CitrusConnect

The 2026 UK Home Improvement Market.

A £16.7 Billion Opportunity.

Executive Summary

As homeowners face high relocation costs, the **"Improve, Not Move"** ethos has become the dominant cultural paradigm, driving the market towards the £16.7 billion valuation by 2033.

£16.7 billion

valuation by 2033.

The market, valued at £11.2 billion in 2024, is on a projected trajectory to reach £16.67 billion by 2033, representing a compound annual growth rate that reflects both the resilience of the sector and the deepening prioritisation of domestic space optimisation.

Source: IMARC Group

2026 Market Reality Check

The Immediate Challenge

UK Construction output growth in 2026 will be significantly weaker than previously expected, with the Construction Products Association (CPA) cutting its RMI (Repair, Maintenance, and Improvement) forecast to 1.7%, down from 2.8%, projected in October.

Source: Industrialised construction

The Intent Surge

54%

54% of UK consumers intend to start a project this year despite economic caution.

Nearly 7 million homeowners are planning major renovations with an average budget **per project of £14,000.**

£14,000

Source 1: Aviva
Source 2: PrimeThorpe Paving

The "Locked-In" Homeowner

20%

20% of homeowners want to move but find it financially unfeasible.

This stuck demographic is diverting moving budgets into high-ticket home upgrades.

Source: Homeowners Alliance

Consumer Demand & Value Drivers

Motivations have shifted from social status to practical utility and property equity.

High-Value ROI

To justify spend, homeowners target projects with guaranteed property value uplifts:

+60-80%

Typically, kitchen and bathroom remodels yield the highest returns, often recouping 60-80% of their costs.

Source: Kerri Walker

~24%

Data shows extensions or loft conversions with a bedroom can increase house value by up to 24%.

Source: Nationwide

+10-15%

Well-executed extensions add 10–15% of value to the home.

Source: Ideal home

Space Optimisation:

23% of homeowners planning renovations are prioritising smarter use of space over adding more of it - a massive jump from 7% in 2023.

Source: Aviva

7%
2023

23%
2026

Demographic Power:

AGES

50-64

Households aged **50-64** are the most active spenders on home alterations and improvements, allocating around 21% of housing expenditure to upgrades.

Source: Office for National Statistics

53% of 18–34 year olds are more likely to renovate than relocate in this climate.

Source: MyBuilder UK Renovation Nation Report 2026

The 2026 Field Sales Talent Landscape

The UK is projected to face a shortage of 300,000 construction-related workers by 2029, with commercial and sales capability also becoming an increasing constraint on growth.

Source: Construction Industry Training Board (CITB)

-300,000

Projected construction related talent shortfall by 2029

The Career Barrier

62%

62% of survey respondents had no interest in starting a career in sales. This raises the strategic value of Design Sales Consultant roles, combining technical product knowledge, customer consultation and closing capability - the most sought-after asset in the industry.

Source: Prospects Luminate

Recruitment Cliff Edge

35%

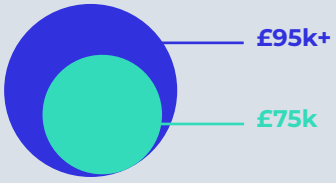
35% of the workforce is approaching retirement.

Source: Atkins Research

The 2026 Field Sales Talent Landscape Cont.

Earning Potential

OTE (On-Target Earnings)



A key attraction for top sales talent is earning potential. Commission and performance-linked reward structures continue to underpin most sales compensation models, with OTE for leading Sales Executives typically ranging from £75k to £95k (including commission), and elite performers earning well into six figures.

Source: Citrus Connect Recruitment

Commission Structures

Tiered commission models (e.g., 5% to quota and 8% above quota) are commonly used to motivate over-performance in larger field sales teams.

Source: Visdum

Is your sales team reaching the £100k+ elite performance tier?

Book a 15-minute Talent Audit with Citrus Connect

Book Now

Industry Landscape: Consolidation & Opportunity

Retail Disruption

133

Store Estate Affected

The late 2024 administration of Homebase has left a massive pool of "orphaned" customers.

Giant Growth

Kingfisher (B&Q/Screwfix)

£3.53bn

H1 FY2025/26
(+4.5% vs. H1 FY2024/25)

↑10%

Wickes' TradePro sales
(+10% YoY)

The market has been fundamentally reshaped by consolidation and major corporate shifts. Following the late 2024 collapse of Homebase (133 stores), dominant players such as Kingfisher (B&Q and Screwfix) have continued to strengthen market share. Kingfisher UK & Ireland sales reached £3.53 billion in H1 FY2025/26, up +4.5% versus H1 FY2024/25, while Wickes reported a 10% increase in TradePro sales, reflecting growing demand for trade-led and professionally managed home improvement projects.

Source: Reuters, Kingfisher and Wickes

Sales Performance: The Lead Burner vs. Value Adder

In a cautious 2026 market, the biggest risk to a brand isn't a lack of leads, it's quality dilution in the sales force.

The Lead Burner Trap

Are you losing

22%

of your turnover?

To handle the current demand, companies often end up with "seat fillers" who burn expensive leads through poor closing or lack of drive. A low-quality rep doesn't just fail to close; they damage brand reputation when you are most visible. Research shows a single negative link on Google's first page can cost a brand 22% of its turnover.

Source: Moz

The High-Conversion Goal

In-home conversion rates

Top-tier field operations are moving away from broad-market tactics in favour of a high-touch, consultative approach. By leveraging pre-qualified appointments, professionals are seeing conversion rates climb up to 75%.

Source: Citrus Connect Recruitment

Sales Performance: The Lead Burner vs. Value Adder Cont.

Benchmark Competition

Hillarys remains one of the strongest benchmarks in the in-home consultation model, supported by a network of around 1000 self-employed advisors.

Source: Hillarys Company Profile - CV Library

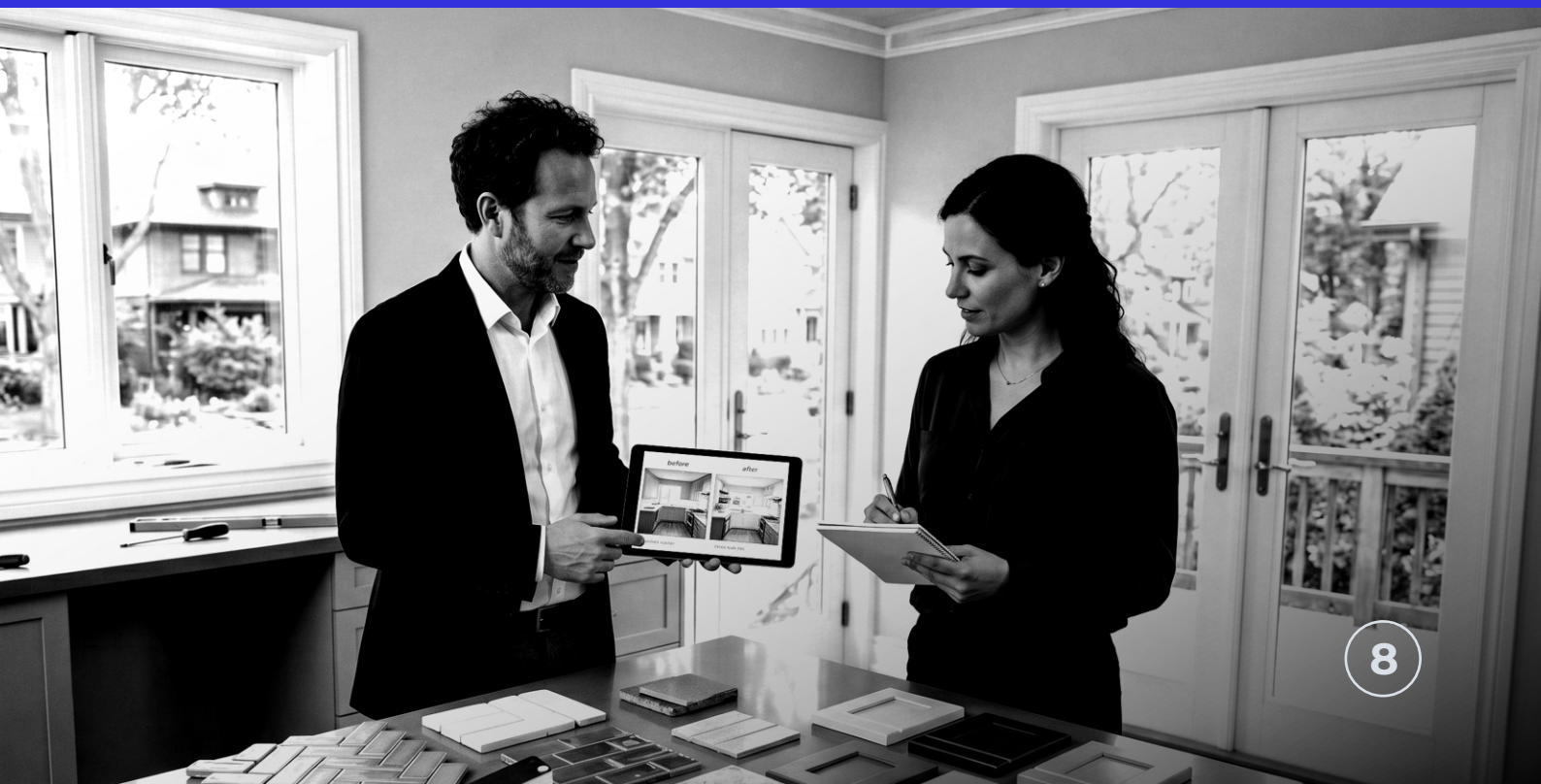
1000
Self-Employed Advisors

The 12% Uplift

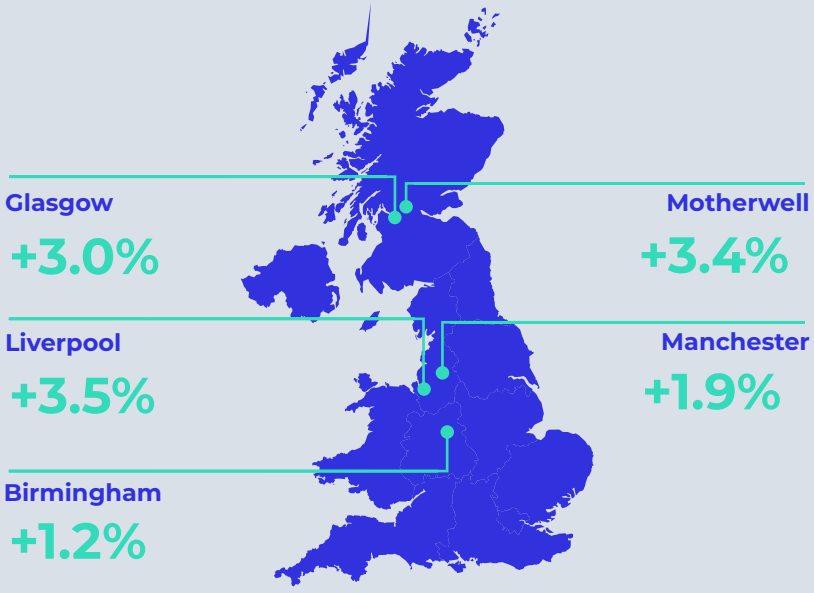
Structured digital proposals increased won instructions from 41% to 53%, delivering a 12 percentage-point uplift in conversion.

Source: lamproperty

41% to 53%



Regional Growth Zones: 2026 Hotspots



Regional Hotspot	Forecast of Average House Price Growth (2026)	Primary Renovation Driver
Motherwell	+3.4%	High equity growth / Space optimisation
Glasgow	+3.0%	Urban regeneration / Lifestyle RMI
Liverpool	+3.5%	Everton Stadium / North Shore district
Manchester	+1.9%	Tech-sector growth / Atom Valley project
Birmingham	+1.2%	Smithfield regeneration / HS2 delivery

Forecast price growth: Zoopla 2026 Housing Market Rankings. Primary renovation driver themes informed by Iamproperty's 2026 RMI market analysis and local regeneration projects.

Citrus Strategic Recommendations

Sell Space, Not Products

Pivot marketing to address the

23% of buyers

Obsessed with layout and optimisation.

Hire the Top 1%

Beat the **Lead Burner** cycle by placing only Sales Consultants who treat every lead as their own business.

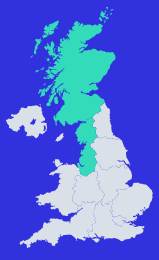
Leverage High-Value ROI

Use the 80% value add of kitchen remodels to justify investment to stuck homeowners who cannot afford to move.

80%

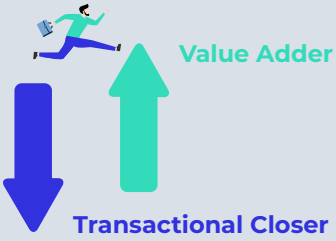
North-First Strategy

Focus regional marketing and recruitment on the North West and Scotland, where house price resilience is unlocking the most equity for reinvestment.



The Conclusion

In a market defined by economic caution, the home has become the **ultimate financial sanctuary.** Every in-home consultation is a high-stakes brand moment.



2026 marks the end of the **Transactional Closer** and the rise of the **Value Adder**. Today, the biggest cost isn't high cost per lead (CPL), it's low-quality reps wasting high-intent leads.

At Citrus Connect, we bridge the talent gap by providing elite sales professionals who excel in high-intent environments. Whether in a retail showroom, via digital consultation, or in the home, our talent helps clients achieve conversion rates of up to 75%. We provide the experts who turn pre-qualified interest into long-term property equity. **In this multi-billion-pound market, your people are the ultimate signature of success.**

Secure your share of the £16.7 Billion Opportunity

Schedule a Strategic Consultation at citrus-connect.co.uk

Book Now

CitrusConnect

Scan to Calculate Your
Missed Opportunity Cost

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