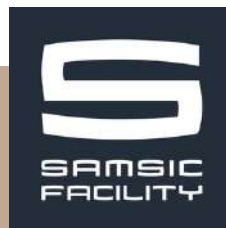




INDUSTRY TRENDS 2025



ENERGY | TECHNOLOGY | TRANSPORTS
PROCUREMENT CENTER | FACILITY SERVICES



E-book 2025 Industry trends

It is with great enthusiasm that we present our e-book of trends for 2025, **an essential guide that explores the future of strategic sectors** such as facility services, technology, transportation, purchasing management and energy.

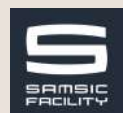
Undoubtedly, we are going through an **era of accelerated transformation**, where innovation is the engine that defines an organisation's success. In this context, anticipating changes and identifying opportunities are essential for ensuring a competitive advantage.

For this reason, we are very proud to be able to present **viewpoints from a range of experts in each sector**, which ensures an in-depth and rigorous analysis of the main trends that will shape the coming year. From technological advances to the energy transition, including developments in outsourcing and transport, we offer a clear and practical perspective to prepare companies for the challenges and opportunities ahead.

We would also like to thank all our customers and partners for their trust throughout this journey. Thanks to your support, we can continue to innovate and build solutions for the future. We'll soon launch the 2nd edition of this e-book, where we will explore new trends from other emerging sectors, reinforcing our commitment to partnerships that help keep companies in the vanguard.

We hope this guide will be a source of inspiration and a strategic tool to achieve success in 2025.

Bruno Melo
CEO Grupo SAMSIC



Facility Services



Pedro Morna
COO – Chief Operational Officer



As we move towards 2025, **the facility services sector continues to face an accelerated evolution, driven by new technological advances, a growing demand for sustainable practices**, and the need to respond with greater agility to customer expectations.

This transformation is shaping the future of space management, requiring companies in the sector to continually adapt and innovate to remain competitive.

One of the big trends for 2025 is artificial intelligence (AI) and machine learning.

AI and machine learning, increasingly integrated into the management of buildings and services, make it possible to optimise operations in real time.

Intelligent infrastructure management systems that are capable of predicting failures or automatically adjusting energy consumption are defining the way forward.

This not only improves operational efficiency, but also significantly reduces costs, allowing for more proactive management that is less dependent on human intervention.

Sustainability, already relevant in previous years, will gain even more importance in 2025. **The pressure to meet environmental targets is driving facility-service companies to adopt innovative sustainable solutions.**

Energy efficiency will be one of the main pillars of sustainability, with the use of renewable energy sources, such as solar and wind, and the implementation of intelligent energy management systems. In addition, sustainable infrastructure design, with environmental certifications such as LEED and BREEAM, will be a decisive factor when companies choose service partners.

In the outsourcing field, there is also a significant shift towards more profound specialisation.





Companies are opting for providers that offer not only general services, but also specialised skills, such as smart building management, automation solutions, or environmental consulting.

This specialisation will allow for a more personalised response to the needs of each client, ensuring a more effective service that is better aligned with market demands.

The safety and well-being of workspace users remains a key priority in 2025.

The pandemic has brought greater awareness of the need for healthy and safe workspaces, and this trend continues.

Solutions such as air purification, real-time air quality monitoring, and automated sanitation systems will continue to be massively implemented, as they become standard in modern infrastructures.

Another important aspect for this year is the digitalisation of operations and centralised management. **Smart buildings are increasingly a reality, where all systems are interconnected and controlled in an integrated manner.**

This centralisation allows facility managers to monitor, in real time, everything that happens in a building or a group of buildings, from energy consumption to space occupancy.

“ *The facility-service sector continues to face an accelerated evolution, driven by new technological advances, a growing demand for sustainable practices...* **”**



Trends

1

Well-being

2

Sustainability

3

Technology

4

Flexibility

Beyond this aspect, digitalisation facilitates data-driven decision-making, allowing for a faster and more efficient response to any need or problem.

And ultimately, flexibility will also be a major theme. Hybrid work and new space-occupancy models “challenge” facility-service companies to adapt to a constantly changing reality.

The ability to offer flexible solutions, both in terms of space management and the services provided, will be crucial to keep up with the transformations that the future holds for us.

2025 promises to be a year in which facility-service companies that invest in technology, sustainability and specialisation will be better positioned to stand out in a constantly changing market.

“

The ability to offer flexible solutions... will be crucial to keep up with... what the future holds for us.

”





**Critical
TechWorks**

Technology

Marta Maslova
OSH/Facility Manager

Speaking of trends in the IT sector, in the near future, I believe that there **will be an enormous focus on the development and integration of Artificial Intelligence models, as well as the creation of innovative approaches to ensuring cybersecurity.**

In addition to this point, I would also highlight the importance that will be given to Green IT and sustainable software development.

Regarding the challenges for 2025, I believe that the increasingly sophisticated threats to cybersecurity, the risks associated with data management and storage, as well as the scarcity and difficulty in retaining talent within organisations in the sector, will be the major topics in this area.

“ _____
...there will be an enormous focus on the development and integration of Artificial Intelligence models...
_____ **”**

To meet these challenges, the sector will invest in new technologies, advanced data storage solutions, in addition to talent training and retention programmes.

It will be essential for organisations to maintain their commitment to continuous innovation and in advocating for an organisational culture that is increasingly sustainable and resilient.

It is a sector that evolves very quickly, with very fast development of new products and services, so we must continuously invest in innovation and the adoption of agile work methodologies.

Investing in cybersecurity is essential, not only to ensure the delivery of safe products/services to the customer, but also to guarantee the safety of our workers, subcontractors and all other parties involved in the process.





Moreover, companies in the sector must continue to invest in the development and retention of talent through work environments that value well-being and productivity and that promote organisational cultures with which people identify and of which they feel an active and integral part.

It's also true that a **focus on sustainability and social responsibility will be absolutely necessary.**

Investing in sustainability, people, and innovation is not only important to minimise environmental and social impacts and ensure a competitive advantage; it is also essential for organisations to be able to grow sustainably and drive this growth throughout their value chain: customers, workers, subcontractors, service providers, local community, among many others.

To describe the future of the sector in one word, I would choose "sustainability", although I think it is often used inappropriately.

“ *Service providers... must be an integral part of the process in defining and achieving goals in the area of social, economic and environmental sustainability.* **”**





Sustainability is the key that will allow organisations in the sector to be able to deal with digital transformation and technological evolution, while responding to the demands associated with social and environmental responsibility.

I believe that it is only through a culture based on effectively sustainable principles and practices that organisations will achieve weighted business growth that can be perpetuated.

Trends



1 Sustainability

2 Cybersecurity

3 Artificial intelligence

4 Innovation

The opinion that counts

The importance of Facility Services in achieving the sector's objectives (sustainability, innovation and people)

One of the parts that contributes to achieving our goals are the service providers for buildings, as they actively contribute through the dissemination of best practices in this area and the most up-to-date knowledge regarding certifications, regulation, standardisation, among others.

They must also be an integral part of the process of defining and achieving goals in the area of social, economic, and environmental sustainability, such as through the promotion of safety and health at work, the guarantee of good

working conditions, the reduction of energy consumption, adequate waste management, etc.

These companies can also create interesting synergies between their customers, thereby enhancing interactions and knowledge sharing.



David Rivera

Country Manager from Iberdrola em Portugal

The trends and challenges for 2025 will always be along the lines of sustainability, decarbonisation, and the energy transition. Iberdrola's commitment, in addition to being environmental, is also social.

We believe that social well-being, in addition to being essential, will always depend on the environment in which we live and, to achieve this, it will be necessary to work in an increasingly green way, to seek out and care for talent, without forgetting to add skills that are suited to the sector's pathway, such as Green Skills.

In addition to focusing on skills, at Iberdrola we work for greater balance in the workplace by promoting gender equality, whereby the change we want to see in society starts with us. There is a goal around which we must unite when it comes to CO2 emissions: Net Zero.

Adaptation goes through all of us, with the change to the use of natural resources such as solar, wind, and water, abandoning fossil fuels to make way for cleaner methods and new ways of developing not only the business, but other areas of our lives as well.

This is a huge challenge and represents a major paradigm shift in how we all operate on a daily basis, but it is an effort that must be made in order to ensure the viability of future generations.

Iberdrola has not only been on this path for more than 20 years through continuous investment in renewable energies but has also been a partner of those who make the same commitment.

Because of the importance it has today, energy must be at the forefront of sustainability.

**“
In addition to being
environmental,
Iberdrola's
commitment is also
social. ”**





How can the sector take on greater relevance in this area? Based on the experience of a company that started on this path more than two decades ago and is now a global leader in renewable energy, the path must include: **continuous investment in technology that allows for a better use of natural resources.**

This brought with it the early movers who have shown us the viability, security, and competitiveness of renewable energies and confirm that we are headed in the right direction.

“ *Because of its importance today, energy must be at the forefront of sustainability.* **”**

Achieving the goal of zero emissions in the energy sector should be seen as an opportunity for innovation, investment, and economic growth. In this way, we can also drive change at a social level to promote “greener” behaviours.

Competitiveness will happen, not only in terms of the type of product available, but also in terms of the people who will allow its development; human potential and knowledge are the most valuable assets of any organisation, because it will be these same people who will transform ideas into reality.

The future of the energy sector involves decarbonisation as its main objective. This is what Iberdrola works towards every day globally so that we can achieve carbon neutrality with our own resources alongside the energy transition.

Portugal has enormous renewable potential with solar, wind, and water. We believe that this course is the path towards energy independence and will gradually reduce dependence on external factors, as we have seen in the past with how war has had an impact on the sector.





Practices that are less harmful to the environment and consequently to us humans are equally important motives so that the focus on decarbonisation and the energy transition can guide our day-to-day lives.

Iberdrola aims to achieve zero greenhouse gas emissions by 2040 by promoting a clean, reliable, and safe system capable of accelerating the energy transition.

To this end, **the commitment towards promoting an energy model based on a diversified portfolio of renewable energies, distribution and storage networks, the availability of decarbonised energy solutions in service to consumers** as well as the capability to promote energy savings and efficiency for individuals and companies.

Trends

- 1 Energy transition
- 2 Decarbonisation
- 3 100% green energy
- 4 Social well-being

The opinion that counts

The importance of Facility Services in achieving the sector's objectives (sustainability, innovation and people)

The entire ecosystem and its stakeholders are and will be crucial to the energy sector overcoming its challenges and achieving its goals.

The synergy between contractors and service providers in the field of sustainability, innovation and people is essential for creating an environment conducive to the energy transition in order for all of us to emerge victorious.

In this specific case, **the opportunity to use practices and materials that are more sustainable and environmentally friendly**, not only places a great responsibility on service providers, but also makes them active agents in promoting "green" behaviours, which alter and influence their partners and customers to follow the same path. The challenge is for everyone, by everyone.





Technology

José Cruz
Chief Operating Officer

Accurately predicting the specific challenges and trends that will shape the technology sector in 2025 is difficult, as it depends on a series of variables that are constantly evolving at present.

However, we can identify some general areas that are likely to continue being important, which present significant challenges: **Artificial Intelligence (AI), Privacy and data security, Quantum Computing, Sustainability and Social Responsibility.**

To meet these challenges and pave the way for the future, the technology sector will likely need to adopt several approaches:

- **Investment in Innovation and Development (R&D):** Companies will invest in R&D to develop new technologies and improve existing ones, seeking innovative solutions for emerging challenges.
- **Collaboration and Partnerships:** The technology sector will continue to collaborate with other industries, governments and organisations in order to address complex challenges and develop integrated solutions.

- **Regulation:** Regulators and legislators will be challenged to keep pace with technological innovation and develop policies that promote innovation while protecting public interests such as privacy, security and equity.
- **Training and Skill Building:** Education will continue to play a key role in preparing the workforce for roles of the future, with an increasing focus on technical skills such as data science, programming and artificial intelligence.
- **Corporate Ethics and Social Responsibility:** Companies and industry leaders will be encouraged to take a more conscious and responsible approach to the development and use of technology and take into consideration its impact on the environment, society and the global economy.

In short, **the technology sector will face an array of challenges and opportunities in 2025**, and its ability to meet these challenges and pave the way for the future will depend on its ability to innovate, collaborate, and act responsibly and sustainably.





To remain competitive in the future, the technology sector needs to adopt several strategies, such as:

- **Continuous innovation:** Invest in research and development to create innovative products and services in line with customers' constantly evolving needs.
- **Flexibility:** Be able to adapt quickly to changes in the market and emerging technologies, responding in an agile way to customer needs and industry trends.
- **Sustainability:** Consider the environmental and social impacts of the technologies developed, always looking for sustainable and ethical solutions that contribute to a "greener" and more inclusive future.
- **Collaboration and Partnerships:** Work collaboratively with other companies, startups, universities and organisations to share knowledge, resources and best practices by promoting innovation and collective growth.

- **Security and privacy:** Ensuring data security and user privacy is essential. Investing in robust cybersecurity measures and compliance with data protection legislation is essential to building customer trust.
- **People-centred organisational culture:** Create an organisational culture that values diversity, inclusion, creativity and continuous learning, which encourages employees to contribute innovative ideas and develop themselves professionally.

“ Adaptation is essential to keep up with the emerging trends that are shaping the current and future landscape. ”



By adopting these positions and strategies, the technology sector will be better prepared to face the challenges and seize the opportunities that the future will bring.

One word to define the future of the sector...
"Adaptation".

The choice of this word reflects the ongoing need for the technology sector to adapt to an ever-changing environment driven by rapid and disruptive advances.

Adaptation is essential to keep up with emerging trends that are shaping the current and future landscape.

In addition, adaptation is key to dealing with increasingly complex challenges, such as data privacy and security issues, environmental sustainability and social responsibility.

Companies in the technology sector will need to constantly adapt to regulatory changes, customer needs and societal expectations in order to thrive and remain relevant.

Those who can adapt successfully will be well positioned to face the challenges and seize the opportunities of the future.

Trends

- 1 Artificial intelligence
- 2 Privacy and data security
- 3 Quantum computation
- 4 Social and environmental sustainability

The opinion that counts

The importance of Facility Services in achieving the sector's objectives (sustainability, innovation and people)

I believe that building service providers can help achieve the objectives of each sector by integrating the 3 principles (sustainability, innovation and people) into their business strategy. **This alignment will certainly result in a transversal evolution of this sector.**





Transports

Carlos Oliveira
Country Manager

The last few years have been marked by an acceleration of innovation as a result of the pandemic. After lockdowns, people wanted to get back to their lives and, in this specific case, travel for work or leisure.

In this context, today's customers and those in 2025 will be much more demanding at all levels as they seek integrated solutions that take them from point A to point B by avoiding unnecessary travel, as they will not want to waste time and will always want to be contactable.

They have **also become more aware of environmental challenges and will therefore prefer sustainable**, less polluting solutions and favour public transport.

The sector will need to adapt to this change by creating solutions for all consumers and will have to differentiate its products by adapting to the needs and desires of customers. This is true for avid technology consumers, fans of the latest fashions and systems, and the less digitally-minded who prefer physical sales and seek physical support at retail outlets or through travel agents.

In my opinion, the **transport sector will have to be very attentive to the innovations available in the market and seek differentiating solutions**, but it will also have to invest in the development of systems that can favour growth and sustainability.

It will have to adopt an even more proactive and cooperative stance at all operational levels of the organisation and connect with civil society by seeking solutions not only in the market, but also inside innovation incubators that exist in universities.

I believe that the combination of these factors will be decisive in the natural selection of leading companies that have had success in flagship markets.

“...today's customers and those in 2025 will be much more demanding at all levels... preferring sustainable solutions...”



I believe that the **future of transport can be described through three concepts: Innovation-technology-energy.**

A combination of mobility concepts, incorporating new energy systems, new technological solutions that allow new, almost autonomous forms of travel.

On the other hand, we cannot neglect the invisible part of the operation, integrating operational systems, physical and human support at terminals, stations and locations where there is an influx of people. I also believe that technology will never work without the collaboration of humans, in order to deliver excellent customer service.

Trends

- 1 Innovation
- 2 Mobility
- 3 Energy
- 4 Sustainability

The opinion that counts

The importance of Facility Services in achieving the sector's objectives (sustainability, innovation and people)

One of the invisible parts of the operation, which I consider very important, is the role that **building-service providers play, oftentimes an invisible workforce, which ensures the functionality of infrastructures and the well-being of people**, both employees as well as users.

In our case, it is mandatory that the terminals are immaculate in order to make the space as pleasant and comfortable as possible for our passengers.

Only in this way will we have the perfect articulation between the service offered by our company and the first impression that passengers have when they arrive at our facilities.





EVIDEN

Technology

Octávio Oliveira
Country Manager

The IT sector will focus on growth and value generation in areas of rapid growth and market appetite, such as IoT, AI, and Generative AI (GenAI).

For companies in the sector, **we believe that the biggest challenge for 2025 will be to have the capacity to address, on the one hand, successful and value-added projects while simultaneously having the capacity to attract highly qualified resources.**

We are convinced that success in 2025 will be linked to the ability to possess innovative solutions that can help customers, supported by available and knowledgeable resources, at competitive prices. The focus on areas with clear technological expansion where knowledge is more perceived and valued, as well as more immune to the price factor, must be safeguarded.

The market has once again become price driven and at the same time, access to resources continues to be a problem. These two disparate situations contribute to the inability to deliver projects competitively, so only with access to the implementation of automation, supported by new technologies such as GenAI, can they decisively contribute to companies gaining competitiveness.

To describe the future of this sector, I choose the word trust. Trust because it is the foundation of collaboration — and collaboration is the foundation of growth.

Trends

- 1 Talent
- 2 New technologies
- 3 Artificial intelligence
- 4 Co-working spaces

“ ...2025 will be linked to the ability to possess innovative solutions that can help customers... ”



The opinion that counts

The importance of Facility Services in achieving the sector's objectives (sustainability, innovation and people)

The way we work has changed. The same should happen with offices. The office of the future will need to have the ability to accelerate change and support work in a whole new way.

The workplace has changed in recent years, but the changes we face today are unlike anything we've experienced before. We went from a place where people were obligated to work, to a place where we need to attract people so that they go to work.

Three distinct but deeply intertwined factors have conspired to make the workplace a location of unprecedented contention, as well as a tremendous opportunity for companies to attract new resources.

First of all, the ongoing shift from manufacturing industry to a knowledge-based digital economy has made the idea of the physical workspace (and the hierarchical structure that goes with it) seem outdated.

Second, the Covid-19 pandemic has allowed large numbers of people to start working from home — and many are not enthusiastic about resuming their previous habits.

Finally, there has been a shift in the way new generations think about work itself.

For IT workers, the office should not be a place to finish a to-do list. It is a place of collaboration, creativity, and learning, where the employee feels nurtured and with a sense of belonging. The names of buildings, floors, areas or rooms should reflect this intention.

Terms like “learning centre” or “innovation space” convey the new perspective, shape changes in design, attract talent and influence behaviour.

The modern office is now a destination and, in some cases, an event space, rather than a simple workspace. It's where collaboration and face-to-face interactions happen, and user experience is critical to your success.

The evolution of the workplace and the people who use it should be reflected in its design. **Now is the time for building-service providers to help IT companies remodel existing offices and bring them into the 21st century.**



Outsourcing

Vitor Ribeiro Gomes
General Director

2025, like in recent years, will continue to be a year marked by the political and geostrategic agenda, which will contribute to maintaining unpredictability of the economy and in markets.

War scenarios and the potential for escalation of conflicts will continue to have a very significant impact on supply chains and simultaneously put upward pressure on prices. In addition to these, climatic phenomena, in some geographies, will also contribute negatively to the above variables.

Fortunately, we also have good news, the focus and programmes created to support the digitalisation of the economy, the development of AI and the repeated resilience of portuguese companies, especially SMEs.

In this context, which is very fertile for the progression of companies in the sector, as we provide support with supply solutions and mitigation of price increases, **the Procurement Centres must support companies in their efforts to focus on what is core to their business and present solutions that ensure all of the “non-core” routines from customers.**

In the case of Pendular, we are redesigning processes making them simpler and more efficient, using technology to increase productivity, investing in people and talent, in order to bring about positive differentiation.

In our opinion, the sector needs to broaden its scope of action within the value chain. The purpose of reducing or optimising the cost will have to be maintained, but the logic must be extended to processes, human resources and technology, in other words, all the items that contribute to the final cost.

“ ...we are redesigning processes making them simpler and more efficient... ”



We must remove all “non-core” functions and processes from client organisations, ensuring sustainability, compliance and the lowest aggregate cost.

The word I choose to describe the future of our sector is **nonconformity!**

Because we believe it is a fundamental principle of growth and development, therefore prioritising commitments and stimulating the permanent search for better solutions.

The opinion that counts

The importance of Facility Services in achieving the sector’s objectives (sustainability, innovation and people)

In regard to the topic of people and in spite of AI solutions, they must increase the training of human resources, especially in the areas of contact with customers. AI will offer mediocrity and people will contribute to excellence.

Innovation and sustainability, the increased use of robots, especially in cleaning, will contribute to the sustained expansion of service proposals to more customers at a lower cost.

Trends

- 1 Talent
- 2 Technology
- 3 Artificial intelligence
- 4 Compliance

In green spaces, the use of irrigation technologies and species selection contribute to reducing water and energy consumption.

Under circumstances of change in the future work model, I believe that it is necessary to invest in solutions that increase the attractiveness of workspaces.

These solutions should go beyond “decor” and environment and focus on local services (car washes, courier services, gyms, food, education and training spaces, ticketing, etc.)



MEET THE PARTICIPATING COMPANIES

THANK YOU FOR YOUR PARTICIPATION



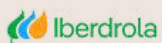
FACILITY SERVICES

A **SAMSIC FACILITY** has been present in Portugal since 2008, offering from unique services to integration of services. It can handle all the activities and services needed to support facilities, such as Hygiene and Cleaning, Facility Management, Technical Maintenance, Landscaping, Support Services and Integrated Facility Services.



TECHNOLOGY

Founded in 2018, **Critical TechWorks** is a joint venture between the BMW Group and Critical Software. Critical TechWorks develops software engineering solutions, exclusively for BMW Group, in diverse areas such as autonomous driving, mobility, on-board software, technology for connected cars, data analysis, electrification, production and logistics.



ENERGY

With more than two decades of a proven track record on the path to the energy transition, Iberdrola is a pioneer in the move to a 100% green energy supply model. It is the largest European utility and the largest global producer of wind energy. Through air, water and the sun, Iberdrola produces energy every day on a global scale in the pursuit of decarbonisation and a cleaner, more sustainable environment.



TECHNOLOGY

Aubay is an IT consulting company that has made a name for itself thanks to its innovation and the well-being of its employees. Today, it has more than 7500 people, distributed across 21 offices in 7 European countries. In Portugal, Aubay has more than 1450 employees and 150 customers.

MEET THE PARTICIPATING COMPANIES

THANK YOU FOR YOUR PARTICIPATION



TRANSPORTS

Transport of passengers and parcels in comfort and safety. Currently, with a network coverage of thousands of kilometres, **Rede Expressos** ensures the connection between hundreds of destinations, several times a day, ensuring a high standard of quality and safety, which makes it the first choice of by millions of passengers.



TECHNOLOGY

With a strong portfolio of patented technologies and world-leading positions in advanced computing, security, AI, cloud and digital platforms, **Eviden** provides deep expertise to all industries in more than 47 countries.



PROCUREMENT CENTER

Pendular is a Procurement and Contracts management company in Outsourcing. Its purpose is to act as a Solutions Centre for its customers, ensuring the delivery in an "end to end - order to cash collecting" logic of more than 8500 items and services such as Food, Cleaning, Maintenance, Temporary Work and others.





www.samsic.pt

