

Interim Management Survey 2024



Welcome to the Final Report of the 2024 IIM Interim Management Annual Survey. The high level of respondents achieved in 2023 was sustained in 2024 which continues to make this the most authoritative view of the UK interim market. By having a high response rate, we can provide the industry with the best possible quality of information, so I extend my gratitude to all those who gave 20-25 minutes of their time. We hope you find this worth the effort.

As I write this forward, we have elected as a country, a Labour government for the first time in quite a while. Given the lack of anything in the manifestos of the major parties on the subject of 'Off Payroll' Regulations or similar, it is difficult to know what if any changes may occur in this area. The concern is that, as with virtually every government and Chancellor of the Exchequer since 1997, once in office, the regulations become more complex and labyrinthine. Let's hope the trend is disrupted.

2023/24 has seen inflation rates fall, as measured by CPI. This is a good thing and we are hearing lots about how this is going to be kept at the Bank of England target rate (2%). Given the new government is very keen to demonstrate its economic safe pair of hands, it will be interesting to see how they square the circle of requiring more money to do the things they wish to do. The national debt is eye-watering, the election campaign said the major tax raising streams would not be touched and lending needs to be extremely limited. Governments like to inflate away debt, but 2% won't do it. Is the Bank of England going to let or provoke inflation rise again to shrink what we owe? And who really decides how all this will work anyway?

Democracy world-wide, in various guises has really been having an outing in 2024. The French seem to get two goes to 'get it right' (or left as the case may be), whilst India has the most amazing time handling a vast electorate. Results have not all been as predictable as that in the UK and we still have the end of season joy of the US presidential election to come. All this has an impact on our market.

Returning to a couple of themes from this year's survey, the ethnic mix of respondents again reflected the national situation as shown by the Office of National Statistics (ONS). This is good to see through the lens of diversity and inclusion, as mentioned last year.

However, we saw a significant drop in the number of women respondents, down from 30% to 25% year on year, which was disappointing. We have no clear view as to why this is but feel it is worthy of further investigation. The next indication that the market is maturing is that we either achieve a similar male/female ratio as the FTSE 350 (40% currently) or have a clearly understood rationale why there is a difference.

Once again, my thanks to Charles, Martin and the team for putting together the report based on all your inputs. I hope you find it a productive use of your time.



Tony Evans CIIM
IIM Chair

Introduction

As with last year, we carried out a comprehensive review of every question which resulted in us removing a further 5 questions for 2024, further reducing the time required to complete the Survey, without affecting the quality of the results. The Survey now has 25% fewer questions than 4 years ago.

We have retained the questions relating to the so called “cost of living crisis”, as these continue to have relevance. We also changed our respondent validation method & process (now requesting everyone to paste in their publicly visible LinkedIn URL, rather than asking for privately managed email addresses) to maintain and ensure the Survey’s credibility.

As per last year the report is divided into sections:

1. [About You – The Interim Executive](#)
2. [About the Market](#)
3. [Impact of the Economic Situation](#)
4. [About IR35](#)
5. [Last Assignment & The Market](#)
6. [About the Interim Service Providers](#)
7. [ISP Rankings 2024](#)
8. [Conclusions](#)
9. [About IIM & The Survey](#)

We have changed the way we present the results and analysis, becoming less wordy but still to the point. It is now landscape rather than portrait and we hope, easier and simpler to read and digest, as well as enabling the reader to interpret the collective findings for themselves.

As always, we have not reported on the questions about the IIM, these are analysed separately to help shape the future strategy and approach of the Institute.

We are grateful to all those Interims that took the time and opportunity to contribute to this years’ Survey, making it the largest analysis of the Interim Sector in the UK. A big thank you, from the Survey Team!



Charles Stuart MIIM
Survey Co-Author



Martin Chisholm MIIM
Survey Co-Author



Ad van der Rest CIIM
Author Emeritus



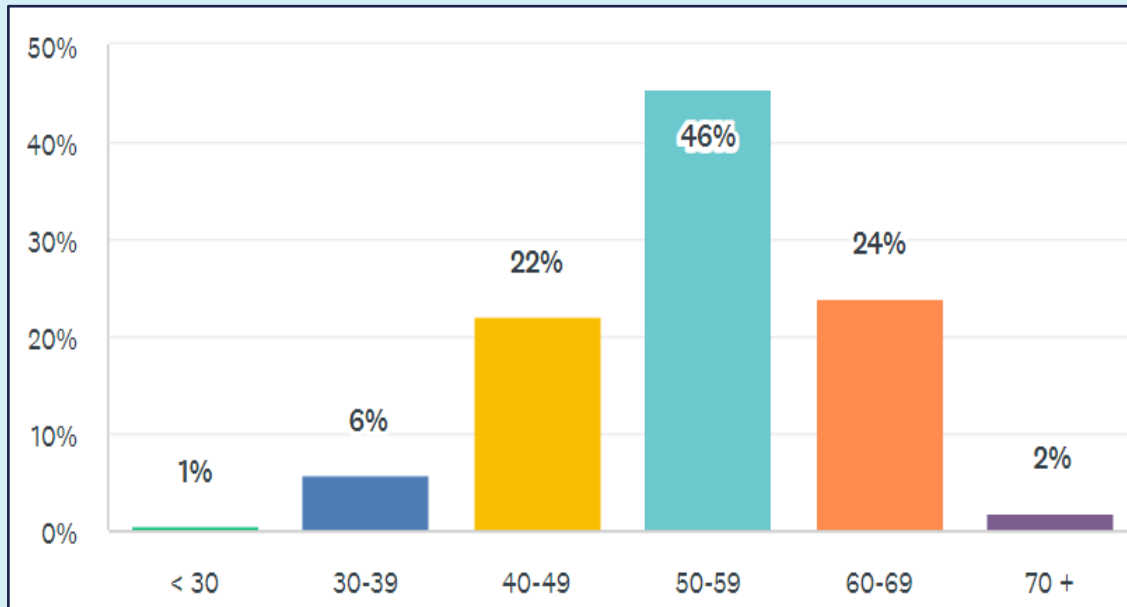
1. About You – The Interim Executive



1. About You – The Interim Executive

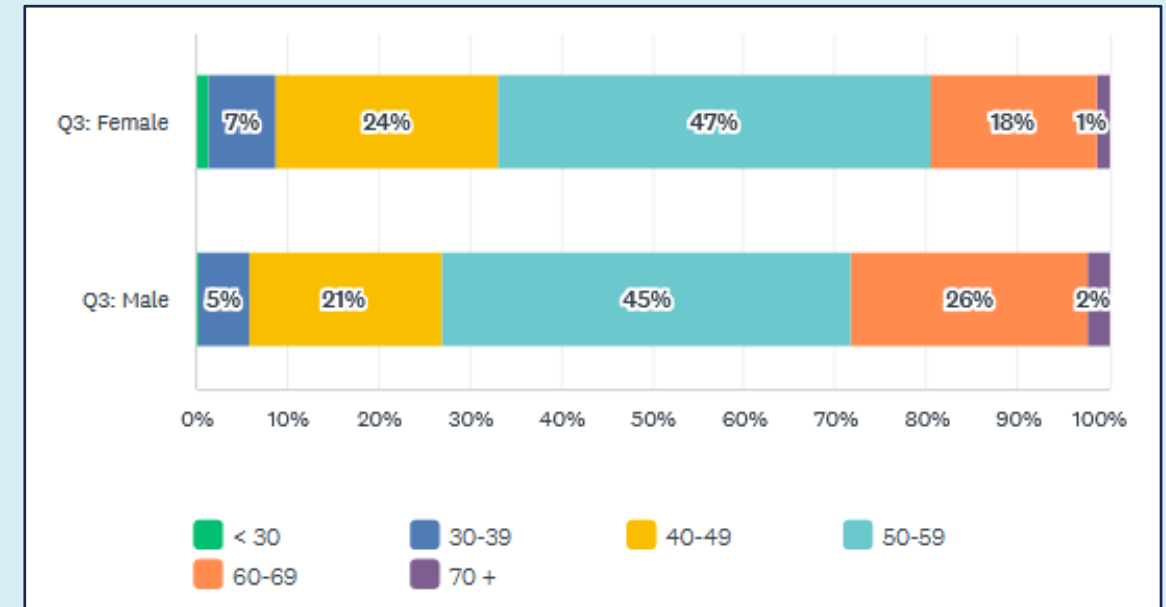
Age Profile

- 2% reduction in the 50-59 Age group from 2023
- Slight growth (0.2%) in Interims aged 50 and over this year
- After last year's 1 year fall in **average age** to 53.7 years, a small rebound to **54.1 years**



Age Profile – Gender Balance

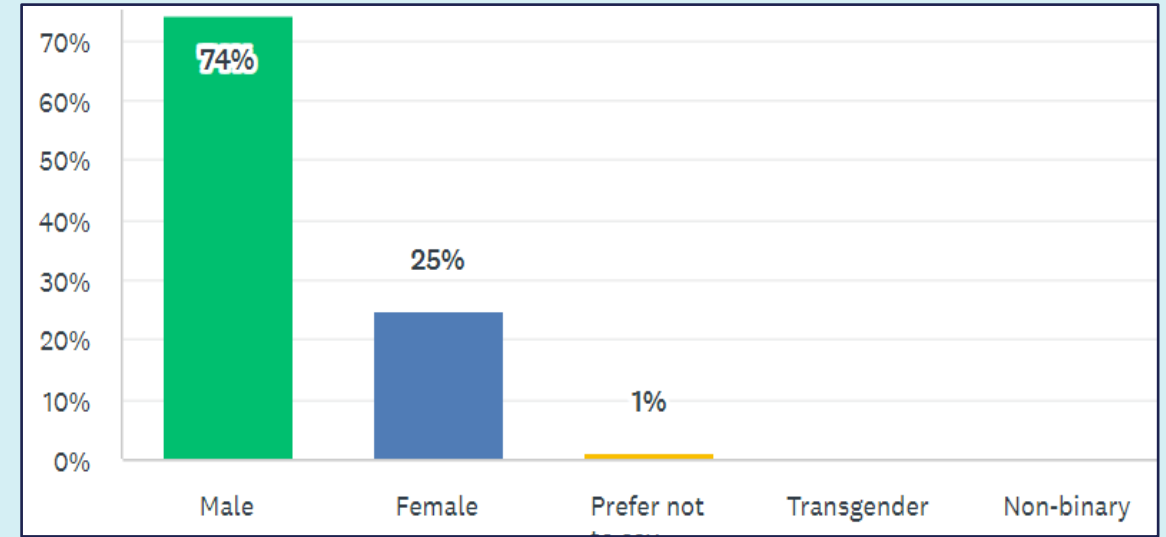
- Female Interims are typically younger, with 32% under 50, compared to 26% for Males
- Conversely just 19% of Females are over 60, compared to 28% of Males



1. About You – The Interim Executive

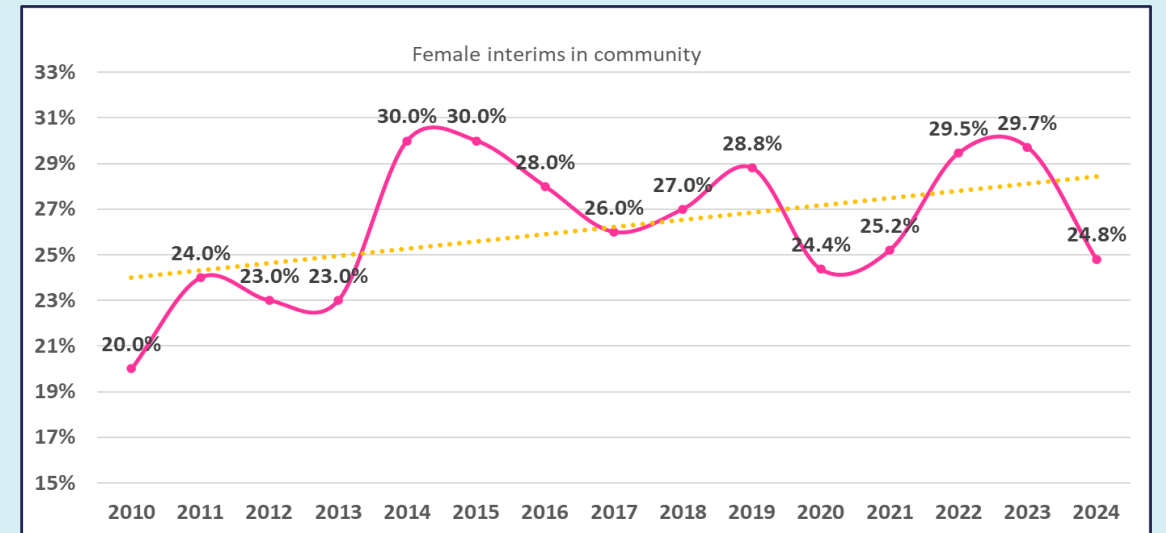
Gender Balance

- 5% rise in Male Interims, from 2023
- Corresponding near 5% reduction in Female Interims, compared with 2023



Trend in Female Interims

- Although we see a **steep decline this year** in the proportion of Female interims, the long-term trend is still (very slowly!) in the right direction from when we started to collect this data back in 2010



1. About You – The Interim Executive

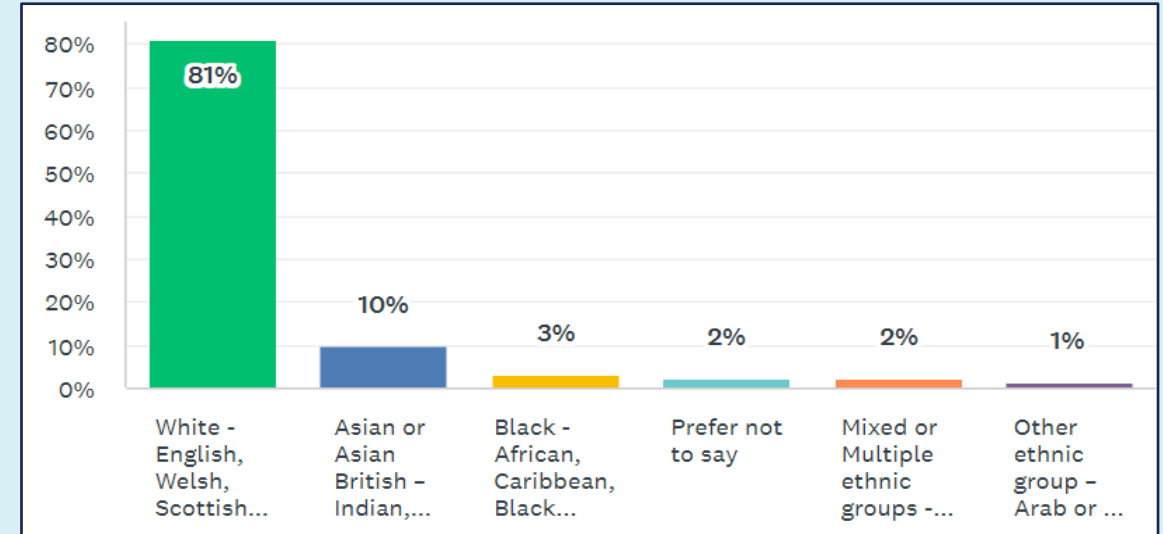
Ethnic Origin

Compared to 2023 Results:

- 1% Reduction in Interims from a White – UK background
- 2% Increase in Asian / Asian British background

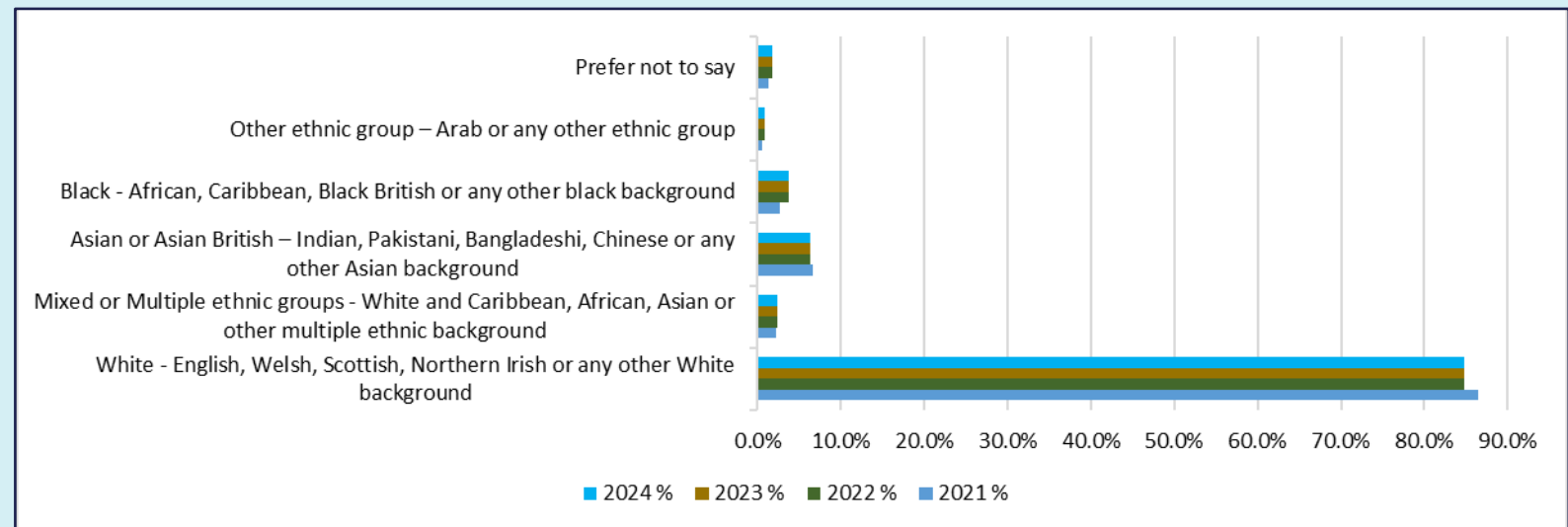
INTERESTING FACT:

We are now tracking even closer to the general population, as defined in the 2021 UK Census Results, than in 2023



Trend over the last 3 years

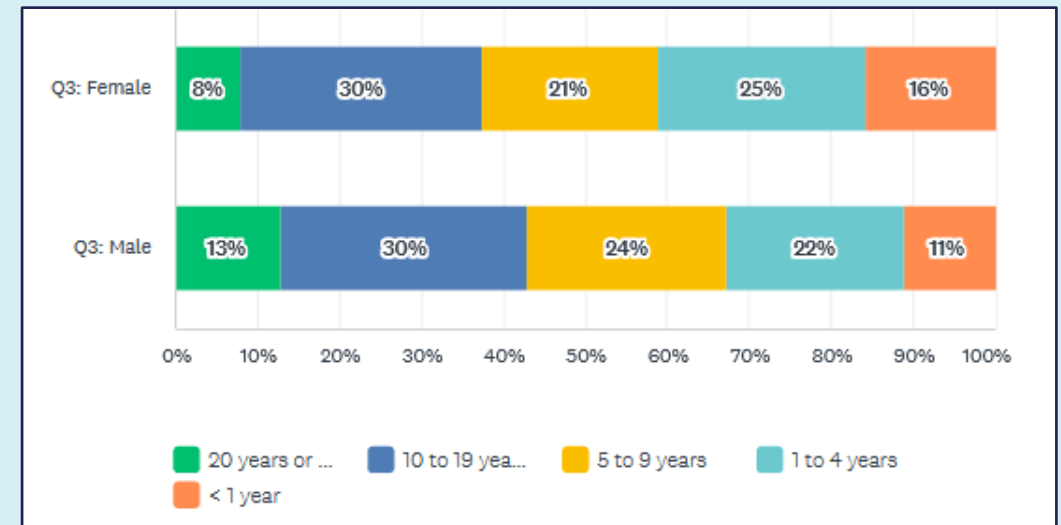
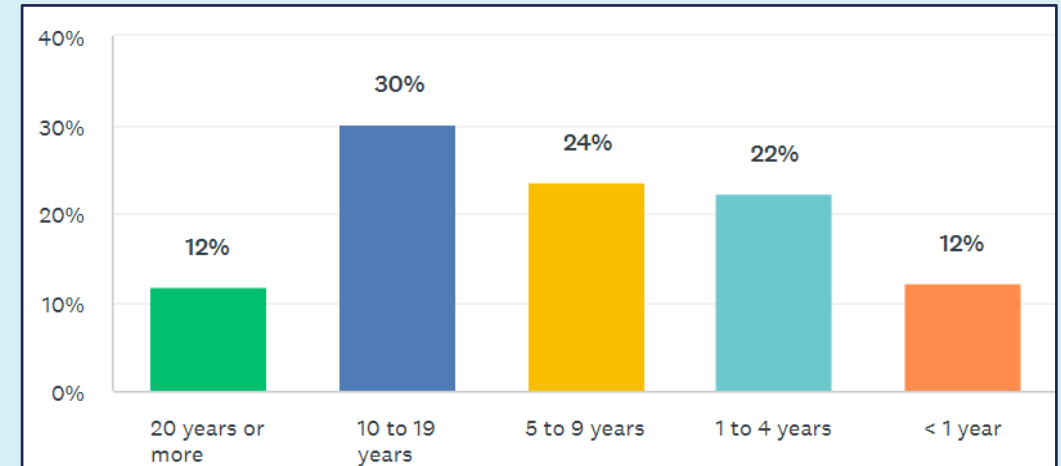
- We've been tracking this data since 2021 and, as shown right, there are only very marginal changes in any area over that period



1. About You – The Interim Executive

How Long an Interim

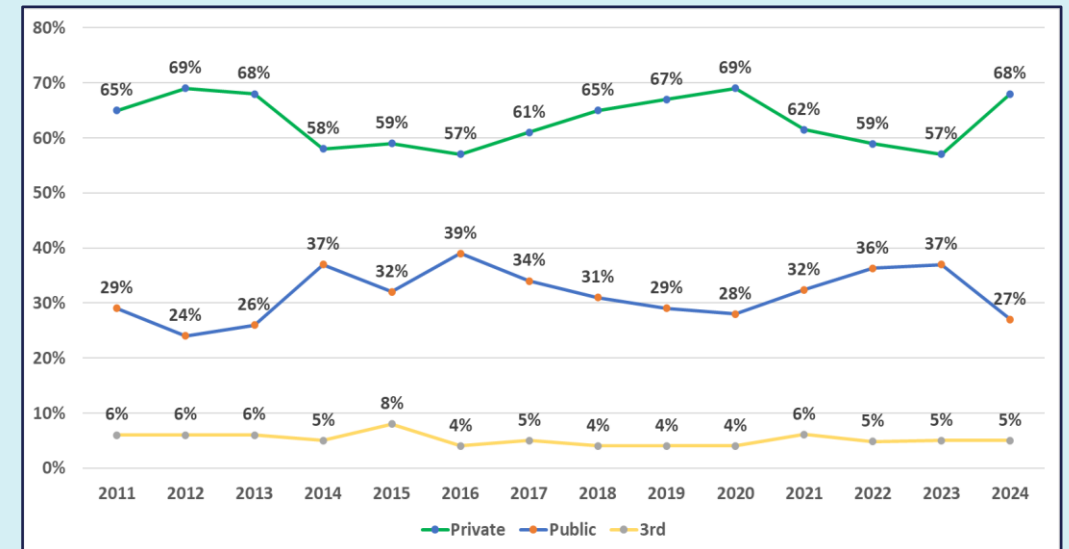
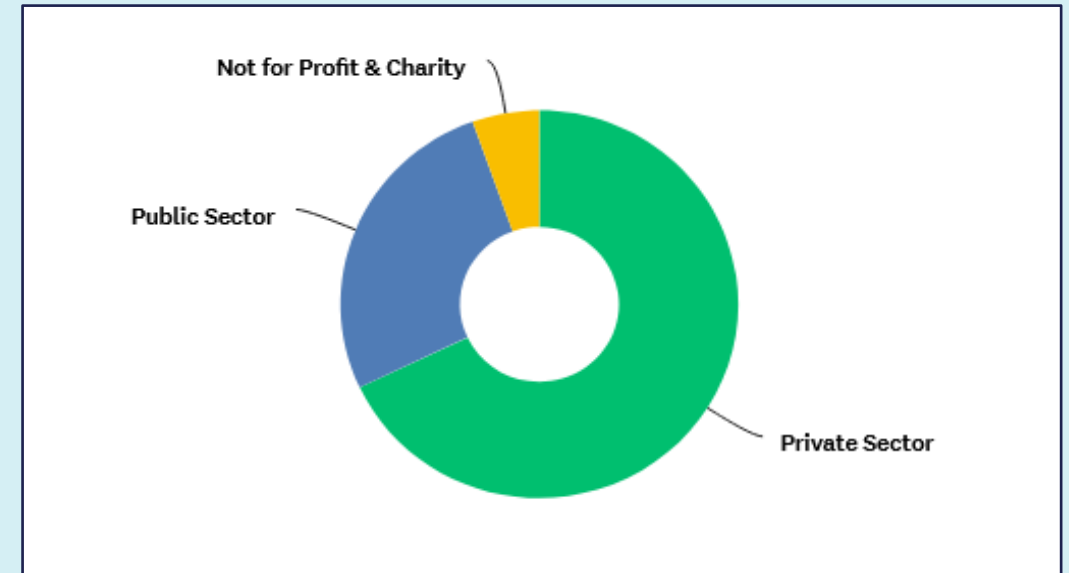
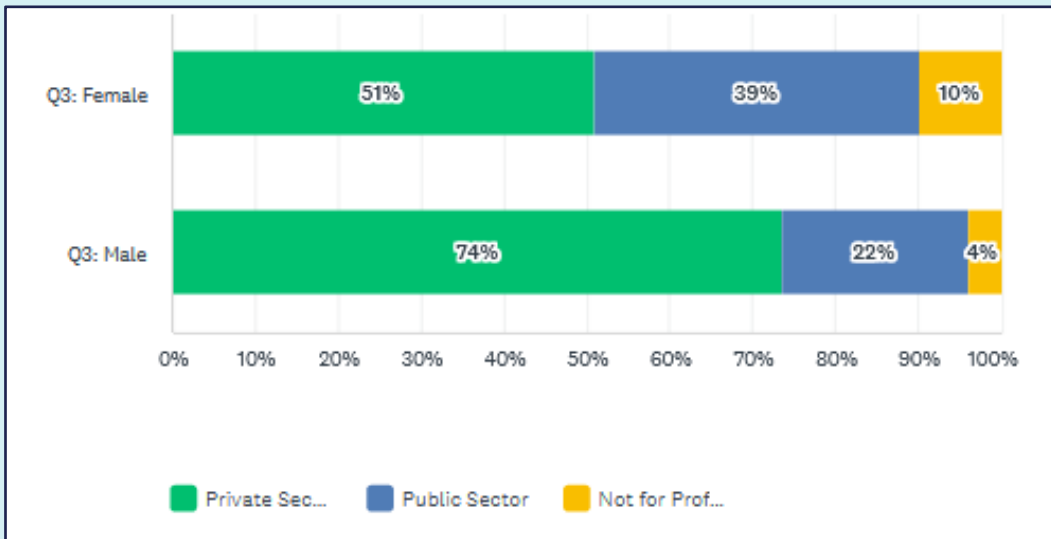
- At 42%, a **3% increase** in Interims that have been in the industry **over 10 years**
- A small increase to **12%** in Interims with **less than a year** in the industry.
- After a 3 year trend of reducing **average time as an interim**, a **small rise** this year to **9.8 years** (2023: 9.3 years)
- Clear difference in how long as an Interim, with **41% of Females** being **under 5 years**, compared to **33% for Males**



1. About You – The Interim Executive

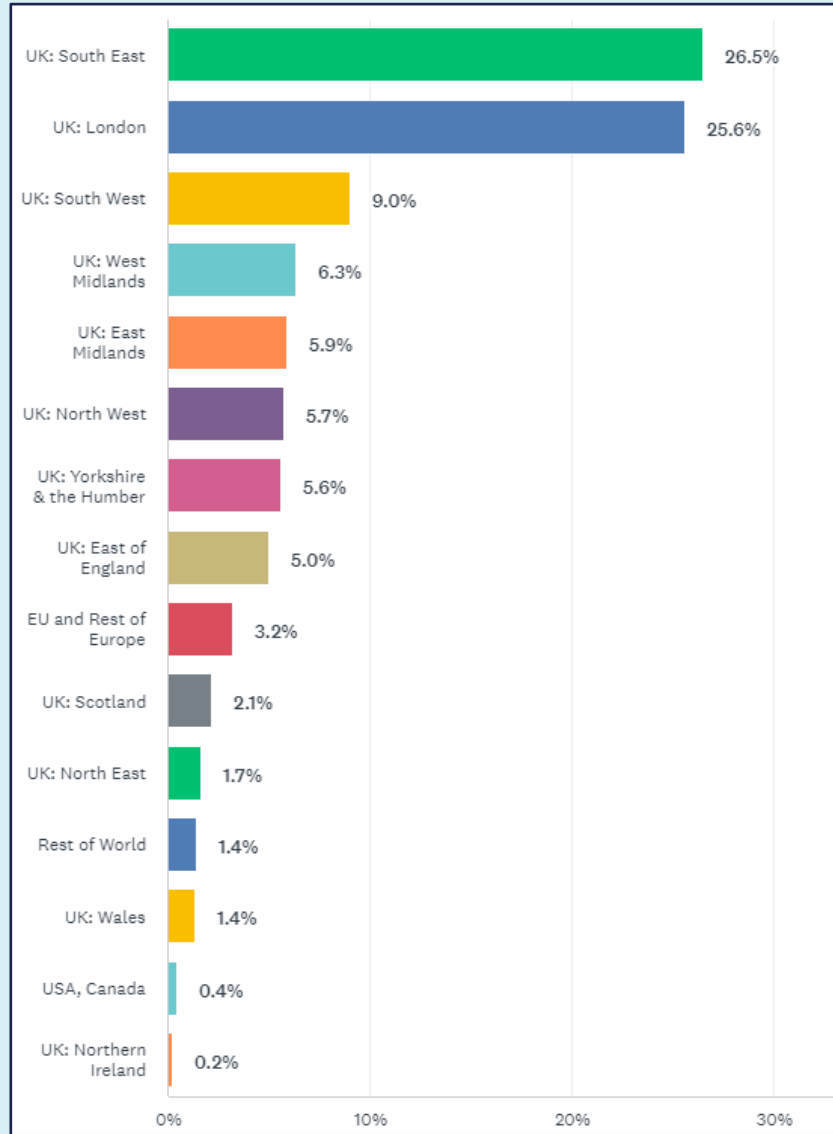
Principal Sector

- Private Sector remains the dominant sector, at **68%**, up 11% increase over 2023 (upper right chart)
- The proportion of interims focused on the Public Sector has correspondingly reduced to **27%** (2023: 37%)
- The split between Private & Public sector working bounced sharply back to pre-Covid levels (lower right chart)
- The picture when filtered by Gender is markedly different, with a more significant proportion of females – **39%** - indicating their principal sector as Public (lower left chart)

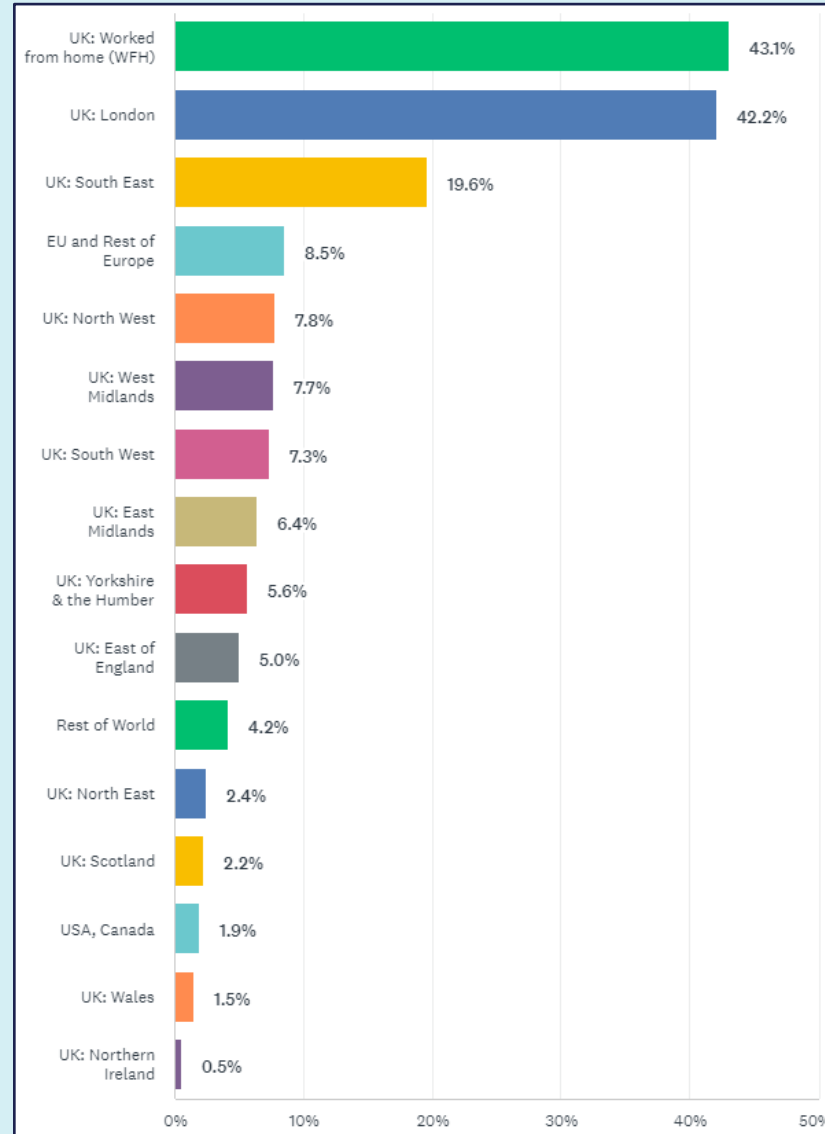


1. About You – The Interim Executive

Where do you live (you home base)



Where did you work



Compared to 2023:

- 2.7% Increase in Interims living in the Southeast & London
- 1.5% Reduction in Interims from the Northwest
- 0.9% Reduction in Southwest based Interims
- Further 5.7% Reduction in Interims Working From Home (WFH)

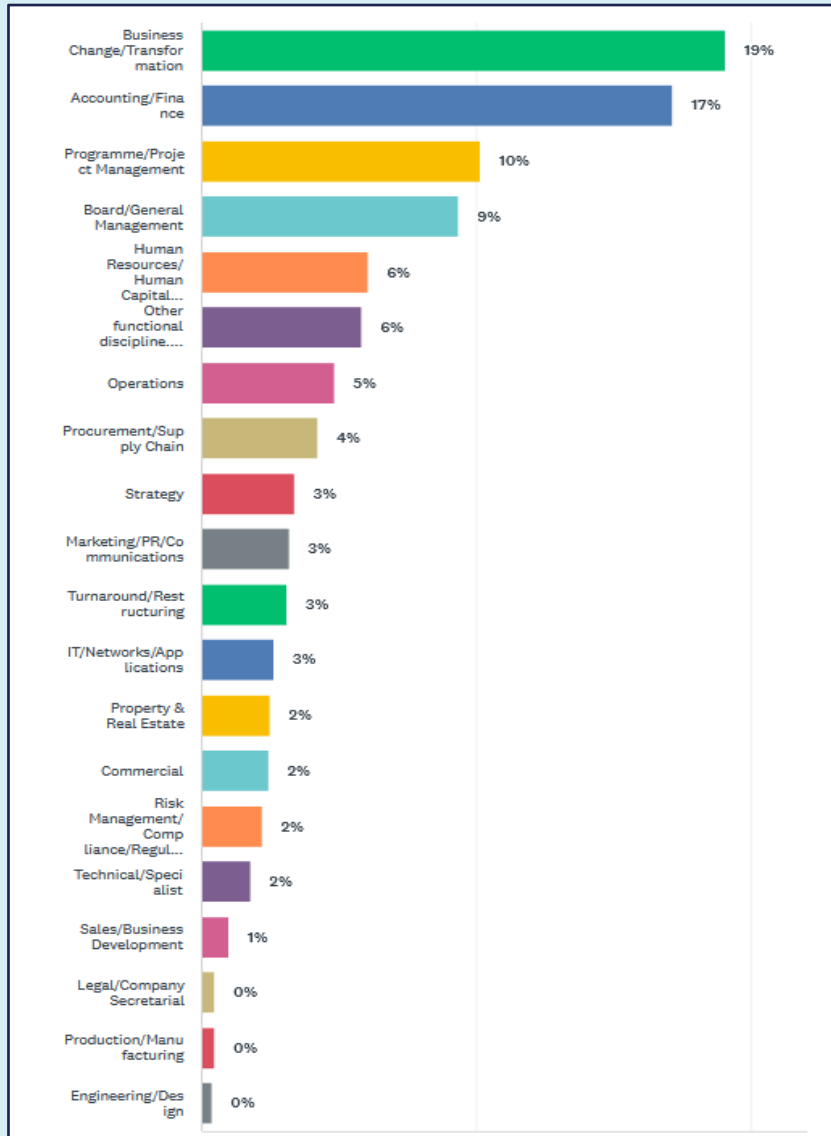
INTERESTING FACT:

Interims Working at Home peaked at just over 58% at the start of the Pandemic, now 15% lower

- Interims working in EU and Rest of Europe has jumped from 7th (with 6.2%) in 2023 to 4th (at 8.5%)
- Interims on assignment in the North West has slipped 1 place to 5th, dropping 1.7%

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Functional Discipline



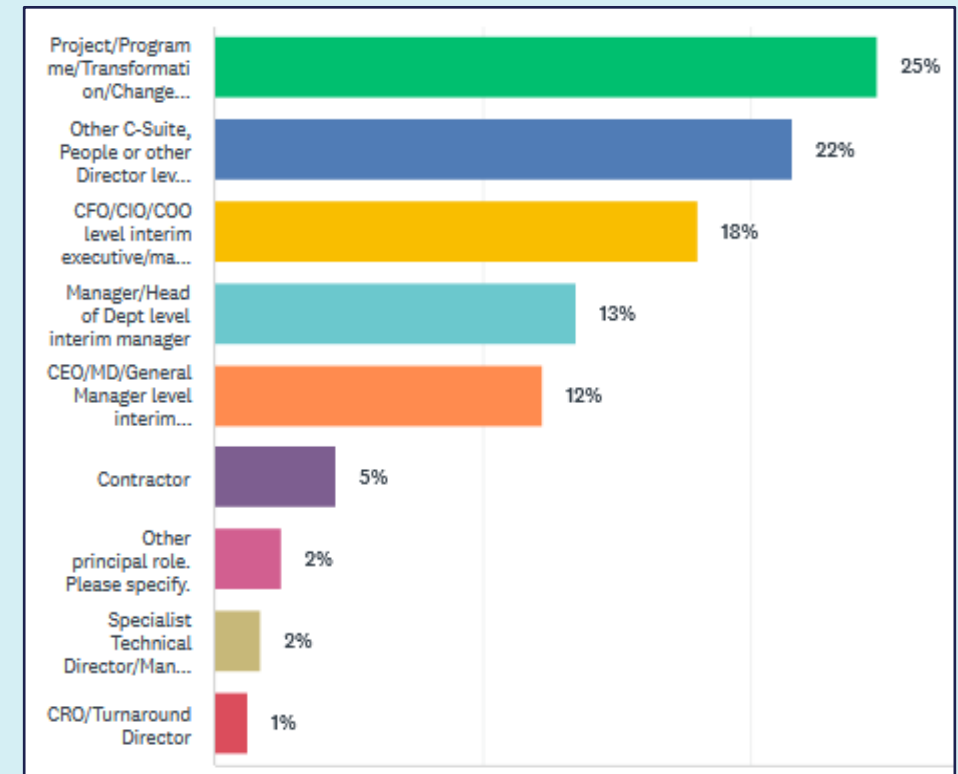
Functional Discipline

- Top 5 Disciplines remain the same, though Accounting / Finance has moved up 1 place and Programme Management has dropped 1
- Top 5 Disciplines have increased to 61% (2023: 59%)

Role Types Compared with 2023

- 4% Drop in Project Management
- 5% Increase in all C-Suite
- 2% Decrease in Manager / Head of department

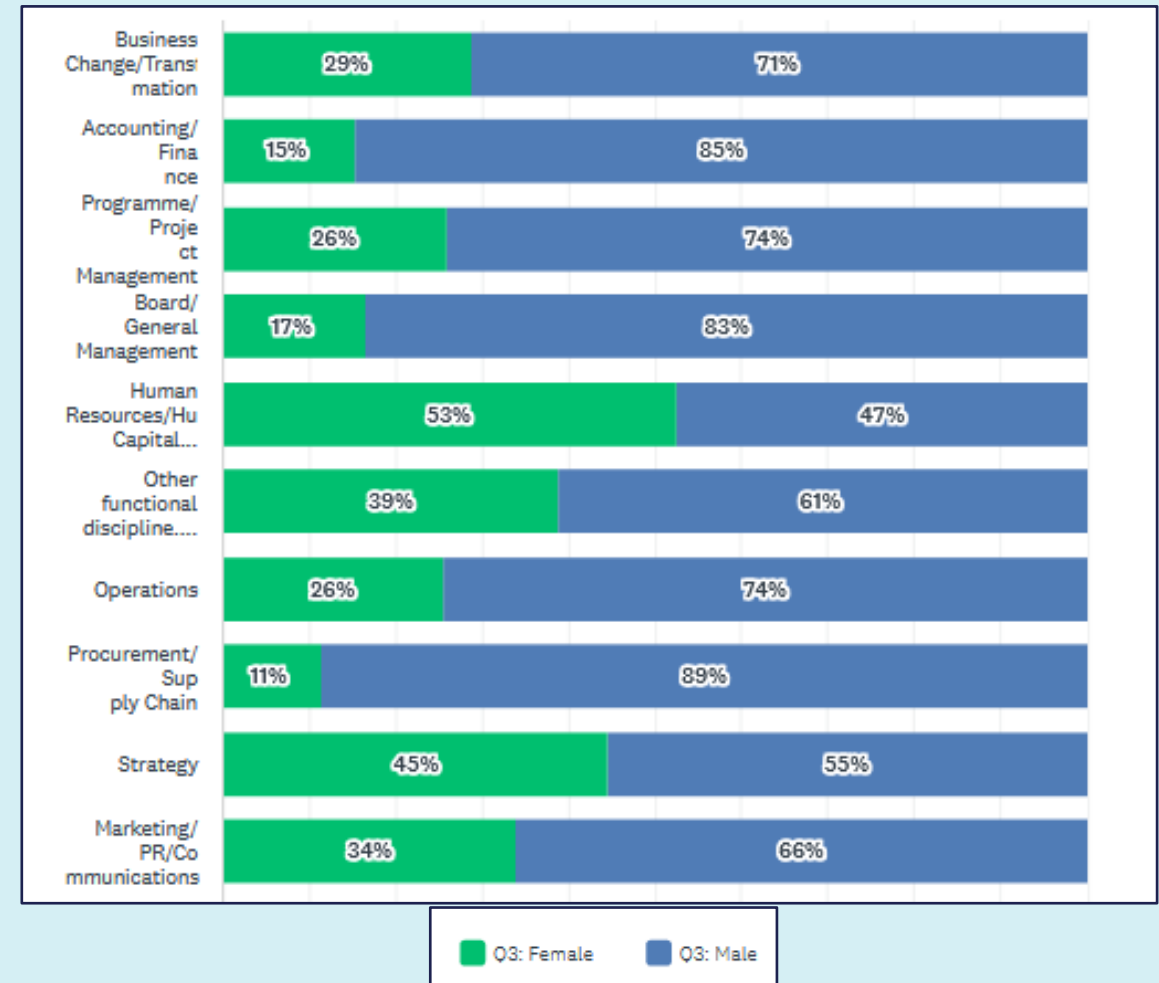
Role Type



1. About You – The Interim Executive

Functional Discipline – Gender Split

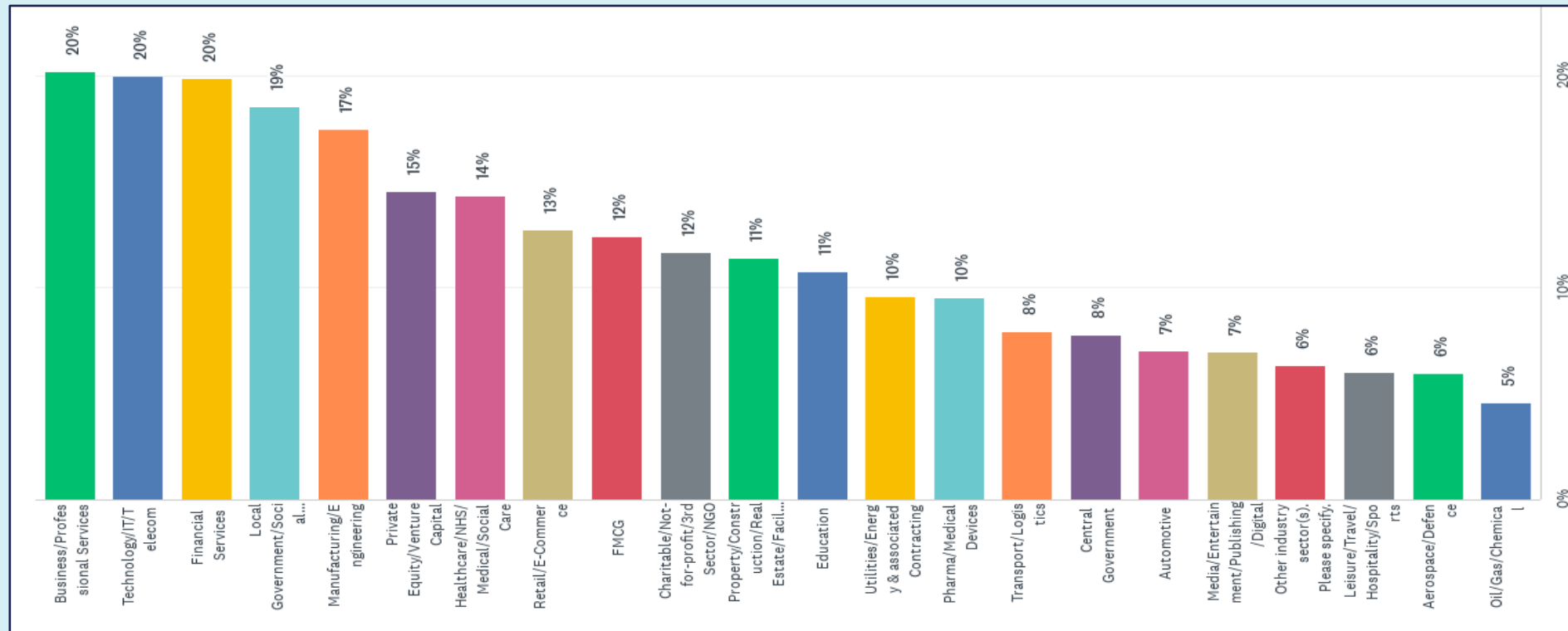
- Looking at the **Top 10** functional disciplines (82% of respondents) by Gender, we see marked differences when compared to the **74% Male/25% Female** overall split
- Accounting/Finance, General Mgt & Procurement/Supply Chain all have **higher Male shares – 83-89%**
- Human Resources, Strategy & Marketing all have a much **higher Female shares – 45-53%**, although these have reduced slightly from 2023



1. About You – The Interim Executive

Industries worked in over last 3 years

- Healthcare / NHS is the **biggest faller** this year, from 22% in 2023 to 14.3% in 2024, a **7.7% drop!**
- Local Government also fell, dropping from 22% in 2023 to 18.5% in 2024, 3.5%
- Business / Professional Services, together with Technology / IT have both grown in the last 12 months, 3.2% and 4% respectively
- Manufacturing / Engineering is the **biggest growth** area with a **5.5% increase** over 2023



1. About You – The Interim Executive

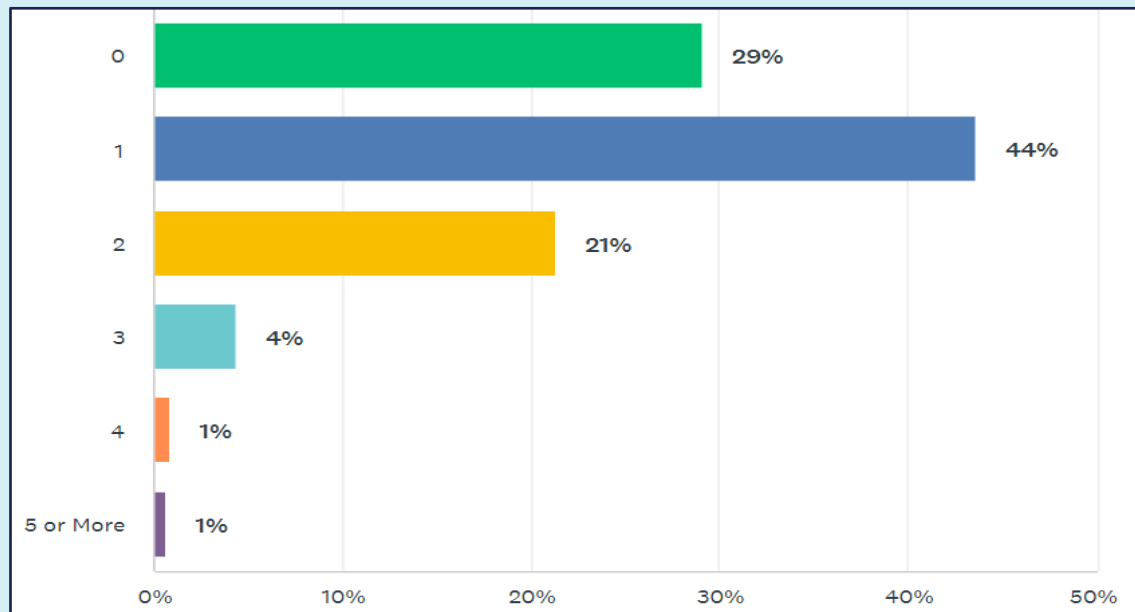
Assignments Directly By Yourself

Compared with 2023

- A significant shift to Directly sourced assignments

- 12% Increase in Interims sourcing 1 assignment themselves

- 7% more Interims sourced 2 assignment themselves



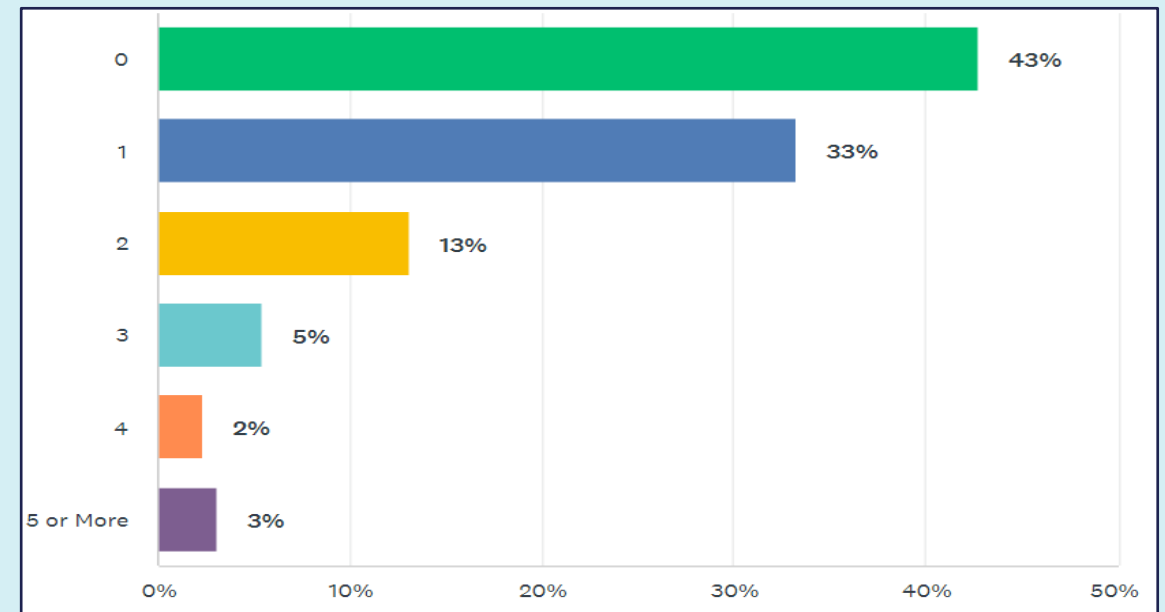
Assignment by a 3rd Party

Compared with 2023

- Corresponding drop in 3rd Party sourced assignments

- 14% Decrease in Interims sourcing 1 assignment via 3rd Party

- 8% fewer Interims sourced 2 assignment via a 3rd Party



- A significant proportion of Interims use both routes to source assignments.

- As per the last few years of survey results, Interims sourcing multiple assignments over the year have equal success sourcing them through a 3rd Party or via themselves

1. About You – The Interim Executive

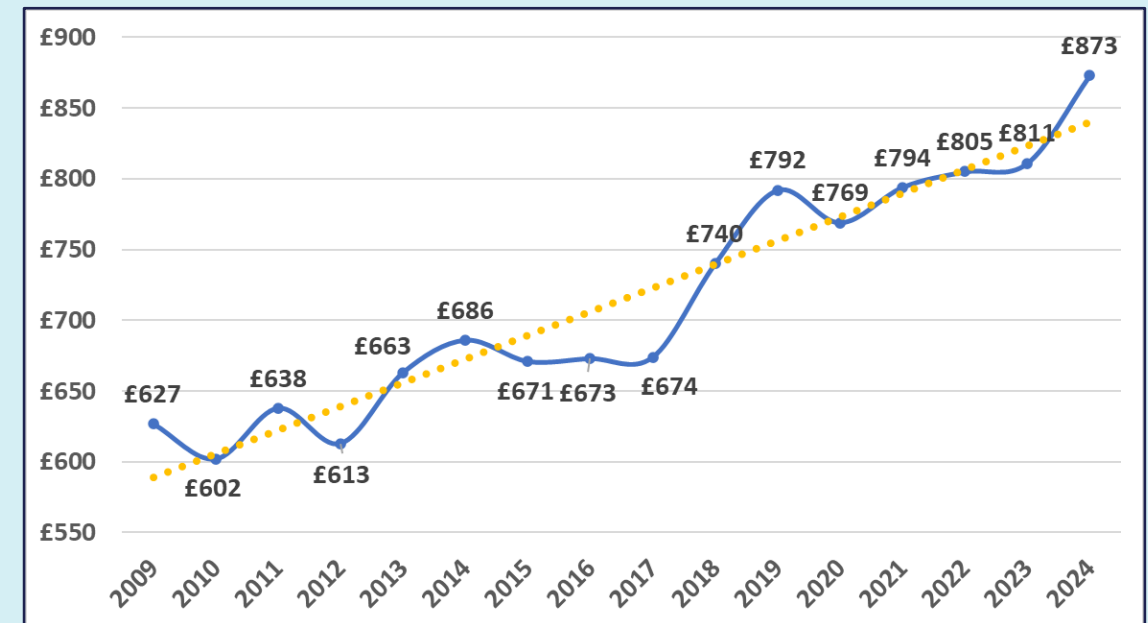
Remuneration – Average Day Rate Breakdown

- **Private** Sector Interims are now paid, on average, **36% more** than **Public** Sector Interims and **35% more** than **3rd Sector** Interims
- **Males** are paid , on average, **15% more** than **Females** (2023: 21%)

		2024	2023	Change
Gender	Male	£902	£855	+5%
	Female	£783	£709	+10%
Sector	Private	£959	£910	+5%
	Public	£706	£680	+4%
	3 rd /Charity	£711	£623	+14%
IR35	Outside	£907	£853	+6%
	Inside	£809	£740	+9%

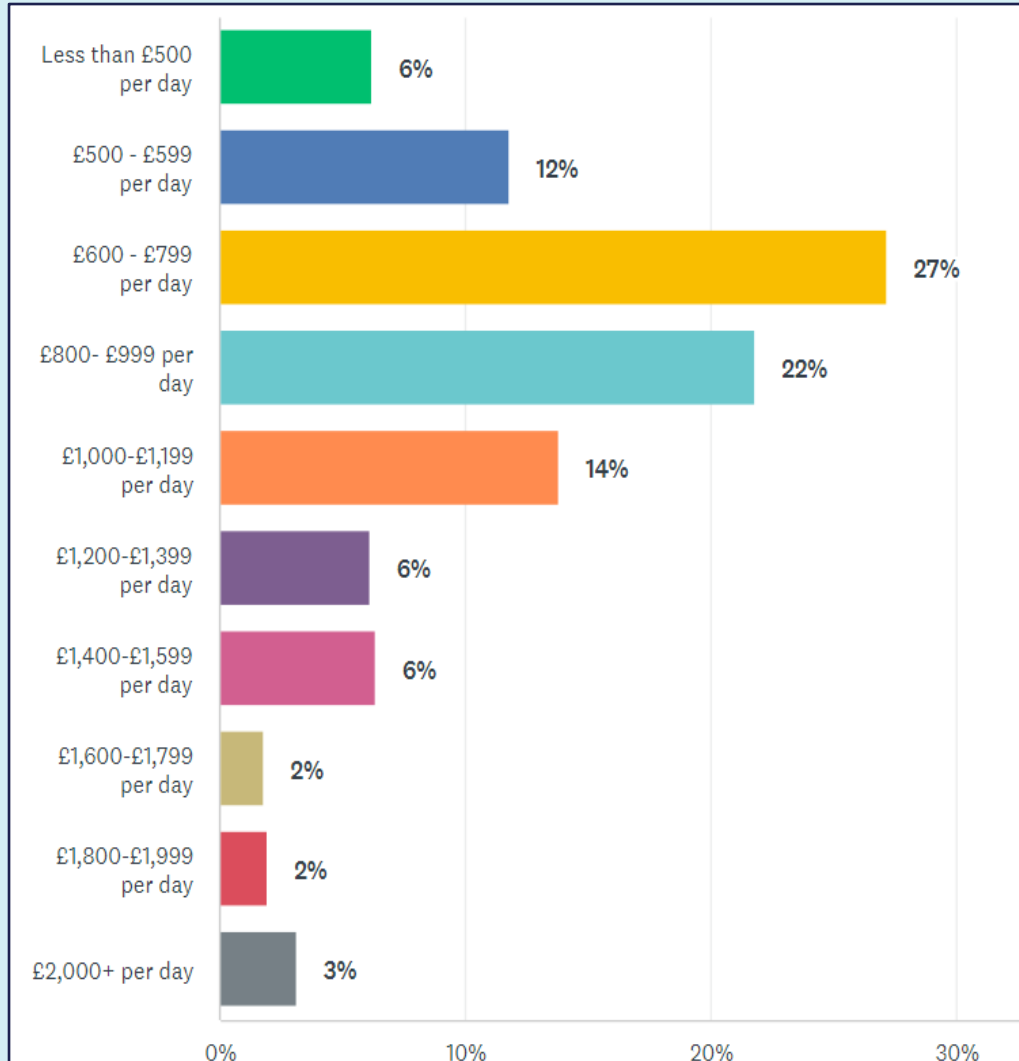
Remuneration - Overall Day Rate Trend

- **Significant increase** in the overall average day rate to **£873** (up 8%), more than recovering from 2023's minor dip



1. About You – The Interim Executive

Remuneration Outside IR35 – Directly Sourced

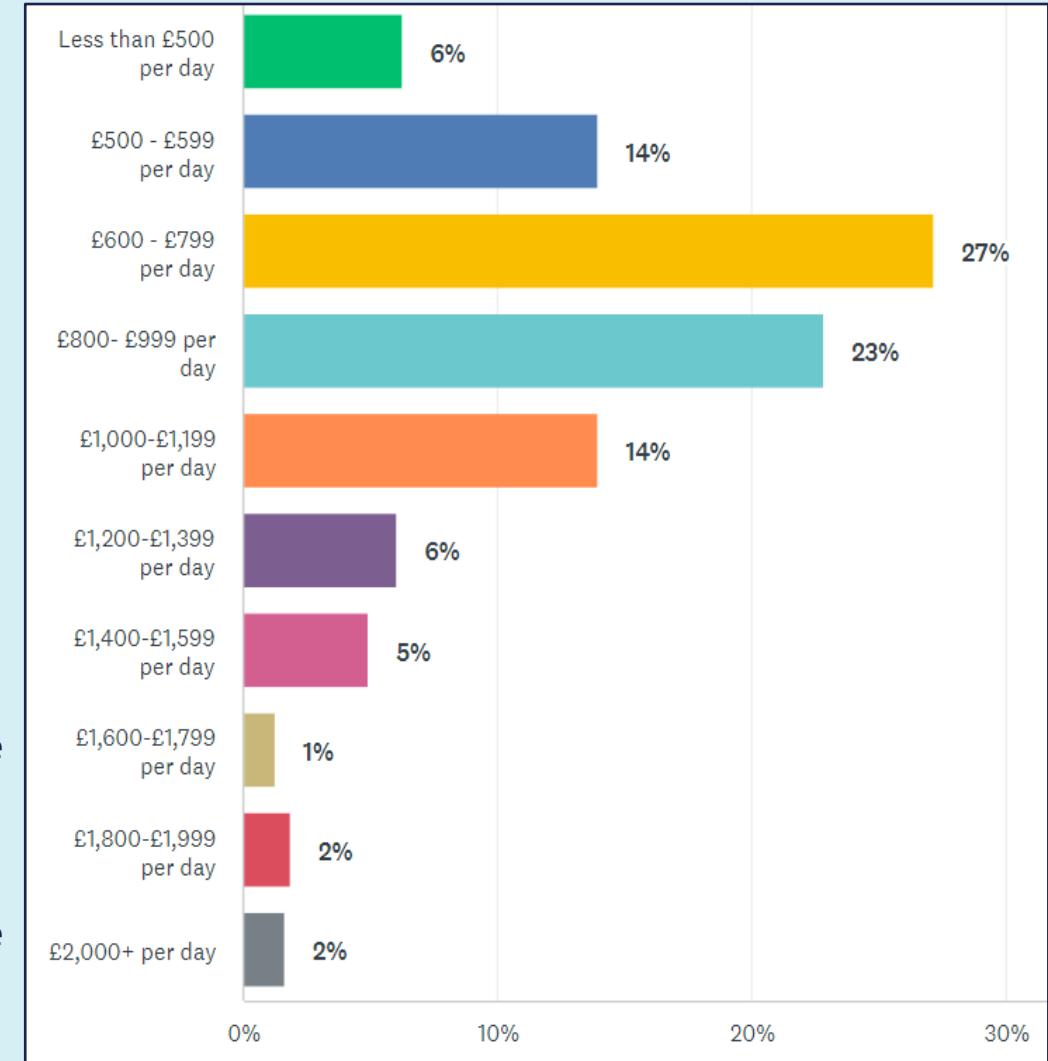


- Day Rate Spread closely match whether Directly or 3rd Party Sourced

Compared with 2023

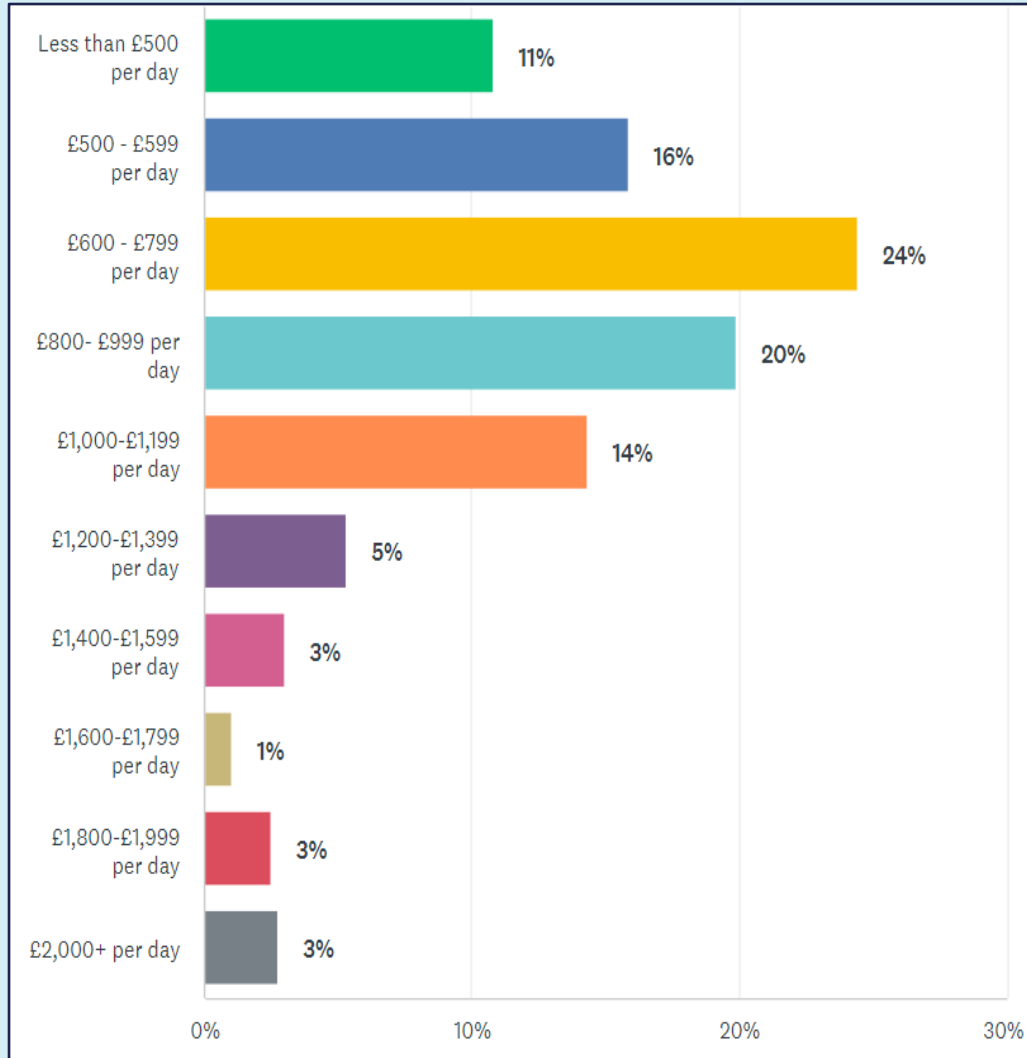
- 11% Reduction in 3rd Party Sourced £799 / day or less Assignments
- 5% increase in 3rd Party Sourced Assignments in the £800-£999 bracket
- 3rd Party sourced Assignments over the £1400 / day rate are 4% Higher
- Directly sourced Assignments over the £1400 / day rate are 3% Higher

Remuneration Outside IR35 – 3rd Party Sourced



1. About You – The Interim Executive

Remuneration Inside IR35 – Directly Sourced

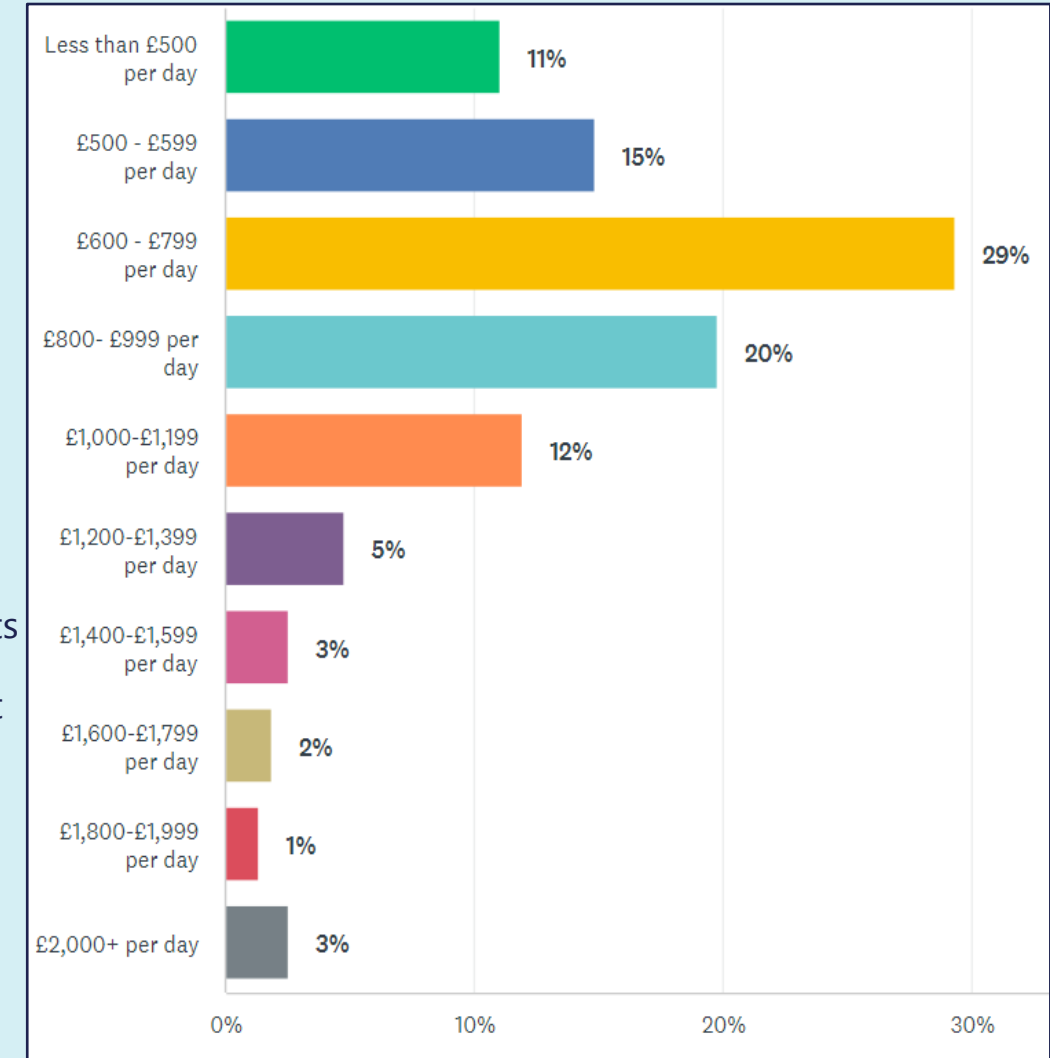


Day Rate Spread closely correlate whether Directly or 3rd Party sourced

INTERESTING FACTS

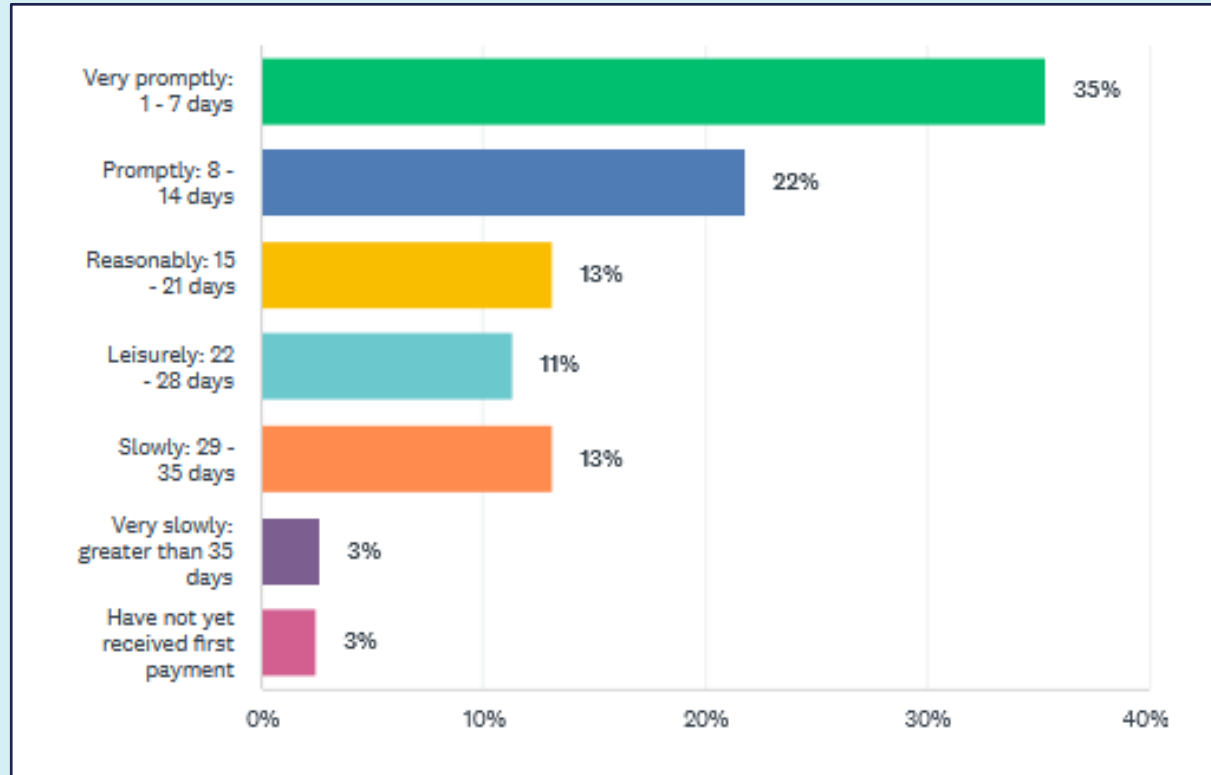
- 9% increase from 2023 in 3rd Party Assignments over £800 / day or more
- 5% increase over 2023 for Directly sourced Assignments in the £1,000 to £1,199 / day bracket

Remuneration Inside IR35 – 3rd Party Sourced

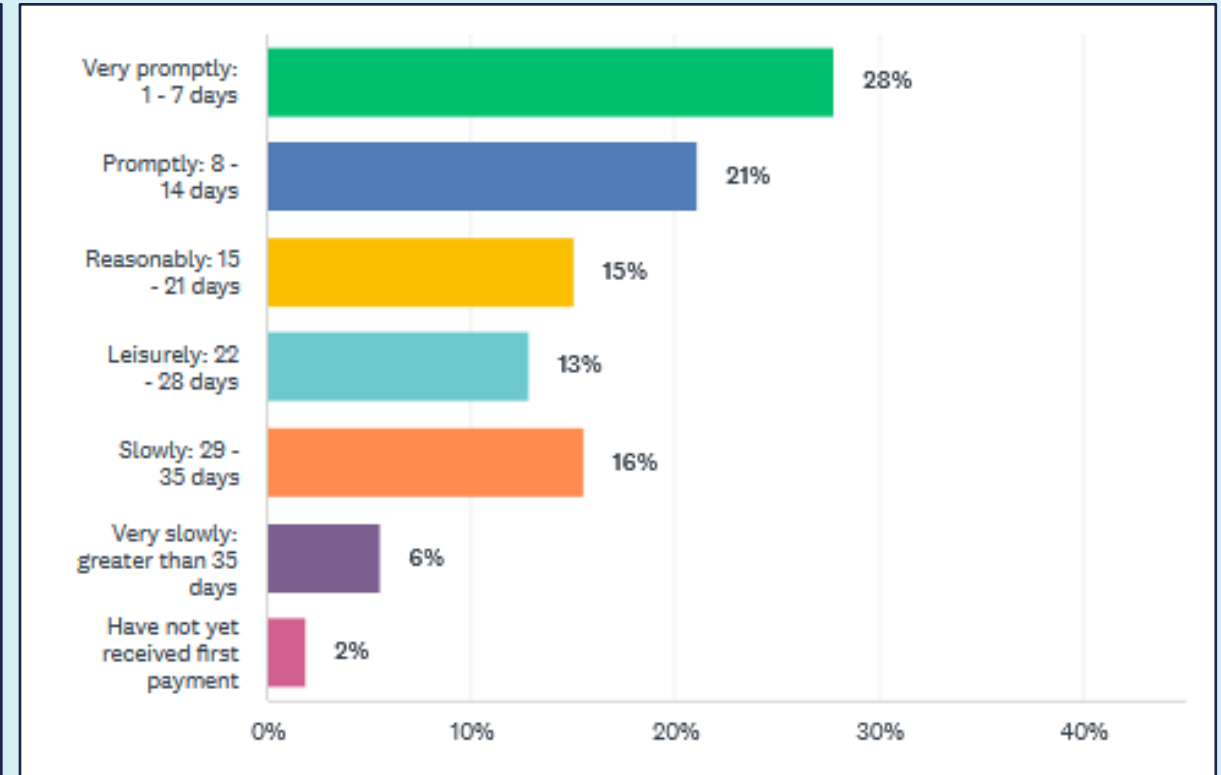


1. About You – The Interim Executive

Speed of 3rd Party Payment



Speed of Direct Client Payment



- Good to report that **81%** of Interims say that **3rd Party payment** and **77%** for **Direct payment** by Clients, is at **28 days or less**
- Payment for 3rd Party sourced assignments is 7% higher when very prompt (1-7 days) is taken into account



2. About The Market

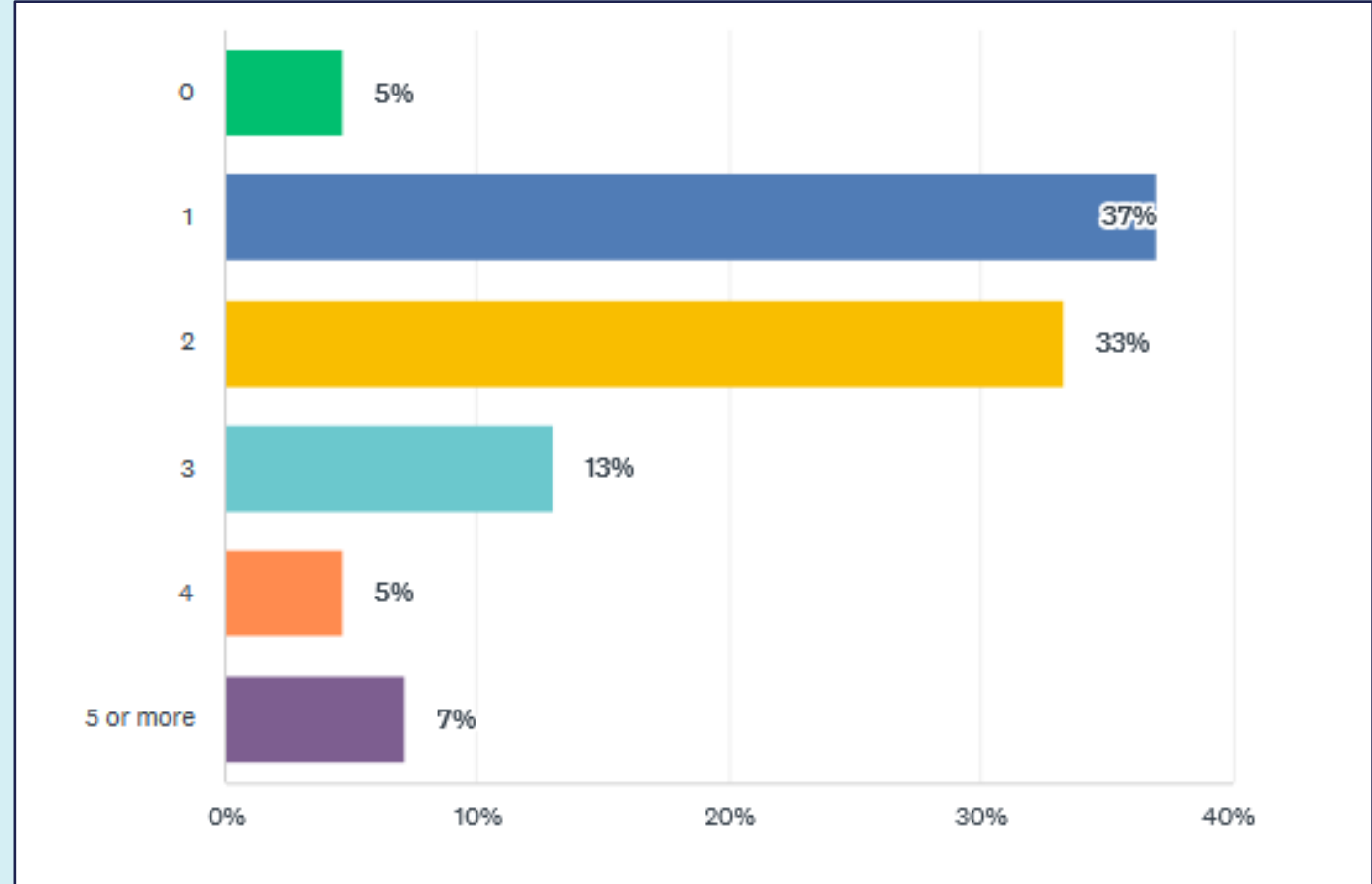


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2. About the Market

Number of Assignments

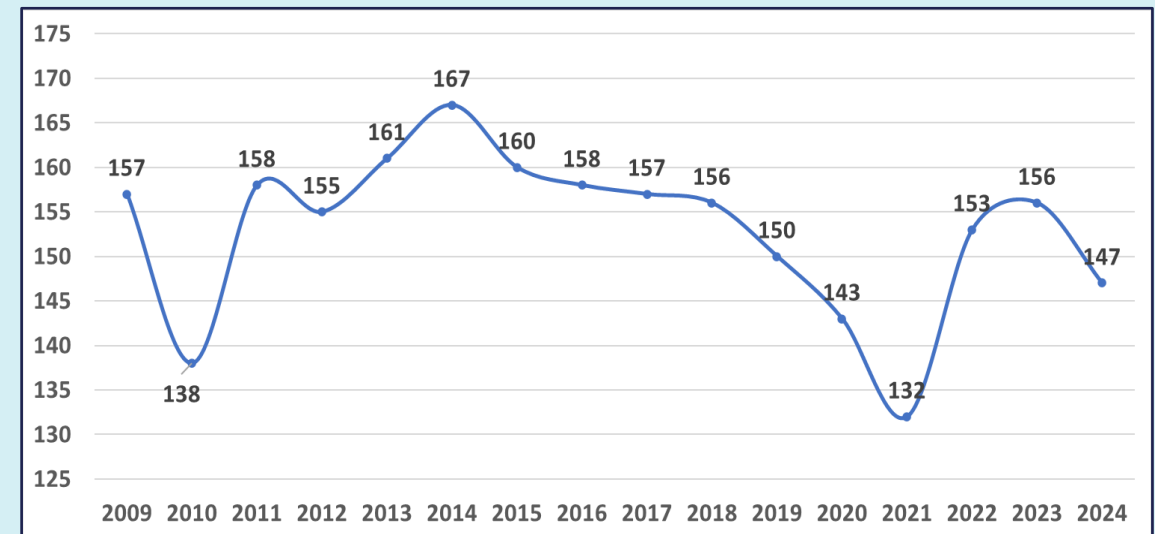
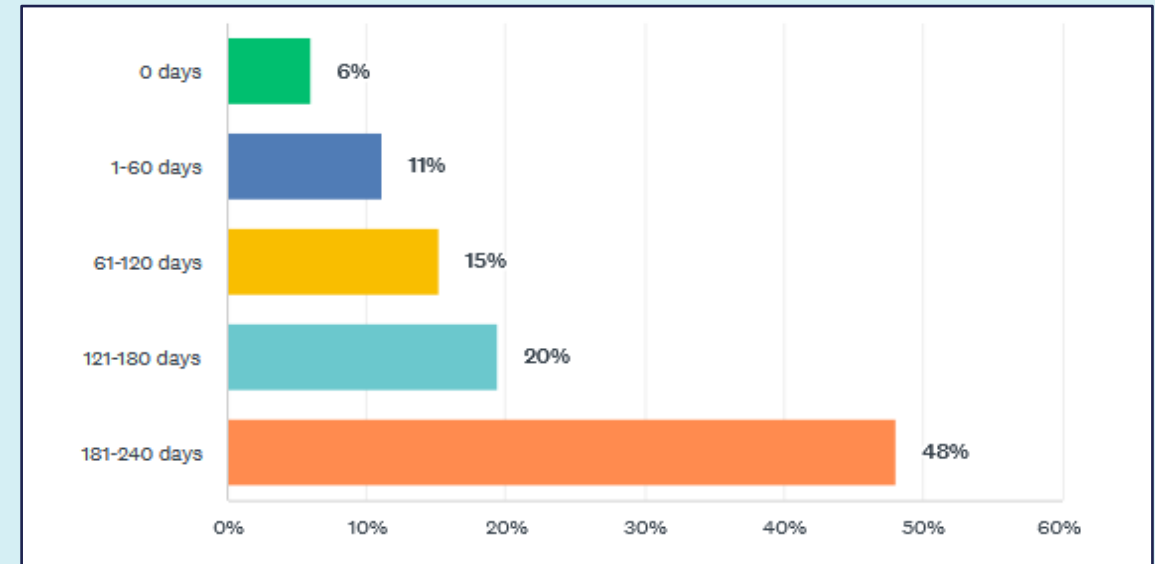
- Very static position compared to 2023, with minimal changes to the % shares across the numbers of assignments carried out during the year
- One small reversal on last year, the % who had **no assignments** during the period, has increased from 3% to 5% (2022: 7%)
- Another sign of a slow down?



2. About the Market

Days Billed

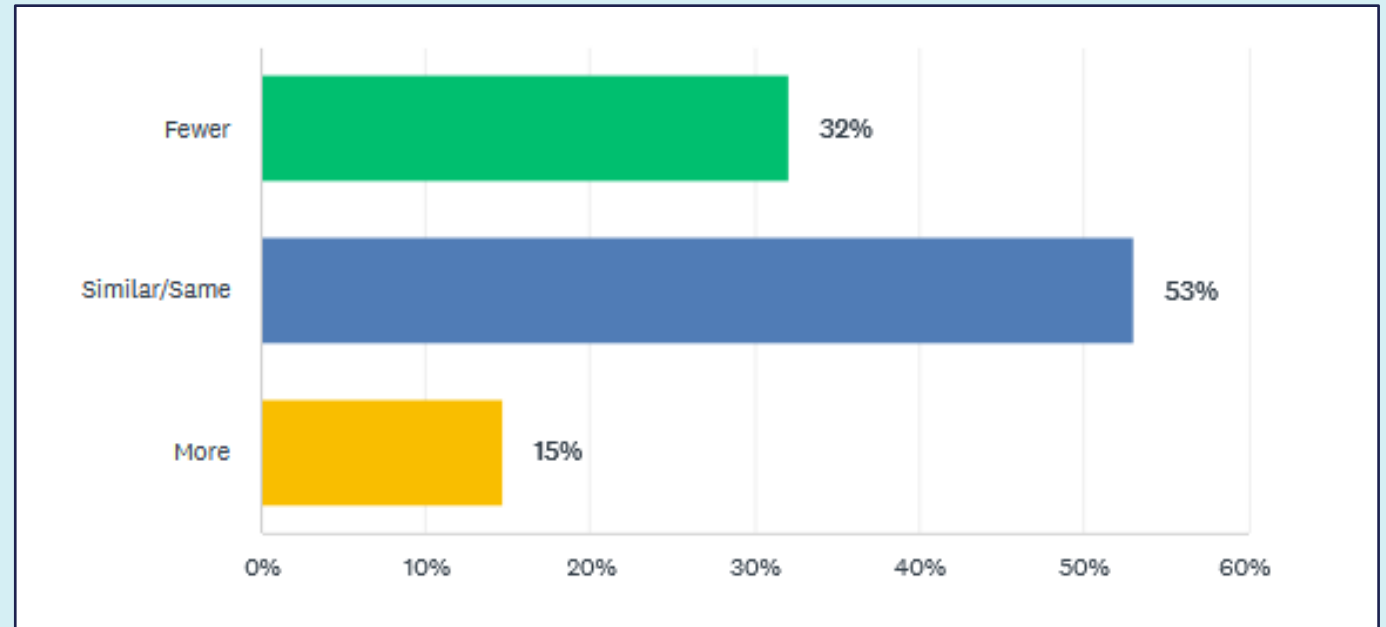
- Clear signal from billable days – **interims have billed fewer days overall**
- 0 days billed up from 3% to 6% and those billing 1-60 days also up, from 8% to 11%
- Corresponding reductions of 3% in both the 121-180 and 181-240 day billed day ranges
- Reversing the post Covid recovery, **average days billed has fallen to 147**



2. About the Market

Comparison of billed days previous 12 months

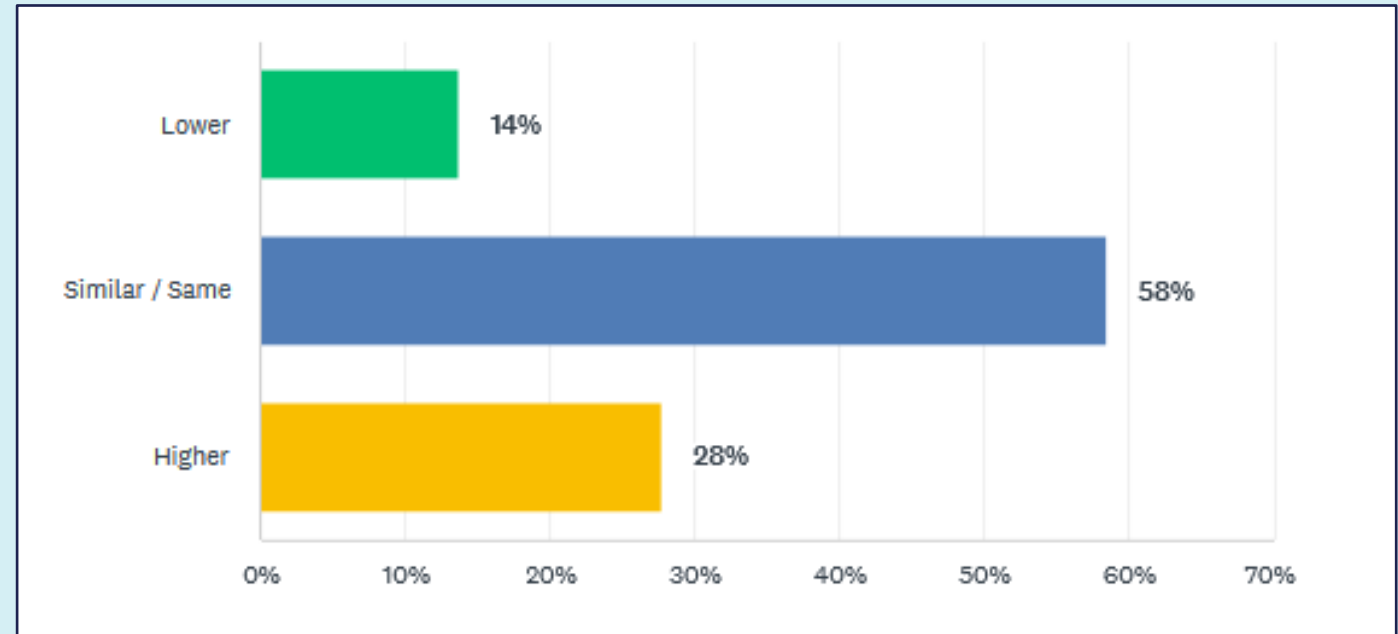
- Clearest indicator yet of a slowdown in interim demand, with those billing fewer days **up significantly** from **18% to 32%**
- Correspondingly those billing same/similar days fell 10% and those indicating an increase fell by 4%



2. About the Market

Average Day Rate compared with previous 12 months

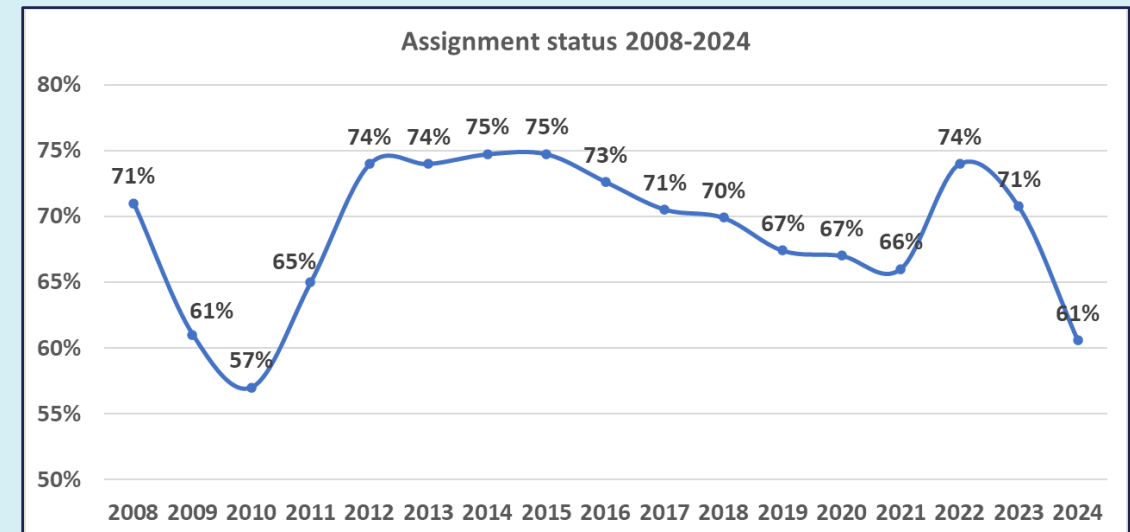
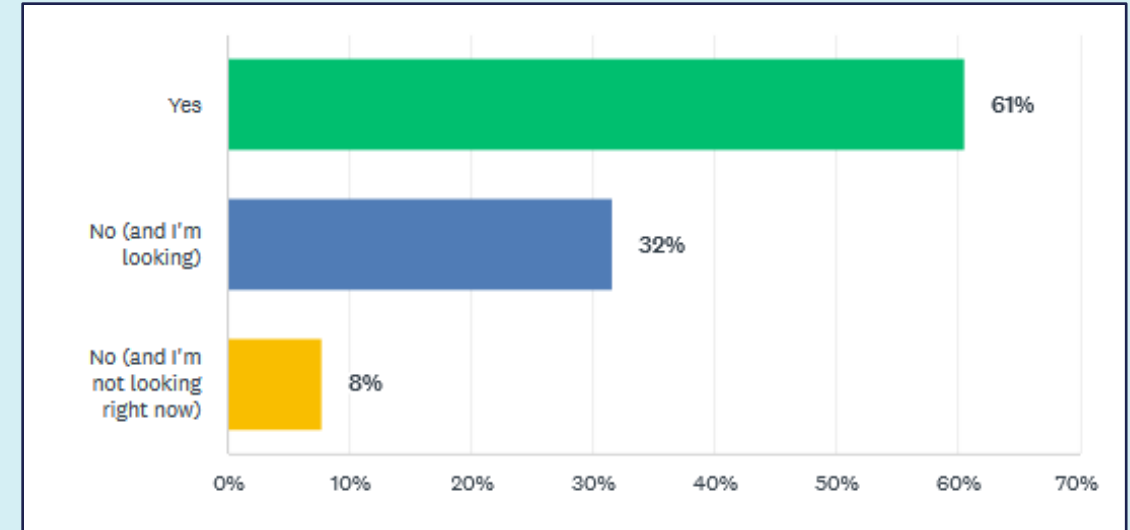
- Again, indicating a reversal of the 2022/23 bounce back on rates **14% reported lower rates** year on year, up from 9% last year
- Similar/Same and Higher rates Year on Year both had corresponding falls of 2-3%, reversing the gains last year



2. About the Market

On assignment at end of March 24

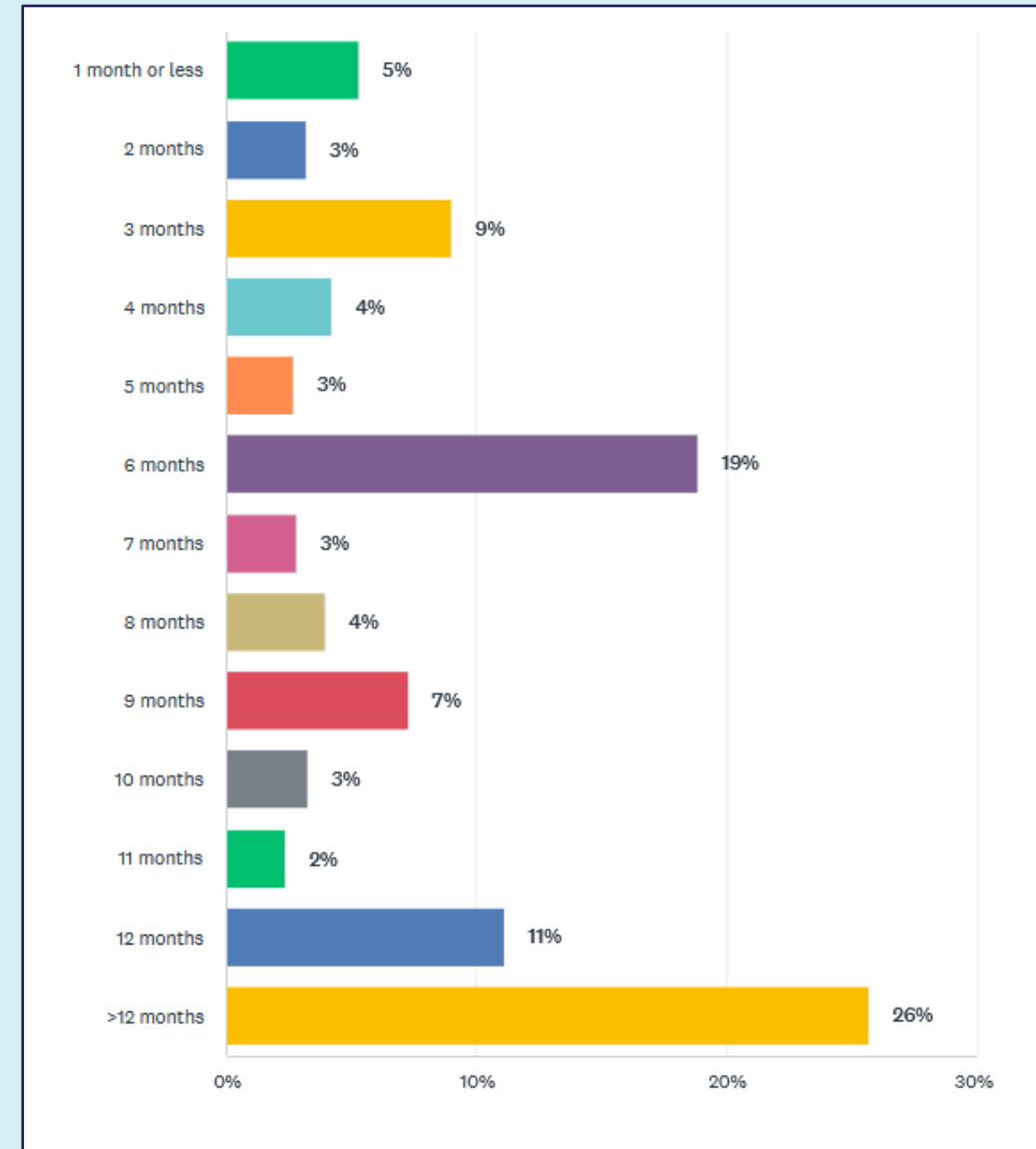
- **Significant drop** in those on assignment at the end of March, **falling 10% year on year** (2023: 71%)
 - Corresponding 9% jump in those not on assignment and looking
 - Similar level (8% v 6%) taking a break and not looking at this point
-
- **Concerning** is the fact that at 61%, this is the lowest % on assignment at the March snapshot since the dark days of global financial crisis back in 2009/10



2. About the Market

Length of current / last assignment

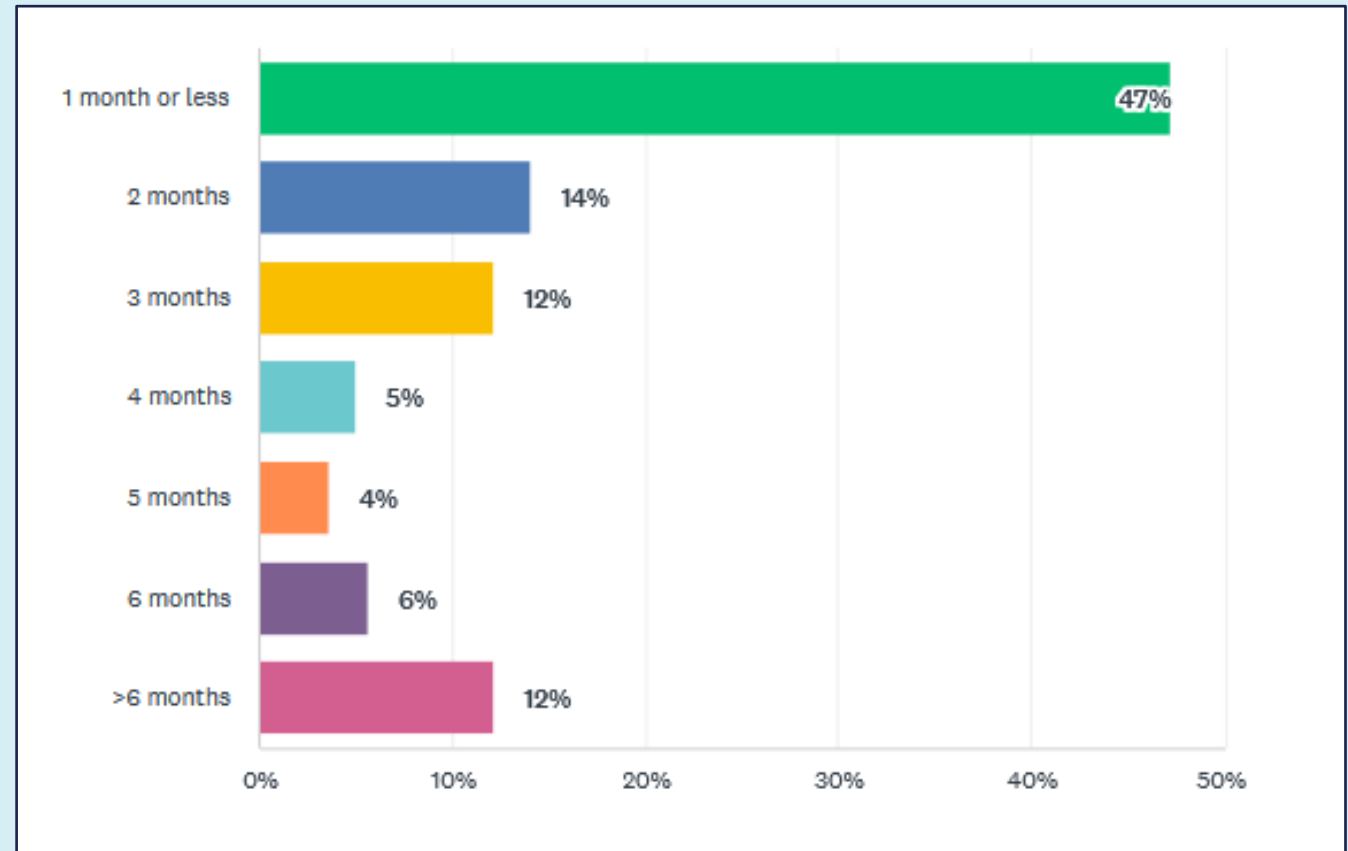
- Those assignments carried out followed an almost identical pattern of lengths to 2023
- 2% increase in the 1 month or less short term roles
- 2% drop in those at around 6 months
- Average assignment length down slightly at 9.5 months (2023: 9.7 months)



2. About the Market

Gap between assignments

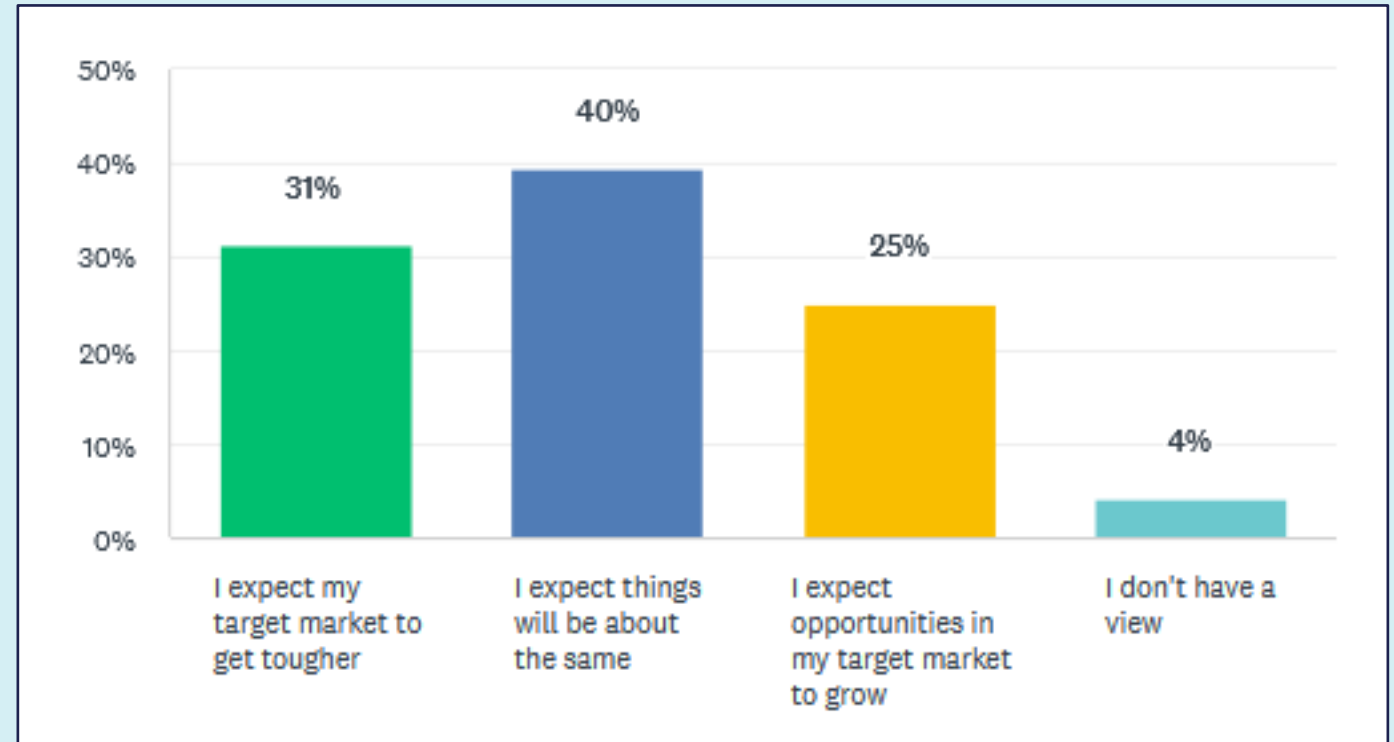
- Almost half of Interims have gaps of a month or less
- Those reporting a short gap of 3 months or less has dropped to 73% (2023: 79%, 2022: 76%)
- Most significantly we see a 6% drop in short term gaps (1 month or less) from last year
- Unsurprisingly, we see the average gap has **also extended, to 2.8 months** (2023: 2.6 months)



2. About the Market

Looking at the next 12 months

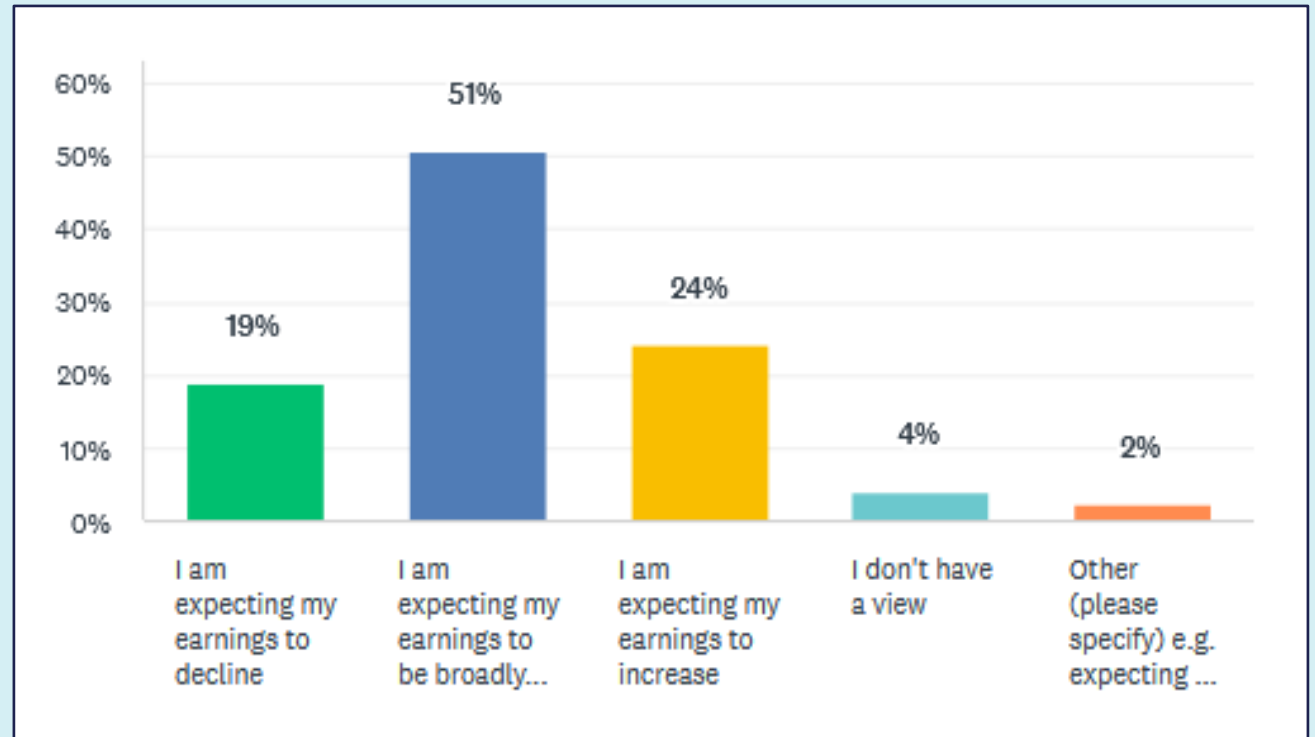
- In 2023 we saw big jumps in those expecting the market to get tougher (10%) and stay the same (9%), whilst those expecting to see growth saw a huge drop (17%)
- This year, a further 3% expect a tougher market in the coming year, taken from the stable expectations share, which fell a corresponding 3%
- However, a full quarter of respondents still expect opportunities in their target markets to grow



2. About the Market

Earnings expectations over next 12 months

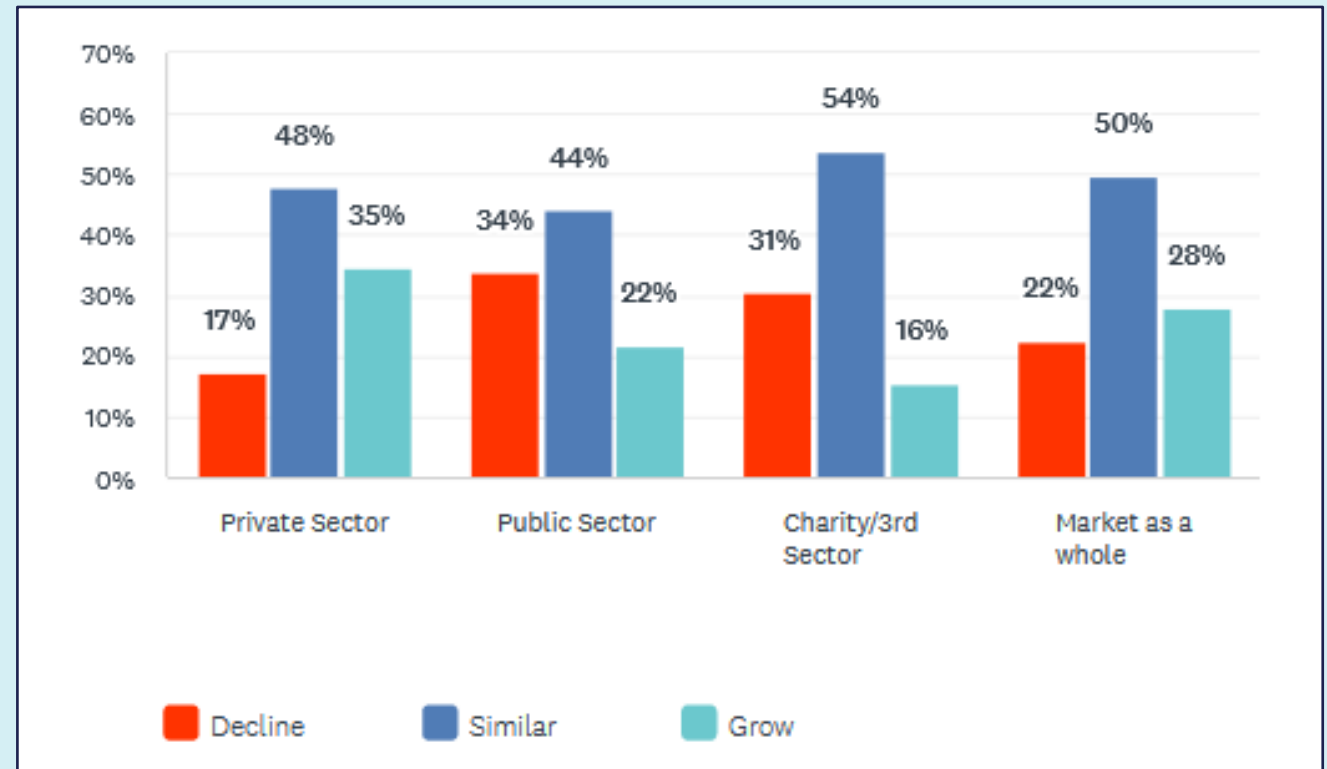
- Unsurprisingly a greater proportion, **19%**, (2023: 16%) also **expect earnings to fall** in the coming year
- This comes from a 3% fall in those expecting a broadly similar level of earnings
- Those expecting earnings growth is down a marginal 1% to 24%



2. About the Market

Interim Market and Sector Expectations in the next 12 months

- Taking the market as a whole, Interims are marginally less positive with a small increase in those expecting decline (22% v 2023:20%) or stay the same (50% v 2023:52%)
- In the **Private Sector**, there is far **more optimism** than in Public or 3rd Sectors, with 35% expecting growth, up 3% on 2023
- However, a higher proportion of interims working in the **Public Sector** are **expecting a decline** (34% v 2023: 27%) and 4% fewer expecting growth
- A majority of Charity/3rd Sector interims continue to expect a similar market in the next 12 months, up 2% from 2023



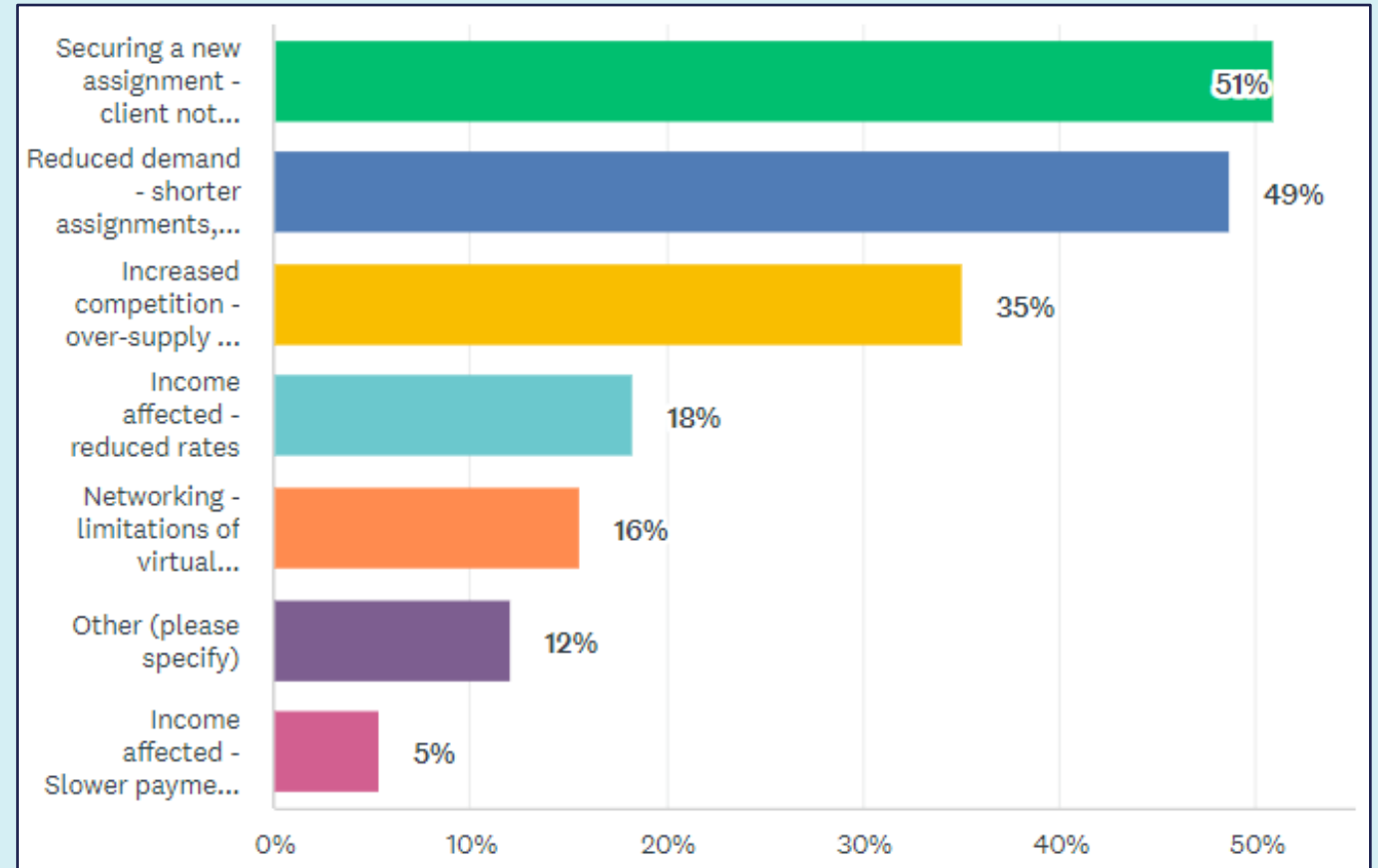


3. Impact of the Economic Situation

3. Impact of the Economic Situation

Biggest Challenges caused by Economy

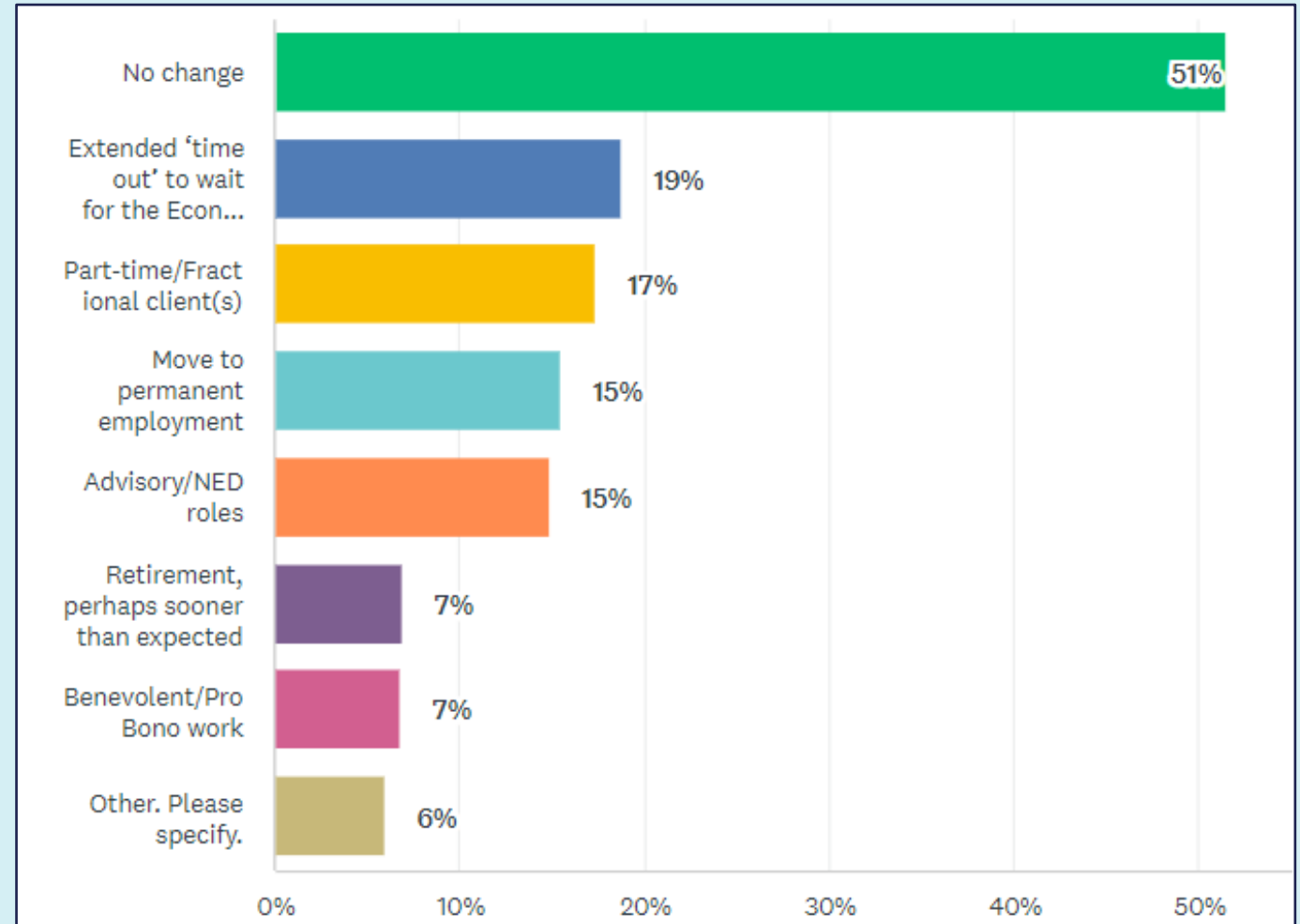
- **Reduced demand** is the biggest riser in the challenges facing Interims, with a **14% increase** over 2023.
- Overall, **securing a new assignment** is still the **biggest challenge**, and has risen 8% in the last 12 months.
- 7% Increase in competition from new entrants
- The challenges of virtual networking have reduced for the 2nd year running, with this being an issue that 38% of Interims reported in 2022 and then 19% said in 2023 and 16% in 2024. Interims are adapting.



3. Impact of the Economic Situation

Change of Plans

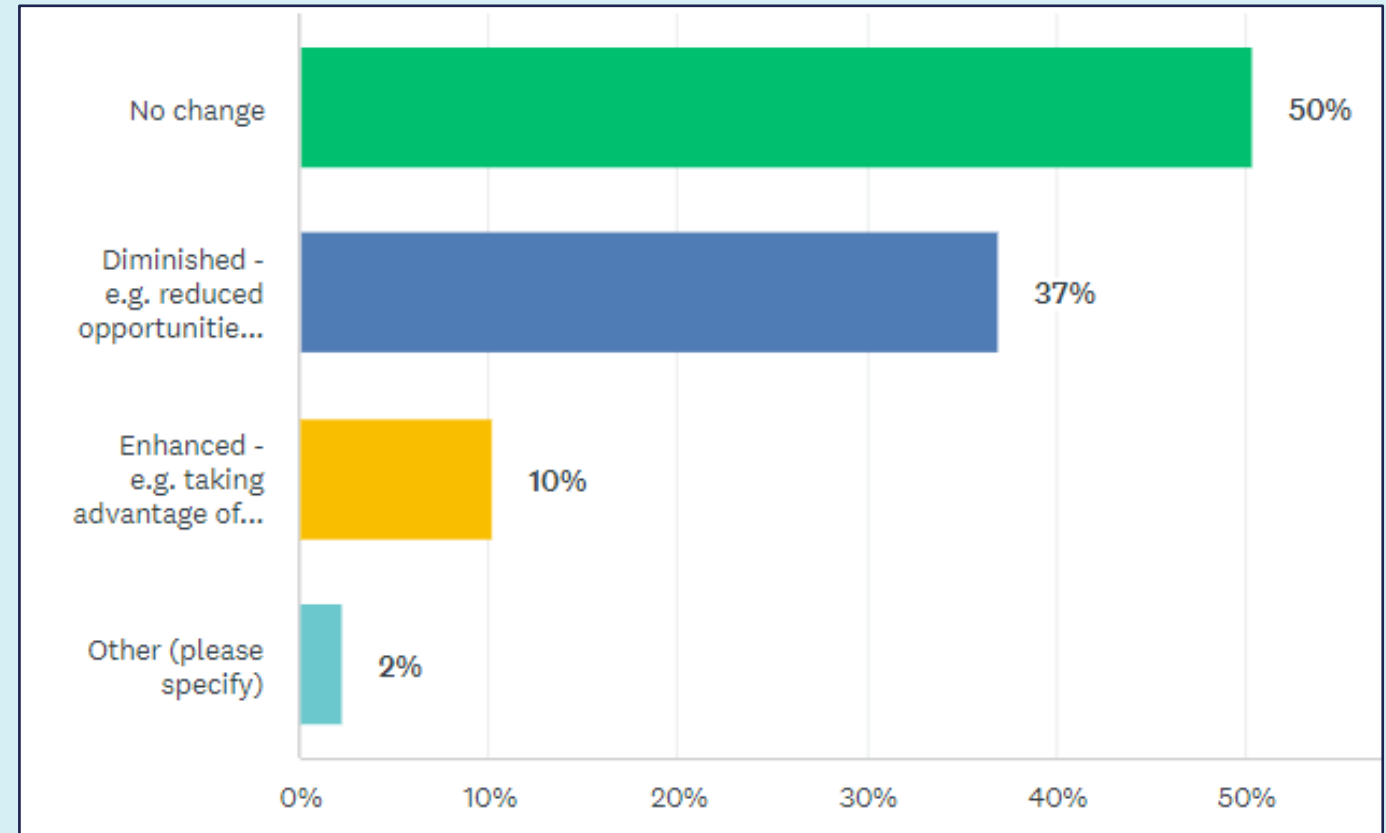
- Significantly, interims considering changing their plans for the coming year are up 10%; those with no plans to change being down to 51% (2023: 61%) as a result
- Extended time out now being considered as an option for 19% of Interims, jumping up 2 places with an increase of 4% (2023: 15%)
- Move to Permanent remains the same as 2023 at 15%
- Retirement up 2% compared with 2023



3. Impact of the Economic Situation

Impact on Personal / Company wealth

- In another indication of slow down and tougher market conditions, a **significant 8% increase** in Interims have **seen a negative impact** on their Personal or Company wealth this year when compared to last year's Survey
- 6% Reduction, over the last 12 months, in those that saw No Change



4. IR35 and the Interim Market

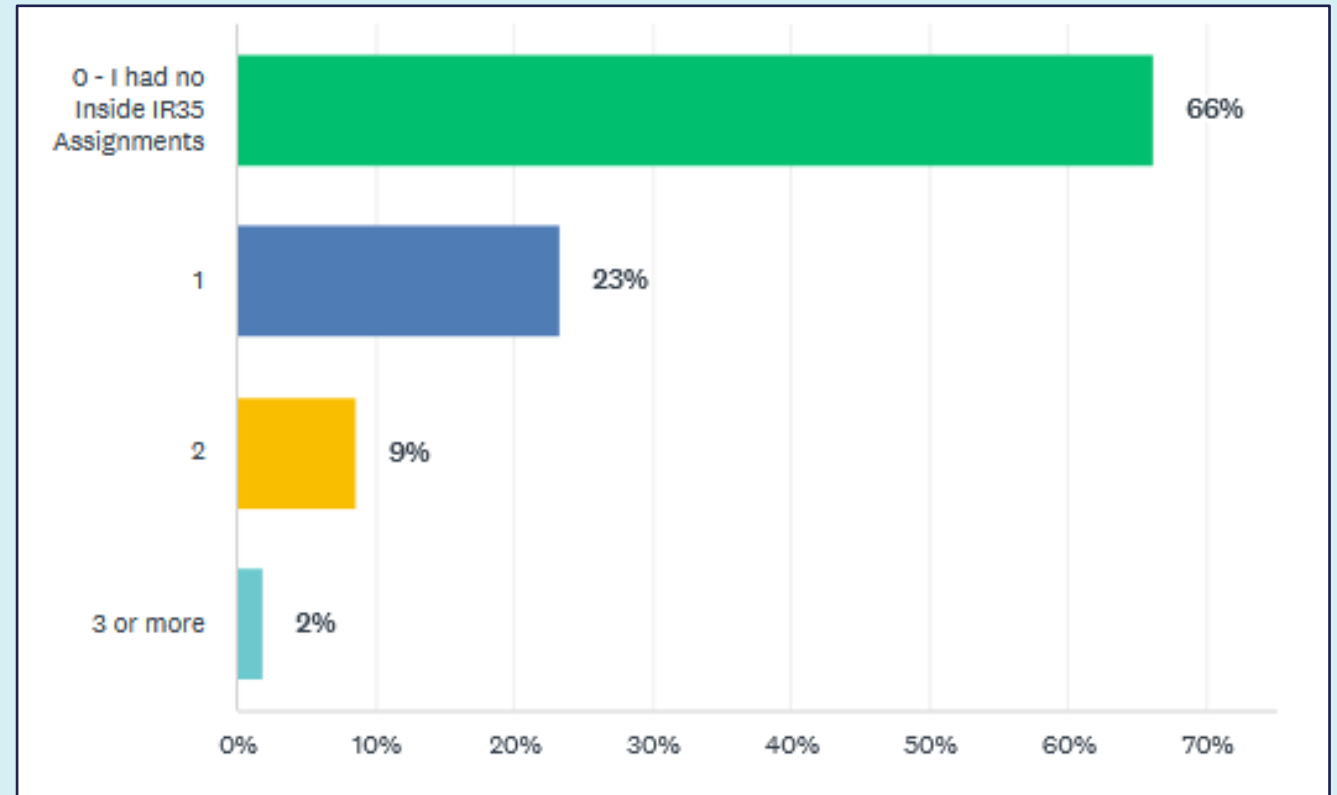


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4. IR35 & The Interim Market

Assignments inside IR35 in last 12 months

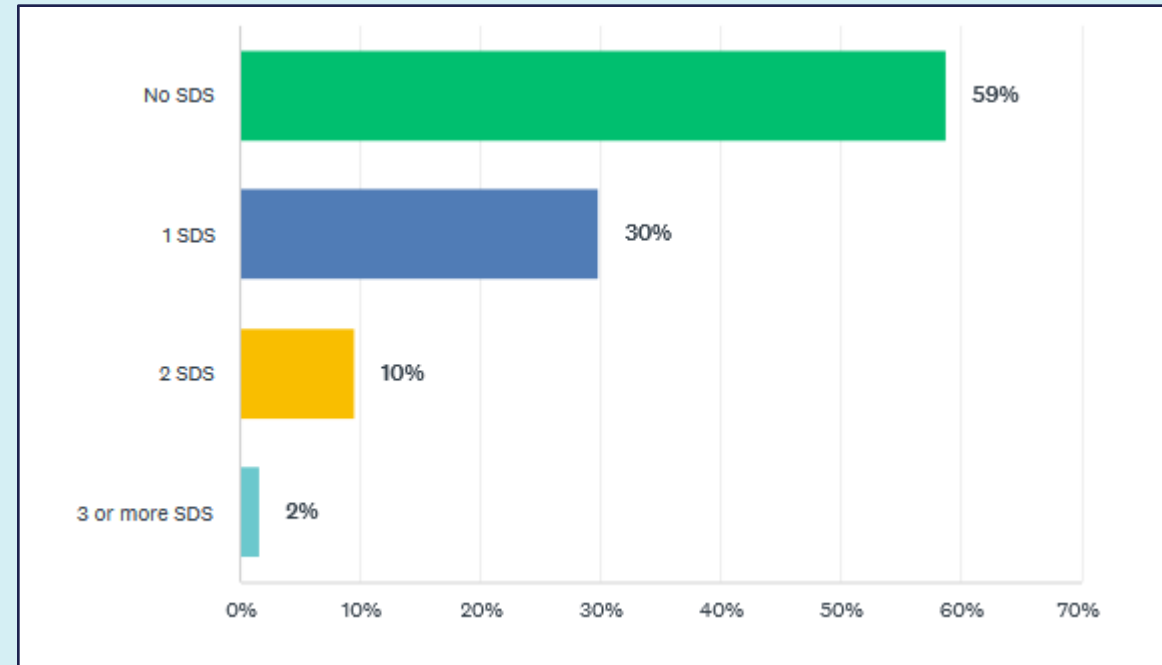
- There is a **clear majority**, up 5% at **66%** (2023: 61%), of assignments reported as **outside IR35**
- Small falls reported on inside IR35 assignments at each of 1,2 & 3 or more assignment levels to 34% overall (2023: combined 39%)



4. IR35 & The Interim Market

How many with SDS

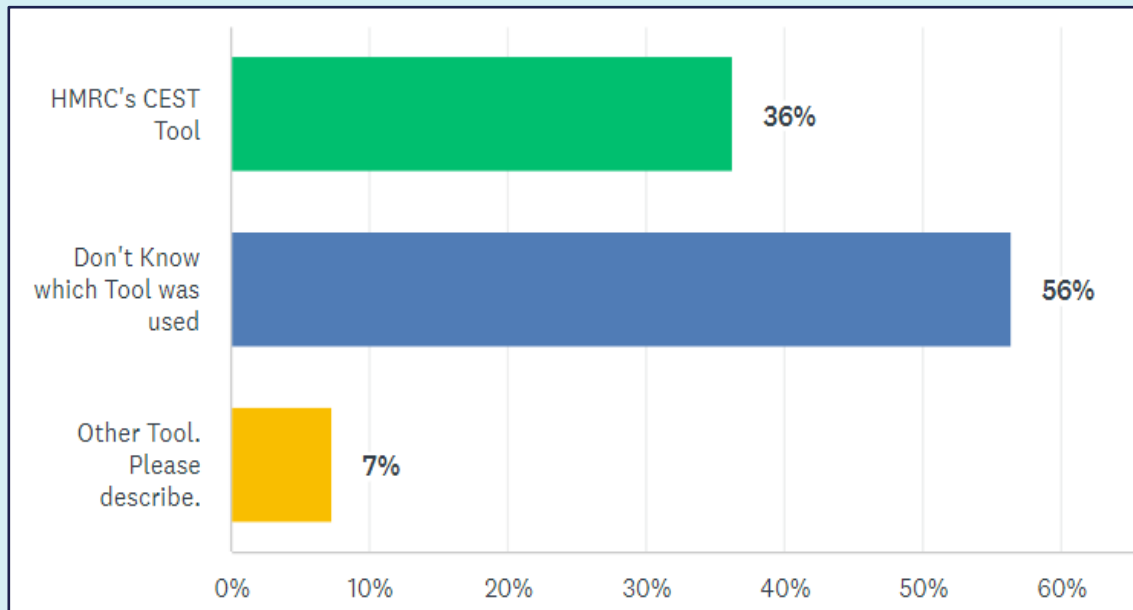
- This year nearly **60%** said they **did not receive a SDS** – a worryingly huge **adverse swing** from recent progress
 - 2023: 20%
 - 2022: 23%
 - 2021: 48% Private & 3PS, 40% Public
- When operating as an Interim, it is a **legal requirement for the end client to issue an SDS**
- The clear consequence of not having a SDS is that the Interim leaves themselves exposed to future tax enquiry issues with HMRC.
- The IIM **strongly recommends** that Interims insist upon:
 - a. Receiving a SDS when working on assignments, particularly if working **outside** IR35
 - b. Receiving a clear explanation of the reasoning for the status determined
 - c. Being involved in the discussion to arrive at the finding, from the start
 - d. Being able to appeal the finding should they wish to do so and have the outcome and reasoning confirmed / over-turned



4. IR35 & The Interim Market

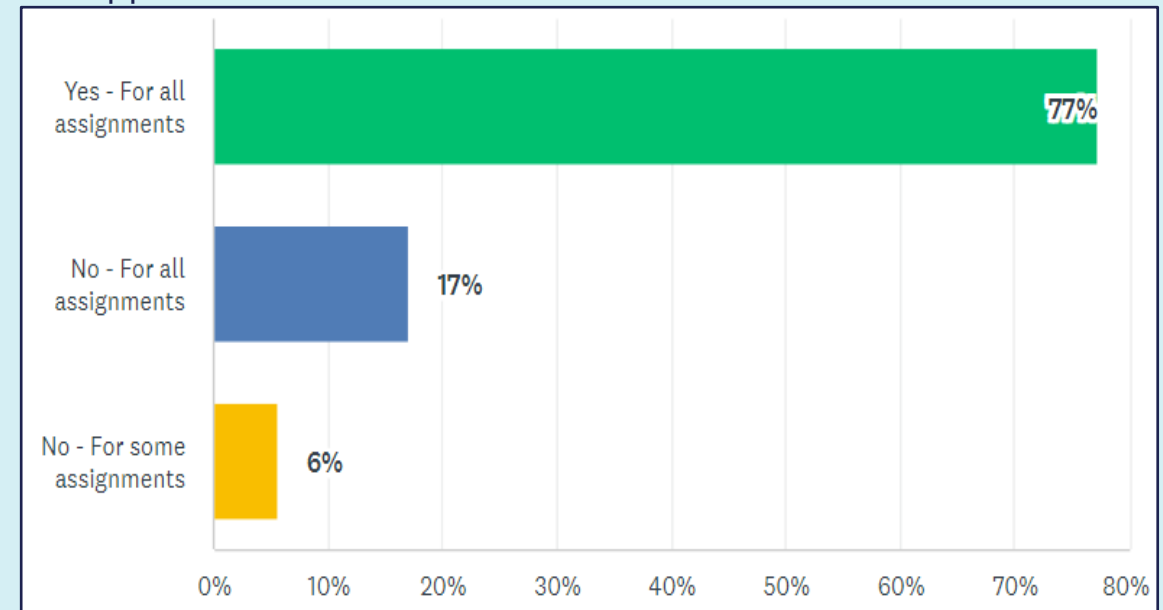
Tools used to determine IR35 Status

- This year's results exactly match 2023 with majority of Interims working on roles not knowing what method was used to determine status
- The IIM strongly advise that Interims working on assignments, particularly **outside** IR35, should insist that they receive a clear explanation of how the SDS was determined.



Did you agree with Status Findings

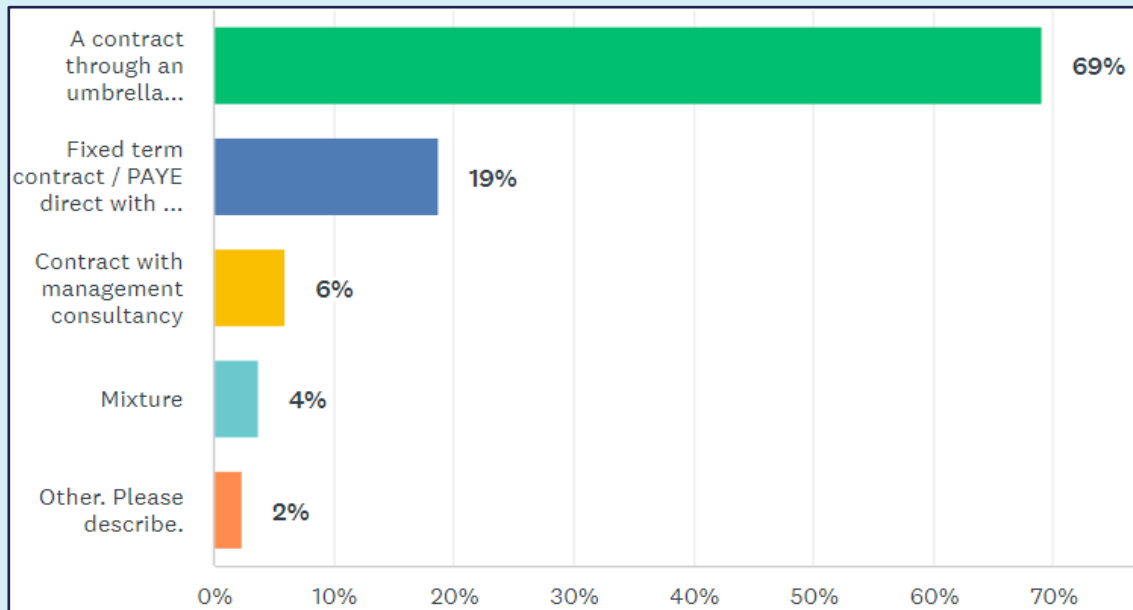
- 3% rise, compared with 2023, in Interims that agreed with the SDS findings (2022 = 74% and 2021 = 76%)
- Like 2023, when disagreeing with the SDS findings **over 90%** of Interims **chose not to appeal** the decision
- A slight (1%) improvement over 2023 in the '*take it or leave it*' approach taken by clients; reducing from 6% to 5% of cases that appealed.



4. IR35 & The Interim Market

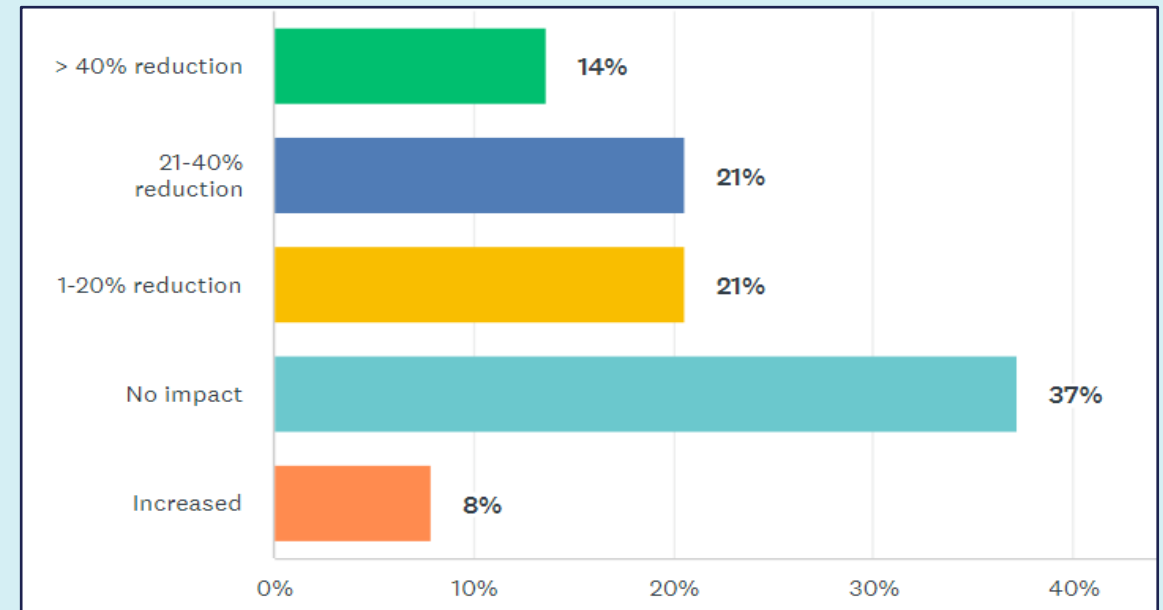
Dominant Contractual Arrangement

- **Umbrella** Companies remain the **dominant contractual** arrangement when on Inside IR35 assignments at 69% (2023: 70% & 2022: 64%)



Impact on personal earnings 23/24 vs 22/23

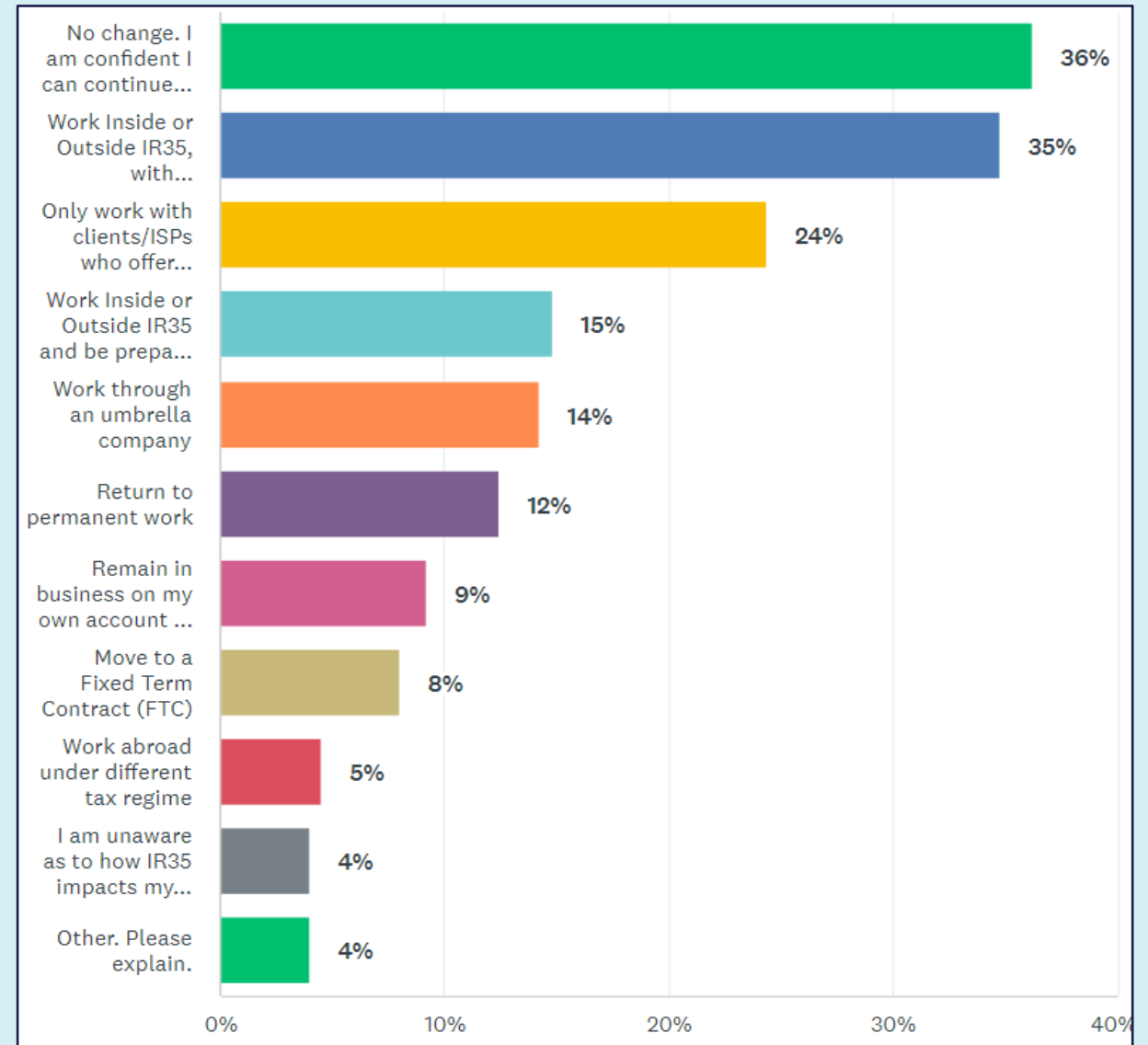
- 4% Reduction in the number of Interims saying that IR35 has reduced their earnings, compared with 2023
- 6% increase saying that IR35 has had No Impact



4. IR35 & The Interim Market

Changes made or considering due to IR35

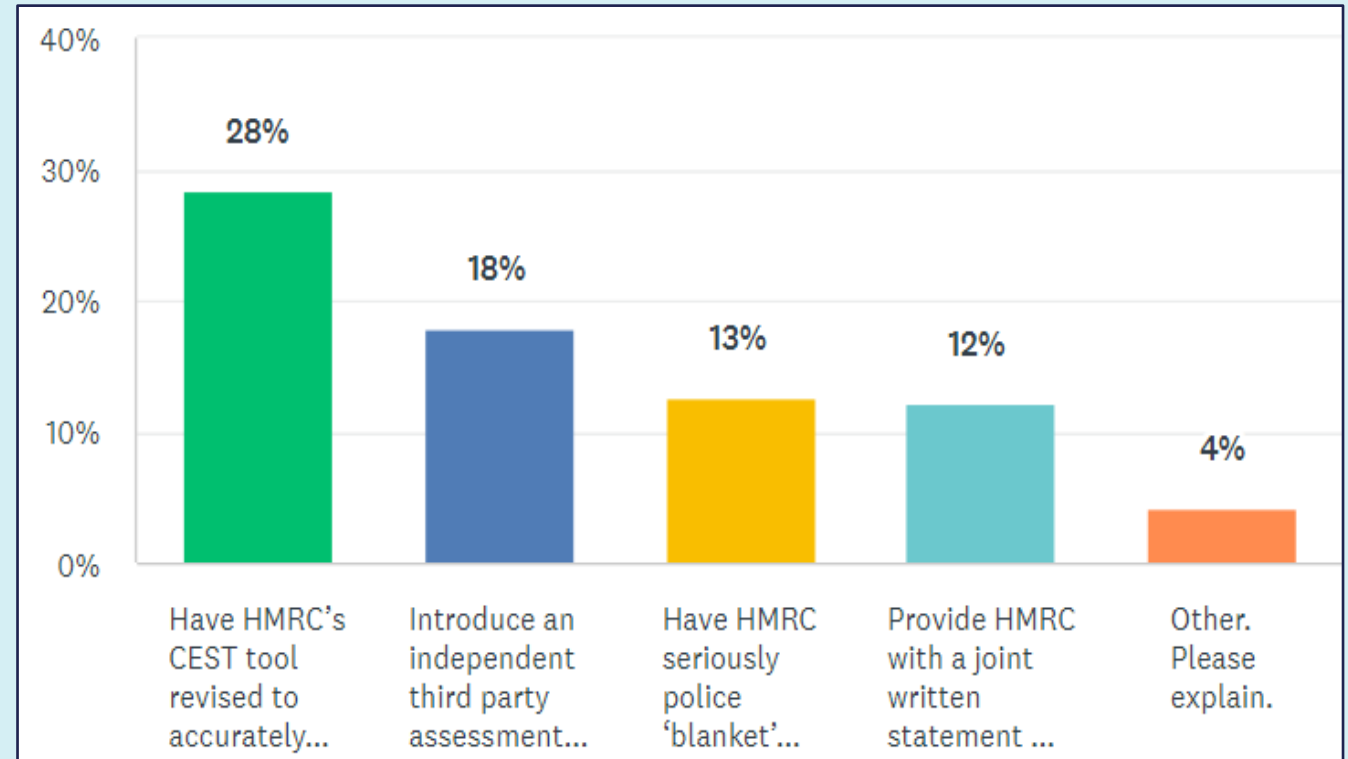
- Broadly similar results to 2023, with Interims saying *'No Change'* leap-frogging *'Work Inside or Outside'*
- 2% Reduction in Interims saying that they are considering returning to Permanent Work
- 2% Increase in Interims potentially working abroad under a different Tax regime



4. IR35 & The Interim Market

Changes to determination of tax status

- Like 2023, 53% had no view on what kind of changes are needed to the determination of tax status
- Of those that did have a view, like last year, 28% wanted improvements to the accuracy of HMRC's own CEST tool
- Having an independent 3rd Party Assessment was the 2nd most requested improvement to the Tax status determination process



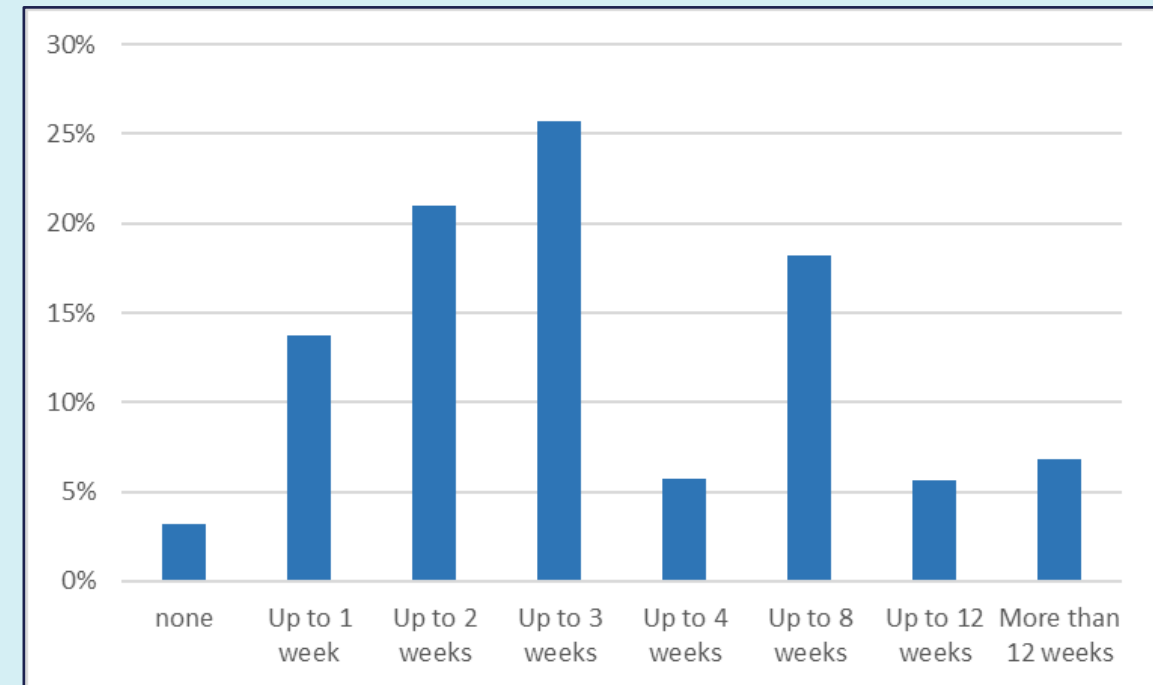


5. Last Assignment and the Market

5. Last Assignment & The Market

Days Taken to Land an Assignment

- Very **significant drop** in % quickly landing an assignment within 2 weeks **at 38%** (2023: 51%, 2022: 60%)
- Encouragingly 87%** are landing an assignment **within 8 weeks** reversing the fall last year (2023: 74%, 2022: 80%)
- Of note, **7%** took **more than 12 weeks** to find their next assignment, **up from 3%** in 2023

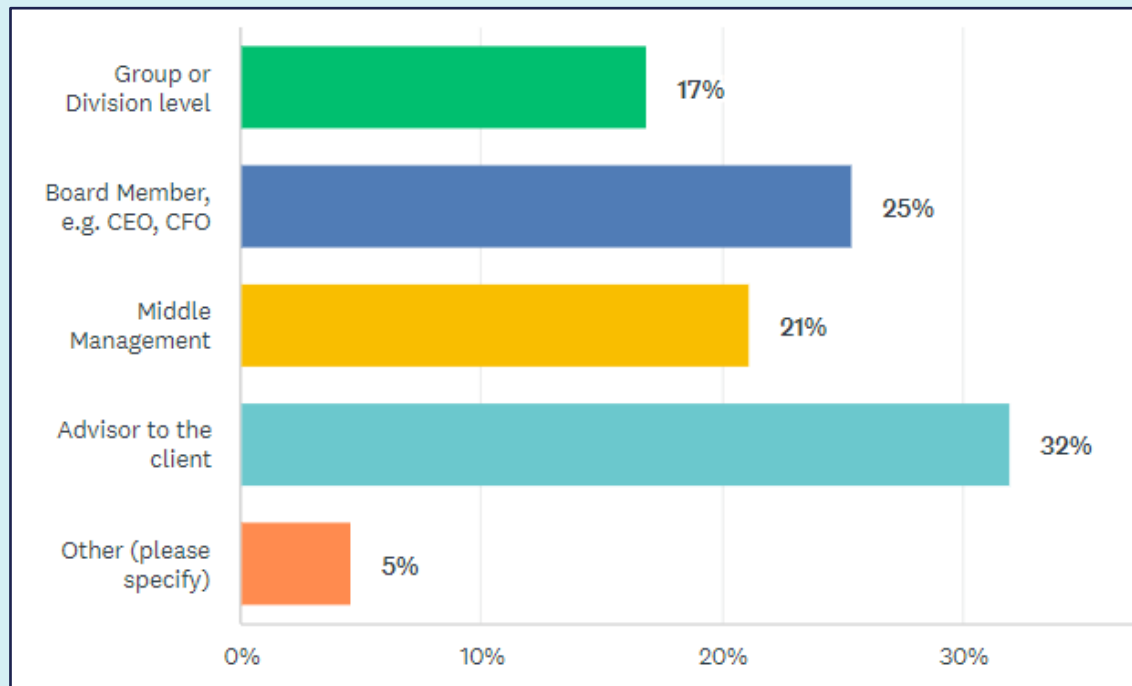


5. Last Assignment & The Market

Engagement Level – Sourced Directly

Compared with 2023

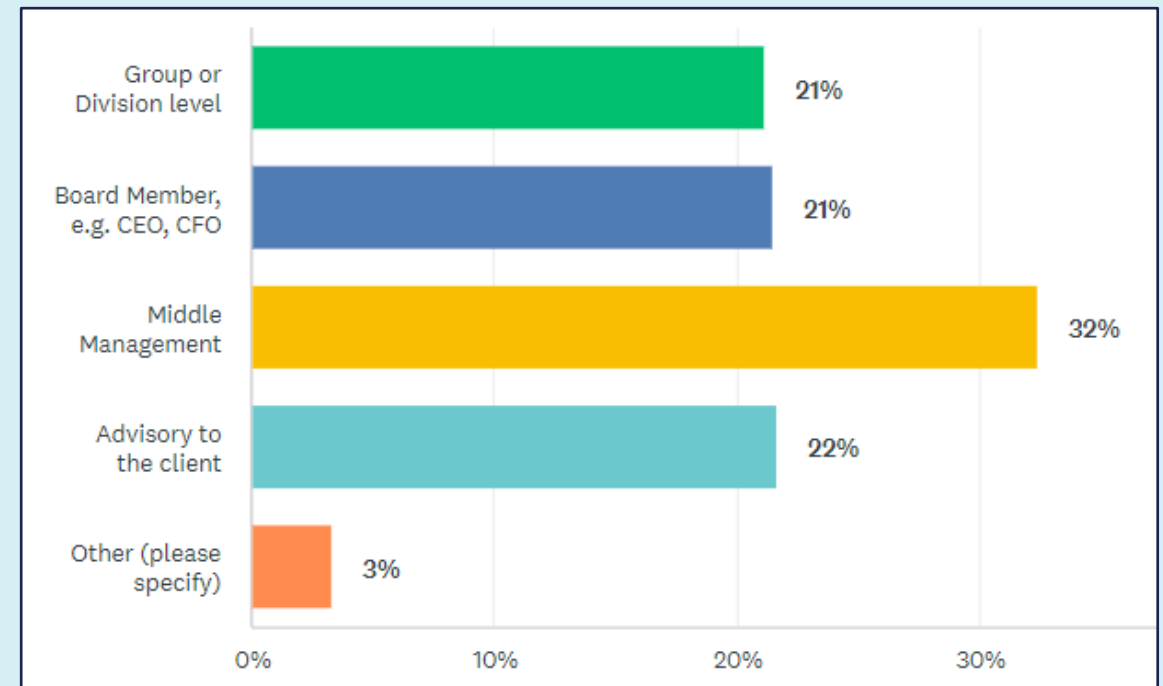
- 13% Increase Group / Division / Board Level Assignments
- 23% Reduction in Middle Management Assignments



Engagement level – Sourced via 3rd Party

Compared with 2023

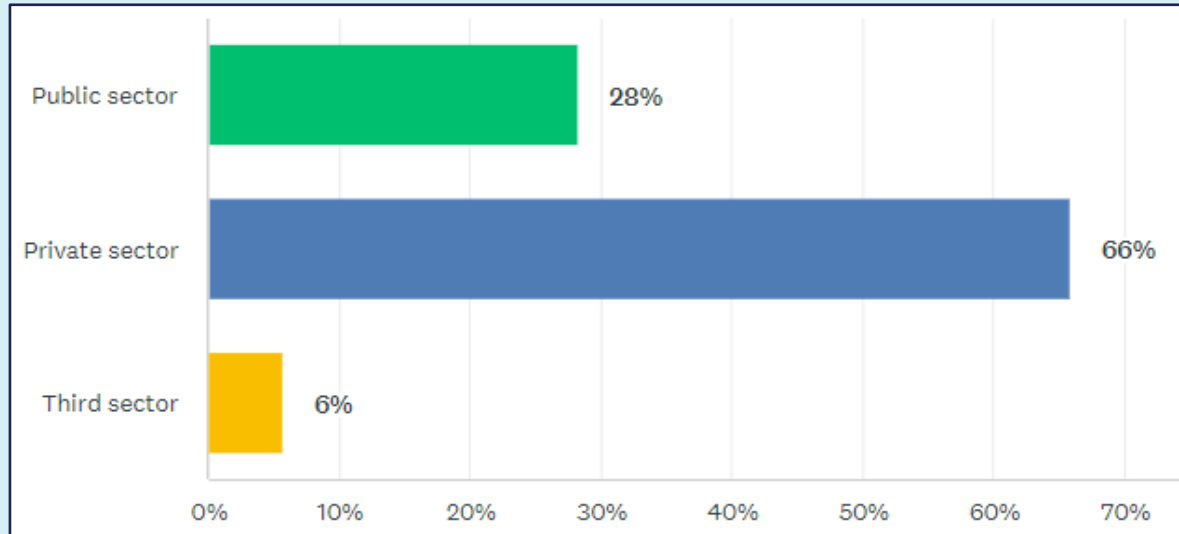
- 10% Increase in Group / Division / Board level Assignments
- 2% Increase in Middle Management Assignments



5. Last Assignment & The Market

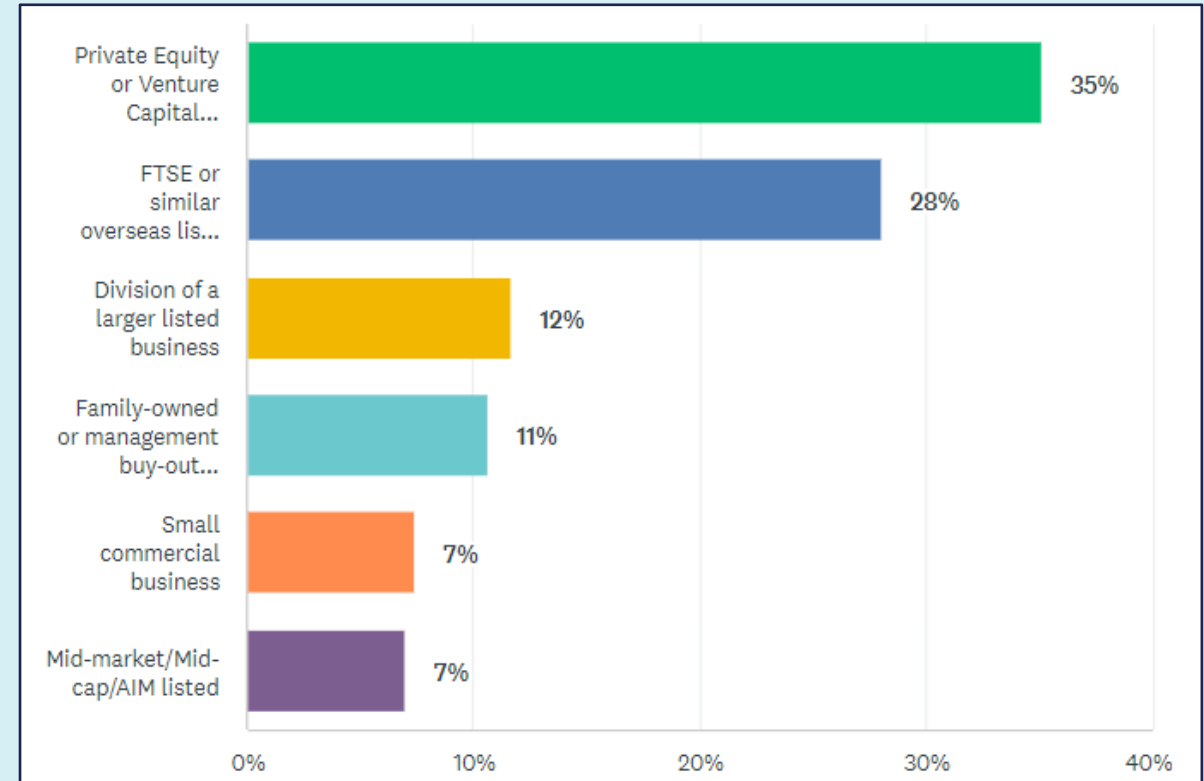
Sector of your current / last assignment

- 2024 sees a drop of 10% in Public Sector assignments over the last 12 months, reversing the trend of the last 2 years
- With a corresponding increase of 10% in Private sector Assignments



End Client Type – Private Sector

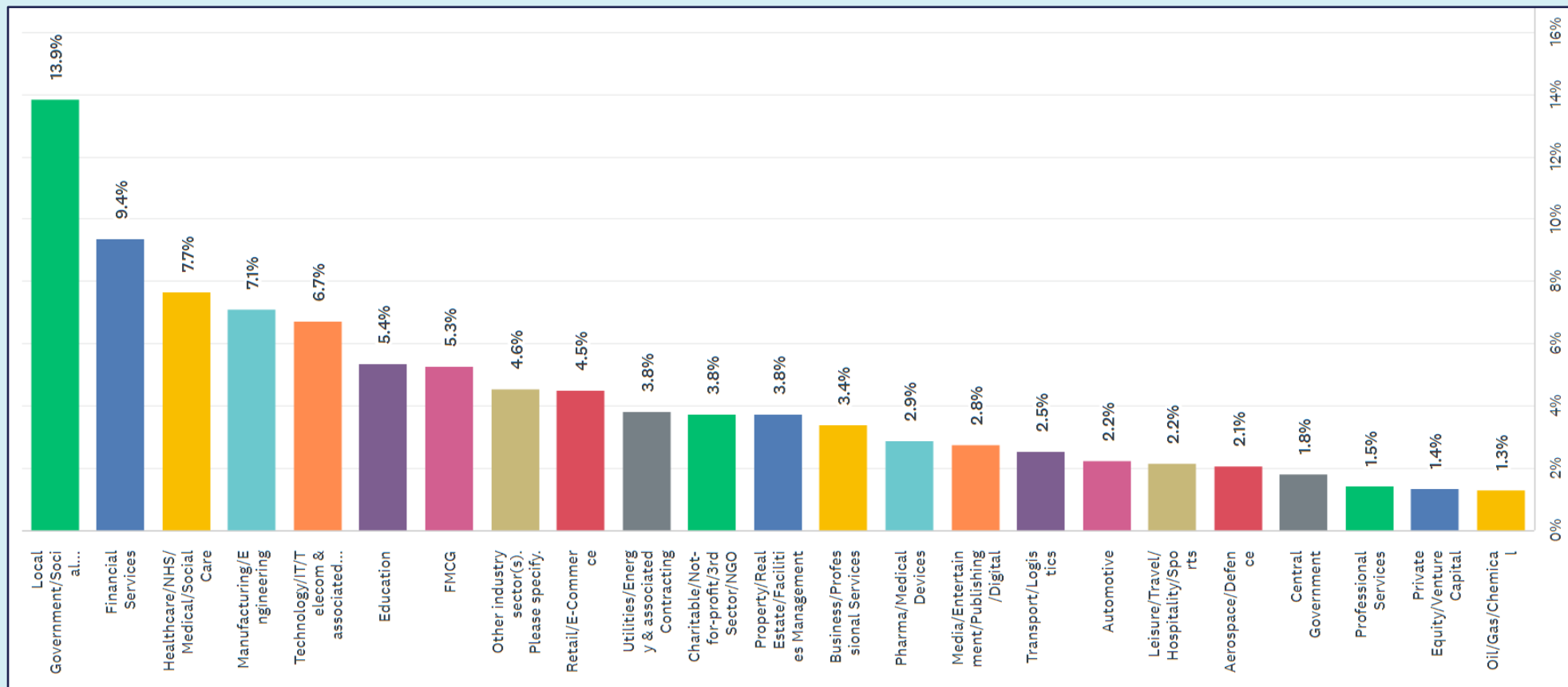
- Big increase in Assignments with PE / VC Clients, up 12% over 2023, jumping from 3rd to 1st
- Division of a larger listed business has halved, dropping 13% over when compared with 2023



5. Last Assignment & The Market

Industry Category

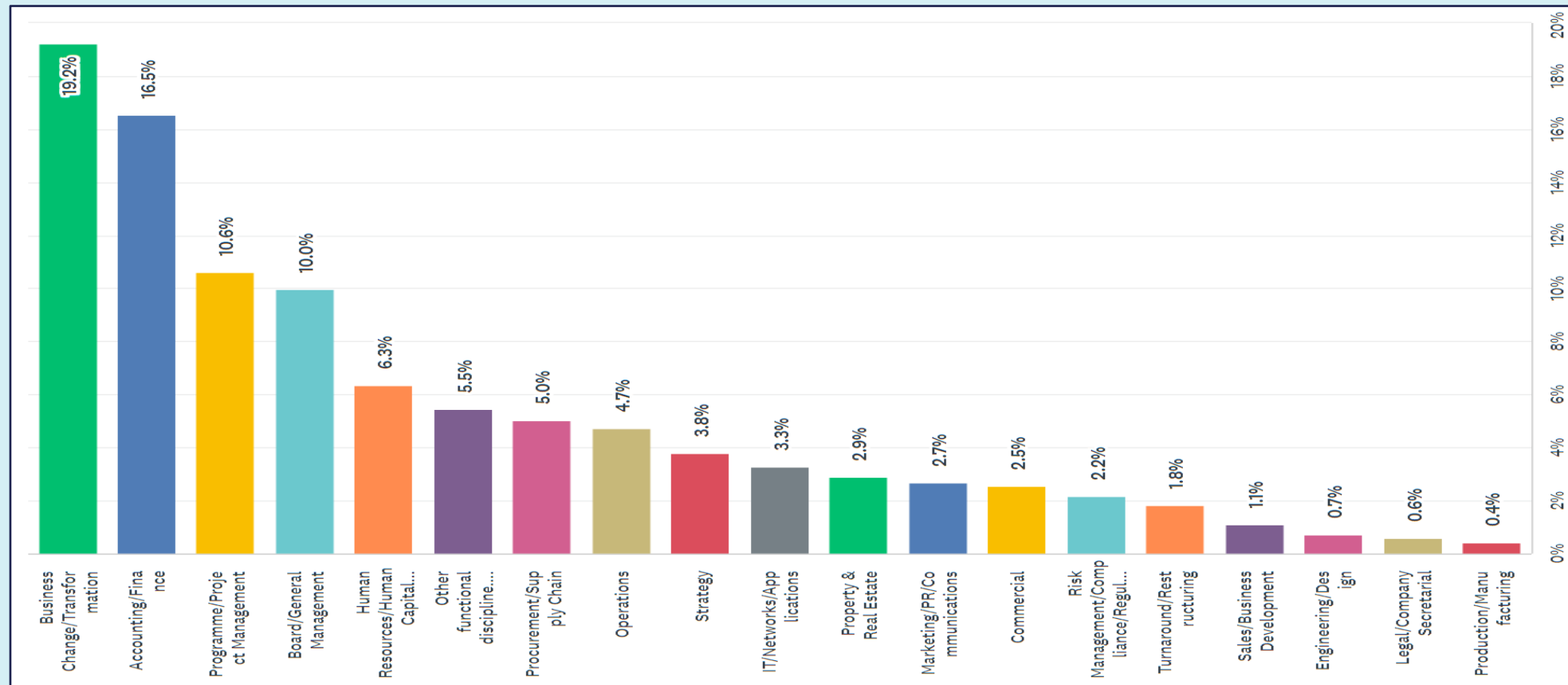
- The Top 3 remain the same, however Healthcare has dropped from 1st to 3rd while Local Government and Financial services have both jumped up 1 place. Overall, the top 3 have reduced by 7.7% compared with 2023.
- Manufacturing / Engineering remains the 4th most common category and has increased by 1.1% when compared with 2023.



5. Last Assignment & The Market

Functional Discipline

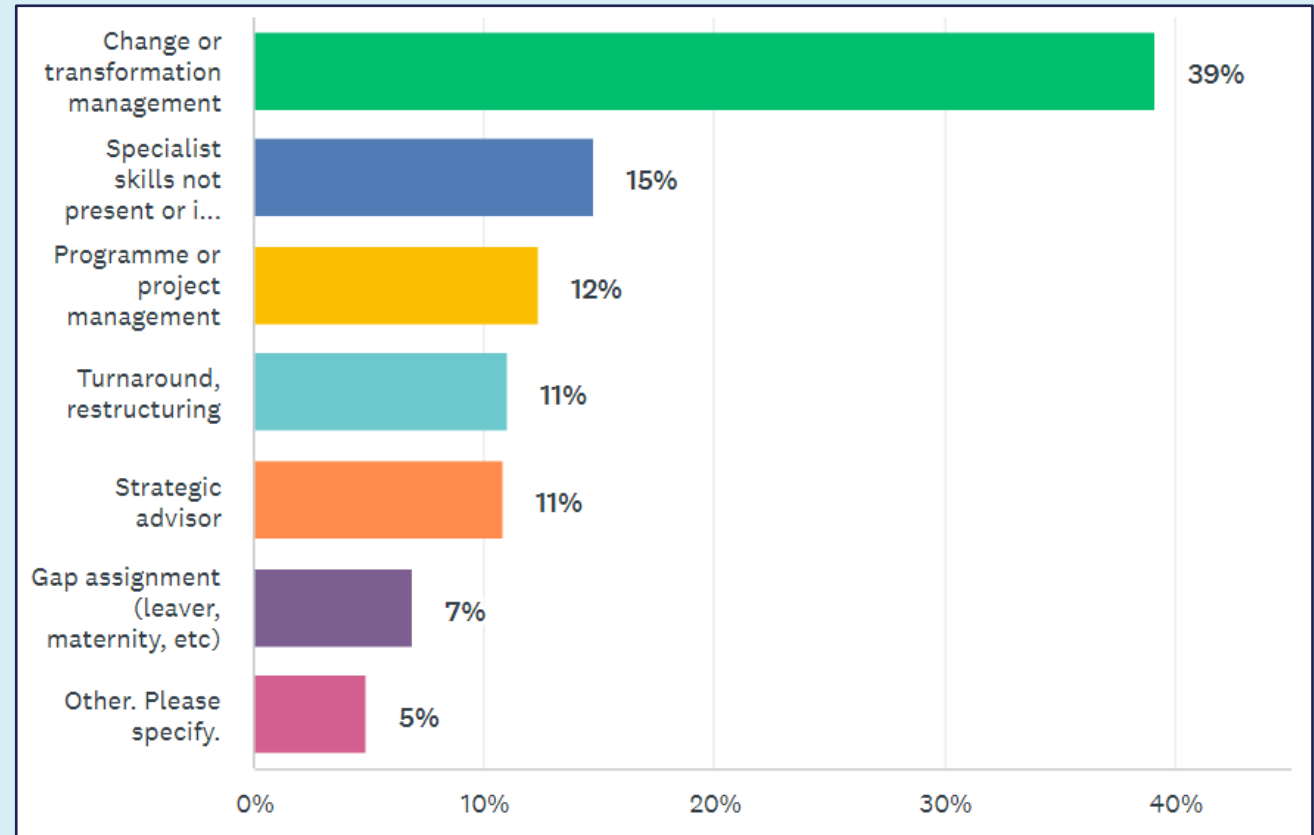
- The Top 5 Functional Disciplines remain the same and for 3rd Year running and have overall increased, 2% when compared with 2023
- Accounting / Finance has leapfrogged Programme / Project Management, rising 5% in 2024



5. Last Assignment & The Market

Primary Nature

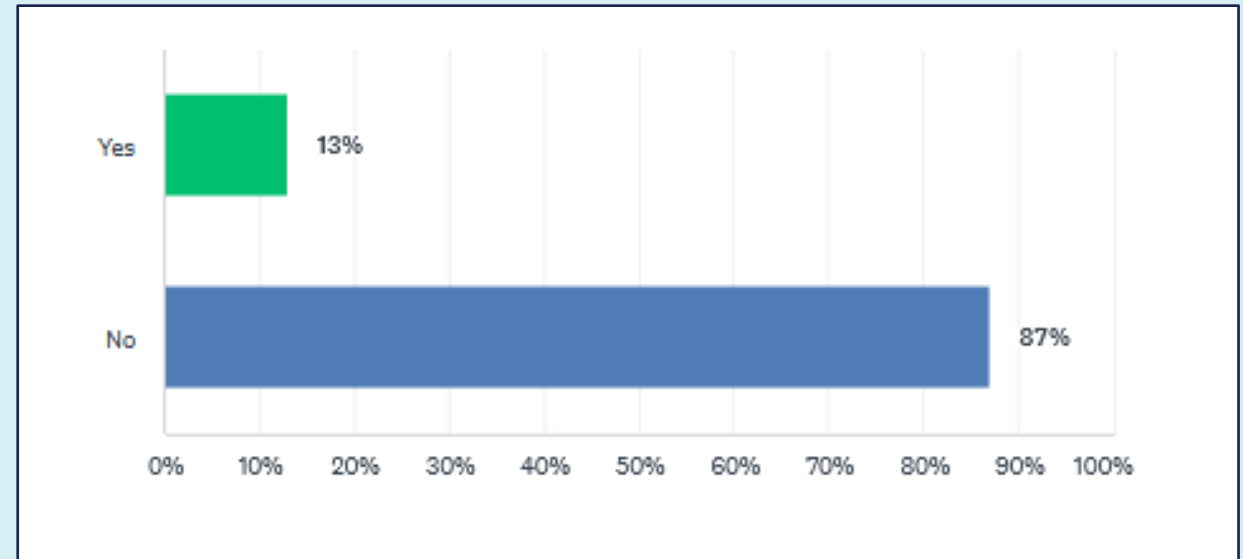
- Change or Transformation Management remains the same as 2023, at 39%, as the principal role type that Interims undertake.
- The 1% gain in **gap fill** assignments last year has been lost, dropping from 8% in 2023 to **7%** this year.
- Back in **2010 gap fill** stood at **18%** and was the 'traditional' Interim role.
- Programme or Project Management has reduced by 3% over the last year.



5. Last Assignment & The Market

Team Proposal

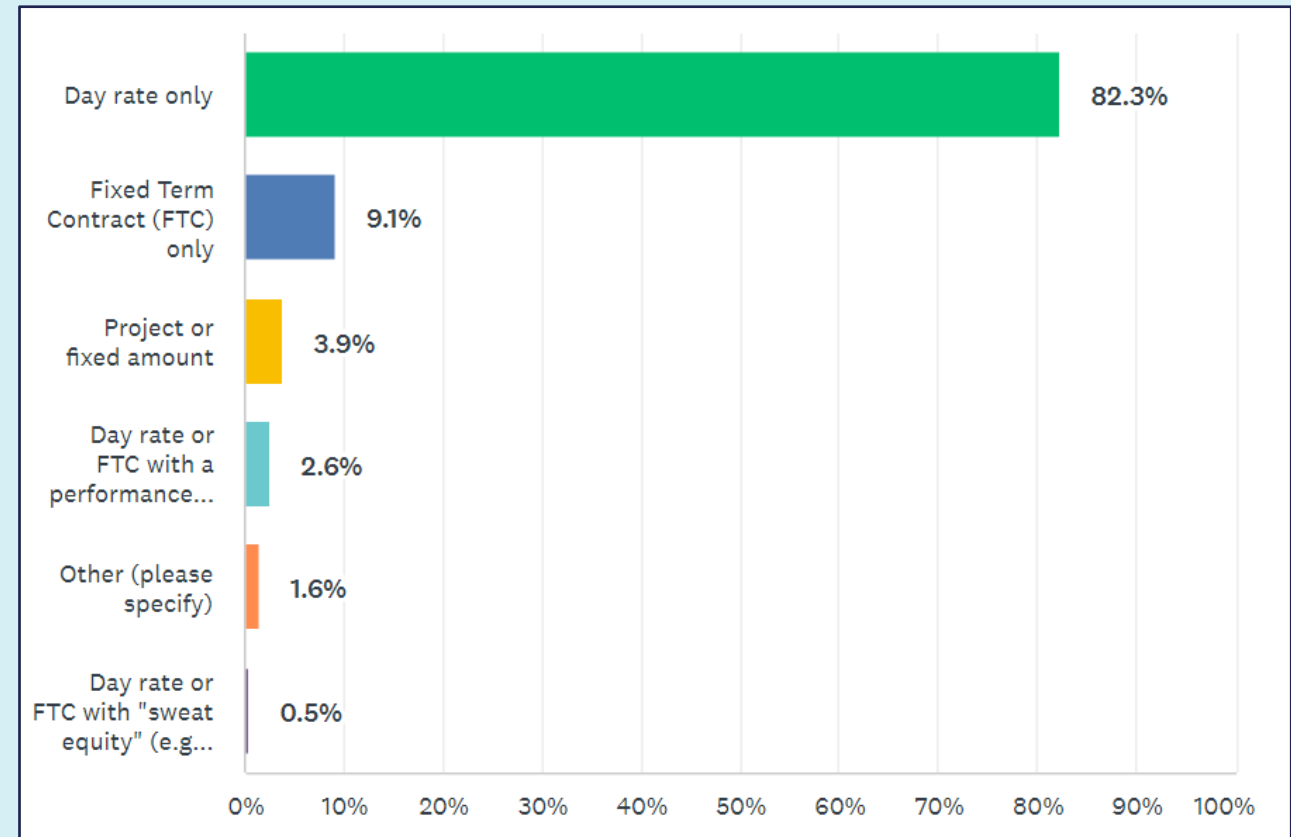
- Individual assignments/proposals remains the dominant route to market at 87%
- Team proposals have, however, increased by 3% this year, the first time we have seen an increase in this option for the last couple of years.



5. Last Assignment & The Market

Remuneration Basis

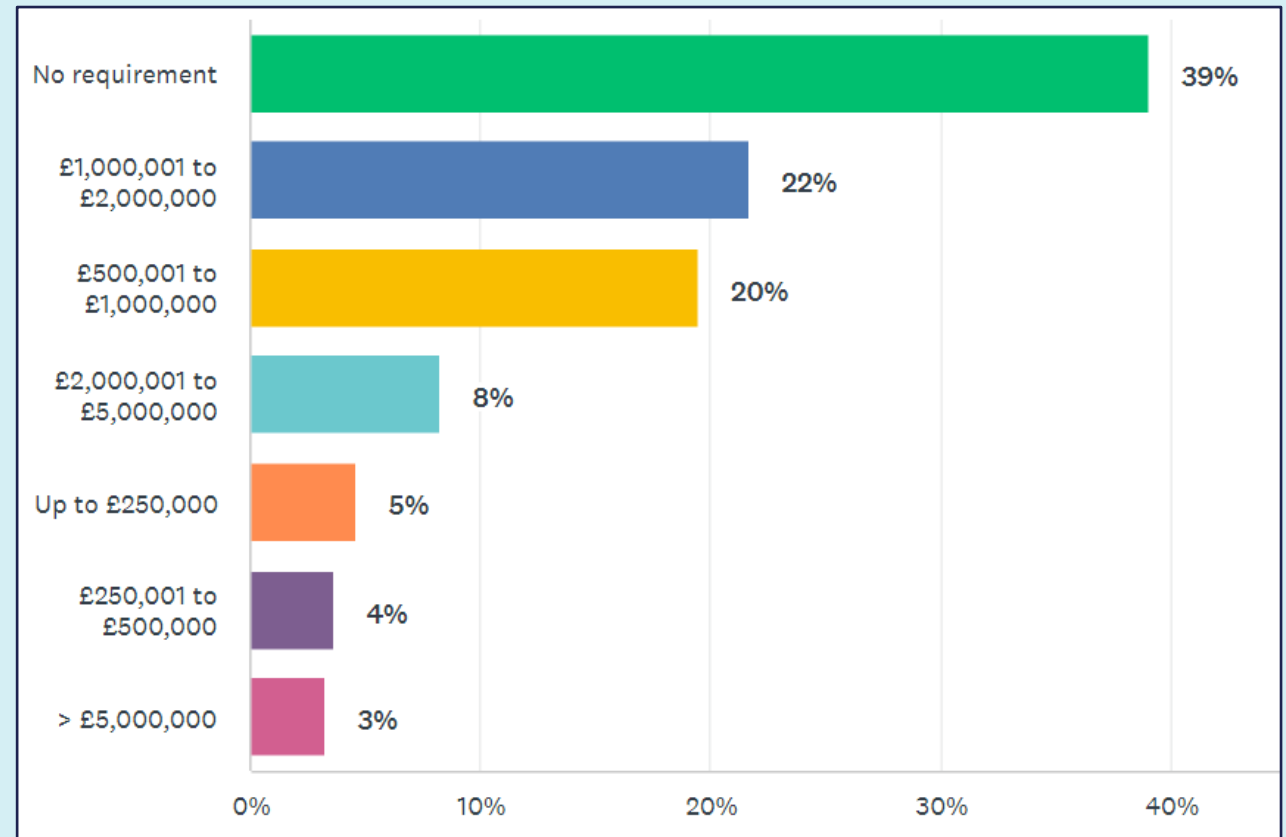
- Although Day Rate remains the predominant remuneration method, it has dropped 1.5% this year when compared with 2023
- Fixed term contract is still the 2nd most regular Remuneration basis and still outstrips Project / Fixed amount. Though it must be noted that the gap is narrowing –
 - FTC down 0.2% from 2023
 - Project / Fixed Amount up 0.4% from 2023



5. Last Assignment & The Market

PI Insurance

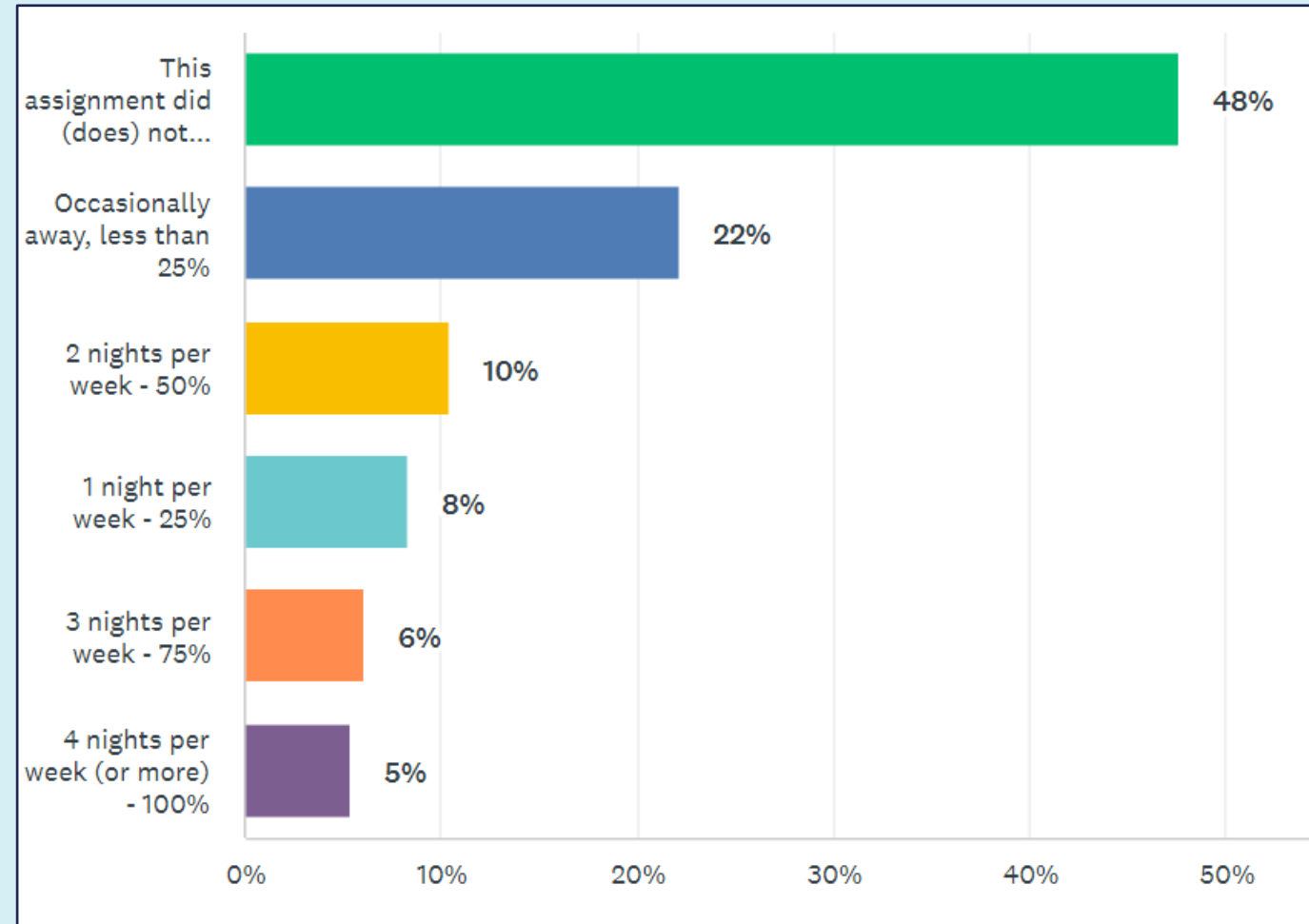
- Perhaps surprisingly we saw a 3% rise in No Requirement for PII, compared to 2023, continuing the rising trend
- This is matched with a reduction in the £1 - £2 million which has dropped from 26% in 2023 to 22% this year



5. Last Assignment & The Market

Staying away from home

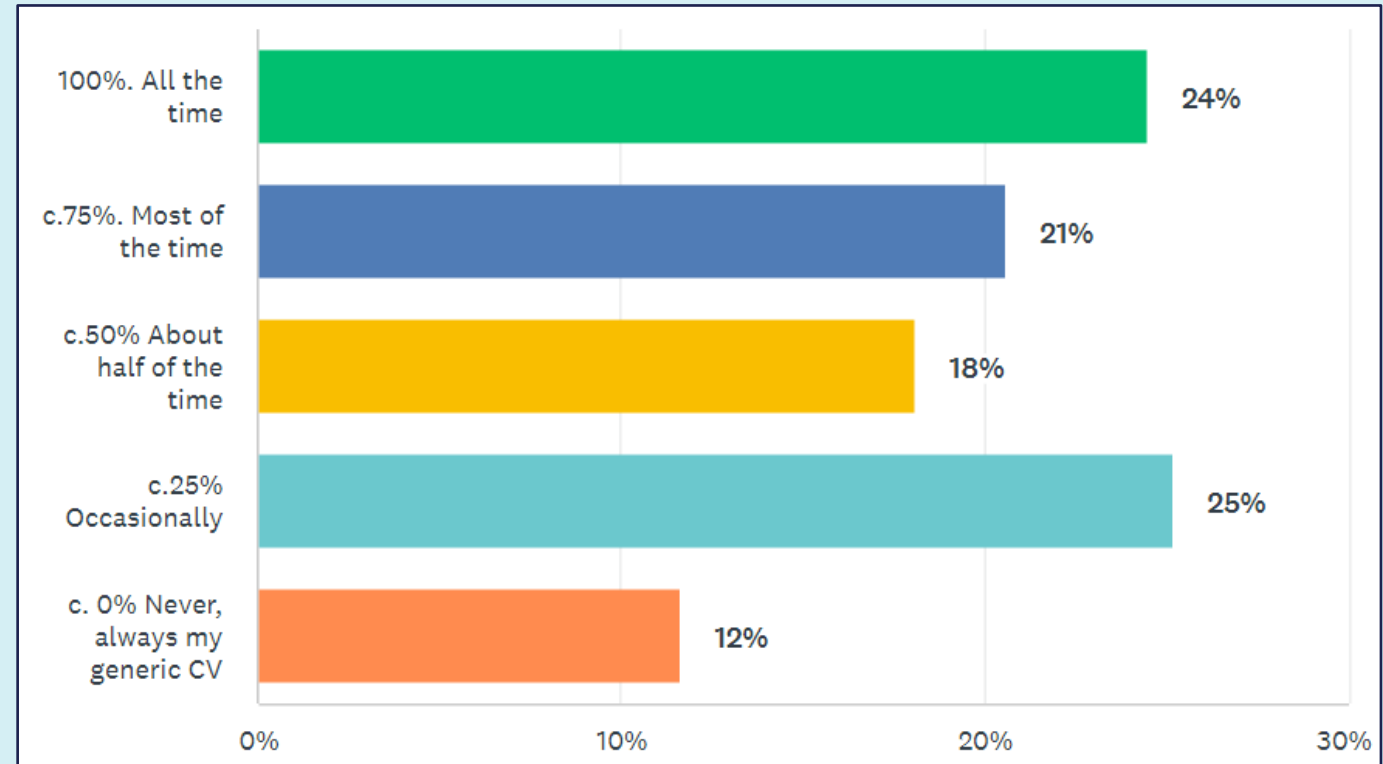
- Not normally away from home has dropped for the 3rd year running, by 2% in 2024; though it remains the predominant assignment situation at nearly half of all assignments
- The requirement to stay away from home for 2 nights / week has increased by 2% compared with 2023



5. Last Assignment & The Market

Customizing your CV

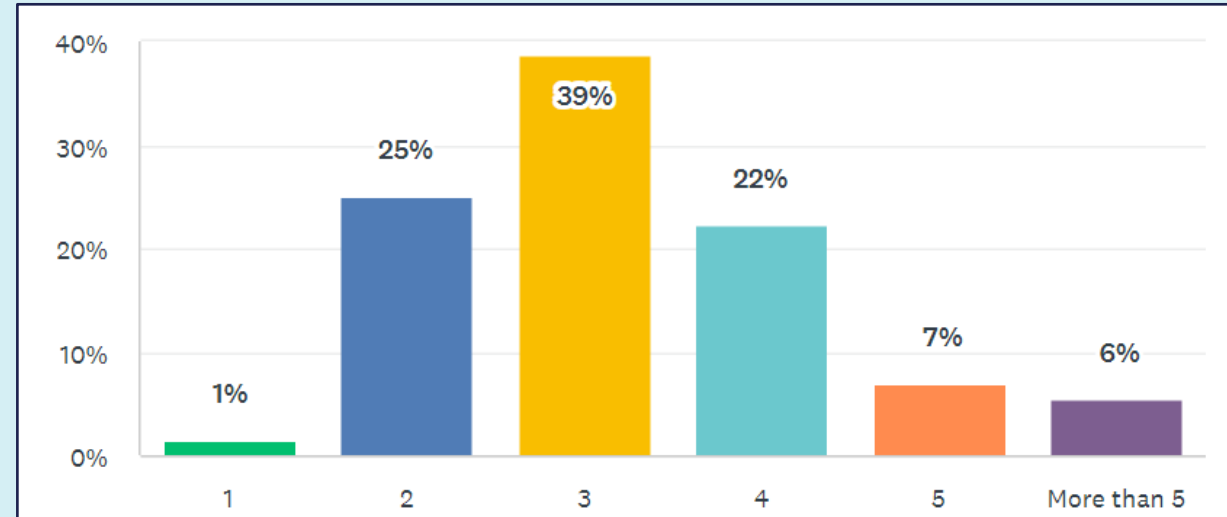
- For the 2nd year running we see a decrease in the number of Interims that always change their CV, down 2% from 2023
- This is backed up by a 3% increase in the number of Interims that never change their CV
- Surprisingly 37% rarely or never customize their CV when applying for work



5. Last Assignment & The Market

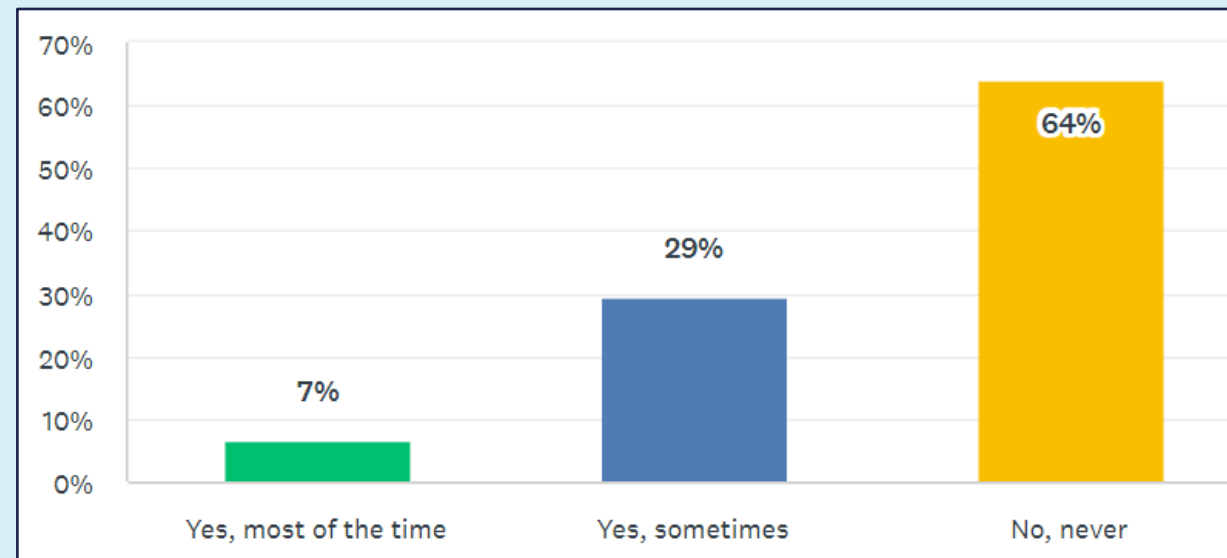
Number of CV pages

- A 3-page CV remains the most popular, static at 39% of respondents
- There's a 2% rise, compared with 2023, in 4-page CVs and a corresponding 1% fall in both 5 and 6+ page CVs
- A clear majority have CVs of 2-4 pages



Submitting Case Studies

- 2% increase in the number of Interims that submit case studies most of the time, when pitching for work.
- This is backed up with a 2% drop in those that never do; though this is still the prevalent situation.
- **Clear majority never use case studies** as part of a pitch for work

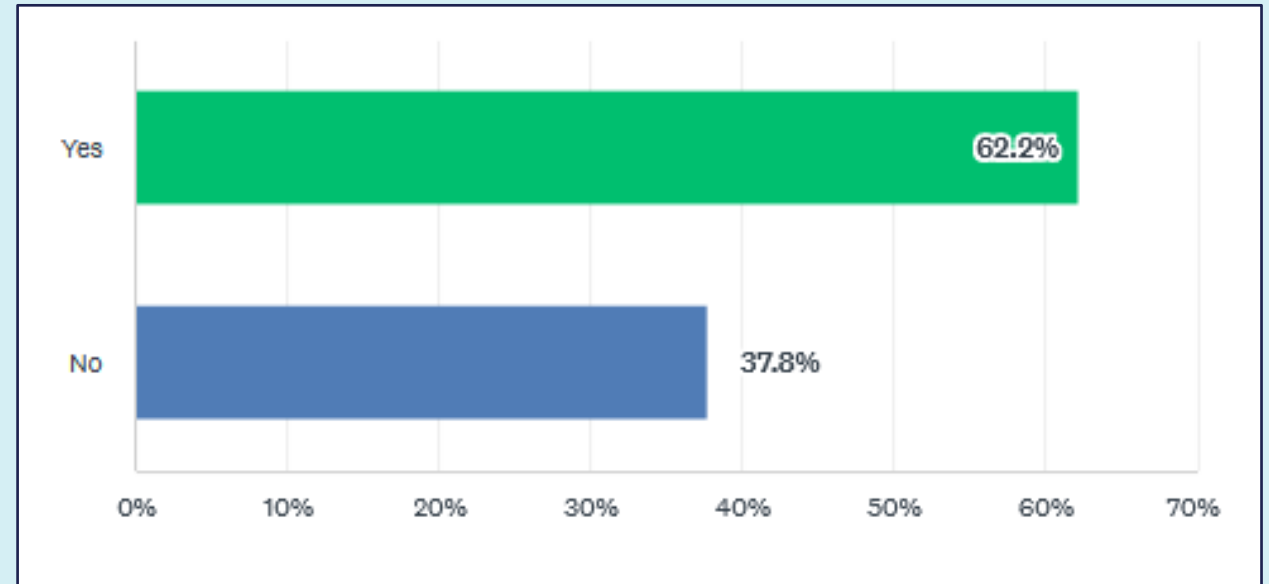


6. About the ISP Market

6. About the Interim Service Provider Market

Last Assignment through an ISP

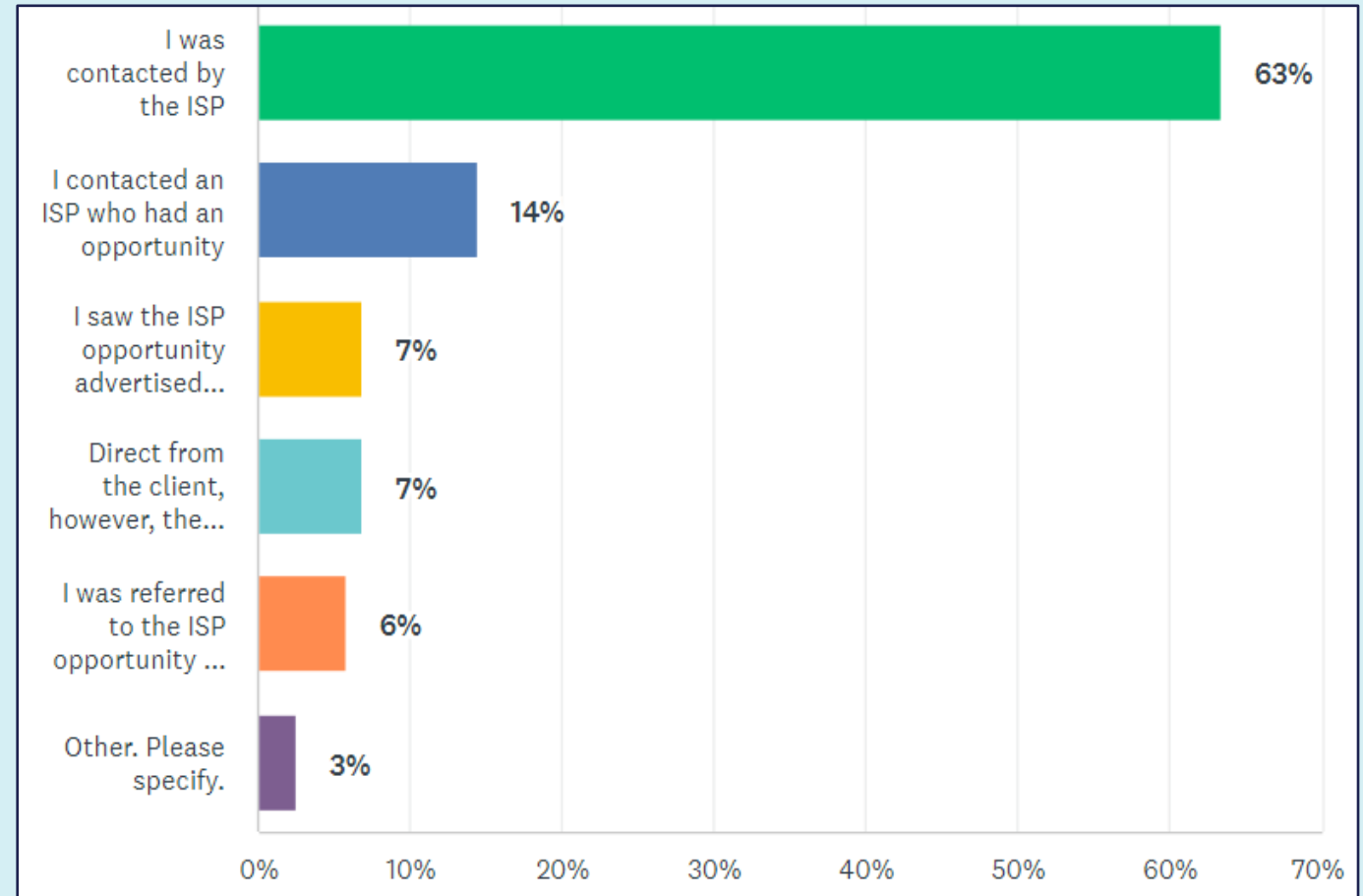
- 12% Drop in Interims finding their last assignment via a 3rd party, **down from $\frac{3}{4}$ to $\frac{2}{3}$**
- This **reverses the overall trend of the last 11 years**, which saw a 30% increase in Interims on assignment via a 3rd party



6. About the Interim Service Provider Market

How did you become aware of ISP sourced assignment

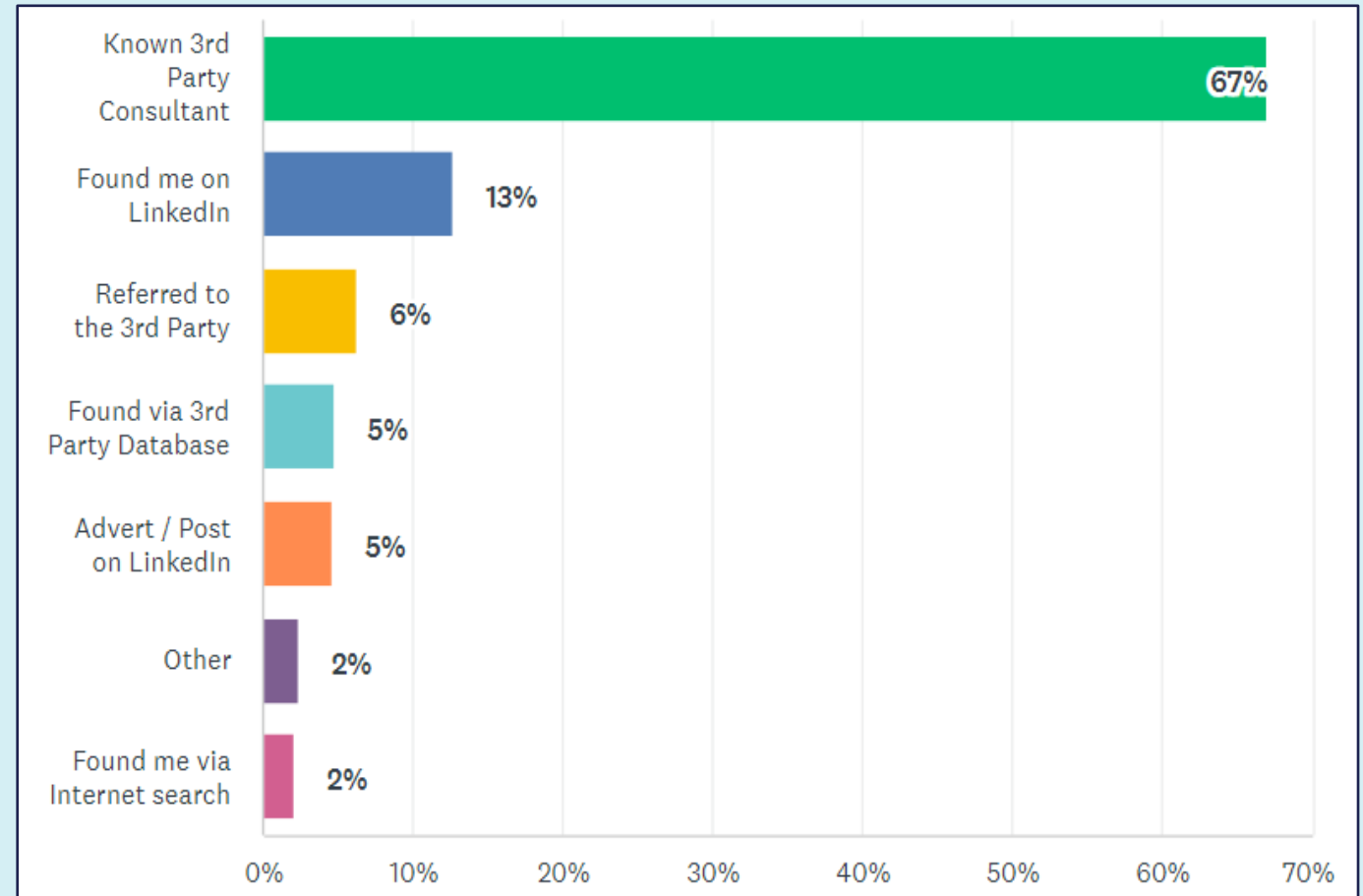
- 5% drop in the last 12 months, in Interims being contacted directly by the 3rd Party; though this is still the way most Interims hear about a 3rd Party sourced assignment
- 3% Increase in the number of Interims that contacted the 3rd Party that had the opportunity



6. About the Interim Service Provider Market

Nature of Business Relationship

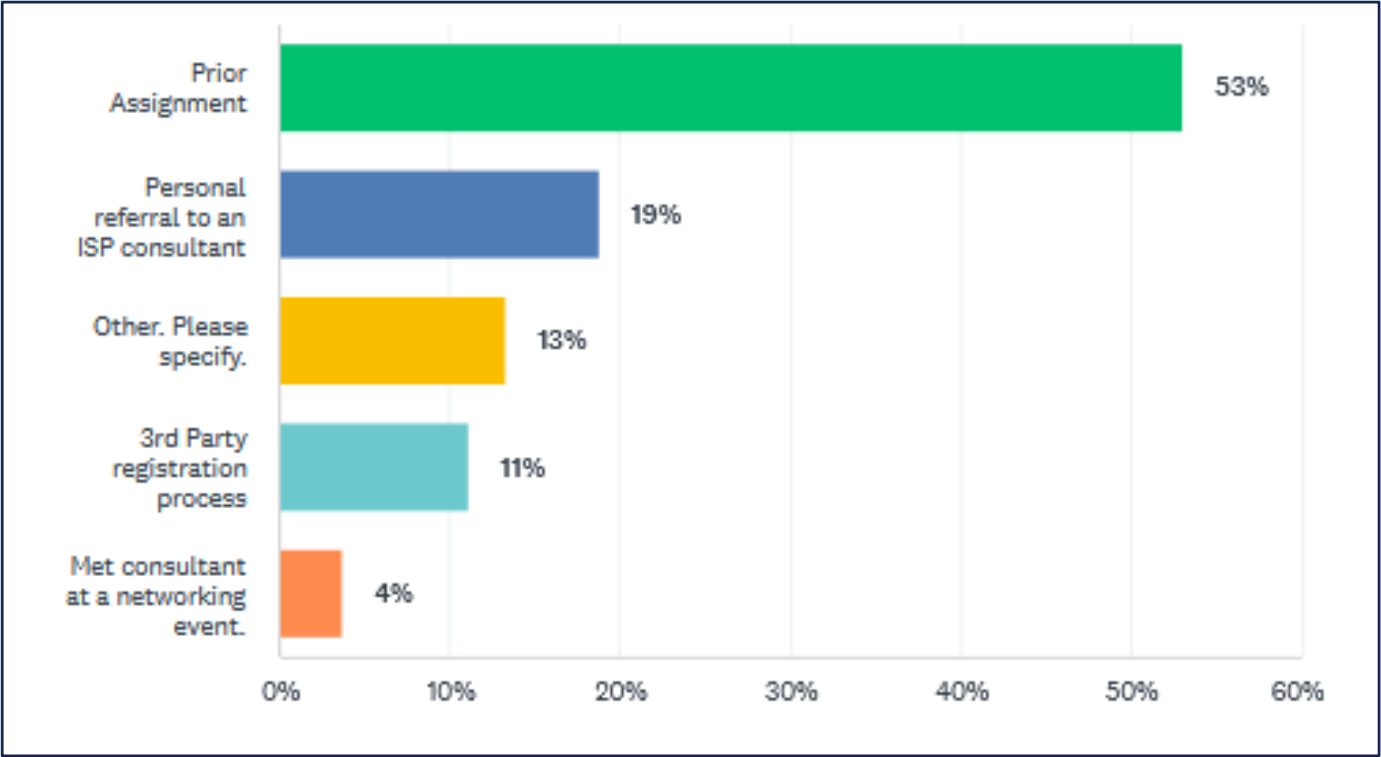
- LinkedIn is still a growing 'sales tool' for the Interim, with 'Found me on LinkedIn' increasing 5% from 2023
- Being active with the relevant consultants at the 3rd Party organisations is still the most effective and vital method for securing assignments from them although 'known to 3rd Party Consultant' has dropped 8%



6. About the Interim Service Provider Market

How had you established the business relationship

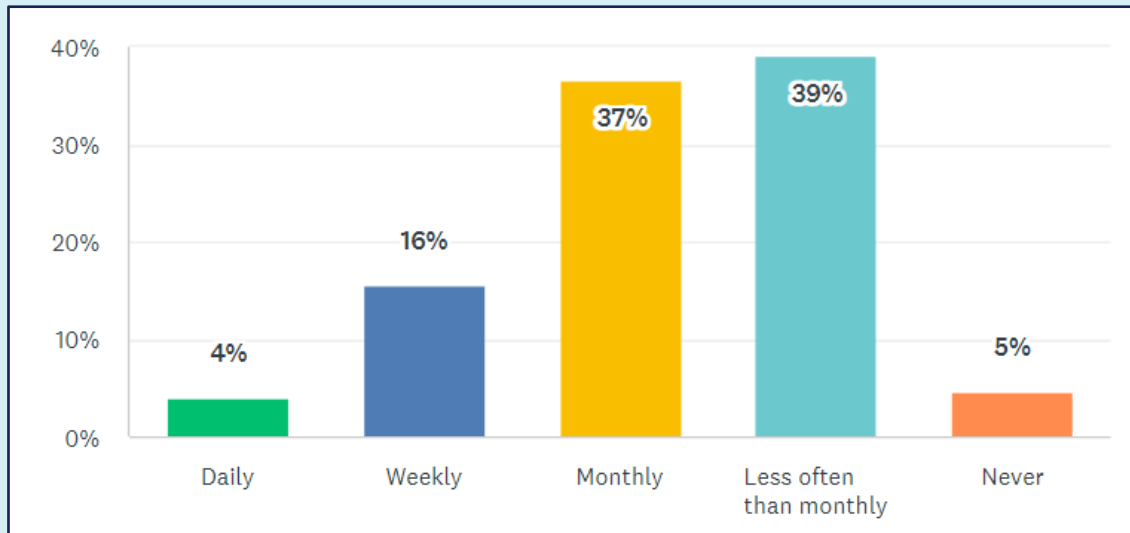
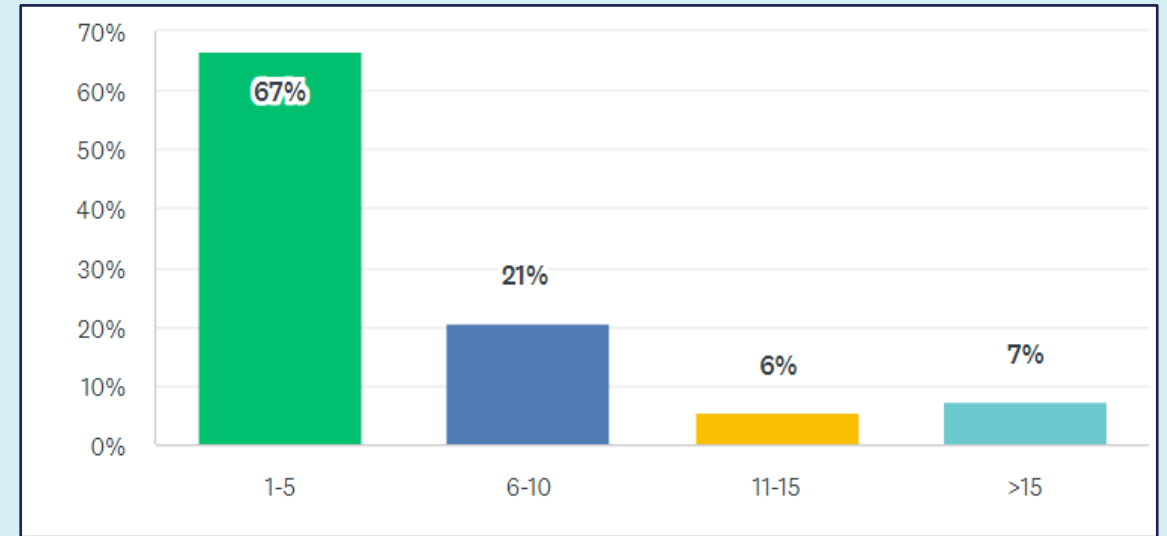
As with previous years, staying connected with the 3rd Party providers is vital strategy for an Interim, with **over 50%** winning assignments **based on previous work done** for that 3rd Party



6. About the Interim Service Provider Market

How many ISP actively registered with

- Like 2023, the majority of Interims are **registered with 10 or fewer** 3rd Party providers (88%), up 3% on 2023
- The number registered with 15 or more remains static at 7%



How often did you speak to the ISP during assignment

- As per 2023, the % of Interims communicating with the relevant 3rd Party Consultant **at least monthly** is over 50%

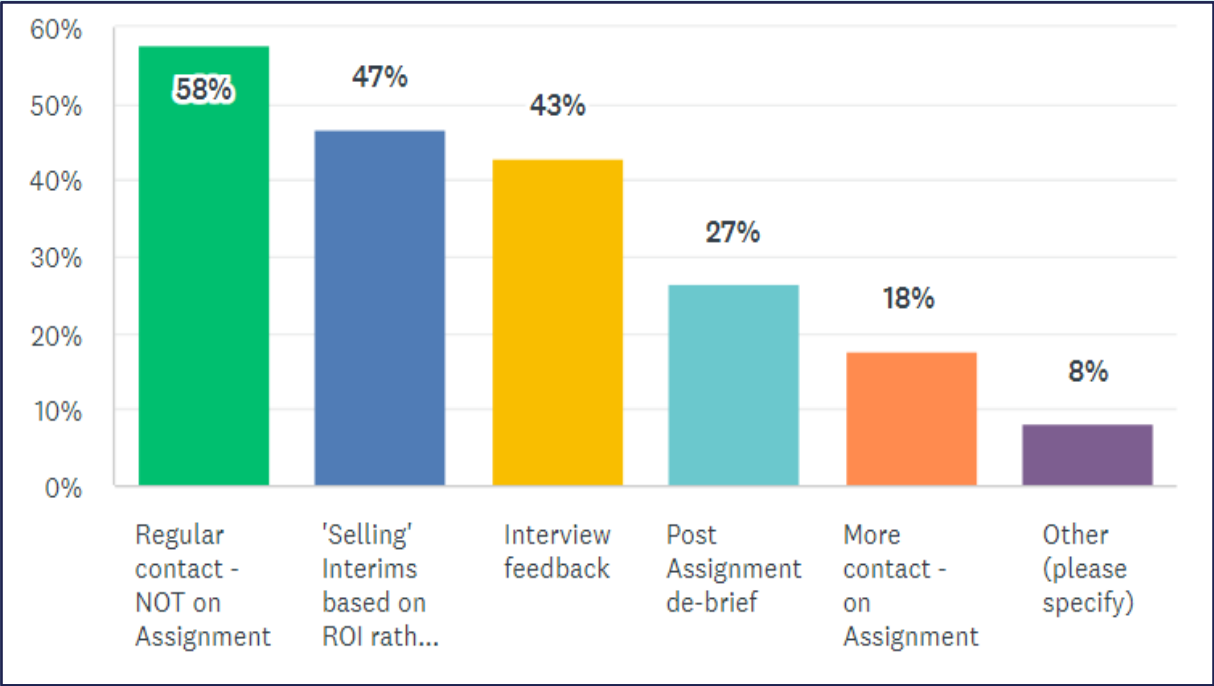
INTERESTING FACT

- The number of Interims communicating with the relevant 3rd Party Consultant **daily** has doubled to 4%

6. About the Interim Service Provider Market

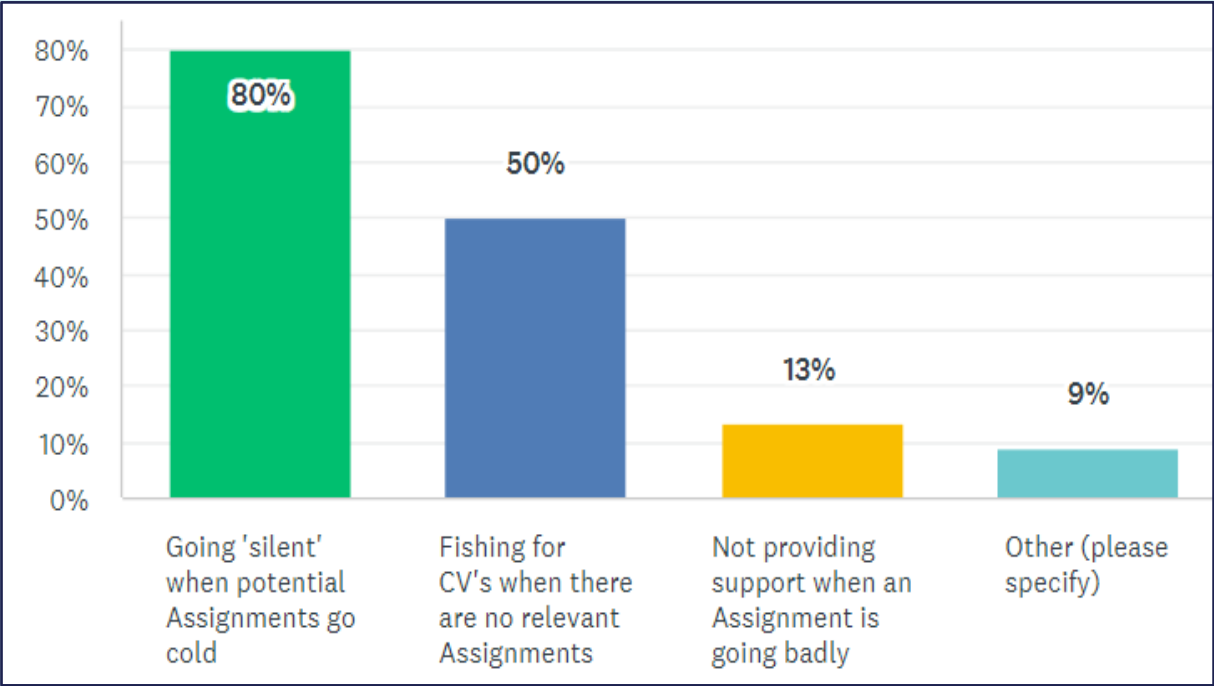
Positive Behaviours like to see more of

- Unsurprisingly, Interims want **regular contact when not on assignment** and **feedback after an interview**
- And ISPs selling on **based on ROI / Value for Money** rather than day rate / price is next most preferred by 47%



Negative Behaviours would like to see less of

- The opposite is true when it comes to negative behaviours the Interims want to see less of, i.e. 3rd Party Consultants not going silent when assignments go cold
- Positively, there is a 5% reduction in Interims not getting support when an assignment is going badly (down from 18% in 2023)



7. Interim Service Provider Rankings




7. Interim Service Provider Rankings 2024

The Basics

- This year Interim Managers placed **over 6,500** (2023: 4,000) **unique votes** ranking Interim Service Provider's (ISPs) overall service from 'Great' to 'Good' to 'OK' to 'Poor' to 'Dismal'
- They can also list specific ISPs for special mention, positive or negative
- They are also able to record a vote for the ISP Consultant(s) who they feel have gone "above and beyond"
- We encourage Interims to vote **ONLY** for the ISPs they have had direct experience with during the last 12 months
- ISPs are ranked into four divisions: 'Platinum', 'Gold', 'Silver' and 'Bronze' (15 of each)
- Rankings are based (in decreasing significance – 50%, 25%, 15%, 10%) on up to four year's scores, so provider rankings are based **on around 25,000 Interim votes in total**
- The lists that follow are not commercial endorsements by the IIM of any ISP, but as so many thousands of Interim Executives have voted to rate particular ISPs highly, we believe it is a sound market assessment
- This year we further reduced the Leading Provider rankings, trimming 64 to 60

7. Interim Service Provider Rankings 2024

IIM No 1 Interim Service Provider 2024 – New Street Consulting Group

 "We're extremely proud to have been voted No1 in the IIM rankings for a second consecutive year.

The global workforce is evolving and the role that Interim Executives play in supporting businesses to be more successful is accelerating. We are excited to be at the forefront of this evolution working with the outstanding Interim executives and clients that we do.

Thank you to Charles and the team at the IIM for giving a voice to the Interim Management industry and to our colleagues across the industry who do all the good work they do with clients and candidates a like.

Congratulations to Denise Raw and Gavin Wingfield for being singled out as exemplars of the work we do here at NSCG and to Nik Shah for also retaining his top consultant spot again"



Dave Lea

Managing Partner,
**New Street
Consulting Group**

7. Interim Service Provider Rankings 2024



Rank	LY	Provider	Logo
1	1	New Street Consulting Group	NEW STREET CONSULTING GROUP
2	3	Tile Hill	TILE HILL
3	2	Eton Bridge Partners	EtonBridge Partners
4	5	Wilton & Bain	WILTON & BAIN
5	9	Solace in Business	solace IN BUSINESS
6	16	Stanton House	Stanton house
7	6	Anderson Quigley	ANDERSON QUIGLEY SEARCH INTERIM ADVISORY
8	7	Holdsway	HOLDSWAY INTERIM LEADERSHIP



Rank	LY	Provider	Logo
9	8	Boyden	boyden
10	10	Penna	Penna
11	11	Finatal	finatal
12	19	BIE	B I E
13	14	La Fosse Associates	La Fosse Associates
14	15	Investigo	INVESTIGO
15	12	Gatenby Sanderson	GatenbySanderson

LY: (Last year colouring: **Green** >5 places up, **Red** >5 places down, **Black** within 4 places either way).

7. Interim Service Provider Rankings 2024



Rank	LY	Provider	Logo
16	23	Starfish	
17	30	Argon International	
18	24	Deltra	
19	18	Savannah	
20	20	Valtus	
21	29	B2E Consulting	
22	17	Melber Flinn	
23	22	Osprey Clarke	



Rank	LY	Provider	Logo
24	32	Veredus	
25	25	Morgan Law	
26	28	LHH (formerly Badenoch & Clark)	
27	27	Green Park	
28	21	Page Executive	
29	46	Norman Broadbent	
30	55	1st Executive	

LY: (Last year colouring: **Green** >5 places up, **Red** >5 places down, **Black** within 4 places either way).

7. Interim Service Provider Rankings 2024



Rank	LY	Provider	Logo
31	26	FRP Transition	
32	33	Allen Lane	
33	41	Russam	
34	35	Robert Half	
35	39	Robert Walters	
36	49	Marble Hill Partners	
37	52	Drax	
38	31	i&e Professionals (formerly Interim Professionals)	



Rank	LY	Provider	Logo
39	40	Kingsley Search & Interim	
40	57	Venari Partners	
41	45	Hoggett Bowers	
42	43	Morgan Hunt	
43	36	Matrix Interim	
44	60	Macallam Interim	
45	59	InterQuest Group	

LY: (Last year colouring: **Green** >5 places up, **Red** >5 places down, **Black** within 4 places either way).

7. Interim Service Provider Rankings 2024



Bronze Service Provider

Rank	LY	Provider	Logo
46	47	Greenwell Gleeson	
47	58	Rethink	
48	37	Hunter	
49	50	Chilworth Partnership	
50	44	Campbell Tickell	
51	42	Finegreen	
52	48	Barracuda	
53	34	Grichan Whitestone	



Bronze Service Provider

Rank	LY	Provider	Logo
54	56	Xylem Resourcing	
55	38	Rinnova	
56	51	Alpine	
57	54	Rawson Downey	
58	53	Blenkin Associates	
59	61	TPXimpact	
60	NE	Procurement Heads	

LY: (Last year colouring: **Green** >5 places up, **Red** >5 places down, **Black** within 5 places either way). **NE:** New Entrant

7. Interim Service Provider Rankings 2024

IIM Interim Service Provider Consultant of the Year 2024 – Nik Shah, Tile Hill

“I am honoured to have been voted as the leading consultant again in the IIM Survey.

Firstly, I want to thank all the interim managers who took time out of their busy schedules to complete the survey, especially those who voted for me and Tile Hill.

As a business, we take great pride in providing outstanding customer experience. This involves taking the time to listen and understand people's stories, genuinely caring about their priorities and ambitions, not just our own. We strive to connect in ways that benefit our interim community within their desired markets, acting with integrity and authenticity to build trust. We are always ready to offer advice, support, and guidance when needed. It's wonderful to see our efforts recognised by the interim community we serve.

Congratulations to my colleague Dino Christodoulou for consistently placing in the top 10, and for being voted 3rd this year. I also want to extend my gratitude to the talented and dedicated team at Tile Hill. Our collective efforts, driven by a real passion for what we do, has resulted in us being voted 2nd as an ISP, up from 3rd place last year. A round of applause to you all; it is a privilege to work with you.

Thanks again, and I look forward to the next 12 months and working with even more talented interim managers.”



Nik Shah,
Associate Director,
Tile Hill

7. Interim Service Provider Rankings 2024

Interim Provider Consultants 2024

The consultant rankings are a serious vote of confidence from the Interim community. Many thanks to these leading individuals and the many, many more consultants voted for this year. Some are almost becoming 'regulars'; others are new to the rankings. Here is this year's top 10.



Nik Shah, Tile Hill
1st place,
Provider Consultant 2024



Claire Carter, Anderson Quigley
Leading
Provider Consultant 2024



Denise Raw, NSCG
2nd place,
Provider Consultant 2024



Ross Dawson, Eton Bridge
Leading
Provider Consultant 2024



Jordan Mori, Argon International
Leading
Provider Consultant 2024



Dino Christodoulou, Tile Hill
3rd place,
Provider Consultant 2024



Jack Lane, Finatal
Leading
Provider Consultant 2024



Lorraine Payne, Starfish
Leading
Provider Consultant 2024



Stephen Hunt, Eton Bridge
Leading
Provider Consultant 2024



Gavin Wingfield, NSCG
Leading
Provider Consultant 2024



8. Conclusions



Institute of
Interim
Management

8. Conclusions

- After 2 years of recovery and stabilisation post Covid, multiple data points are pointing to a clear slowdown
 - Average days billed, down 9 days to 147, the lowest since Covid
 - 32% of Interims said they billed fewer days in the last year, up from 18%
 - % on assignment at the end of March fell to 61%, the lowest snapshot level since the financial crisis of 2009/10
 - Securing a new assignment is now the biggest concern for interims, up 8% to 51%
- The percentage of female respondents has dropped nearly 5% this year, reversing the recent improving trend, although the underlying trend remains gently upwards
- Most worrying is the near 60% of respondents who are not receiving a Status Determination Statement (SDS) which is both a legal requirement and an essential future HMRC investigation protection
- Post Covid trend of roles returning to the office continues, with the % mainly working from home reducing again and now under half
- On a positive, average day rates are up, most likely driven in part at least, by cost of living inflationary pressures

9. About IIM & The Survey

Online rankings & Use of logos

- The online version of the ISP Rankings can be found at: <https://iim.org.uk/service-providers/>
- You can also read about the Survey scoring system at: <https://iim.org.uk/providers-about/>
- **Use of IIM survey logos or any other IIM IP is reserved for IIM Members, Affiliates and Partners ONLY**
- Optional online access and guidance to the use of our logos is explained on our website:
 - <https://iim.org.uk/resources/iim-logos/>

Acknowledgements

- This Survey, first published in 2010 and updated annually in various formats, is the 15th edition.
- © IIM (July 2024), 15th Edition. With due credit, this Survey Report may be freely reproduced and used by the 'Interim community'.

About IIM

- Founded in 2001, the **Institute of Interim Management (IIM)** is the pre-eminent professional membership body for practitioners of interim management in the UK. It strives to act as the voice of the interim management community and has supported, promoted and represented professional Interim Managers and Executives in good times and bad.
- The IIM is a not-for-profit body and is the UK's only dedicated institution that is promoting, developing and educating our market on behalf of this curious profession we enjoy. If you feel as resolute about 'interim' as a way of making a living as we do, [join us](#) as Members, or even better, make a practical contribution in running the Institute. It improves your visibility and builds your professional credibility (contact any of the [Directors](#) in the first instance).
- 'Bread and butter' benefits (such as tax investigation insurance and access to legal information) are handy, but as we've touched on before, it's the comradery, learning and sharing that makes it.
- Please visit the IIM's website: <https://www.iim.org.uk/>
- Network well ~ Pitch well ~ Deliver well ~ Success is in your hands.

