Business Confidence
In collaboration with Sona

July 2025

Methodology

July 2025

The CGA Business Confidence Survey surveys performance, forecasts, and opinions, regarding the current and future state of the hospitality industry.

Those surveyed were in senior business roles, between 22nd July and 5th August.

Results presented in this research are primarily based on responses from **Business Leaders**, defined as those from businesses managing five or more sites.

Supplemental data from single-site operators may be used for comparison, referred to as **Independents**.

The number of sites managed by Business Leaders equates to more than:

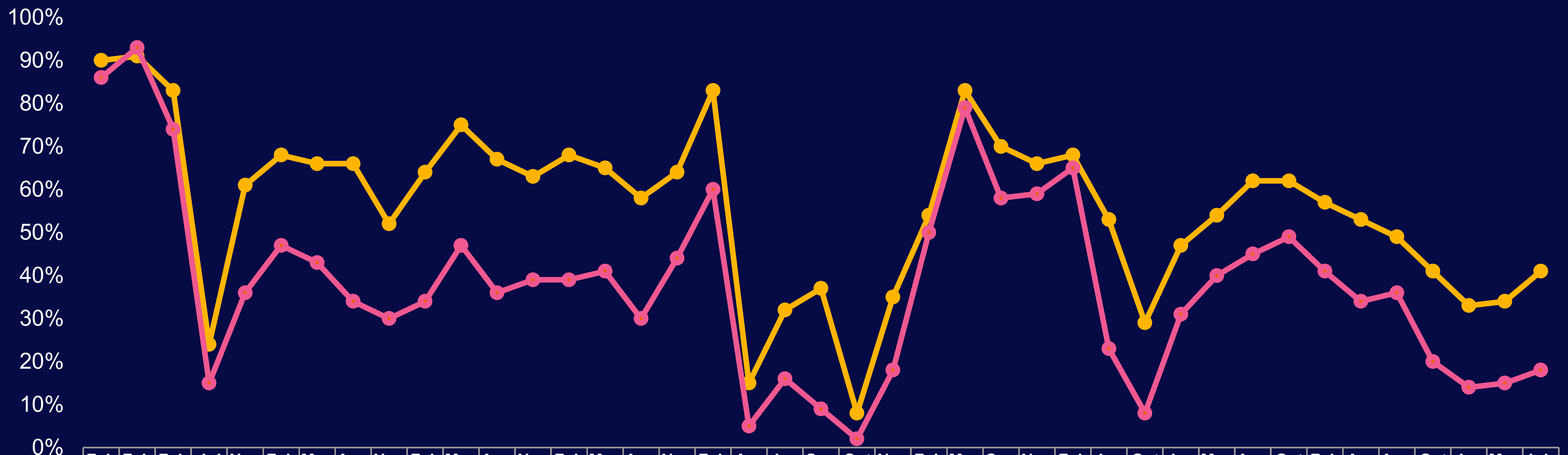
14,000 sites

Among the Business Leaders sample:

- 67% are at CEO / MD level
- 22% at Director or Board level
- 11% in other Senior Management positions

Future trading expectations have somewhat increased in July. Whilst confidence is still low, operators may have had some chance to strategise since April's operational cost increases

*Business leader optimism in the **general market** and in **own business** (over the next 12 months)*



	Feb 2014	Feb 2015	Feb 2016	Jul 2016	Nov 2016	Feb 2017	May 2017	Aug 2017	Nov 2017	Feb 2018	May 2018	Aug 2018	Nov 2018	Feb 2019	May 2019	Aug 2019	Nov 2019
Own business	90%	91%	83%	24%	61%	68%	66%	66%	52%	64%	75%	67%	63%	68%	65%	58%	64%
General market	86%	93%	74%	15%	36%	47%	43%	34%	30%	34%	47%	36%	39%	39%	41%	30%	44%

	Feb 2020	Apr 2020	Jun 2020	Sep 2020	Oct 2020	Nov 2020	Feb 2021	May 2021	Sep 2021	Nov 2021	Feb 2022	Jun 2022	Oct 2022
Own business	83%	15%	32%	37%	8%	35%	54%	83%	70%	66%	68%	53%	29%
General market	60%	5%	16%	9%	2%	18%	50%	79%	58%	59%	65%	23%	8%

	Jan 2023	May 2023	Aug 2023	Oct 2023	Feb 2024	Apr 2024	Aug 2024	Oct 2024	Jan 2025	May 2025	July 2025
Own business	47%	54%	62%	62%	57%	53%	49%	41%	33%	34%	41%
General market	31%	40%	45%	49%	41%	34%	36%	20%	14%	15%	18%

Jun-16
Brexit referendum

Apr-20
First COVID lockdown

Oct-20
Lockdown reintroduced

Oct-22
Inflation at a 40-year high

Oct-24
Autumn Budget

CGA by NIQ, Business Confidence July 2025, in partnership with Sona.

While most segments in the market have seen year-on-year site growth, losses among larger food-led segments bring the total sector into net site loss. QoQ performance has been mixed

As of June 2025, there were

98,746

licensed sites in Great Britain. Over the past year,

-461

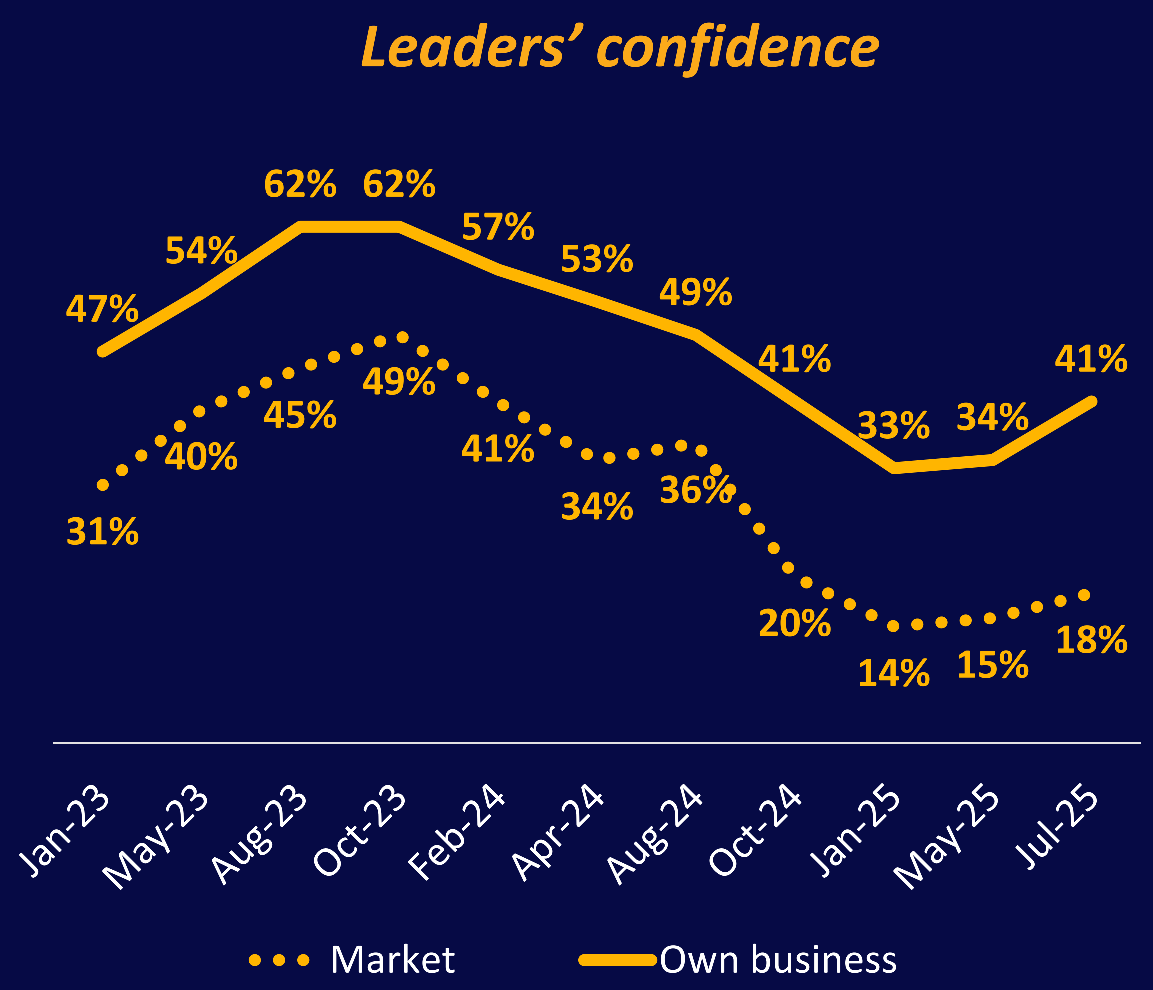
net sites have been lost, seeing the market decline by

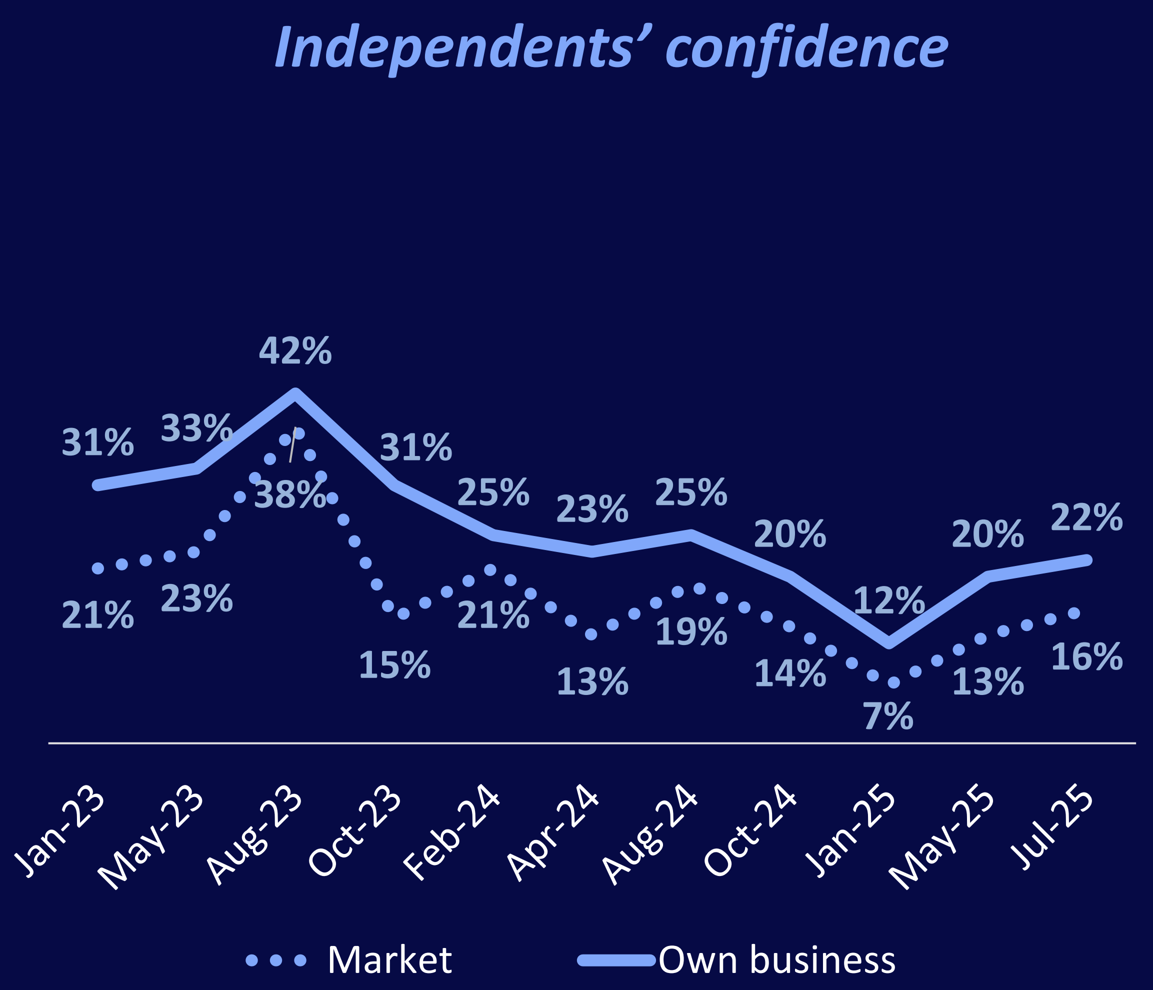
-0.5%

Sector	YoY % change	QoQ % change
Large Venue	+2.1%	+0.9%
Casual Dining Restaurant	-1.5%	+0.8%
Community Pub	+0.8%	+0.4%
Hotel	+2.4%	+0.3%
High Street Pub	+3.9%	+0.0%
Nightclub	+4.6%	-0.4%
Food Pub	-2.8%	-0.4%
Restaurant	-4.2%	-0.4%
Bar	+4.0%	-0.9%
Bar Restaurant	+0.4%	-1.6%

CGA by NIQ & AlixPartners, Hospitality Market Monitor, June 2025

The gains in Leader's own business optimism is encouraging. However, a 23pp gap has emerged from wider market confidence, as Leaders recognise independents' vulnerability





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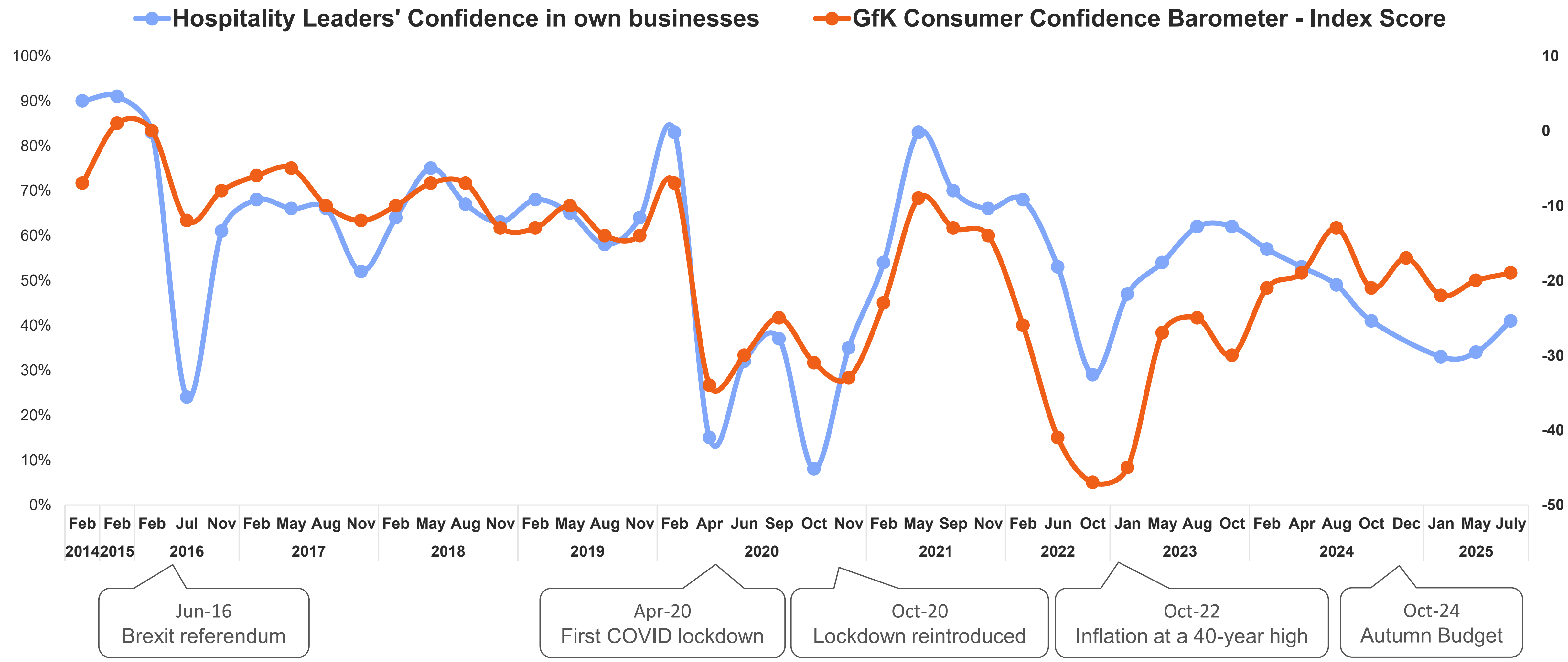
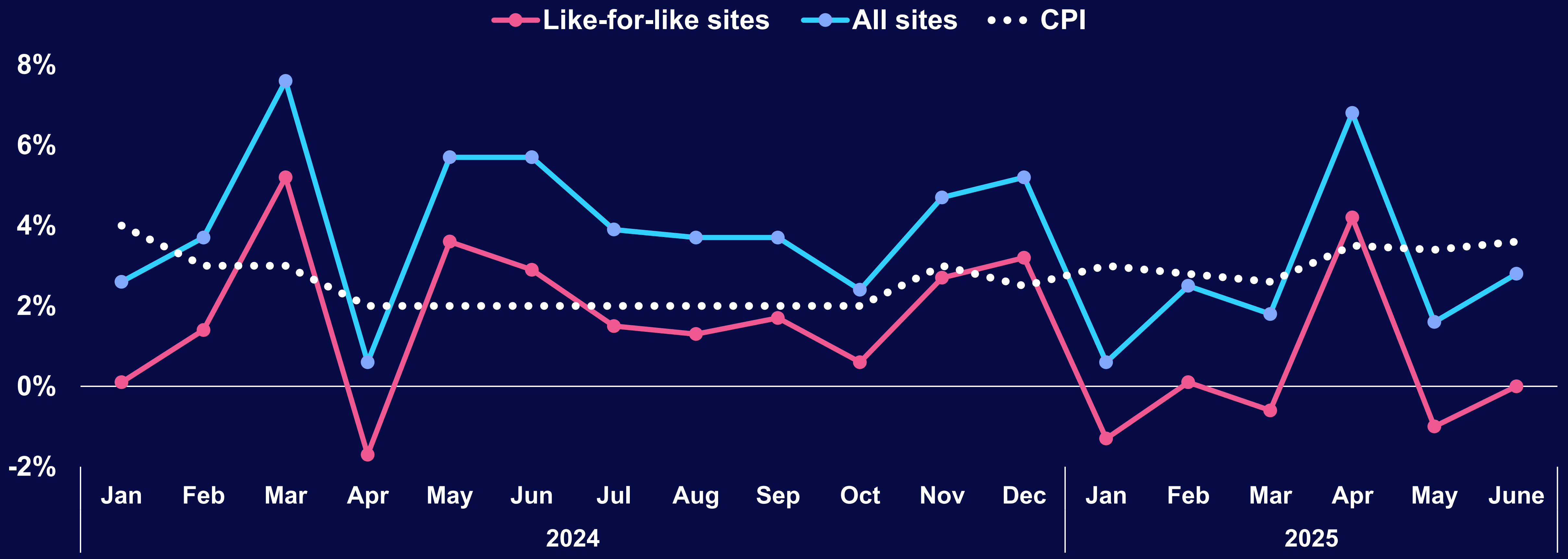
Consumer confidence continues its slow recovery since 2022, with the recent increase in Leader's confidence helping to close the gap in expectations



While managed groups have struggled to drive growth above CPI over the past year, and any growth at all in H1 of 2025, new openings are bringing a more buoyant market, closer to real terms growth

Year-on-year, food and drink sales growth, managed groups

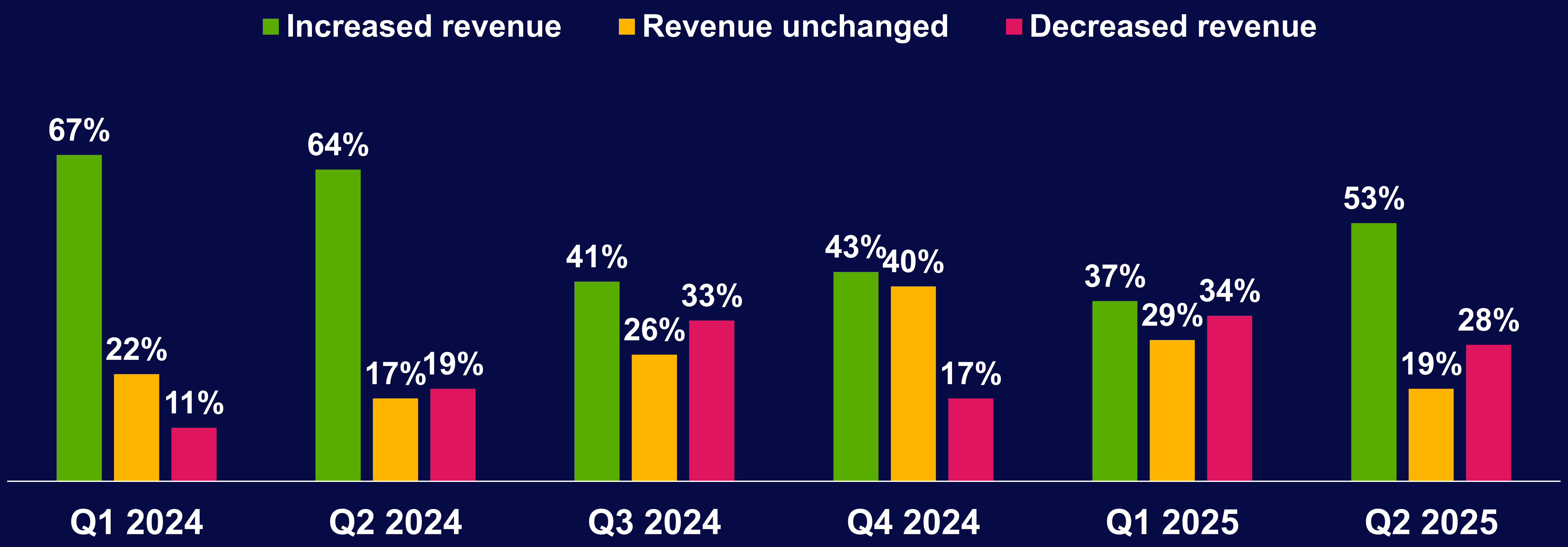


CGA RSM Hospitality Business Tracker

NIQ CGA Powered by NIQ Sona.

Strong April performance - helped by favourable Easter comparison dates - may have contributed to Q2 revenues, with half of operators back in year-on-year growth

*How would you describe your business's **REVENUE** performance over the quarter, compared to the same time last year?*



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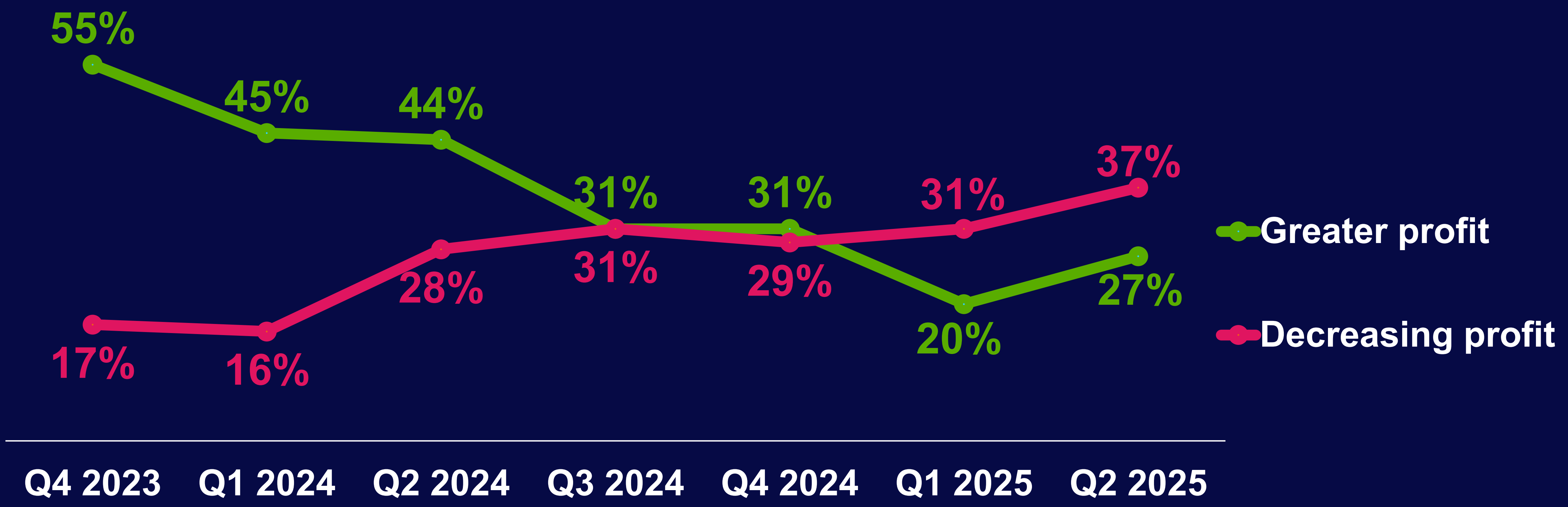
Whilst revenue growth has led to a welcome uptick in those driving greater profits, the market has become increasingly polarised, with more also reporting profit decline

*How would you describe your business's **PROFIT** performance over the quarter, compared to the same time last year?*



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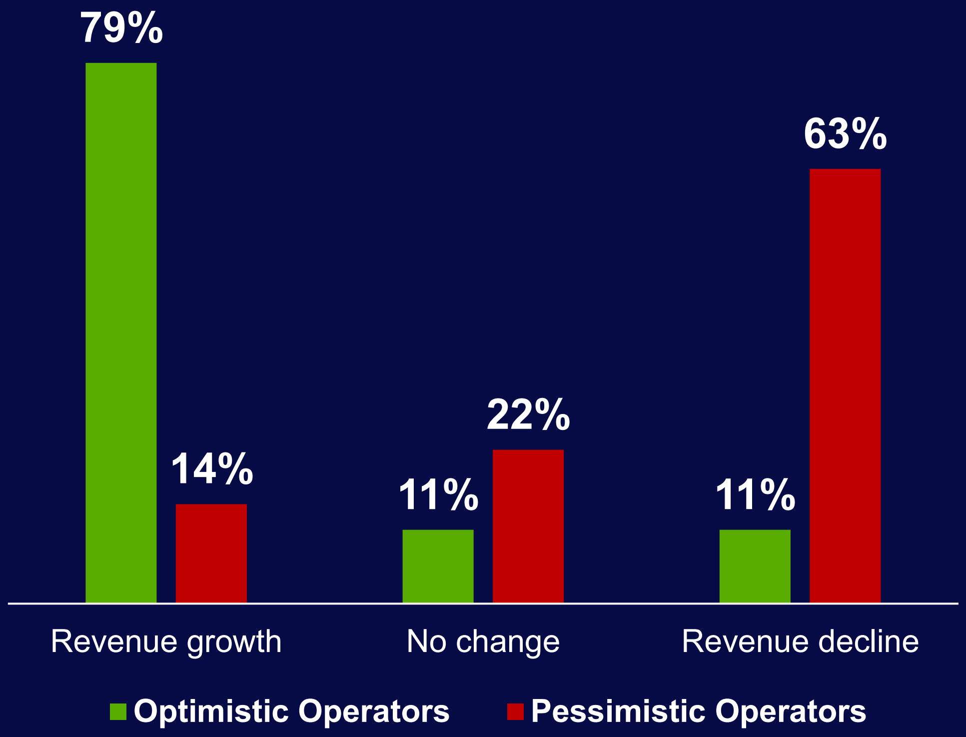
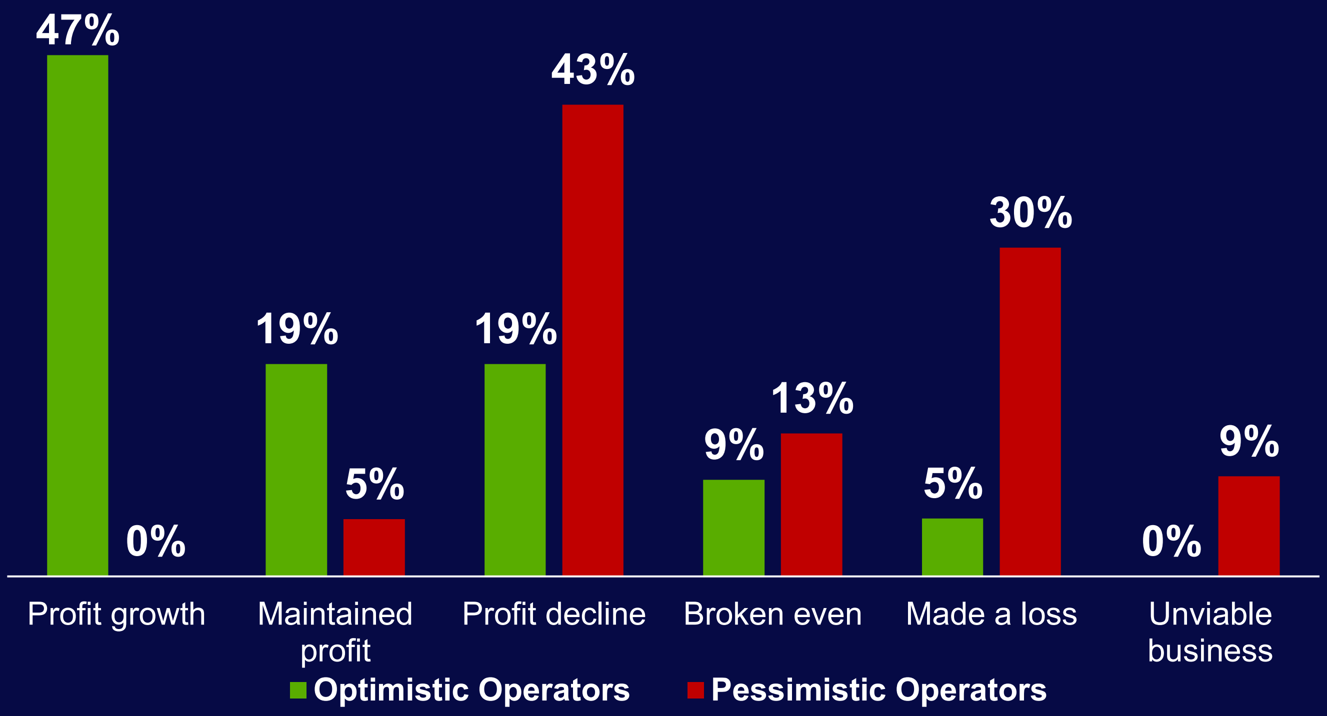
This polarisation is very clear when splitting performance between those who are optimistic for their future prospects, and those who are not

(Operators of all sizes included on this page)

Year-on-year revenue change



Year-on-year profit change



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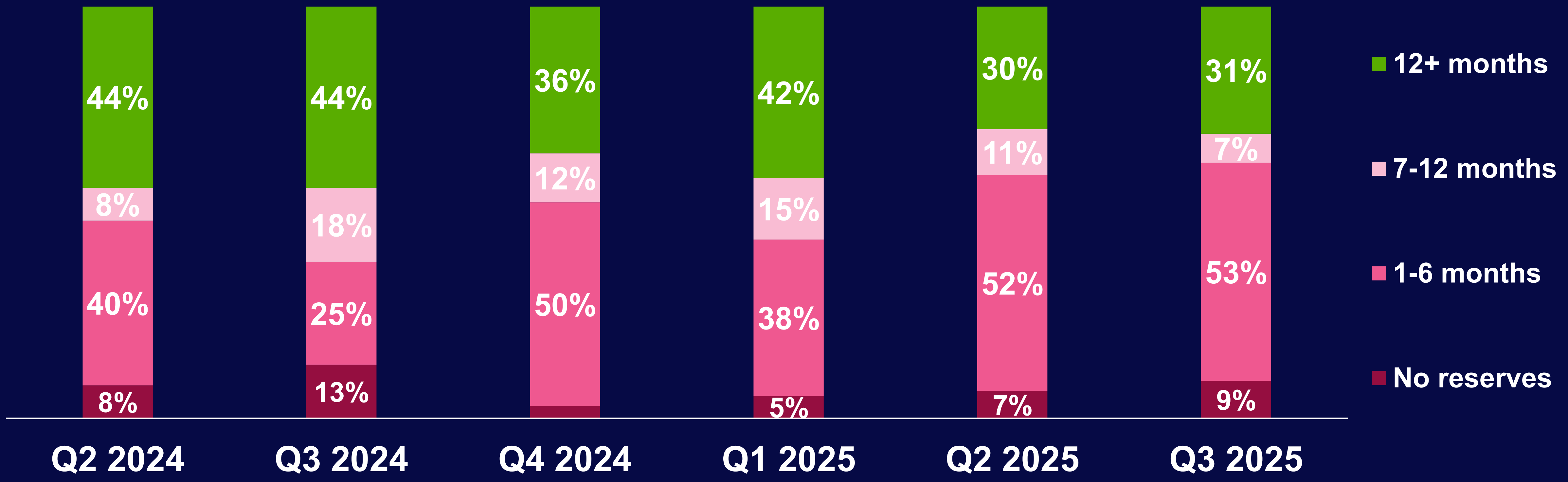
Almost 1-in-10 Leaders have no cash reserves as of July 2025, as revenues are diverted to cover increasing costs

How many months' worth of cash reserves does your business currently have?



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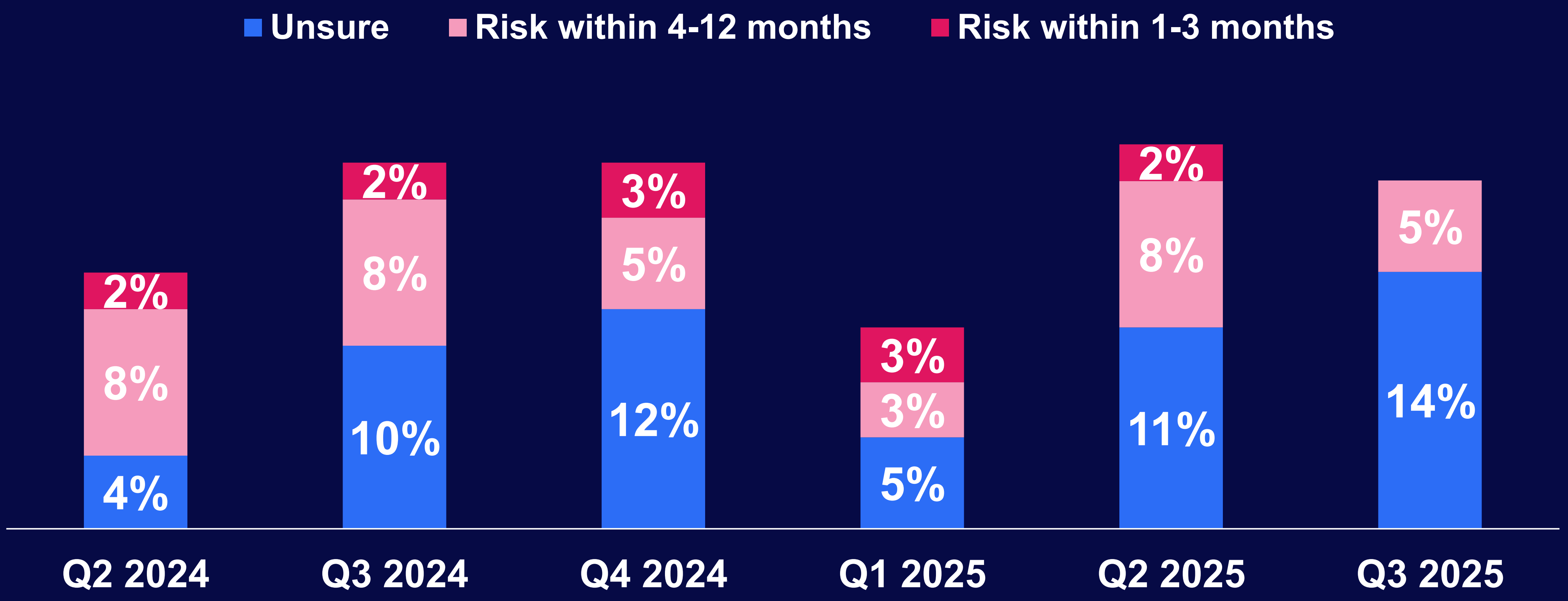
While none this quarter reported an immediate risk of business failure, the inability to predict future performance is damaging to business, investors, and the wider industry

Is your business at risk of failing in the next year?



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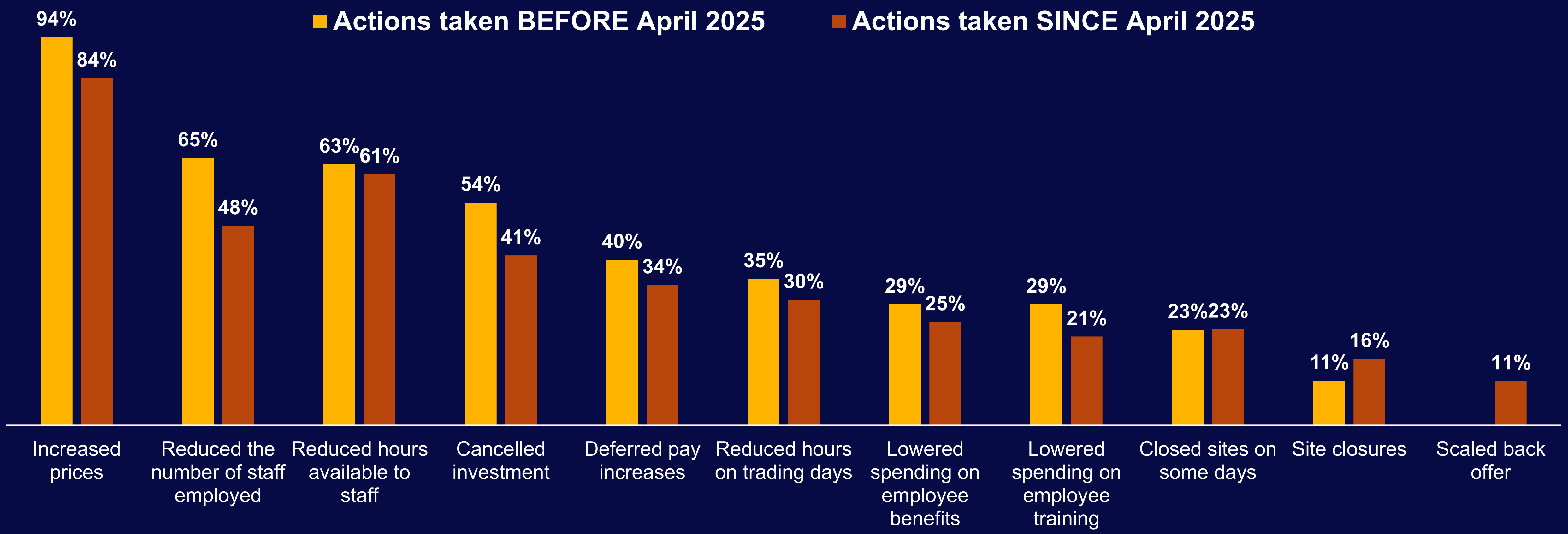
Leaders continue to pass on April's increases operating costs to consumers. The rate of team downsizing has slowed, as minimum operational requirements impose a limit, but staff hours continue to be cut

Business actions taken in response to changing operating costs in April 2025



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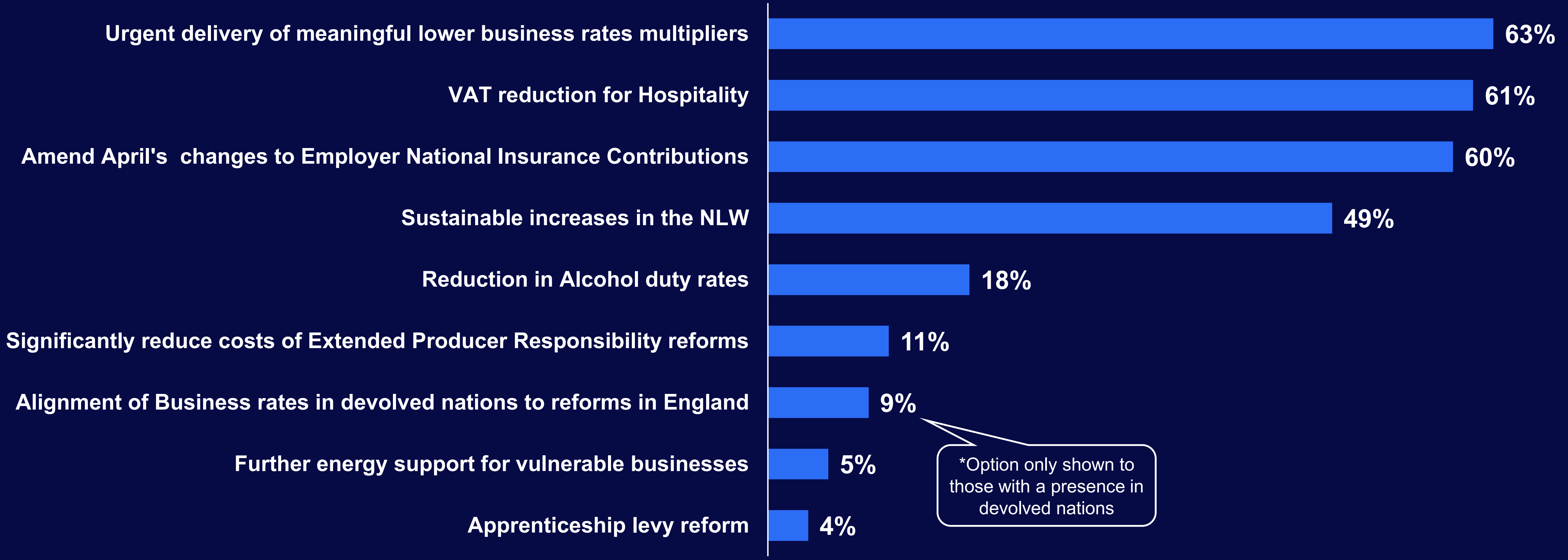
Government priorities have become slightly more spread, with Leaders looking to bring some certainty to future trading through delivery of rates reform, even above immediate cost reduction

Of the future Government support that could allow your business to grow,
select up to 3 answers that are the most important:



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Contacts us

To learn more, or to speak to a member of the team, please feel free to get in touch:

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