



2023-24

Independent Consulting & Advisory in Review

Ninth edition

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Introduction

I am delighted to share The Barton Partnership's ninth edition of its Independent Consulting & Advisory in Review report for 2023-24.

Independent consulting continues to solidify its position as a preferred long-term career path, with 53% of respondents planning to remain in the field for six years or more. Flexibility and autonomy are the leading motivators for transitioning into independent consulting or contract work. These attributes resonate with our survey participants and align with client demands, who increasingly seek skilled individuals for project work to enhance operational agility.

In a landscape marked by competitive talent challenges and mounting global pressures, independent consultants and experienced interims are proving invaluable, propelling business-critical projects and driving change and transformation initiatives. As companies increasingly focus on strategic realignment and budgetary efficiency, independent consultants stand out as an essential resource offering deep expertise



Mark Fagan

Managing Director,
Independent Consulting

through flexible engagement models, crucial for maintaining operational agility while pursuing innovation and long-term growth.

This year marks our ninth year of research into the independent consulting market. Since launching our independent consulting business in 2014, we have delivered more than 3,000 projects globally. Through a curated network of more than 8,500 independent consultants, we provide clients with individuals and teams for business-critical projects across the US, EMEA and APAC. In 2023, we were recognised in Forbes' World's Best Management Consulting Firms list whilst ranking 'Gold' for Consulting Networks in the UK's Leading Management Consultants report by the Financial Times for the second consecutive year.

In the last 12 months we have seen increased appetite for fractional advisory and project delivery, leveraging our network of Independents as Senior Advisors and Client Partners who are available to our clients on a fractional basis. These Client Partners then provide ongoing oversight

when there is a requirement to provide a blended team to deliver a project.

Between August and October 2023, we surveyed our global network of independent consulting and experienced interim talent. This report draws on the results of this survey, exploring the current state of the independent consulting market, identifying what drives those who enter independent consulting, and the primary considerations for respondents when deciding on which projects to devote their expertise. Additionally, we share a forward-looking view, identifying the key drivers predicted to impact project demand over the next 6-12 months. Further analysis of more than 650 projects reported in the survey explores why and how businesses across a wide range of industries are increasingly turning to independent consulting and interim talent.

I hope this report offers valuable insights into the independent consulting market, and we would welcome the opportunity to discuss the results with you in more detail.

The Barton Partnership

The Barton Partnership is an award-winning talent solutions firm providing permanent search, independent consulting, and consulting services from strategy through to execution.

3,100

Independent consulting projects delivered since launching the IC business in 2014.

8,500

A fully curated network of more than 8,500 independent consultants.



Independent Consulting

Key individuals delivering high-priority projects that solve business problems

Our independent consulting business provides individuals or small teams with significant operational & sector/function expertise for short sprints or entire programmes.



Permanent Search

Identifying & engaging high-performing talent

The permanent search business has a successful track record delivering executive search mandates & team builds across all sectors.



Consulting Services

Strategic advisory and project delivery solutions

A full-service consultancy helping clients to define their future strategies, implement change, and realise their long-term goals.



Strategy & M&A



Data & Analytics



ESG & Sustainability



Transformation & Change



18%
INDUSTRY

31%
MBB

12%
TIER 2

14%
BOUTIQUE

Network of Independent Consultants

25%
BIG 4



98%

Our extensive global network means we can provide consultant shortlists within **48-72 hours** of engagement.

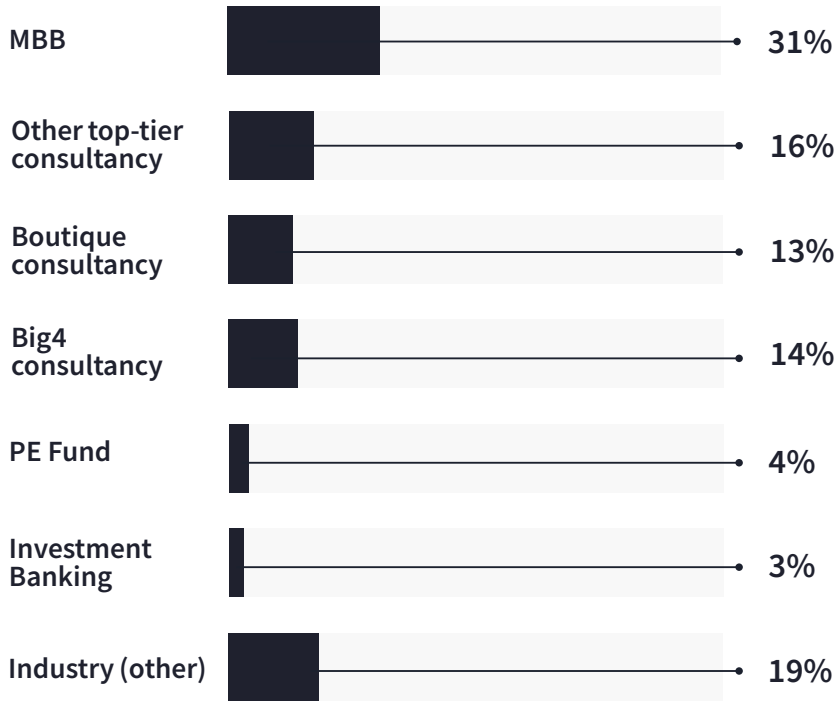
With **98% of clients** saying we and our independent consultants have met or exceeded their expectations.

DEMOGRAPHICS

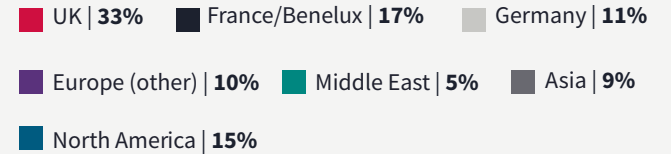
Extensive global reach across Strategy & M&A, Data & Analytics, ESG & Sustainability, and Transformation & Change

Q. What was your role prior to becoming an Independent Consultant

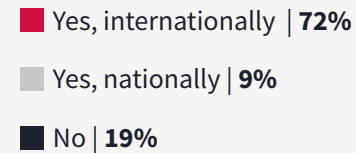
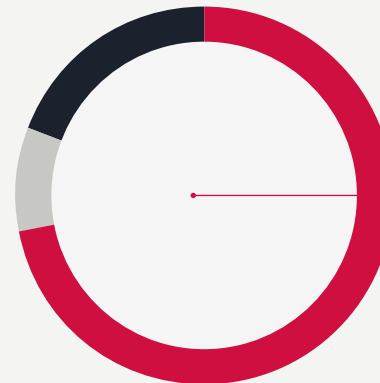
Previous roles reported across survey respondents



Q. Where are you based?



Q. Assuming expenses are covered, are you willing to travel to a distant client location on a weekly basis?

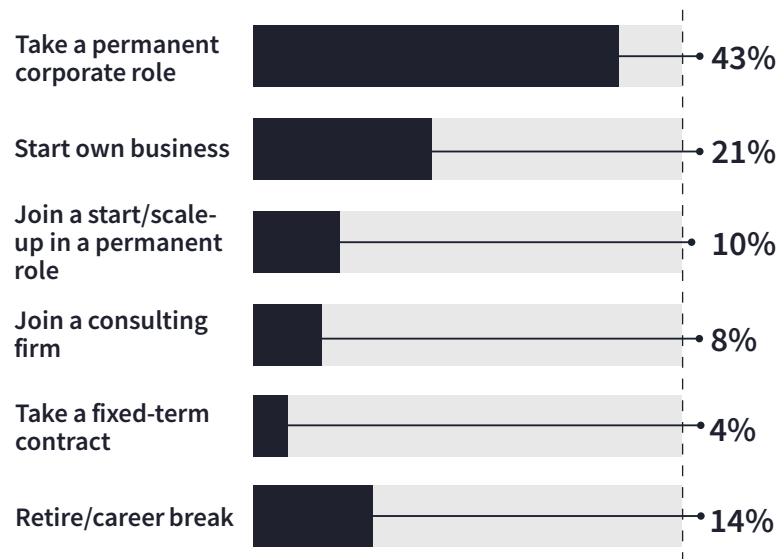


CAREER CHOICE

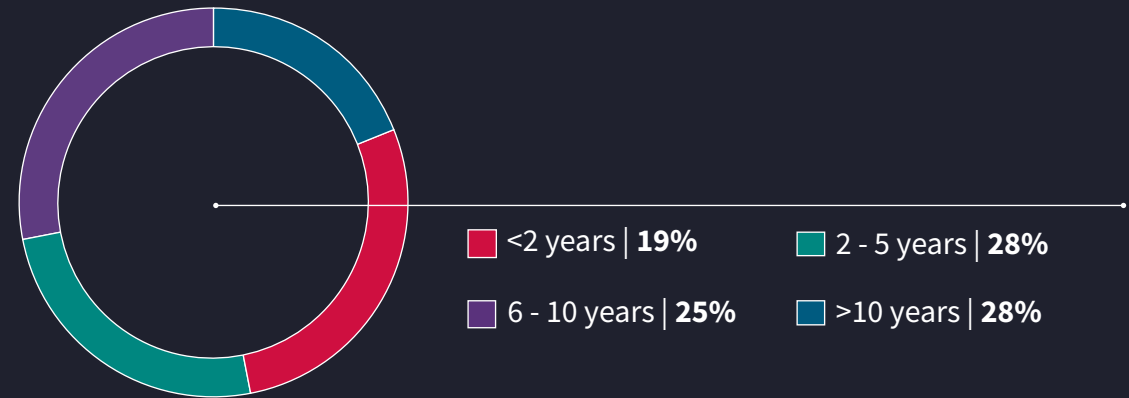
A long-term career choice for 55% of respondents

53% of respondents have been working as an independent consultant for 6 or more years. 55% of respondents expect to continue working as an independent consultant for 6 years or more, indicating a career path marked by longevity and commitment.

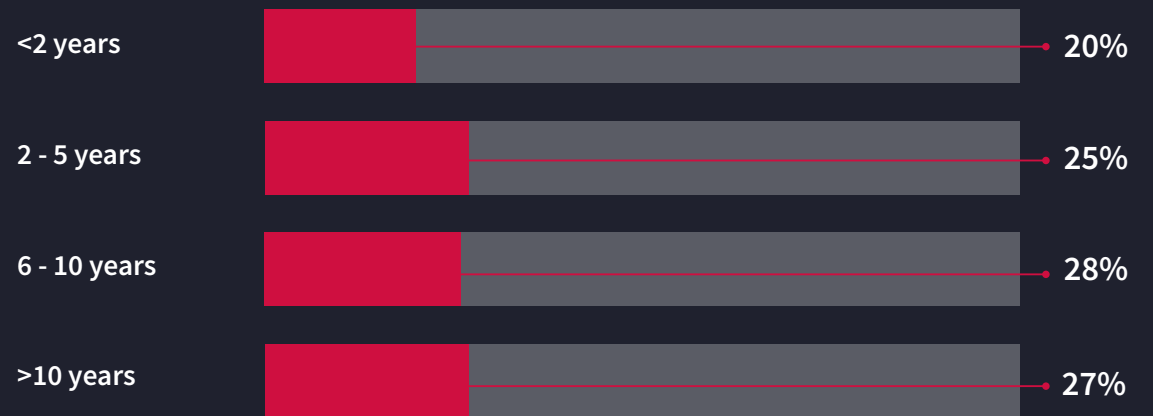
Q. If you are intending to leave independent consulting in the next 12 months, what are you planning to do?



Q. How many years have you been an independent consultant?



Q. How many more years do you envisage being an independent consultant?



DRIVERS & MOTIVATIONS

Independent consultants prioritise autonomy and flexibility

Respondents strongly value the autonomy (58%) and flexibility (52%) that independent consulting brings, with these aspects ranking higher than the financial benefits (40%) that often come with this type of work.

The ability to deliver better client value is also a key consideration, with 28% of consultants feeling that independent work allows for a more client-centric and outcome-oriented approach.

Q. What were your primary reasons for becoming an independent consultant?

(Respondents selected up to 3)



Autonomy of work

58%



Flexibility

52%



Financial benefits

40%



Work/life balance

39%



Deliver better value to clients

28%



Entrepreneurship

25%



Better apply expertise

24%



Expand skill set

8%



New sector transition

5%

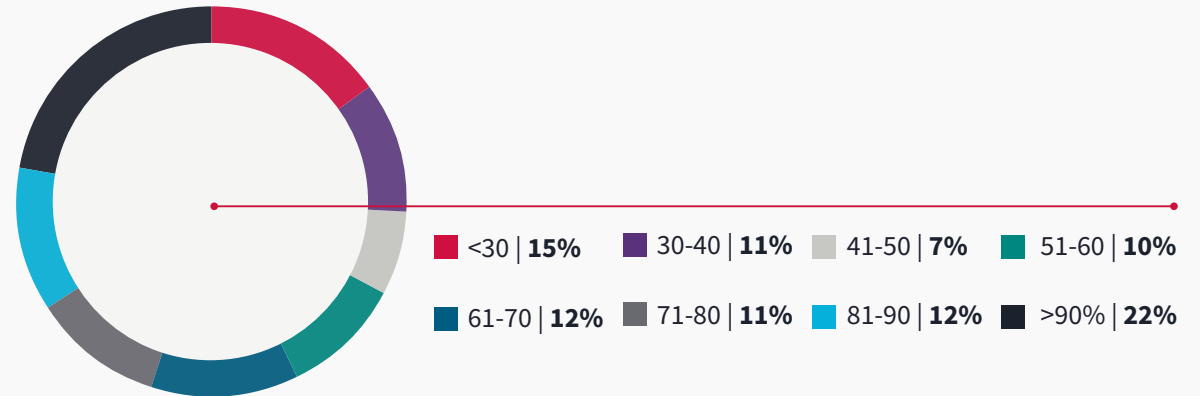
WORKING PRACTICES

76% of respondents maintained or increased their average days worked YOY

22% of respondents reported a moderate (5%+) or significant (10%+) increase in the percentage of business days worked over the last 12 months. 54% reported no real change, and 24% reported a moderate or significant decline.

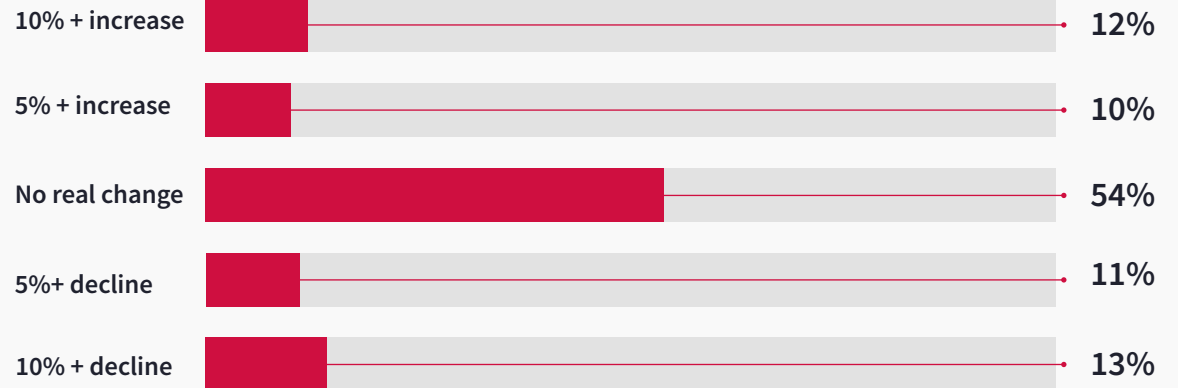
This trend, even amidst fluctuating economic conditions, highlights the essential role of independent consultants in providing continuity and specialised skills to businesses in rapidly evolving markets.

Q. Approximately what % of business working days in the last 12 months did you work as an independent consultant?



Q. Does the number of business days worked this year represent...

Changes reported in the last 12 months



FINANCIAL REWARD

38% of respondents' reported an increase in day rates YOY

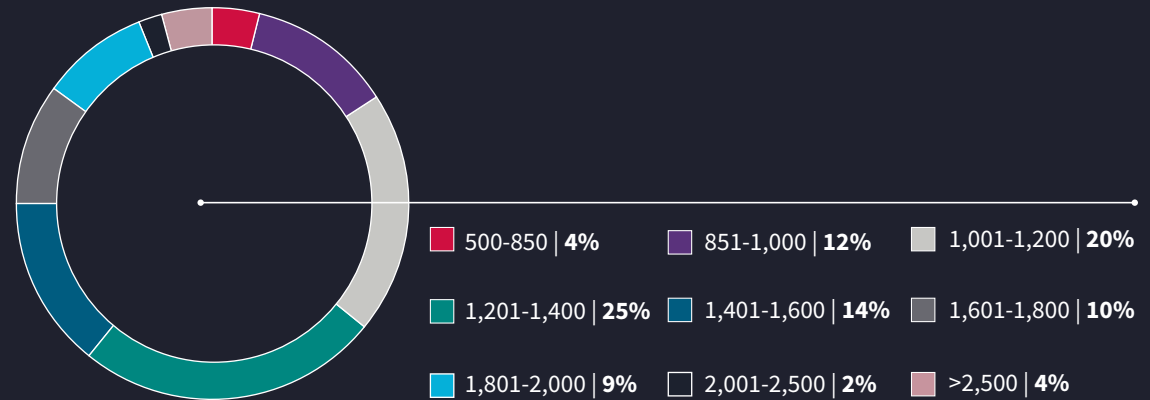
38% of respondents reported either a moderate (5%+), or significant (10%+) increase on average day rate charged compared to the previous year. More than half (51%) reported no real change, with 7% and 4% reporting a moderate (5%+) or significant (10%+) decline, respectively.

The ability to deliver better client value is a significant motivator, with 28% of respondents citing the more client-focused and results-driven nature of independent consulting as a primary reason for their choice.

The steady or increasing day rates reflect the sustained demand for their specialised skills and expertise, with businesses recognising the value brought by independent consultants, especially in addressing complex business challenges, where in-depth knowledge and experience are crucial.

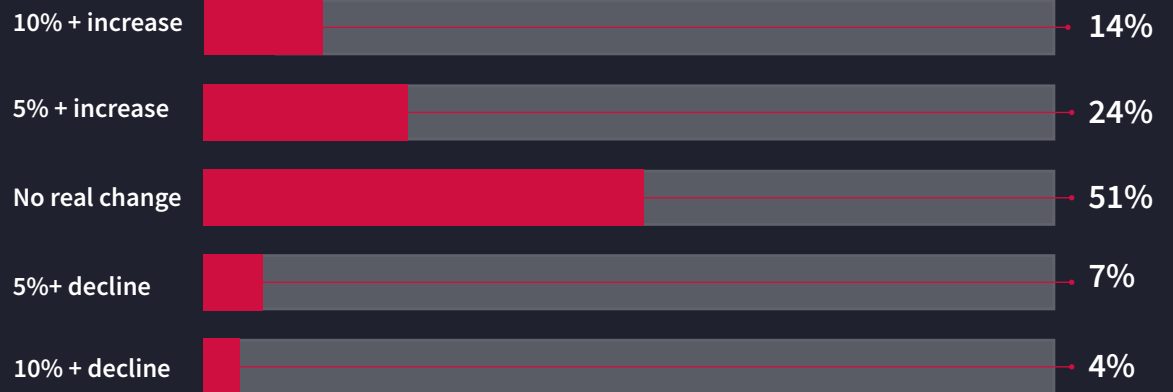
Q. What is the average (€) you have charged as a day rate in the last year?

Average day rates from survey sample



Q. Does your day rate this year represent...?

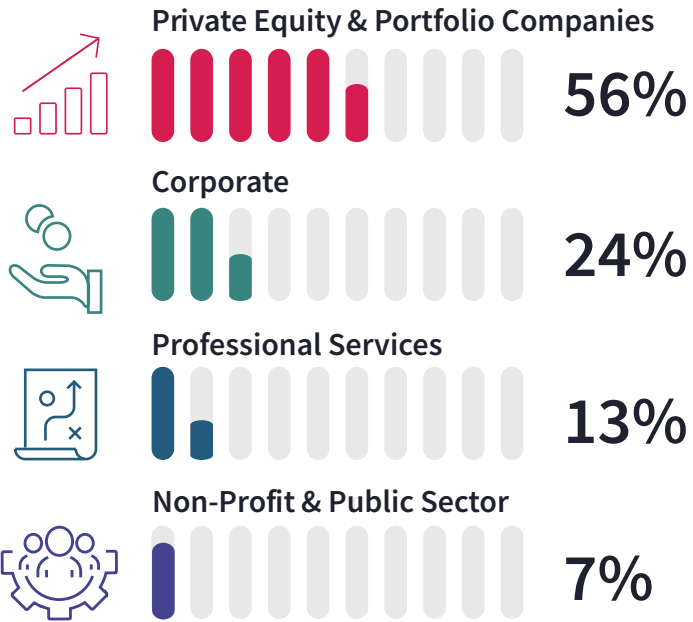
Changes reported in the last 12 months



PROJECT ANALYSIS

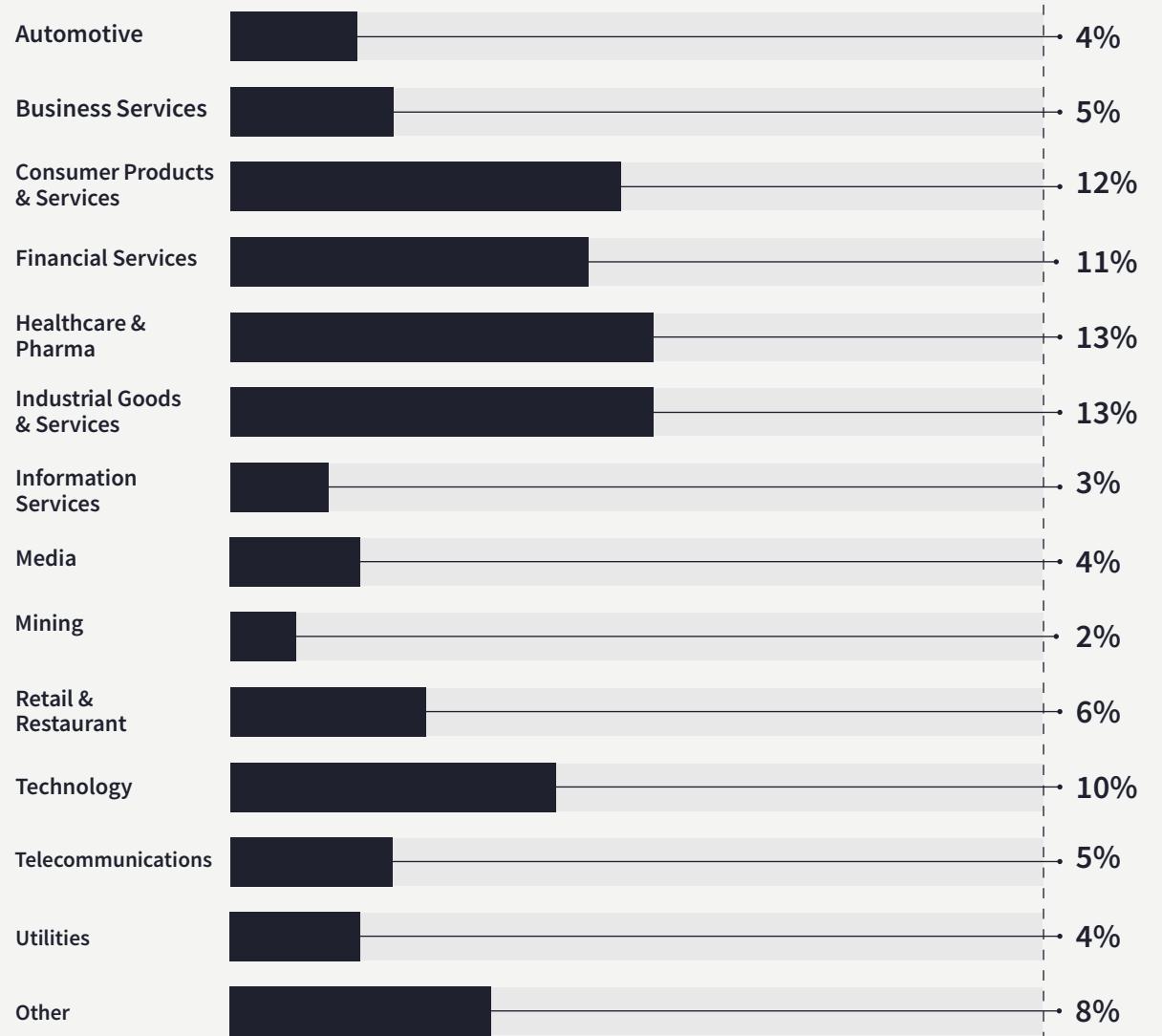
Independent consultants drive impact across a wide spectrum of industries

Clients across all industries are benefiting from the use of independent consultants. Over 650 projects across various sectors were reported in this survey. These consultants are vital in steering significant business transformations and strategic decisions, playing a crucial role in driving a competitive edge in a rapidly evolving business landscape.



Q. What sectors are your projects in?

Sector spread across all projects reported in this survey



25%

PROJECT ANALYSIS

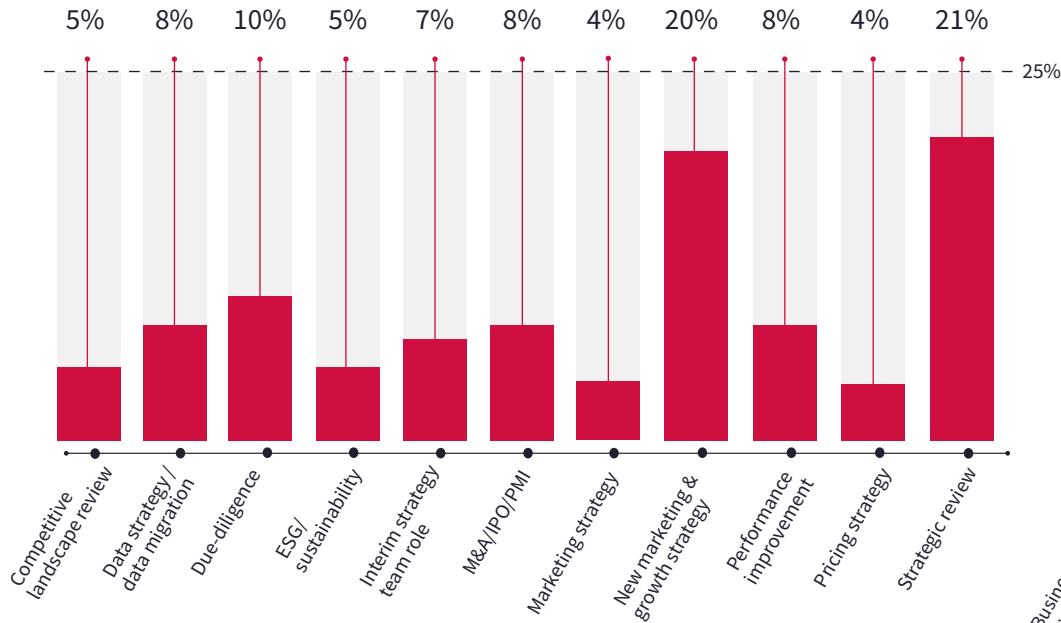
Independent consultants bring a wide array of skills & capabilities to projects

The capabilities and skills of independent consultants continue to be vital in enabling organisations to adapt to evolving business and market demands. Our analysis of projects reported in this survey over the last 12 months reveals a significant breadth of functional capabilities. This diversity in skill sets positions independent consultants as versatile and adaptive, capable of addressing a wide array of complex and dynamic business needs.

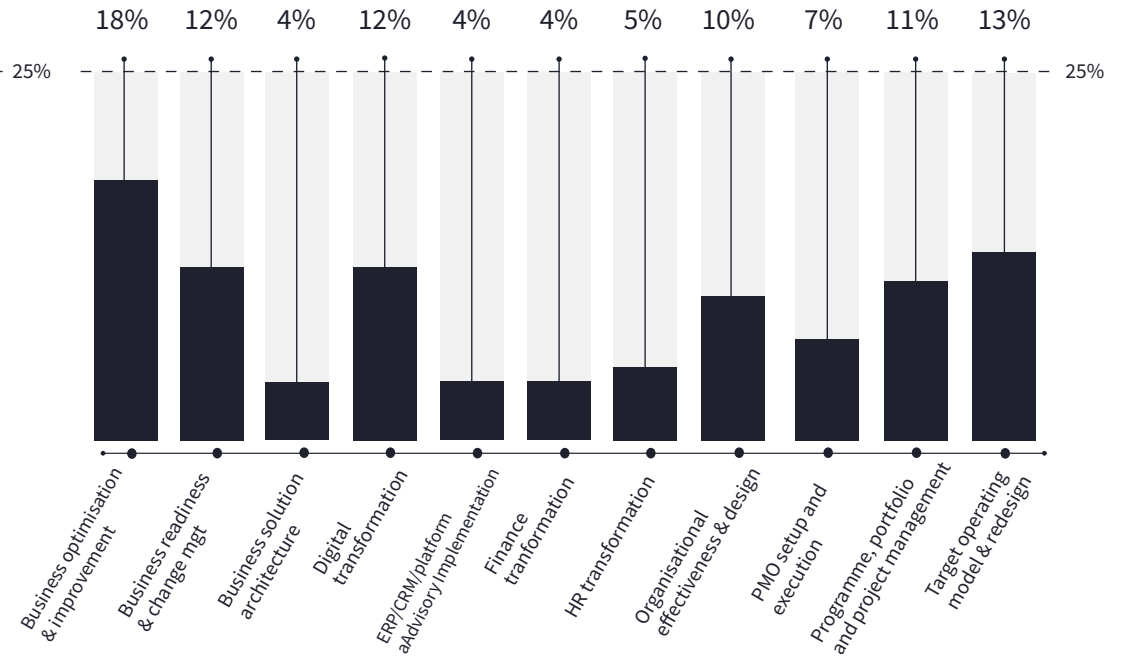
Q. What capabilities are your projects in?

Capability spread across projects reported in this survey

Strategy, M&A, ESG & Data



Transformation & Change



PROJECT ANALYSIS

Independent consultants drive strategic and transformation initiatives

Business transformation and change management command the forefront of project work for independent consultants, representing 26% of engagements reported in the survey, highlighting the vital role of independent consultants in navigating companies through pivotal transitions.

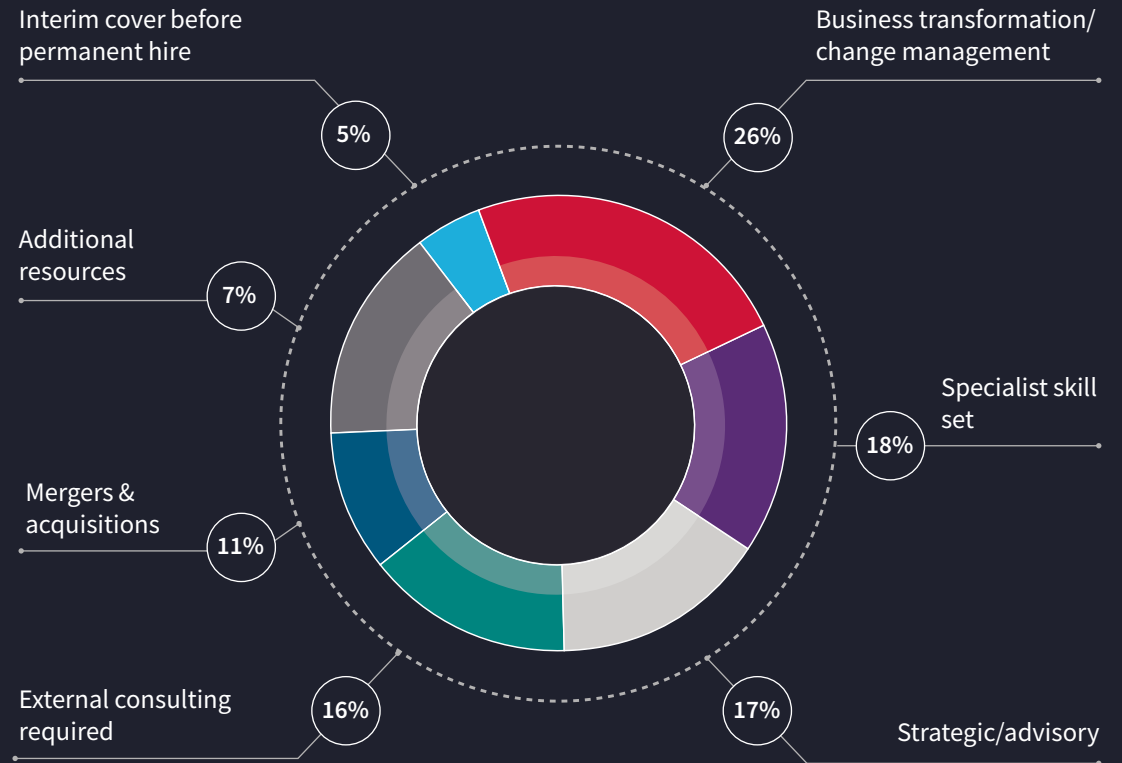
Demand for specialist skill sets has been the impetus for 18% of projects, reflecting the high demand for niche expertise in today's complex business environment. Strategic and advisory services account for 17% of project work, highlighting the value placed on the strategic guidance that independent consultants provide to steer organisational direction.

The need for external consulting expertise underpins 16% of projects, indicating a consistent reliance on external talent for objective insights and specialised competencies. Mergers and acquisitions follow at 11%, pointing to the strategic importance of independent consultants in facilitating successful deals and integrations.

Additional resource requirements have driven 7% of project engagements, with consultants stepping in to supplement existing teams and provide critical support. Meanwhile, interim cover before making a permanent hire represents 5% of the work, showcasing the flexibility of independent consultants to fill immediate gaps in leadership and expertise.

Q. What was the primary reason for your project?

Business need across projects reported in this survey



PROJECT ANALYSIS

A mix of independent and team dynamics represented across projects

71% of projects reported in the survey were led by consultants operating independently, while 29% of respondents were working as part of a team of independent consultants, highlighting a spectrum of solutions from specialised expertise to collaborative problem-solving.

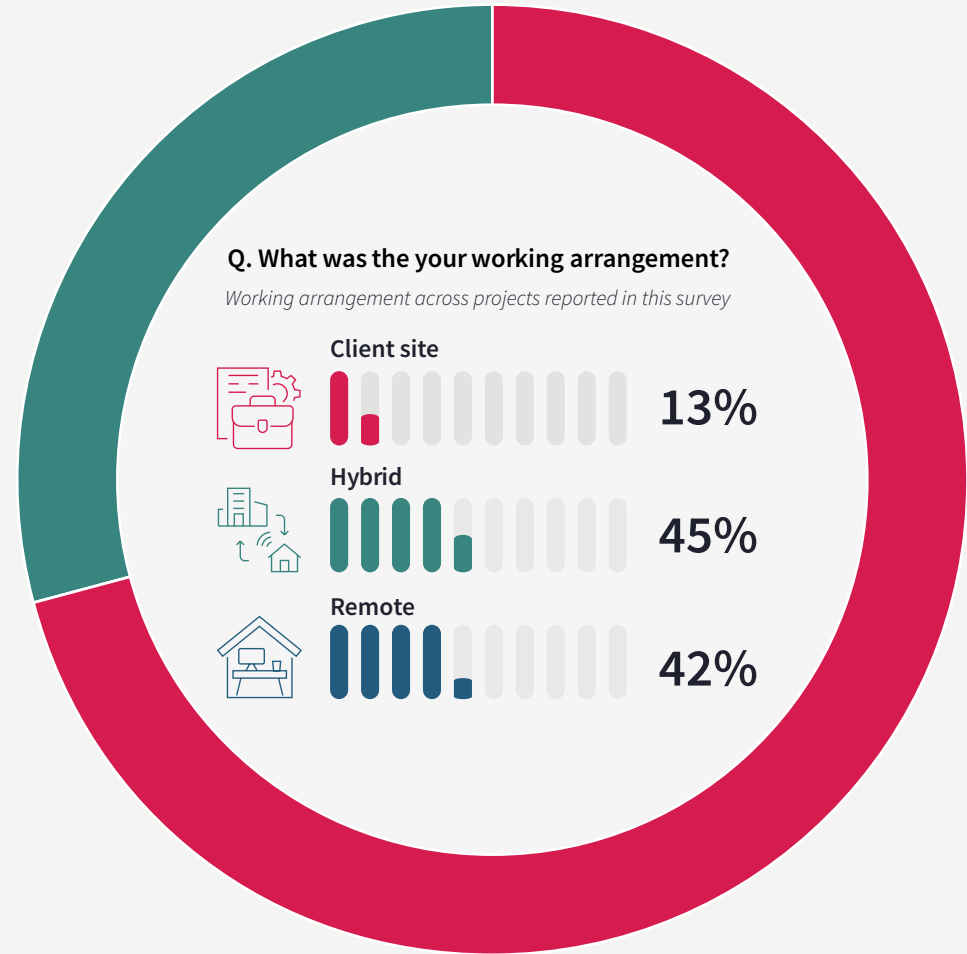
Clients are increasingly looking for flexible solutions to deliver larger projects. A blended team of Independents with clear outputs, led by a trusted Client Partner, offers a cost-effective alternative to the more established external consulting model.

The working arrangements demonstrate the continued shift towards flexible models, where only 13% worked exclusively on-site, 45% adopted a hybrid model, and 42% worked remotely.

Q. What was the team structure of the project?

Team structure across projects reported in this survey

■ I was working as an independent consultant: | **71%** ■ I was working as part of a team of independent consultants: | **29%**



PROJECT MOTIVATIONS & PREFERENCES

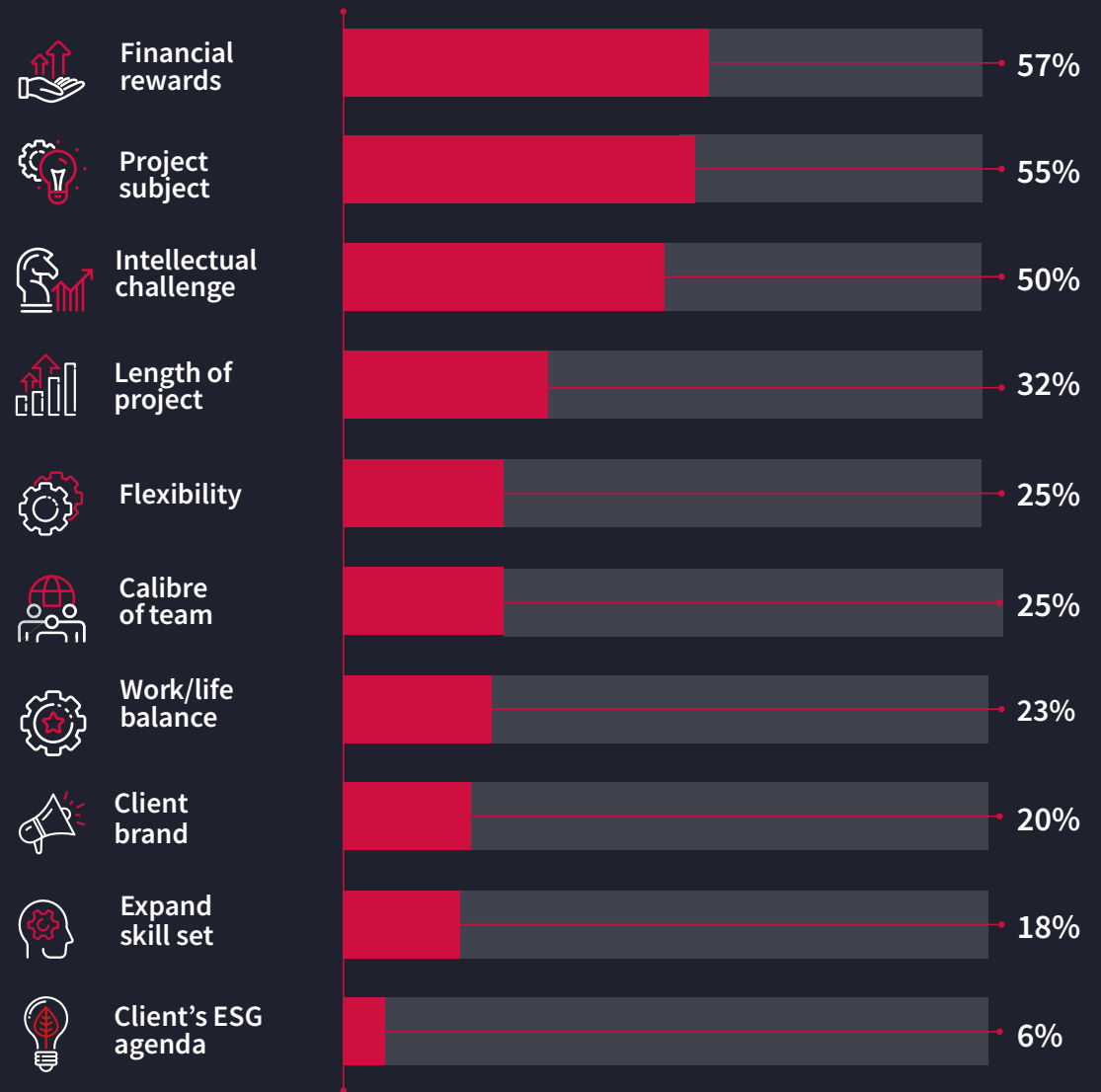
Financial reward, project subject, and intellectual challenge, the most important aspects for respondents when considering a role

While the single biggest driver for project decision-making is financial reward (57%), the project subject/specialism (55%) and the intellectual challenge (50%) are close behind as deciding factors when considering projects.

Consultants are increasingly selective, seeking projects aligning with their market value and expertise while offering opportunities to further cultivate their skills in a chosen specialty. The significance placed on intellectual challenge by half of the respondents indicates that consultants are actively seeking roles that present complex, high-level problem-solving opportunities.

Q. What are the most important aspects of a project that impacts your decision to take it?

(Respondents selected up to 3)

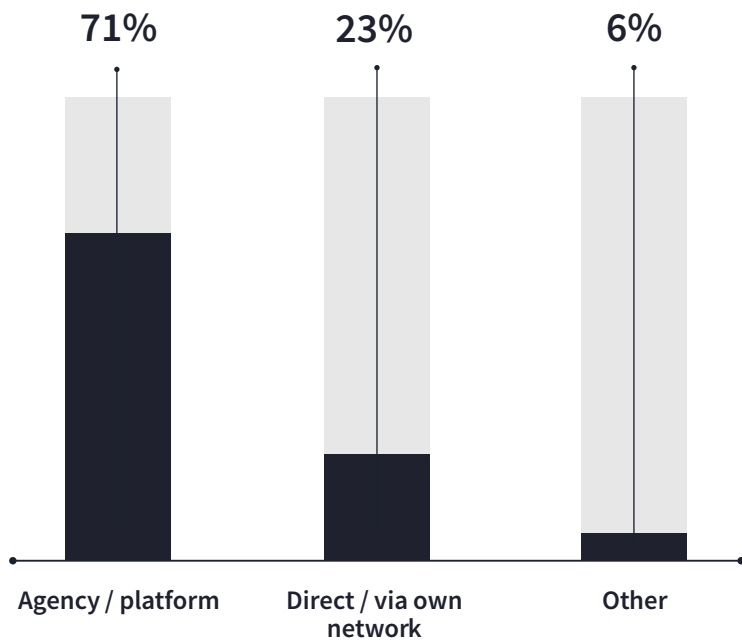


SOURCING PROJECTS

43% of independent consultants engaged a headhunter/recruiter to bolster their business development

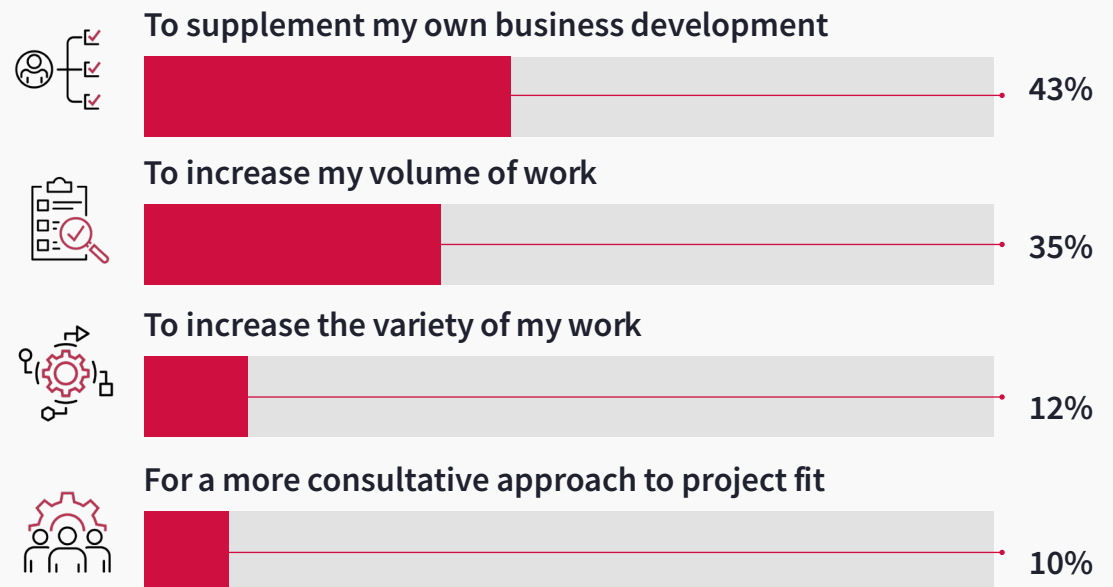
Q. How did you source your project?

Project source spread across all projects reported in this survey



Q. Why would you engage a headhunter/recruiter when sourcing projects?

When independent consultants engage headhunters/recruiters, 43% do so to bolster their business development activities. An additional 35% partner with these professionals to amplify their volume of work, while diversification of project types motivates 12% of respondents. For 10%, a consultative approach to project alignment is crucial, indicating a preference for a personalised service to ensure better alignment between consultant's skills and project requirements.



Key drivers for project demand over the next 6-12 months

Q. What do you predict will be the primary factors driving independent projects or interim demand over the next 6-12 months?

As we look towards the next 6-12 months, several pivotal factors are emerging as drivers for the rising demand for interim expertise, enabling businesses to navigate complex regulatory environments, manage costs and change, integrate cutting-edge technology, and enhance operational efficiency.



Strategic Compliance and Regulation

Businesses are actively seeking independent consultants to help navigate the complex landscape of ESG and carbon transition regulations, ensuring alignment with core strategies and legal requirements.



Cost and Change Management

In response to economic pressures, companies are turning to independent consultants for their ability to drive cost reductions and manage transformational projects with agility and precision.



Technology Integration Expertise

There is a significant demand for independent consultants with the expertise to lead digital transformations and integrate AI solutions, filling critical in-house skill gaps.



Operational Efficiency through Tech

Independent consultants are being engaged to implement tech-driven solutions that enhance efficiency and performance, especially where there is under-performance or a need to expand market presence.



In-Demand Expertise

The current market shows a pronounced shortage of specialised talent, positioning independent consultants as the go-to solution for immediate expertise needs.

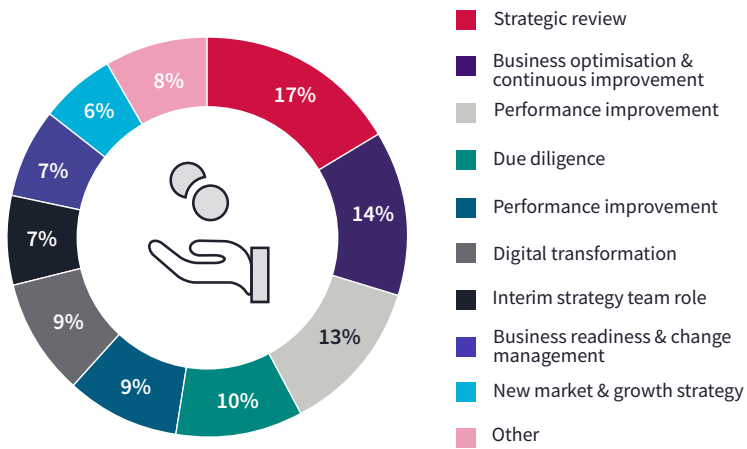


Confidence and Investment Advisory

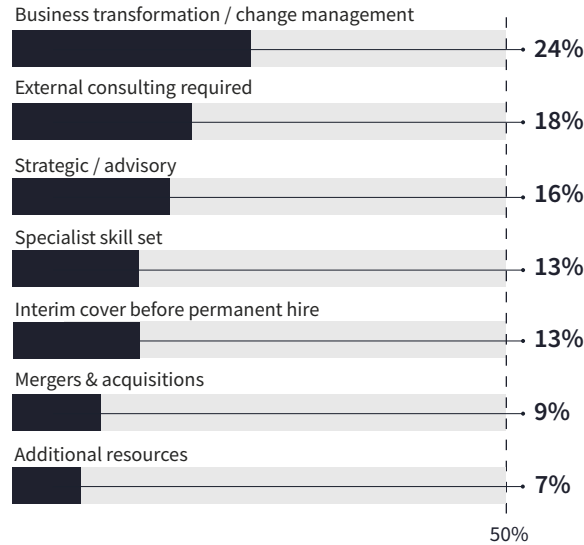
In a landscape marked by fluctuating business confidence and government changes, independent consultants are valued for their ability to provide clarity and direction for investment and strategic decisions.

Consumer Markets

Respondents' project capabilities:



Primary reason for projects:



Sample projects:

- 2x Interim Senior Managers to support e-commerce, promotional strategy, and sustainability for a FTSE 100 Supermarket
- Assisting Brand Directors in competitor analysis and range structuring for an Alcohol Beverage corporation
- Leading cost out and process improvement, developing a cohesive enterprise framework for an online Retailer
- Directing customer proposition and loyalty strategy for a Retailer involved in an M&A Carve-Out

Client case studies:



Promotion Optimisation for a Leading UK Furniture Retailer

- The retailer sought to enhance channel conversion in both retail and digital spaces. A key objective was revising their promotion strategy to increase sales effectiveness without significantly diminishing margins
- The challenge involved crafting compelling promotional offers that drive customer engagement while maintaining profitability

Independent Consultant Profile: Seasoned retail strategy expert, and former Tier-1 Consultant with over two decades of leadership experience in retail.



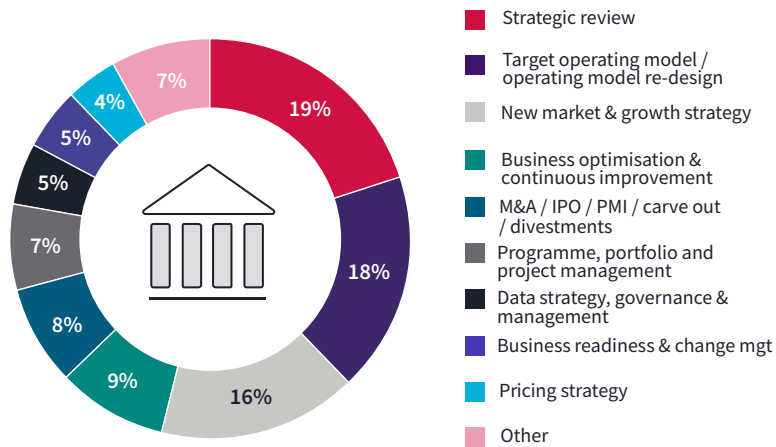
Target Operating Model for Online Retailer

- This Online Retailer embarked on a transformative journey to establish a new Target Operating Model (TOM). The focus was on creating capabilities for cost and process improvement, developing an integrated enterprise perspective with repeatable, cohesive strategies, and industry-standard techniques
- The project involved redefining the enterprise's governance, business processes, and spending approaches to enhance internal process and cost efficiency

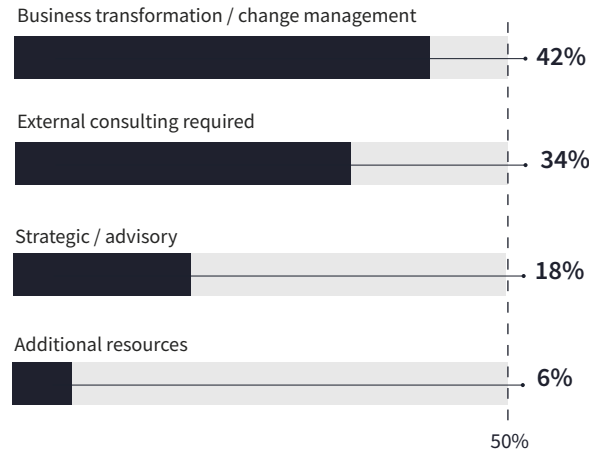
Independent Consultant Profile: An experienced consultant with a background in Consumer Market and Retail industries, bringing over 15 years of reorganisation design and cost transformation expertise.

Financial Services

Respondents' project capabilities:



Primary reason for projects:



Sample projects:

- Leading a broad operational transformation for Fund Administration
- Program Director for digital transformation in Payments, overseeing client transition and establishing a new multi-support model
- Strategy Director for a global Insurance firm, with a focus on strategic project planning and reporting to the C-Suite
- Strategic Review in Asset Management, evaluating post-acquisition operations on UK and European market strategies

Client case studies:



Target Operating Model Review Lead for a UK Asset Manager

- The client was switching their customer segmentation from definition by geographical location to client type – direct or via a 3rd party. They had already recently outsourced a number of back-office functions to an external provider
- The first 6 weeks included identifying immediate cost reduction opportunities, followed by another 6 weeks to help define the new operating model to better suit the new approach to how they segmented their client base globally

Independent Consultant Profile: Former McKinsey Engagement Manager with extensive additional industry experience within the wealth and asset management industry.



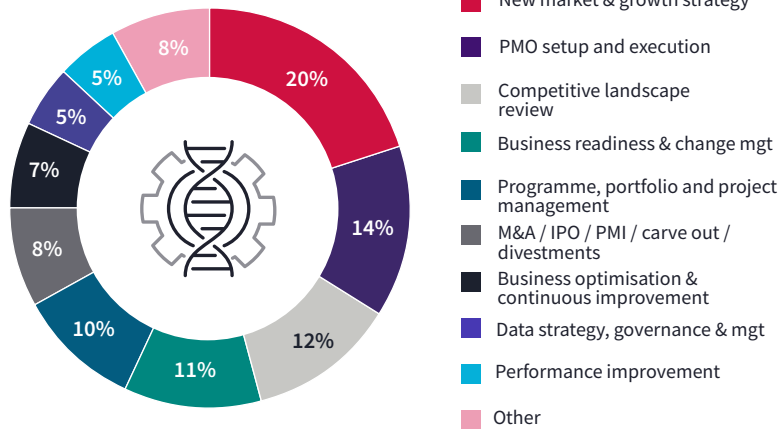
Digital Transformation Programme Director for a Payments Company

- Oversaw a comprehensive digital transformation, progressing from initial proof of concept to the design and implementation of a new support model. This also included transitioning existing clients from traditional data centres to cloud-based solutions
- Coordinated the direct onboarding of new clients onto the cloud, ensuring the integration of technology, people, and processes was optimised for efficiency and effectiveness

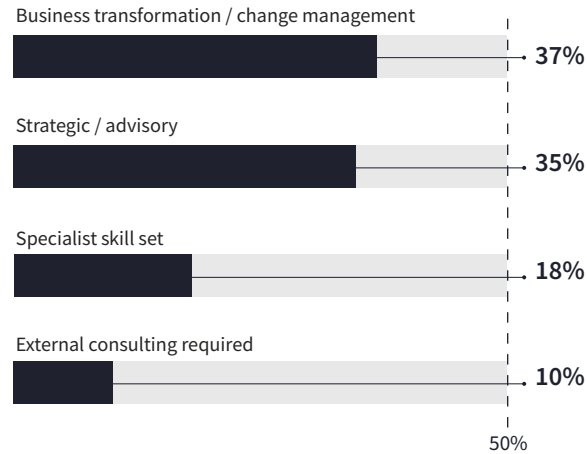
Independent Consultant Profile: Experienced in program and project management with over 20 years of expertise in delivering large-scale IT and business change initiatives.

Healthcare & Pharmaceuticals

Respondents' project capabilities:



Primary reason for projects:



Sample projects:

- Developed a 5-year Strategy plan for a global Pharmaceuticals company's Diabetes business unit
- Transformation Lead for Medical Devices player, oversaw integrated ERP and systems transformation
- Managed multiple workstreams as part of a clinical trials acceleration programme
- Ran an EMEA wide operating model design and execution for a healthcare services company

Client case studies:



Supporting a Leading MedTech Company to build a Large Financial Model as part of a SKU Rationalisation

- Developed an activity based cost model that spans all enterprise wide activities associated with maintaining a marketed product
- Determined initial list of Products and SKUs for further investigation to simplify and size the potential value of that effort

Independent consultant profile: Former Tier 1 Strategy Consultant with strong financial modelling capabilities, good understanding of P&Ls, and healthcare experience.



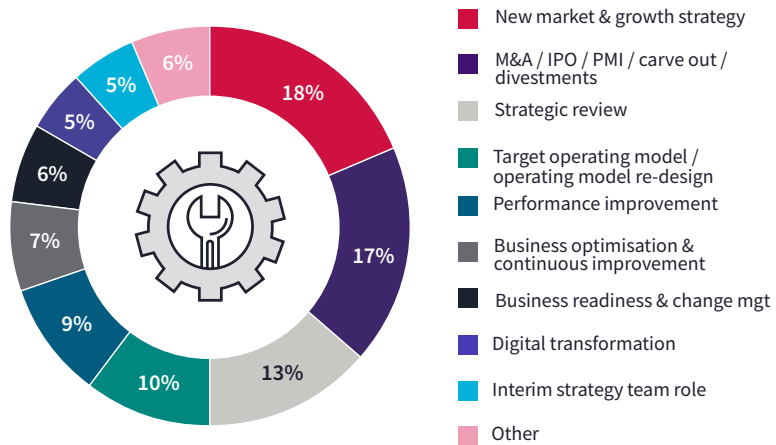
ERP and Systems Transformation for a Medical Devices Client

- A leading Medical Devices company required a Transformation Lead for an extensive internal project implementing an integrated ERP system, primarily supporting HR and Finance
- The role encompassed end-to-end transformation responsibilities, including articulating the company's Current Operating Model (COM)/Target Operating Model (TOM), managing the ERP Request for Proposal (RFP) process, leading the ERP selection and overseeing implementation

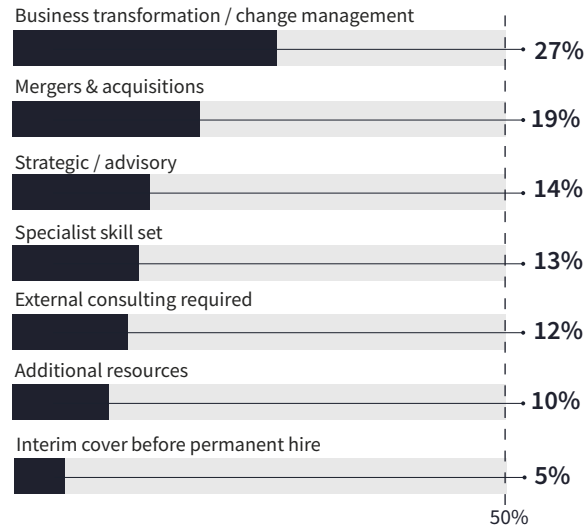
Independent Consultant Profile: Experienced Programme Manager with over 12 years in finance, HR, IT, and operational transformations. Skilled in ERP and HRIS implementations, program leadership, and stakeholder engagement.

Industrials, Energy & Services

Respondents' project capabilities:



Primary reason for projects:



Sample projects:

- Strategy support for a Hydrogen start-up to define the product's value proposition, and modelling
- Redefining new TOM and sales funnel transformation for B2B PE-owned Homes Developer
- Guiding an Industrial Manufacturer in implementing a new pricing structure
- Technology & transformation for a Utilities & Energy company; on carve-out and separation

Client case studies:



Commercial Strategy support for a PE-backed Recycling Business

- The Chief Commercial Officer required additional support to identify commercial opportunities and efficiency gains across one of the business units
- This encompassed developing a business process improvement plan to deliver against their strategic goals, building relationships with key stakeholders, deliver communications with clear messaging for the board, and develop KPIs and reporting to articulate strategic progress

Independent consultant profile: Former MBB Senior Consultant with additional Commercial experience gained within industry.



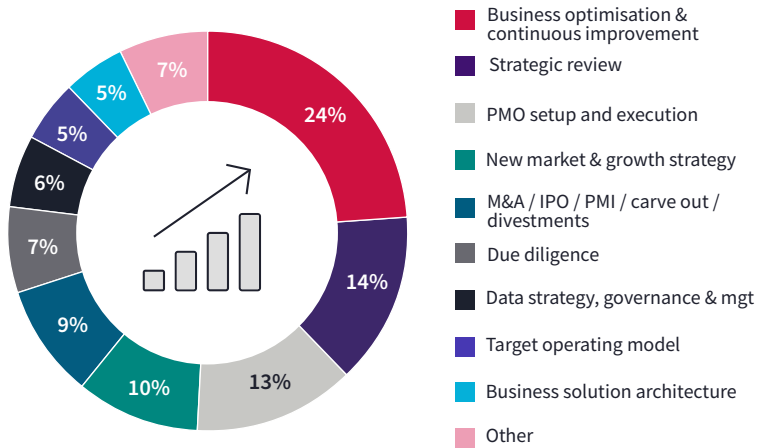
Data & Analytics Digital Transformation for a Global Logistics and Supply Chain Leader

- A global leader in logistics and supply chain was embarking on a digital transformation journey, with a strategic plan to become a data-driven organisation
- The objective was to harness information and insights for powering smarter, more sustainable supply chains worldwide, while transitioning their offering to be recognised as a data and service-led business

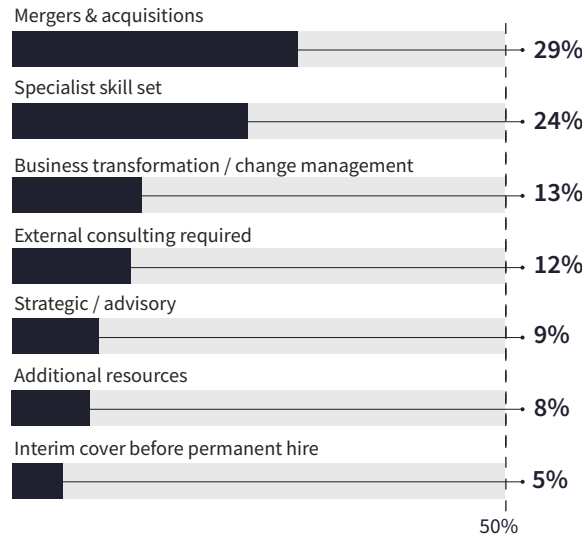
Independent Consultant Profile: Experienced in program and project management with over 20 years of expertise in delivering large-scale IT and business change initiatives.

Private Equity

Respondents' project capabilities:



Primary reason for projects:



Sample projects:

- Change Management Lead for a global Manufacturing PE portfolio company
- Sales Transformation Lead for an Industrial distribution PE portfolio company
- Finance Integration Lead for a B2B market research PE portfolio company
- M&A Separation Lead for a marketing-focused PE portfolio company

Client case studies:



Cost Optimisation, Large Cap Private Equity – Medical Products Manufacturer

- Due to rising cost pressures and a decrease in revenue, the Operating Team and CEO identified a need to reduce cost and operational complexity and 'right size' the business
- They had worked with a Tier-1 consulting firm to identify potential cost levers and needed a senior advisor to prioritise and drive realisation of these internally

Independent consultant profile: Former Tier-1 Associate Partner with 8+ years in a cost-optimisation role in a large corporate. Additionally spent 3.5 years working as an interim cost-advisor to a large cap PE fund, working across several portfolio companies to identify and realise large cost savings.



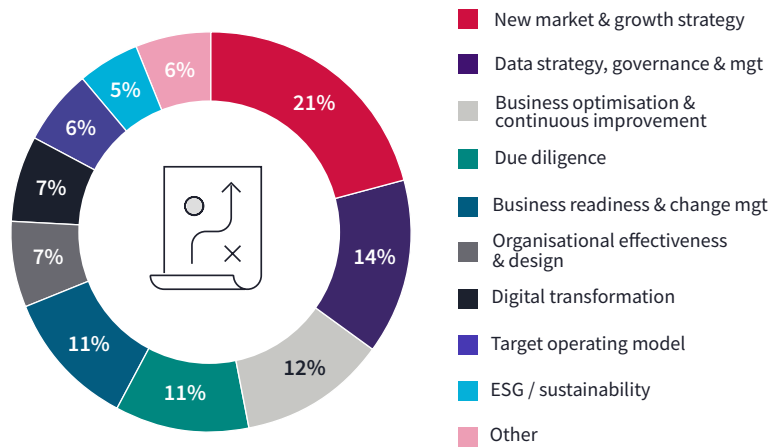
Carve Out Programme Leadership for PE-Owned Media/Marketing Firm

- A PE-owned media and marketing business needed a Programme Manager for a carveout initiative
- This project required a strong focus on technology solutions to support the EMEA Sales team with data-driven projects

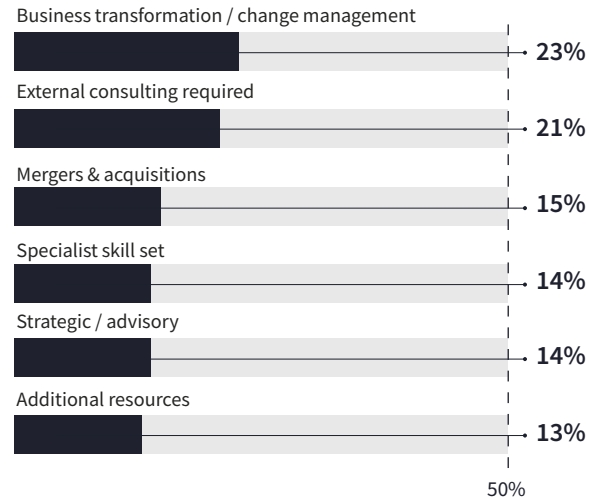
Independent consultant profile: Programme Director with a blend of tech consulting and industry experience. Specialised in technology and data, with a recent track record of leading business carve-outs and separations, managing cross-departmental activities including IT, finance, and HR.

Professional Services

Respondents' project capabilities:



Primary reason for projects:



Sample projects:

- Transformation support for an insurance company via a boutique Financial Services consultancy
- Helping a mid-size boutique consultancy deliver a performance improvement plan for a B2B end client
- Operational transformation collaboration with a mid-sized strategic operations consultancy
- Private Equity commercial due diligence support for a boutique strategy house

Client case studies:



Due Diligence support for a Boutique Strategy House

- Managed a healthcare due diligence project for an overcommitted European consultancy, requiring proficiency in German language skills
- Led development of business plan analyses, assessing the viability of management plans based on market forecasts, company performance and the competitive landscape
- Built multiple model types (market, financial, geo-spatial) to assess commercial plan

Independent Consultant profile: Former Senior Consultant at a Tier 1 strategy houses' healthcare practice and a German national.



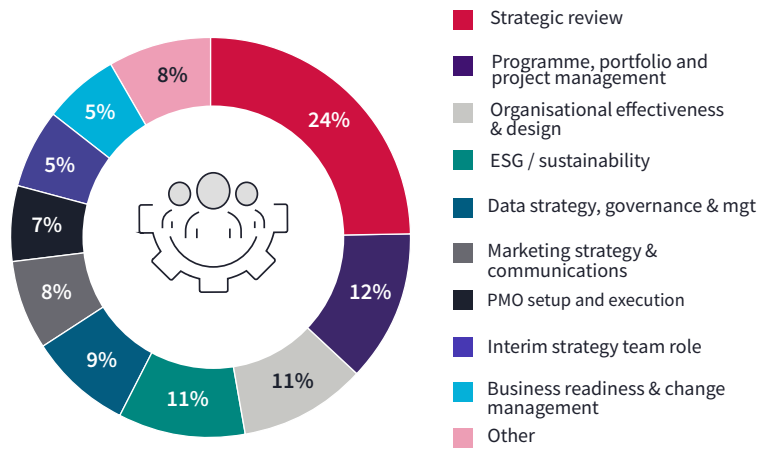
Operational Transformation for a Mid-Sized Strategic Operations Consultancy

- The consultancy lacked the necessary in-house expertise for this specific transformation and required a Senior Consultant to lead a multi-site transformation programme for a Manufacturing company
- Key enablers included increasing plant efficiency through reducing line downtime through improved maintenance activities and reducing material scrap and giveaway

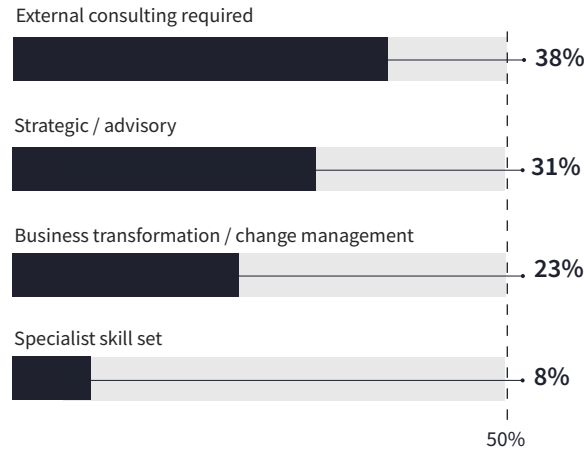
Independent Consultant: Former Principal at a leading Operations specialist.

Public Sector

Respondents' project capabilities:



Primary reason for projects:



Sample projects:

- Shared services integration for a large Healthcare charity
- PMO Redesign in a Central Government department
- Policy reform and impact analysis for a Government arms-length body
- Go-to-market strategy and team building for a Public Financial institution

Client case studies:



Comprehensive Operational Transformation in a Central Government Department

- Led a comprehensive revamp of the internal operating model, focusing on team structure, digital product integration, and project management methodologies
- Implemented a strategic consulting toolkit and operating model, coupled with targeted hiring in key departments

Independent Consultant Profile: Former Civil Service Director with extensive experience in management consulting for government transformations.



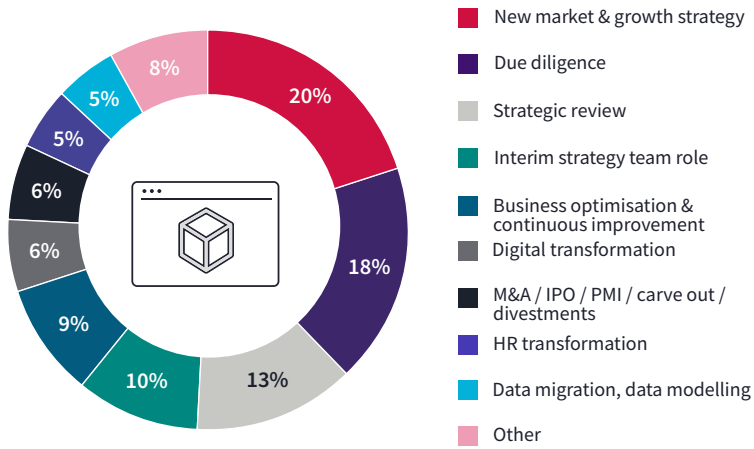
Digital Transformation for a Government Arms-Length Body

- Managed oversight of crucial programmes and projects for 2023/24, and led the strategic business planning for the 2024/25 programme of work
- Developed and implemented a performance measurement system across all workstreams to enhance efficiency and accountability

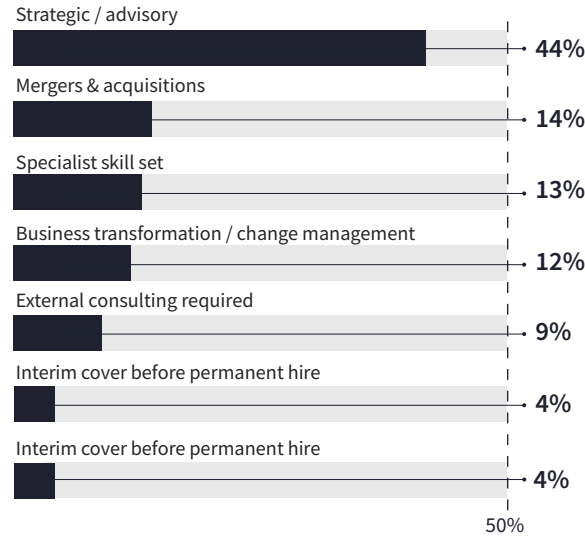
Independent Consultant Profile: Experienced Big 4 management consultant with additional government functions and departments expertise, focused on strategic program management and performance optimisation.

Tech & Media

Respondents' project capabilities:



Primary reason for projects:



Sample projects:

- Assisted a B2B Marketplace in expanding their B2C value proposition
- Supported post-merger integration for a ~2000 employee consumer Technology company, overseeing cross-functional teams
- Strategic review for an International Broadcaster, focusing on regional analysis and presenting findings in a board presentation
- Advised on potential acquisitions for a large UK-based Information Services company

Client case studies:



Supporting a PE-backed Information Services Company on the Design and Implementation of a new company-wide Strategy and Growth Plan

- Identified areas of improvement following an initial six week strategic review of the different markets and geographies the company operates in
- Launched the collaborative redesign and managed the implementation of the new strategy

Independent consultant profile: Former MBB Senior Consultant with three years of industry experience. Previously supported companies on strategic reviews, value creation and implementation projects.



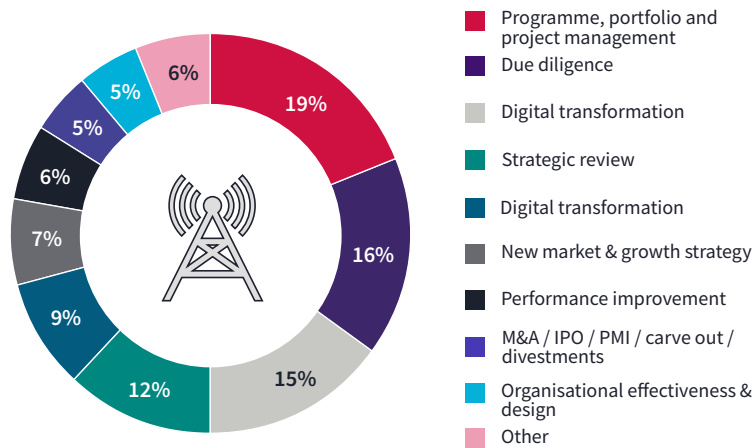
Supporting a Global Media Company on a stalled Cross-Functional Transformation Programme, where the cost of the programme had become a serious concern

- Partnered with C-Suite to re-design and implement a new operating model, removing duplications and identifying growth initiatives
- Created a central transformation office which would support cross-functionally to ensure all streams of the programme remained aligned to the overall executive vision

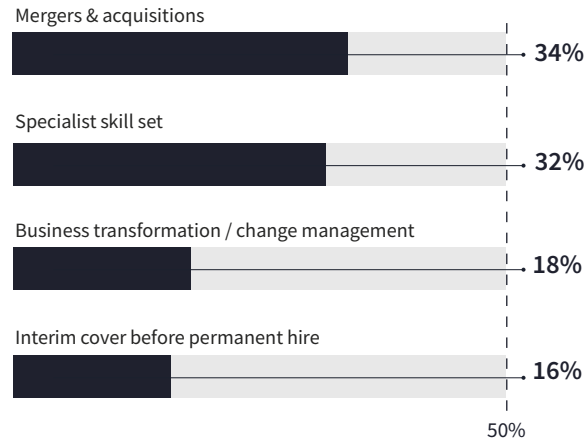
Independent consultant profile: Former Big 4 Transformation Consultant with 15 years of Director-level transformation experience in the media and advertising industries.

Telecommunications

Respondents' project capabilities:



Primary reason for projects:



Sample projects:

- Developing a go-to-market concept for an international Cable/Fibre Network company
- Defining the fixed-mobile convergence strategy for a European Telecommunications company
- Designing and executing the company-wide digital transformation for a global Telecommunications company
- Commercial buy-side due diligence for a global Telecommunications Infrastructure provider

Client case studies:



Five-Year Strategic Review and Operational Plan for a Major European Telecommunications Provider

- Identified areas of improvement for the company following a funding round and develop a plan for further growth outside of Europe
- Worked with senior stakeholders to role the plan out over a 9-month period, regularly attending board reviews

Independent consultant profile: Former MBB Partner with 15+ years of experience supporting telecoms companies on operational engagements across four continents.



Supporting a Leading Telecommunications Company in its People Transformation Post-Merger

- Conducted a comprehensive workforce analysis to identify areas of redundancy and overlap, developing a transparent and compassionate communication strategy
- Led the cultural integration and employee engagement programme, implementing targeted employee engagement initiatives to foster collaboration and communication

Independent consultant profile: Accenture Consultant with 15 years of change management experience and a strong track record delivering challenging people transformations for PE-backed telco companies.

Global Independent Consulting & Advisory Team



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Data tables

Appendix 1: Willingness to travel to a distant client location.

	UK	Rest of Europe	US	AsiaPac
Internationally	73%	74%	62%	71%
Nationally	12%	9%	13%	15%
No	15%	17%	25%	14%

Appendix 3: What were your primary reasons for becoming an independent consultant? (Select up to 3)

	UK	Rest of Europe	US	AsiaPac
Autonomy of work	52%	65%	57%	62%
Flexibility	47%	51%	54%	70%
Financial benefits	43%	42%	30%	34%
Work/life balance	33%	44%	41%	52%
Deliver better value to clients	25%	24%	32%	20%
Entrepreneurship	21%	29%	22%	24%
Better apply expertise	28%	22%	24%	20%
Expand skill set	7%	10%	8%	10%
New sector transition	6%	3%	11%	10%

Appendix 2: How many years have you been an independent consultant?

	UK	Rest of Europe	US	AsiaPac
<2 years	15%	21%	16%	43%
2 - 5 years	19%	34%	35%	29%
6 - 10 years	27%	23%	31%	14%
>10 years	39%	22%	18%	14%

Appendix 4: How many more years do you envisage being an independent consultant?

	UK	Rest of Europe	US	AsiaPac
<2 years	21%	16%	22%	14%
2 - 5 years	34%	23%	26%	21%
6 - 10 years	26%	25%	24%	29%
>10 years	19%	36%	28%	36%

Data tables

Appendix 5: If you are intending to leave independent consulting in the next 12 months, what are you planning to do?

	UK	Rest of Europe	US	AsiaPac
Take a permanent corporate role	35%	42%	52%	66%
Start own business	15%	27%	28%	12%
Join a startup / scale up in a permanent role	14%	10%	5%	14%
Join a consulting firm	11%	4%	8%	8%
Take a fixed-term contract	3%	7%	0%	0%
Retire/career break	22%	10%	7%	0%

Appendix 7: Does the number of business days worked this year represent...

	UK	Rest of Europe	US	AsiaPac
10%+ increase	13%	25%	8%	5%
5%+ increase	10%	21%	23%	14%
Not real change	54%	51%	49%	58%
5%+ decline	9%	1%	14%	9%
10%+ decline	14%	2%	6%	14%

Appendix 6: Approximately what % of business days in the last 12 months did you work as an independent consultant?

	UK	Rest of Europe	US	AsiaPac
<30%	18%	13%	15%	16%
30% - 40%	15%	8%	8%	12%
41% - 50%	6%	7%	9%	5%
51% - 60%	5%	12%	19%	14%
61% - 70%	13%	10%	8%	10%
71% - 80%	12%	9%	6%	10%
81% - 90%	7%	15%	15%	11%
>90%	24%	26%	20%	22%

Appendix 8: Does your day rate this year represent...

	UK	Rest of Europe	US	AsiaPac
10%+ increase	14%	13%	12%	7%
5%+ increase	25%	7%	13%	14%
Not real change	51%	56%	57%	52%
5%+ decline	6%	8%	6%	14%
10%+ decline	4%	16%	12%	13%

Data tables

Appendix 9: What are the most important aspects of a project that impact your decision to take it? (Select up to 3)

	UK	Rest of Europe	US	AsiaPac
Financial rewards	59%	55%	65%	62%
Project subject	50%	63%	49%	46%
Intellectual challenge	61%	43%	35%	50%
Length of project	29%	34%	30%	50%
Flexibility	20%	25%	30%	38%
Calibre of team	34%	17%	19%	29%
Work/life balance	20%	28%	14%	29%
Client brand	24%	16%	11%	38%
Expand skill set	15%	20%	19%	17%
Client's ESG agenda	5%	6%	5%	16%

Appendix 10: Why would you engage an independent consulting recruitment specialist when sourcing projects?

	UK	Rest of Europe	US	AsiaPac
Supplement business development	40%	44%	48%	46%
Increase volume of work	43%	31%	32%	25%
Increase variety of work	7%	17%	5%	16%
A more consultative approach to project fit	10%	8%	15%	13%



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