	8,371.0	5,172	3,825	226,800	6,686.2
2023-24	19,627.7	8,514.6	5,361	3,973	233,403	6,767.7
2024-25	19,339.8	8,547.0	5,554	4,125	239,917	6,748.5
2025-26	19,309.5	8,637.6	5,734	4,267	245,603	6,668.0
2026-27	19,473.8	8,497.0	5,907	4,406	251,284	6,608.0
2027-28	19,818.5	8,768.5	6,064	4,534	256,725	6,727.2
2028-29	21,063.2	8,697.5	6,215	4,658	261,904	6,843.9
2029-30	20,508.0	8,972.0	6,358	4,778	267,262	6,962.2
2030-31	20,852.7	9,227.5	6,501	4,897	272,523	7,079.7
2031-32	21,013.4	9,429.9	6,674	5,015	278,422	7,202.5
2032-33	22,425.0	9,869.9	6,802	5,110	284,245	7,492.8

Annual Change

Year	Revenue (%)	IVA (%)	Establishments (%)	Enterprises (%)	Employment (%)	Wages (%)
2014-15	0.8	9.4	6.9	6.3	5.1	1.3
2015-16	12.8	11.6	9.2	10.7	6.2	12.4
2016-17	11.5	9.8	5.7	5.6	15.6	4.9
2017-18	5.7	1.6	5.6	6.4	2.0	2.9
2018-19	-5.0	-0.3	3.0	4.0	4.5	0.2
2019-20	8.6	6.6	2.8	3.3	5.8	5.9
2020-21	-7.4	-12.9	-5.2	5.2	-1.4	-4.3
2021-22	3.1	7.5	4.2	7.6	3.9	1.1
2022-23	-8.9	-5.4	5.2	-0.2	0.6	-5.7
2023-24	2.7	1.7	3.7	3.9	2.9	1.2
2024-25	-1.5	0.4	3.6	3.8	2.8	-0.3
2025-26	-0.2	1.1	3.2	3.4	2.4	-1.2
2026-27	0.9	-1.6	3.0	3.3	2.3	-0.9
2027-28	1.8	3.2	2.7	2.9	2.2	1.8
2028-29	6.3	-0.8	2.5	2.7	2.0	1.7
2029-30	-2.6	3.2	2.3	2.6	2.0	1.7
2030-31	1.7	2.8	2.2	2.5	2.0	1.7
2031-32	0.8	2.2	2.7	2.4	2.2	1.7
2032-33	6.7	4.7	1.9	1.9	2.1	4.0

Figures are inflation adjusted to 2026-2027

Key Success Factors

Key Success Factors

How do successful businesses overcome volatility?

Have a diverse range of clients

Serving a diverse range of clients, from healthcare to retail, helps buffer against sector-specific downturns, ensuring steady revenue even during market fluctuations.

Secure a flexible workforce

Companies that have access to casual and full-time staff may be able to provide services to clients at short notice or during labour shortages, allowing them to maintain a constant revenue flow.

What products or services do successful businesses offer?

Provide a related range of goods and/ or services

Facilities support service providers that offer a wide range of services are more likely to win tenders for multiple services and may also benefit from economies of scale.

Use specialist equipment or facilities

Using specialist equipment or facilities allows facilities management companies to increase efficiency, ensure high quality and meet diverse client needs, setting them apart from competitors and driving success.

How do businesses use location to their advantage?

Be willing to outsource when appropriate

Combined service providers that offer the full range of services must be willing to outsource parts of their contracts to specialist companies, which can provide these services at different locations.

Ensure skilled labour is available

Combined facilities service providers must ensure that they have cleaning, repair and maintenance staff available to serve contracts at every required location.

How do successful businesses handle concentration?

Compete on tender

In a concentrated market, facilities management companies must excel in competitive tenders to secure contracts. Demonstrating strong service integration, reliability and value for money helps companies differentiate themselves and maintain market share against dominant competitors.

Develop a strong reputation

Companies that build and develop a good reputation are likely to get more work, thanks to referrals and recommendations.

Provide a related range of goods and/ or services

Facilities support service providers that offer a wide range of services are more likely to win tenders to provide multiple services. They may also benefit from economies of scale.

How can potential entrants overcome barriers to entry?

Compete on tender

Large private-sector companies and government bodies often require facilities management companies to submit tenders to bid for jobs, meaning the ability to compete on tender is key to success.

Use specialist equipment or facilities

Companies with specialised plant and equipment, like those for maintenance, security and cleaning, are more likely to break into the industry successfully.

How do successful businesses compete with substitutes?

Conduct market research

Conducting market research helps facilities management companies identify client needs and preferences, allowing them to tailor offerings and demonstrate the value they could add to potential clients. This discourages clients from substituting services with in-house solutions.

Use specialist equipment or facilities

Using specialist equipment enables companies to provide superior, efficient services that are often unachievable in-house, making potential clients less likely to manage their own facilities.

How do successful businesses manage buyer & supplier power?

Produce premium goods and/or services

Facilities management companies must offer superior cleaning, repair and maintenance services to gain a competitive advantage.

Provide a related range of goods and/or services

Facilities support service providers that offer a wide range of services are more likely to win tenders to provide multiple services. They may also benefit from economies of scale.

Call Preparation Questions

Role Specific Questions

Sales & Marketing

What proportion of your contracts involve providing a wide range of services to clients? What services do these contracts tend to include?

- The industry offers a variety of services, including cleaning, repairs and maintenance, security and catering.
- Services can be contracted out to other industries but companies benefit from being able to offer a full package of services.
- Companies with a wide range of services are likely to benefit from higher demand.

How easily are you able to compete on price? How closely do you monitor the pricing strategies of your competitors?

- The chief advantage of service providers is that by bundling services, they can offer overall cost savings to a client.
- Presenting services as a value proposition is a key strategy.
- Ensuring pricing policy is appropriate is vital to maintaining competitiveness in the industry.

How much of your revenue comes from providing services to the public sector, and how has this changed over the past five years?

- A wide range of public-sector businesses, including hospitals, schools and military bases, require facilities support activities.
- Government bodies have increasingly been outsourcing services to the industry to help reduce costs.

Strategy & Operations

What do you do to mitigate concerns about product sustainability and environmental factors?

- Product sustainability carbon emissions are important issues for the industry.
- Leading companies typically acknowledge a responsibility to conduct business in an environmentally sustainable manner. Many providers are committed to action towards energy, water, waste, travel, procurement and delivery management.

To what extent do you make use of subcontracted labour to be able to offer a wider range of services?

- Facilities support providers use subcontractors to offer a comprehensive range of services, which can help to increase demand.
- Subcontractor payments are inching downwards as companies bring more services in-house.

How closely are you located to your downstream clients? What kind of businesses operate in your local area?

- As the majority of services are provided to large private- and public-sector businesses, companies tend to be located in commercial hubs to be close to clients.
- London and the South East are home to the most facilities support providers, as these regions are home to a large number of businesses.

Technology

What new equipment have you introduced into your operations in recent years? What effect has this had on your business?

- The industry is highly labour intensive, so the level of technology change is low. Although equipment and machinery are required, the related costs are low in comparison to wages.
- In recent years, some companies have introduced new technology in order to expand the range of services they provide.

Compliance

What services does your company provide that are subject to regulatory scrutiny? How do you ensure you remain in compliance with this regulation?

- Support service providers aren't directly regulated or licensed by any government body, but they may have to adhere to specific regulations depending on the services provided.
- Companies providing catering service must adhere to rules set out by the Food Standards Agency.
- All companies must adhere to health and safety regulations set by the Health and Safety Executive.

How have you been affected by the introduction of the National Living Wage (NLW)? How do you expect increases to the NLW to affect you in the future?

- The NLW was introduced in April 2016. It raised the minimum wage for workers aged 23 and increases every April.
- The majority of workers are paid close to the minimum wage. The NLW has therefore placed upwards pressure on wage costs and dented profit.

Finance

How do your wage costs compare with your spend on capital?

- The industry has a low level of capital intensity.
- Labour intensity would be even larger if subcontracted labour costs were included.
- Investment in efficient maintenance and cleaning equipment, such as power tools and floor cleaners, can increase labour productivity and reduce wage costs.

How has your company's profit margin trended over the past few years?

- Most large companies provide a broader range of services and the ability to serve numerous clients on a fixed cost base, allowing them to generate a higher profit margin.
- The return to office work has increased, with CBRE reporting that 43% of employees now go to the office three or more days a week, up from 37% in 2023. This shift has boosted business profitability by driving demand for additional maintenance, cleaning and security services.

External Impacts Questions

Index of services

How closely do you monitor the performance of the services sector? How important is this sector to demand for your services?

- Office buildings and hospitality facilities are the main properties for which industry companies offer services.
- Therefore, the service sector's performance indicates the level of industry demand.
- When the index rises, it means a thriving service sector, leading to increased demand for support services like cleaning and maintenance, whereas a falling index threatens the industry's performance.

Business profit

What plans do you have in place to mitigate the adverse influences from falling business profit?

- Business profit strongly indicates a business's financial health and can indicate the level of investment in outsourcing.
- Higher profit means companies have more resources to invest in external services like maintenance, cleaning and security, which boosts demand in the facilities support sector.
- Conversely, companies may cut back on these outsourced services to manage costs when profit declines, affecting industry growth.

Business confidence index

What percentage of your revenue is derived from private businesses? What plans do you have in place to mitigate the adverse influences from the projected fall in business confidence?

- When business confidence is high, companies are more likely to invest in comprehensive facilities services, including maintenance, cleaning and security, increasing opportunities for many combined facilities activities in the UK.

- This increased investment helps drive growth in the industry. Conversely, low confidence can lead to budget cuts, reducing demand for these services.

Internal Issues Questions

Compete on tender

How successful has your company been in winning tenders? How does your company's rate of success compare with that of its competitors?

- Large private-sector companies and government bodies often require industry companies to submit tenders to bid for jobs, meaning the ability to compete on tender is key to success.
- Larger companies with economies of scale are likely to be more successful when tendering for contracts.

Develop a strong reputation

How do you gauge customer satisfaction levels? What does your company do to encourage customers to recommend its services?

- Companies that build and develop a good reputation are likely to get more work, thanks to referrals and recommendations.
- To encourage repeat custom and recommendations, operators must provide a high level of service and ensure that customers are satisfied with their work.

Secure a flexible workforce

How do you go about recruiting skilled employees? How do you ensure your employees are properly trained and understand the services you provide?

- Companies in the industry that have access to casual and full-time staff may be able to provide services to clients at short notice or during labour shortages.
- Facilities support service providers can benefit from making use of subcontracted labour during times of high demand.

IBISWorld helps you find the industry information you need - fast.

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