



# Business Plan

“The heart of our business is our people”

Web version only

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CURRENT AS OF  
DECEMBER 2025

Reference: IM / MAN  
4020

MAN COMMERCIAL  
PROTECTION LTD  
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*Let's begin...*

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# Introduction & Aim

MAN Commercial Protection Limited (hereinafter referred to as MAN Commercial or the Company) turnover in 2024-5 was £58,477,135 with a gross profit margin of 10.3%.

Contract margins continue to be under pressure and the security market remains competitive. Once again the Company started and finished the year with a strong pipeline of tender opportunities.

The Company is focused on delivering strong organic growth during 2025-6 from new and existing clients.

MAN Commercial have had great success in industry and business awards in the last 12 months:

- Solihull Business of the Year – Solihull Chamber of Commerce Awards – September 2024
- Excellence in Training, Education and Development in People – Solihull Chamber of Commerce Awards – September 2024
- Company Leader of the Year – Iain McCallister – West Midlands Business Awards
- Lifetime Achievement – Iain McCallister – Security & Safety Entrepreneur Awards- April 2025
- Security Officers of Distinction – Vandon Eunick and Chloe Swinbourne – ACS Pacesetters Awards – May 2025
- Runner up – Business of the Year & CSR Award – British Security Awards 2025

The aim of Business Plan (BP) 2025 – 26 is to firstly review and report on MAN Commercial's previous objectives and then set targets and objectives for the remainder of 2025 up to September 2026 in line with financial EOY. This document will be reviewed each quarter at the Senior Management Meetings.

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# Overview of manned guarding sector in 2025

Before undertaking a detailed analysis of the MAN Commercial's performance against the set targets, it is important to put the company's record during 2024 – 2025 into context by reviewing it against an overview of the Manned Guarding Sector over the same period.

The top 10 largest security companies now account for 40.9% of total industry revenues.

There are 23,770 VAT/PAYE enterprises in the security and investigation activities sector and over 748 ACS Approved Contractors within the security guarding sector, this makes it a highly competitive and crowded marketplace.

Across the sector, within the UK, over the last 5 – 8 years and particularly post Covid Pandemic has been characterised by an ever increasing downwards pressure on operating and profit margins. The margins are further challenged by the significant increase year on year in National Minimum Wage with many Companies wanting to lock in the gross margins and reduce overall cost by introducing technology.

To counter this downwards drift in margins and performance standards within the industry, the company has and will continue to be totally transparent with its clients to produce contract costs that are highly visible, practicable and viable to ensure the company always delivers an excellent and proactive service. We are also focused on introducing technology to support our officers.

# Strategy for MAN Commercial 2025-26

## Mission and Values:

The Company Mission and Values will remain the same as they ultimately “drive” the ethos and profitability of MAN Commercial. They should be disseminated to every employee within the Company and are as follows:

**Mission:** Provide the best customer and operational service possible in order to expand MAN Commercial’s share of the manned guarding market.

## Values

MAN Commercial will:

- Value and respect customers.
- Be open, candid and act with Integrity.
- Fulfil our Employees’ Potential.

## Performance Factors:

The Company Mission and Values are supported by integral performance factors, which are maintained and identified as the best standards for its Management Team. These are demonstrated in the table below:

Performance Factors			
Customer Focused		Value Driven	
Customer Satisfaction	Customer Support	Commercial Development	Driving Change
<ul style="list-style-type: none"> <li>• Creates customer-focused practices.</li> <li>• Builds productive and robust relationships.</li> <li>• Bespoke services for each individual customer.</li> <li>• Accountability for performance and customer satisfaction.</li> <li>• Respectful of customer needs/requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates understanding of key market drivers/trends.</li> <li>• Ensures customer perspective is driving force.</li> <li>• Recommends innovations that implement improvements and add value.</li> <li>• Ensures the needs of the customer are integral to all decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies potential business growth possibilities.</li> <li>• Accurately evaluates new information.</li> <li>• Focuses on expanding ideas.</li> <li>• Focuses on the need for profitability.</li> </ul>	<ul style="list-style-type: none"> <li>• Transparency in actions and decisions.</li> <li>• Takes action to achieve results beyond expectations.</li> <li>• Learn from challenges faced.</li> <li>• Champions continuous improvement.</li> </ul>

Performance Factors			
Strategy		Responsible Leadership	
Determination	Vision	Clear Communication	Driving High Performance
<ul style="list-style-type: none"> <li>• Resourceful; overcoming obstacles.</li> <li>• Maintains a constructive outlook.</li> <li>• Willingness to take initiative and drive best practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Committed to maintaining best service.</li> <li>• Adaptable in face of ambitious targets.</li> <li>• Understands how role impacts on business strategy.</li> <li>• Solution-oriented.</li> </ul>	<ul style="list-style-type: none"> <li>• Personal touch approach.</li> <li>• Develops rapport to ensure consistent communication.</li> <li>• Optimises individual differences. Demonstrates commitment to sustainable development.</li> </ul>	<ul style="list-style-type: none"> <li>• Links objectives to business goals.</li> <li>• Advises and supports others.</li> <li>• Promotes a culture of continuous feedback.</li> </ul>

**Strategy:**

The company strategy is founded on a basic principle: success in business comes through the consistent delivery of quality, value and service to clients. MAN Commercial’s ethos is not about being the biggest or having the widest range of services within the manned guarding sector: it’s about providing an important service and doing it consistently well. Working to this philosophy MAN Commercial has forged a responsible and professional relationship with its client base, many of whom have been with the company for over 20 years. It is also a strategy that should see the company prosper over the long term.

**Unique Selling Point (USP):**

MAN Commercial possesses one major USP: it is a family-owned business which concentrates on providing the highest level of service provision within the industry. The Company prides itself on its high level of service and operational support to its clients. This fact is highlighted within many testimonials on the Company; as one client stated:

***“(MAN Commercial) the most professional security company we have ever used in the whole of the UK. They provide a professional service throughout and never give cause for complaint.”***

Our growth continues to be purely organic with no acquisitions, MAN Commercial have still reached a turnover of over £55 Million through client and contract retention.

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# Conclusion

The last year has seen the continuation of growth through new business, acquisitions, and the expansion of sales with existing clients. This demonstrates that the Company's Mission and commitment to its values will ensure MAN Commercial prospers in the long term. The aim during the forthcoming financial year must be to continue to build the client base through new opportunities and strategic acquisitions; deliver efficient mobilisation and management of new contracts, with the management team focussing on controlling and reducing expenditure to make efficiency savings.

A handwritten signature in black ink, appearing to read 'Iain McCallister', written over a light pink rectangular background.

**Iain McCallister**  
**CEO**  
**MAN Commercial Protection Limited**