

Interim Management Survey 2025



Foreword

Welcome to the Full Report of the 2025 IIM Interim Management Annual Survey. Once again, you have provided a significant and high level of responses, building on that achieved in 2023 and 2024. This makes this the most authoritative view of the UK interim market enabling the IIM team to 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 helpful in building your branding, promotional efforts and market positioning.

Since electing a Labour government, there has been little activity on the regulatory front that has any meaningful direct impact on our profession. However, this state of affairs is unlikely to remain for much longer with the bills going through parliament and precedent still being set by tax tribunals and the courts. When anything significant occurs, we do provide some insight via items on the [website](#).

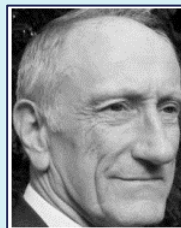
The country continues to 'enjoy' above target inflation but not by so much and the Autumn budget is largely now starting to take effect, particularly in terms of increased taxation (employers NI). This has caused even further pause for thought in many areas of the economy with slowing investment, less labour demand and some redundancies.

Internationally, we have seen the arrival of a new US President who is single-handedly disrupting the world economy and making it even more difficult to forecast direction of travel with a lot of certainty. The USA however, is not the only nation holding elections in recent months and our own is busy trying to negotiate trade deals which always seem to be almost there, but never quite yet buttoning down the details, where the devil lurks.

All the above reflects on our own ability to secure client work. This year's survey provides a clear view of the difficulties there have been across all areas of interim activity and the late 2024 sense that we were turning a corner has taken a bit of a knock as we have gone through Q1 '25. There seems to be an indication that a 'two speed' market is developing, where some interims are securing regular work and fees are holding fairly well and a group of interims where work is much harder to come by and fees are also softer. There is some evidence that public and third sectors have been influenced adversely by the way the off-payroll regulations have been implemented along with shifting government attitudes to 'consultants'.

The number of women respondents remained similar to last year but the age profile data indicated that there was a greater proportion of females in younger age groups which may be an early sign that the gender is finding interim work more appealing.

Finally, my thanks to Charles, Martin and the team for putting together the report based on all your inputs. I hope you find it informative and of practical use.



Tony Evans CIIM
IIM Chair

Introduction

As with every year, we carried out a comprehensive review of every question which allowed us to remove a further 4 questions for 2025. We've then added 2 questions to help improve our understanding of Umbrella companies. The Survey has 30% fewer questions than 5 years ago, whilst, we believe, maintaining quality.

We have retained the questions relating to the current economic situation, as these continue to have relevance. Building on last year's enhancement of the respondent validation method, we have retained the request for respondents' publicly visible LinkedIn URL which has, in the main been graciously given.

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 2025](#)
8. [Conclusions](#)
9. [About IIM & The Survey](#)

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 to contribute to this years' Survey; the high response rate we get annually is the bedrock of this market-wide survey. This, combined with the quality of the responses, makes this survey the most informative analysis of the Interim Sector in the UK, for the benefit of all those with an interest in our industry.

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

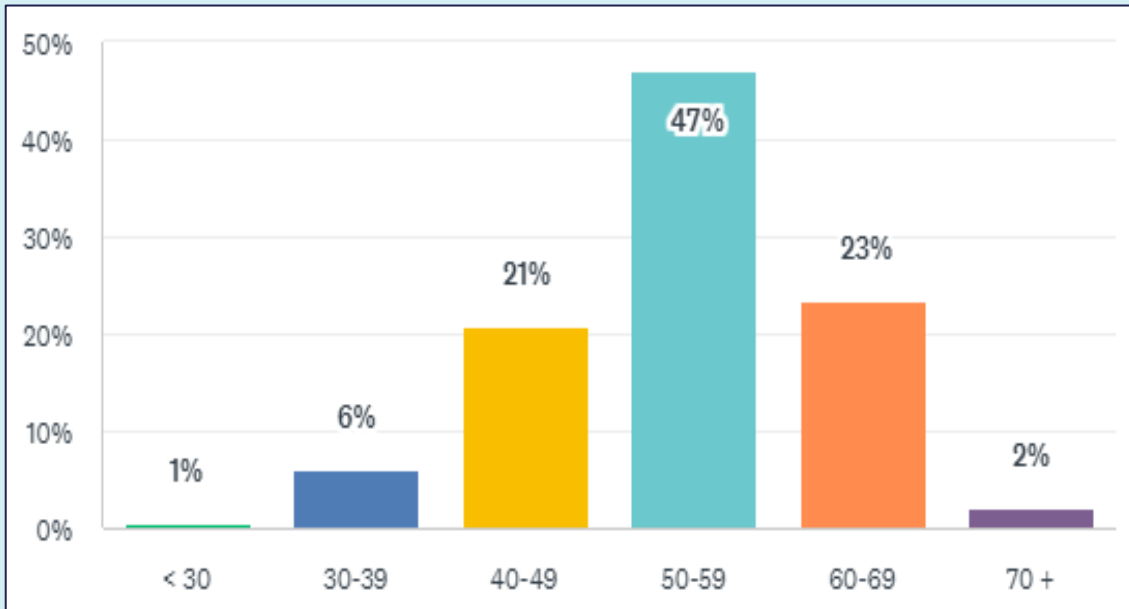
1. About You – The Interim Executive



1. About You – The Interim Executive

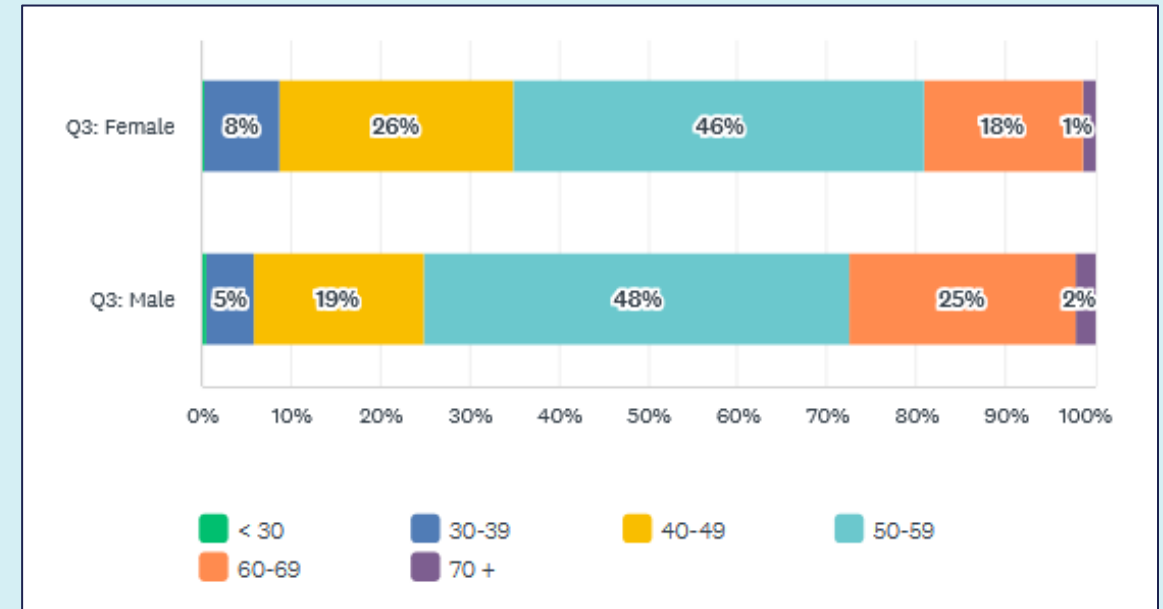
Age Profile

- 1% increase in the 50-59 Age group from 2024, reversing last year's 2% decline
- Slight decline (1%) in Interims in the 40-49 Age group this year
- The average age of all interims rose slightly to **54.2 years** (2024: 54.1 years)



Age Profile – Gender Balance

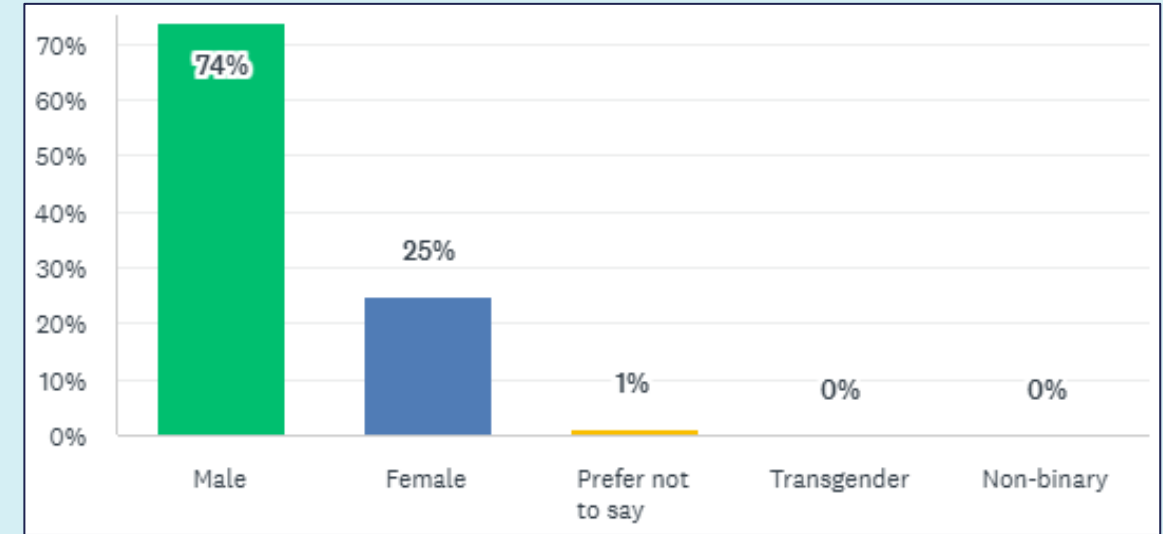
- **Female** Interims are **typically younger**, with 34% under 50 (2024: 32%), compared to 24% for Males
- Conversely just **19% of Female Interims are over 60**, compared to 27% of Males
- Average age: **Male: 54.7 years; Female 52.6 years**



1. About You – The Interim Executive

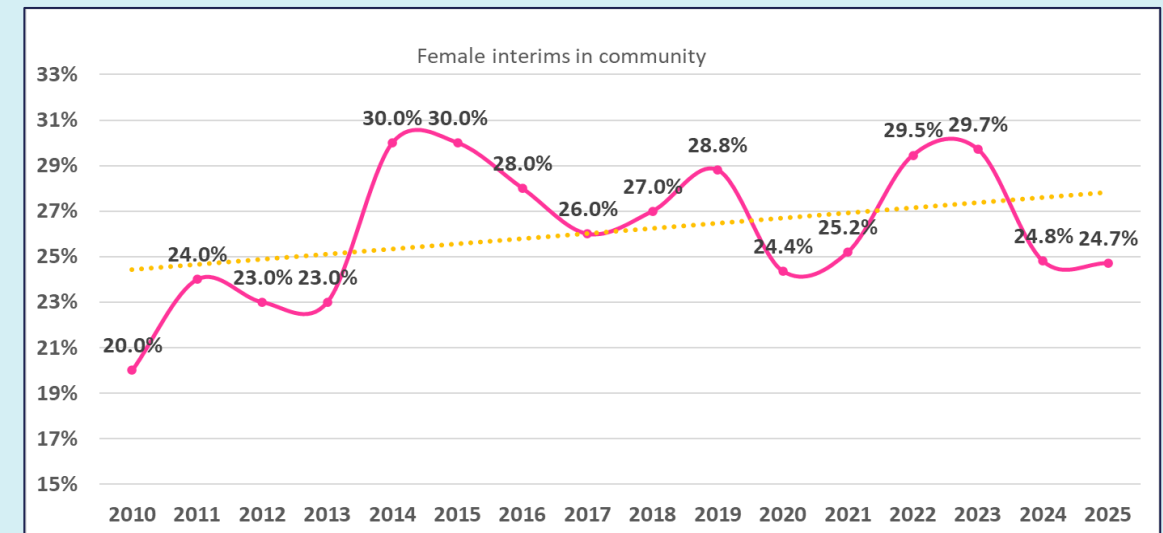
Gender Balance

- No tangible change in the Male:Female balance, when compared with 2024
- Corresponding near 5% reduction in Female Interims, compared with 2023
- Interim remains a significantly male dominated profession



Trend in Female Interims

- Although the proportion of Female interims was static this year, at just under 25%, the long-term trend continues to move very steadily in the right direction since we began to track this data back in 2010

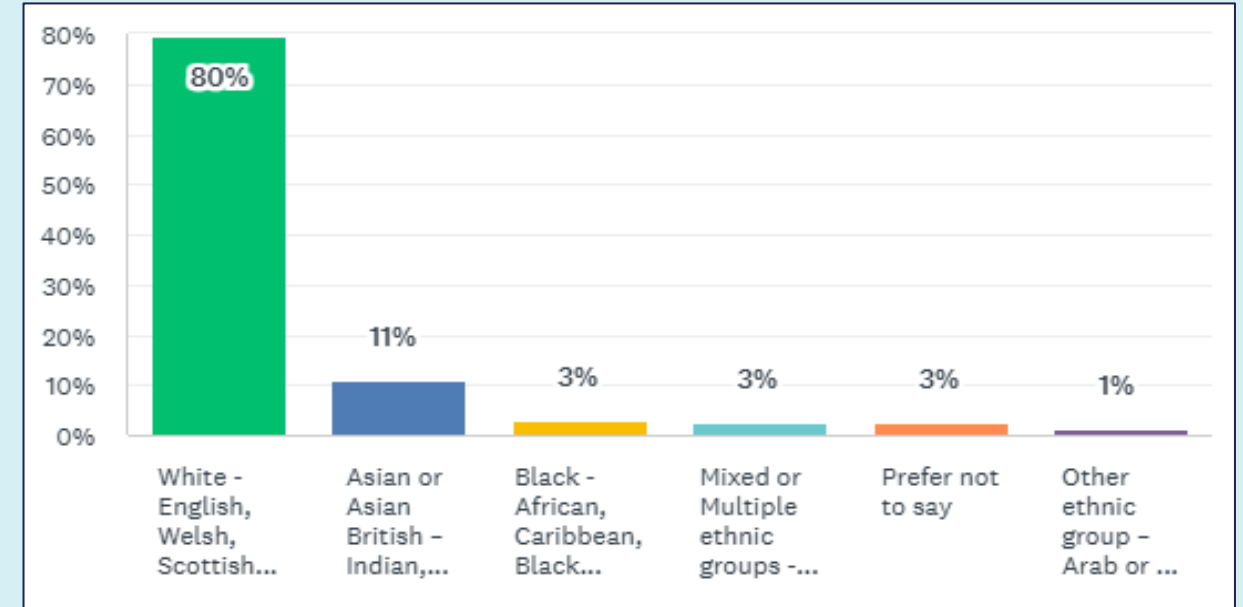


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Ethnic Origin

Compared to 2024 Results:

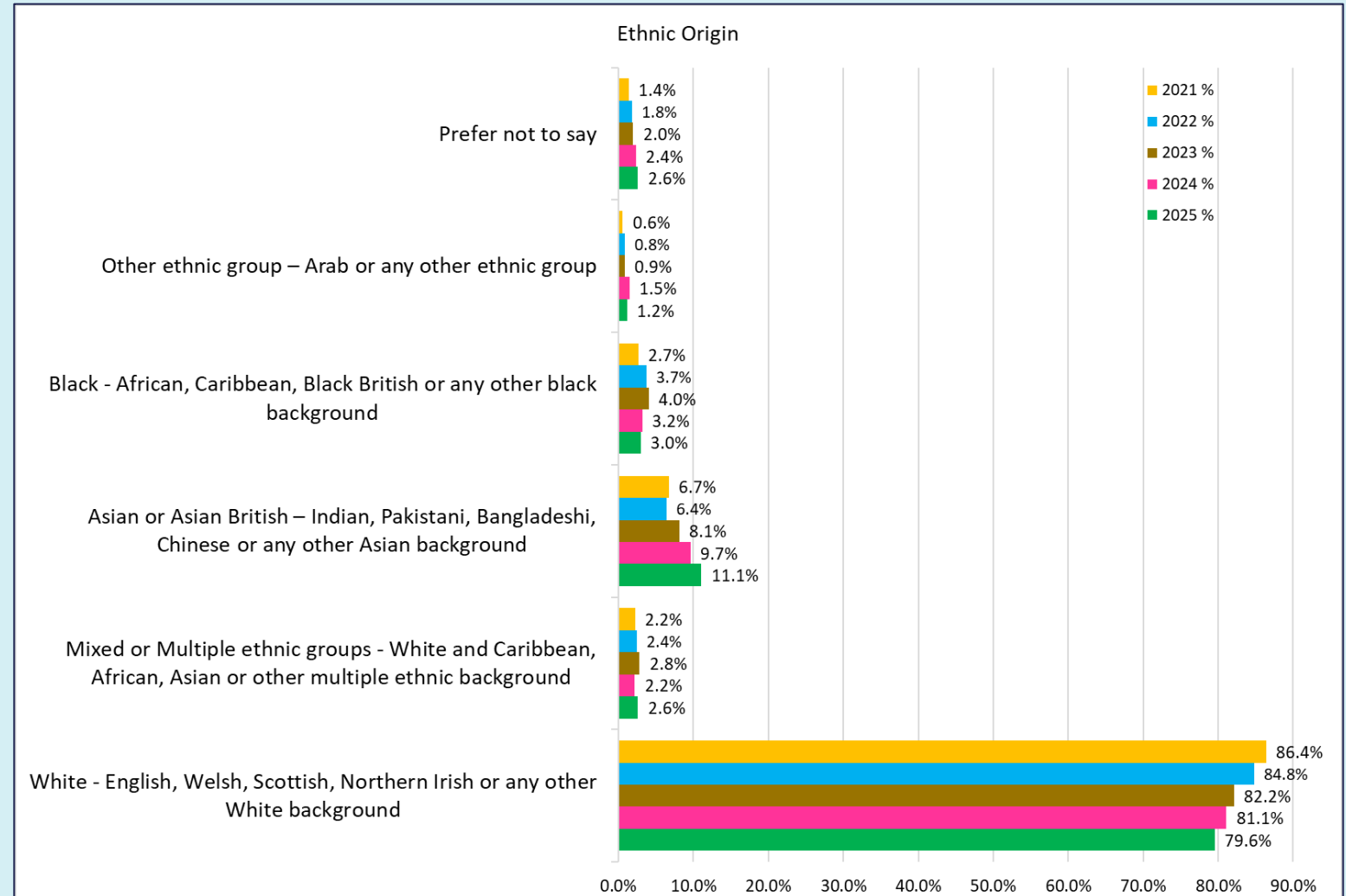
- **1.5% Reduction** in Interims from a White – UK background.
- **1.4% Increase** in Asian / Asian British background



1. About You – The Interim Executive

Ethnic Origin

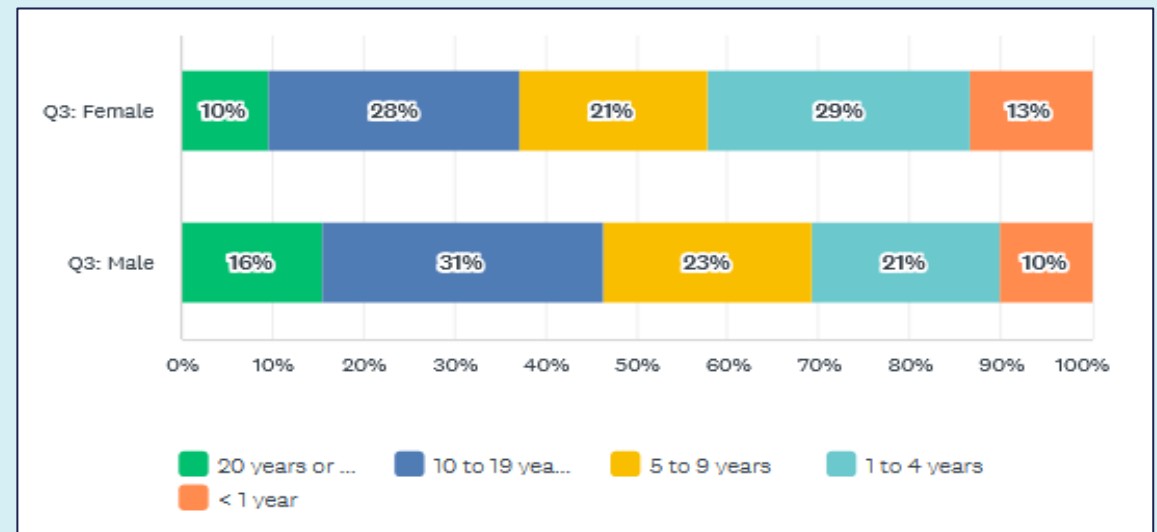
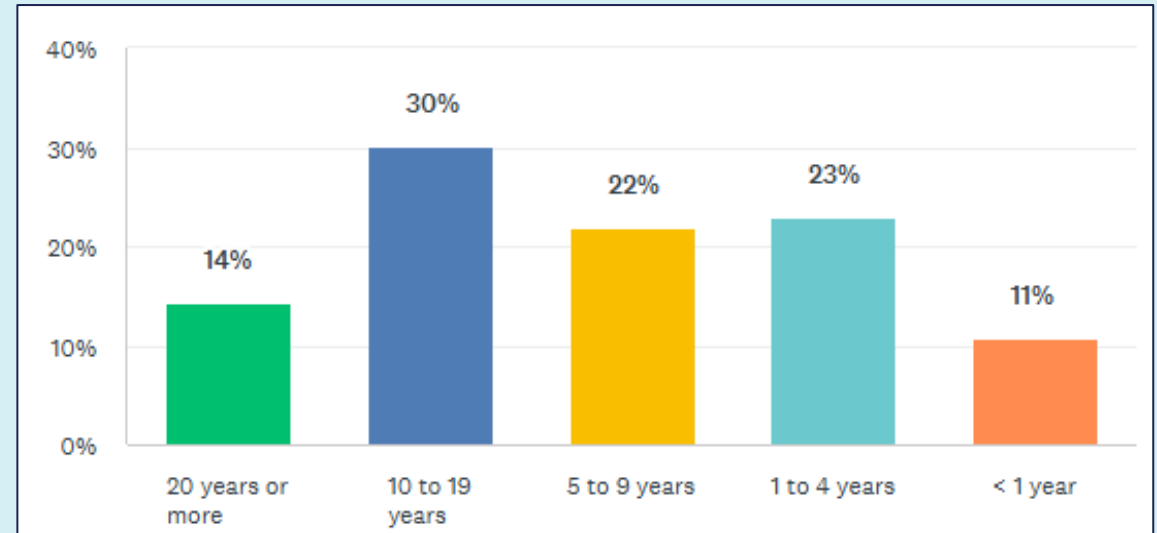
- We've been tracking this data since 2021 and, as shown right, there are now some very clear trends appearing
- The share of Interims who are **White** is **falling year on year, 7% over the 5 year period**
- The proportion of interims from **Asian or Asian British backgrounds, has grown significantly, to 11.1%**, over the same period.



1. About You – The Interim Executive

How Long an Interim

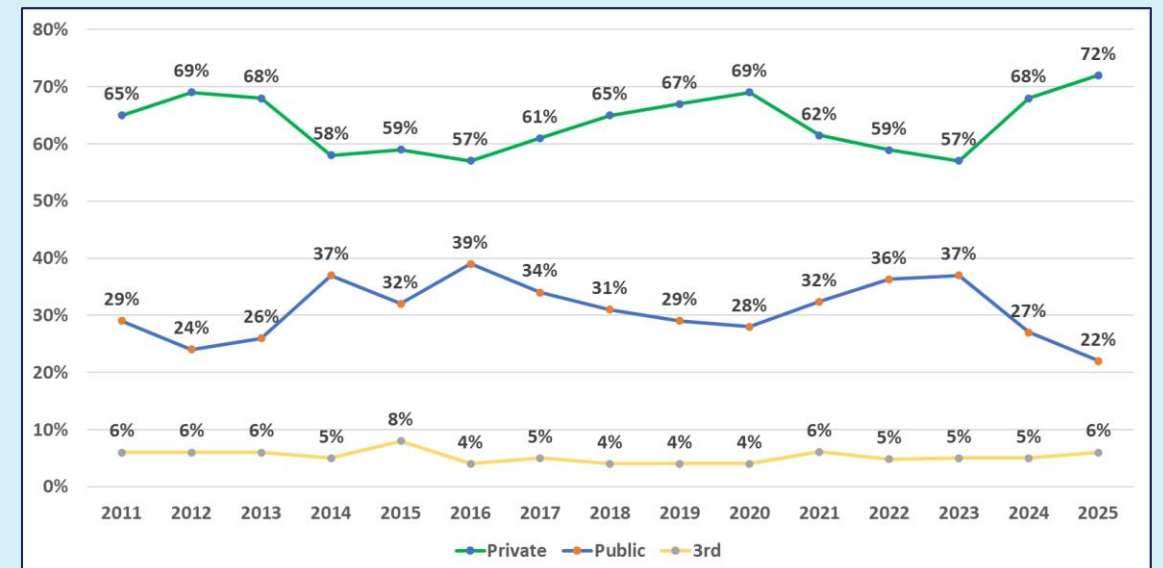
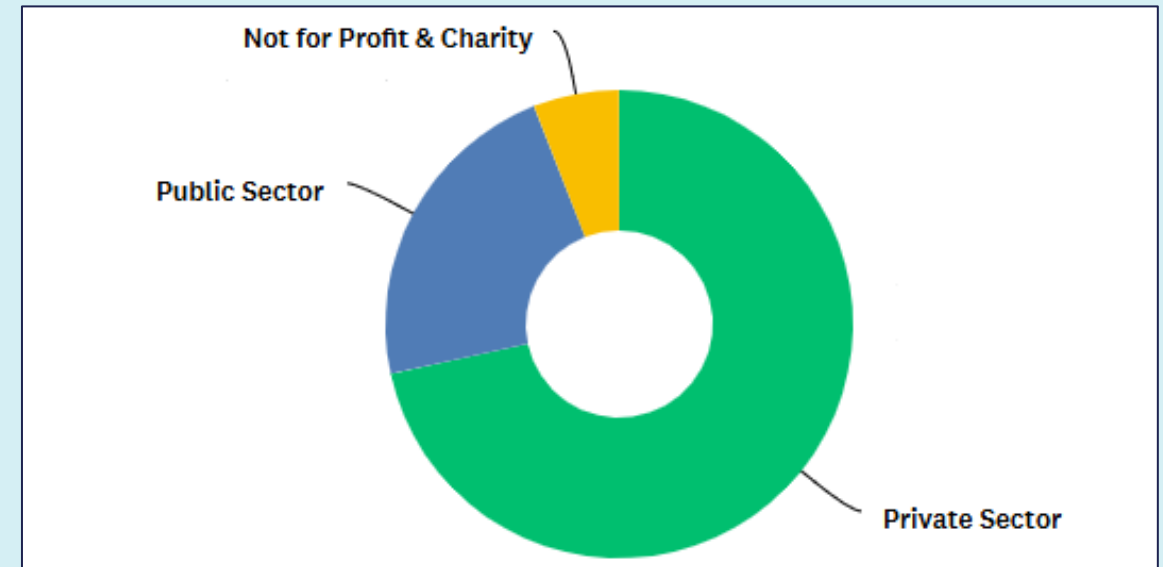
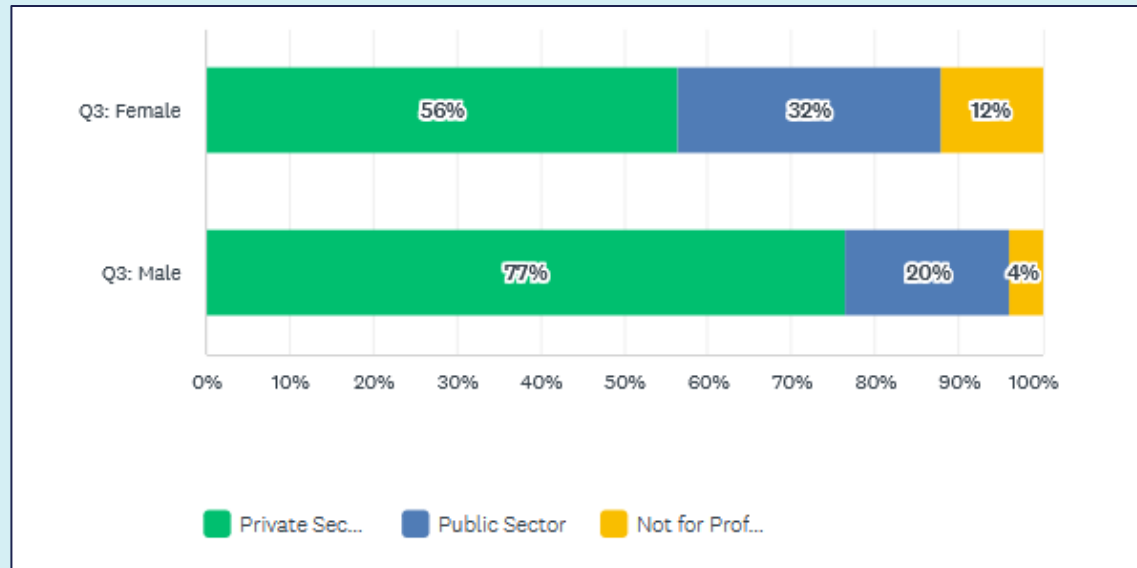
- At 44%, a **2% increase** in Interims that have been in the industry **over 10 years** – continuing the trend from last year
- A **1% decline** in Interims with **less than a year** in the industry.
- The increase in **average time as an interim** that we saw last year – 9.8 years – has continued this year, now rising to **10.4 years**, almost back to 2021 levels.
- Clear difference between genders in length of time as an Interim, with **42% of Females** (2024: 41%) being **under 5 years**, compared to **31% for Males** (2024: 33%)
- Interims for longer than 20 years also differs significantly with **10% of Females** (2024: 8%) compared to **16% of Males** (2024: 13%)



1. About You – The Interim Executive

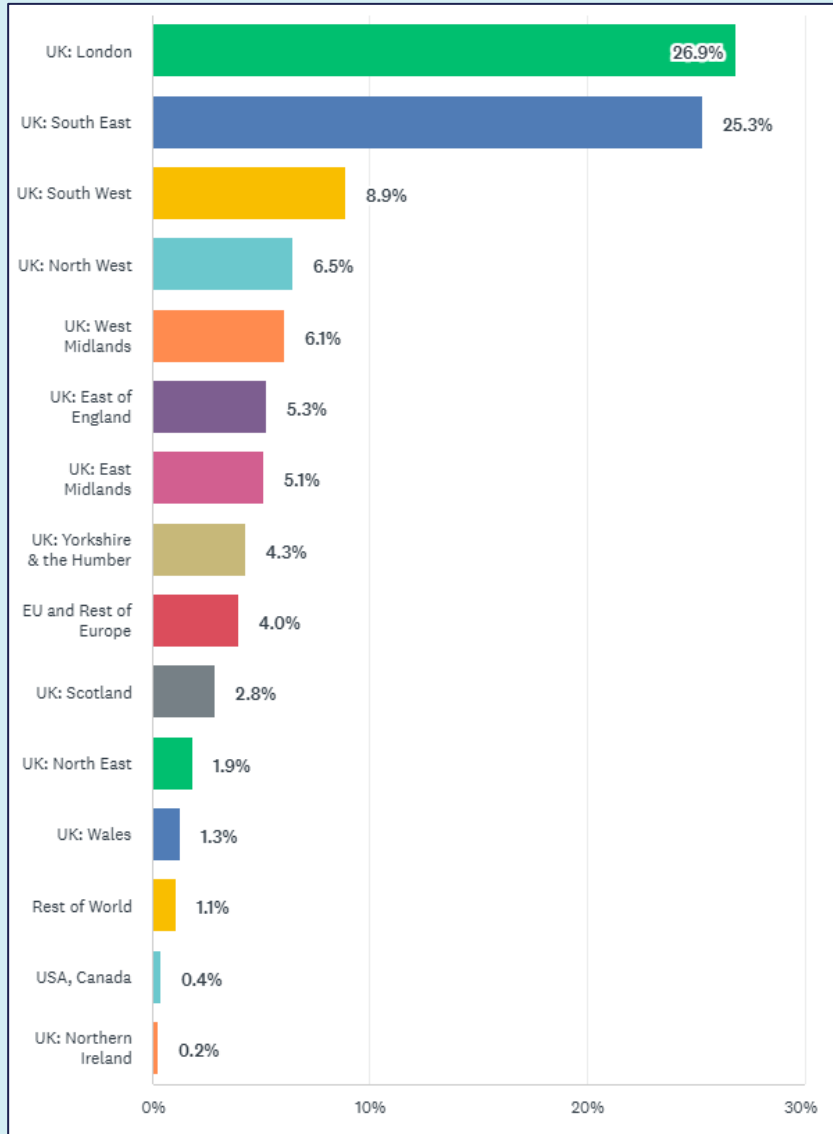
Principal Sector

- Private Sector remains the dominant sector, at **72%** (2024: 68% - upper right chart)
- The proportion of interims focused on the Public Sector has fallen further, to **22%** (2024: 27%), continuing the decline seen last year and the lowest share since the Survey began (lower right chart)
- The picture when filtered by Gender is markedly different, with a more significant proportion of females – **32% v 20%** for Males - indicating their principal sector as Public (lower left chart), although both are, as expected, down from 39% and 22% respectively in 2024 (lower left chart)

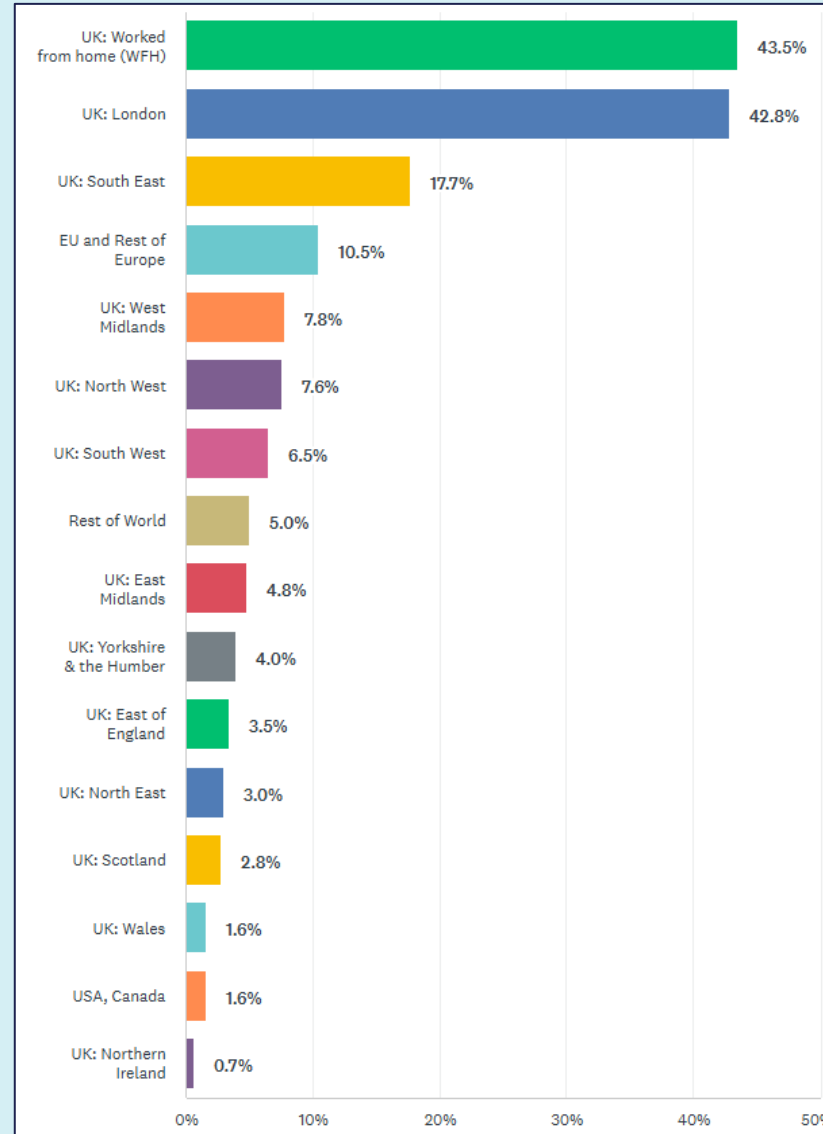


1. About You – The Interim Executive

Where do you live (you home base)



Where did you work



Living:

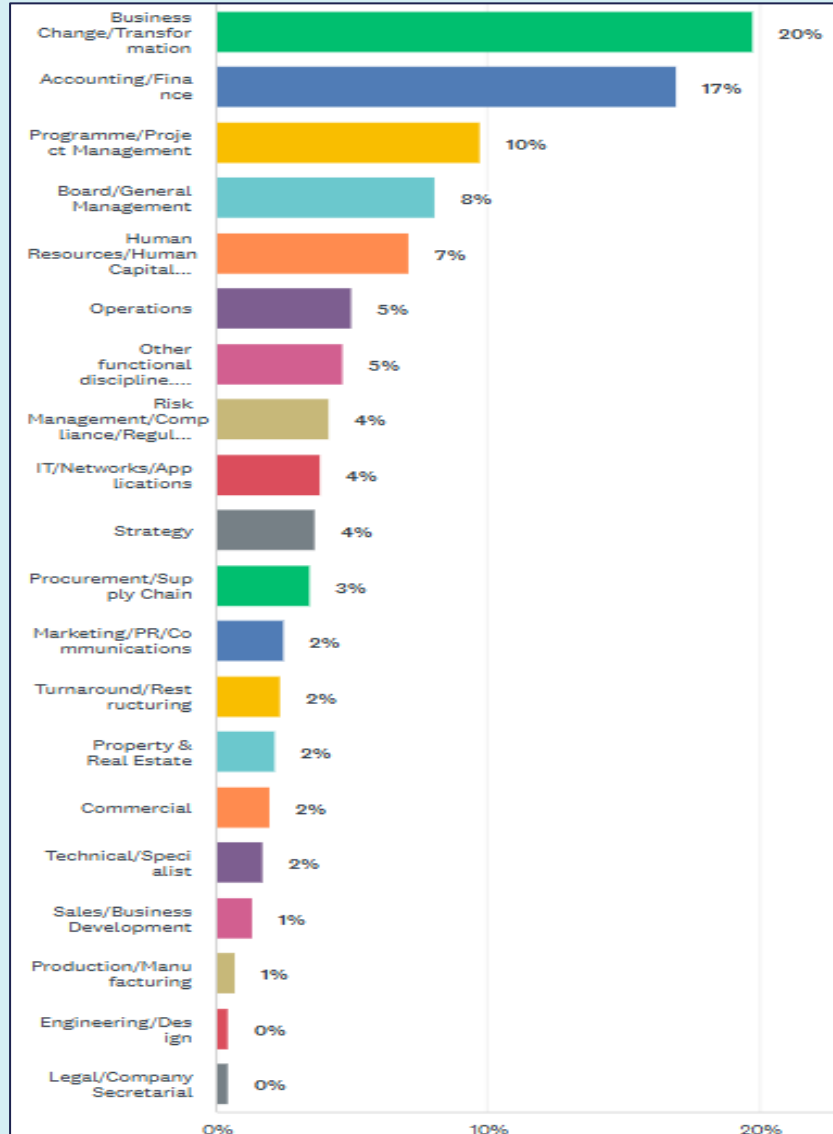
- London has overtaken the South East as the area most Interims live, rising 1.3% (SE dropping 1.2%)
- Interims from the North West has jumped from 6th to 4th this year, with an increase of 0.8%
- 52% of interims now live in London and South East

Working:

- Working From Home (WFH) has increased 0.4% to 43.5% reversing the recent trend, but still well below the peak (over 58%) in the Pandemic
- Interims working in the South East has declined 1.9% in the last year
- Whilst Interims working in the EU & Rest of Europe has increased by 2%

1. About You – The Interim Executive

Functional Discipline



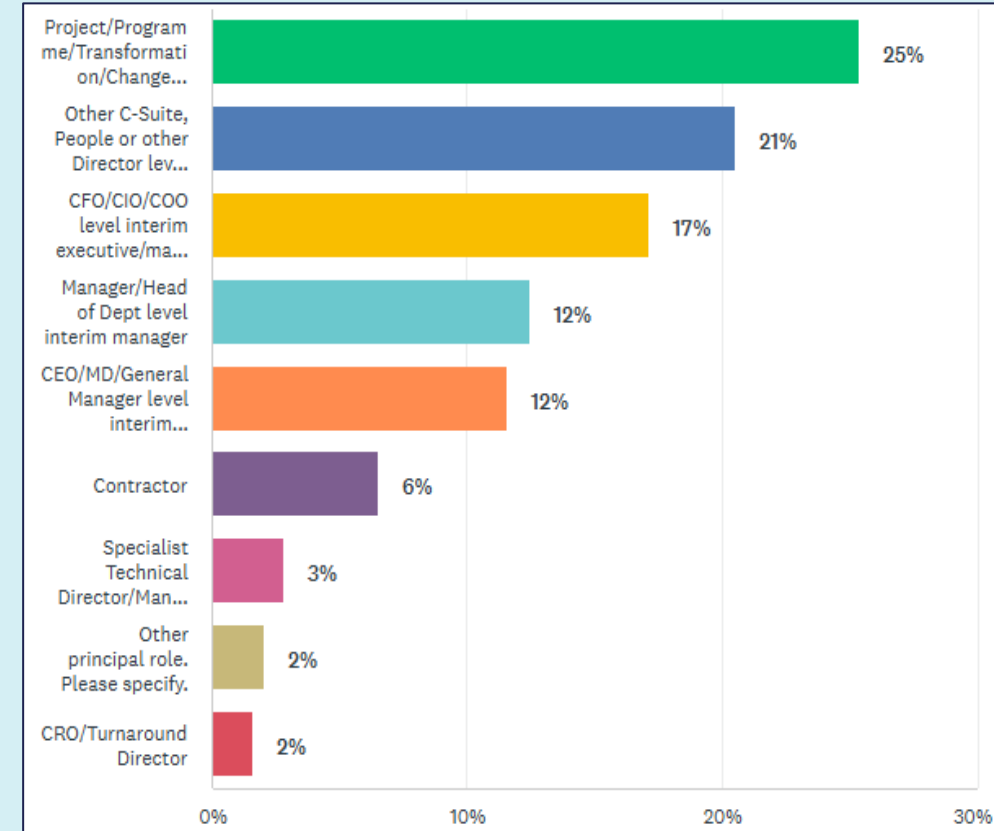
Functional Discipline

- No changes in the Top 5 Disciplines
- Procurement / Supply Chain has dropped 3 places (8th to 11th), with a 1% decrease
- Risk Management / Compliance has jumped from 15th to 8th – increasing from 2% to 4%

Role Types

- 2% Drop in all C-Suite roles
- 1% Increase in Turnaround
- 1% Increase in Specialist Technical

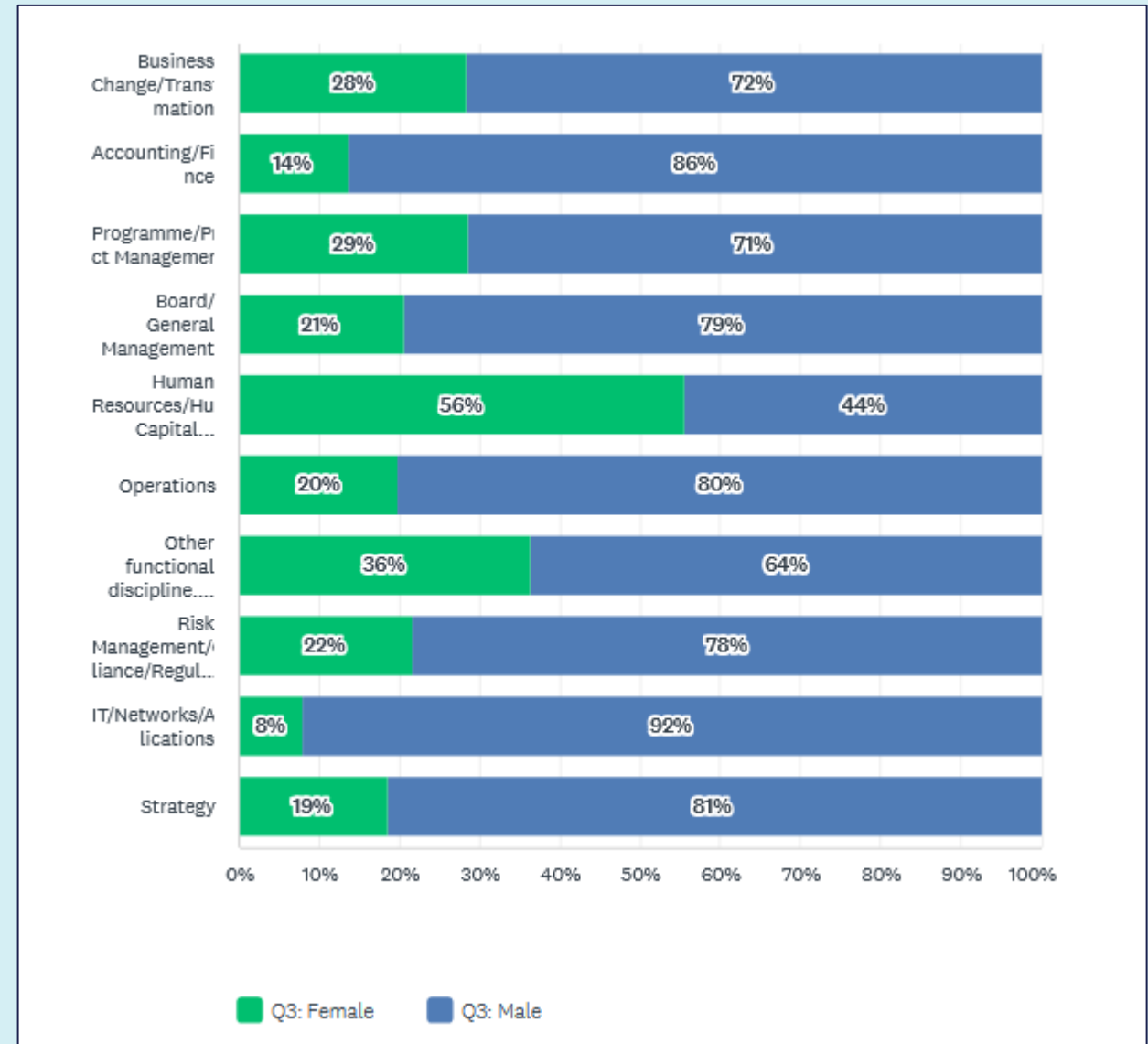
Role Type



1. About You – The Interim Executive

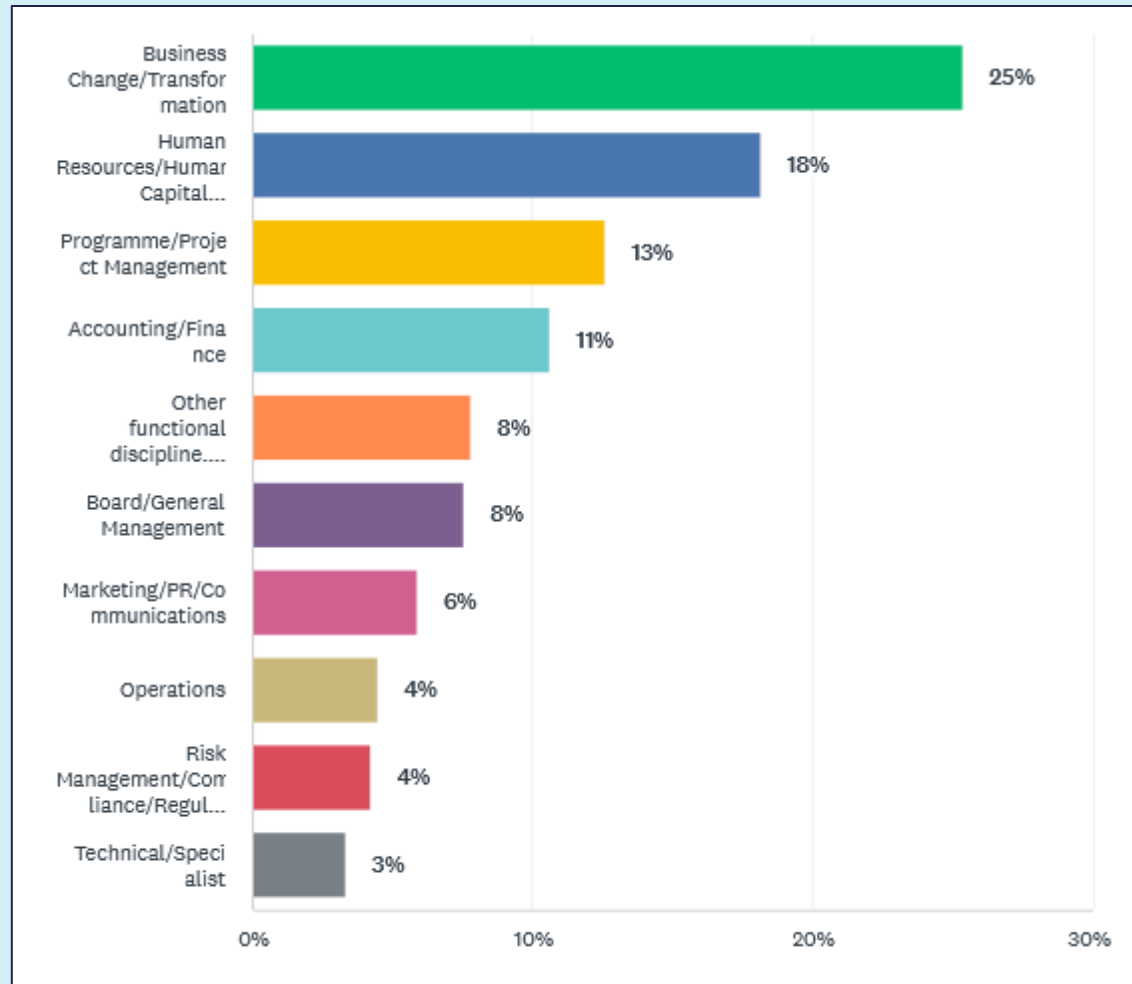
Top 10 Functional Disciplines Overall – showing share by Female/Male

- Looking at the overall **Top 10** functional disciplines (82% of respondents) by Gender, we see marked differences when compared to the **74% Male/25% Female** overall split
- IT, Accounting/Finance, Strategy and Operations all have significantly **higher Male shares** – 80-92%
- In stark contrast, Human Resources and Other (various) both have much **higher Female shares** – 36% & 56%) although these have reduced slightly from 2023
- This leads to quite different Top 10 functional disciplines for each Gender group as can be seen on the next slide

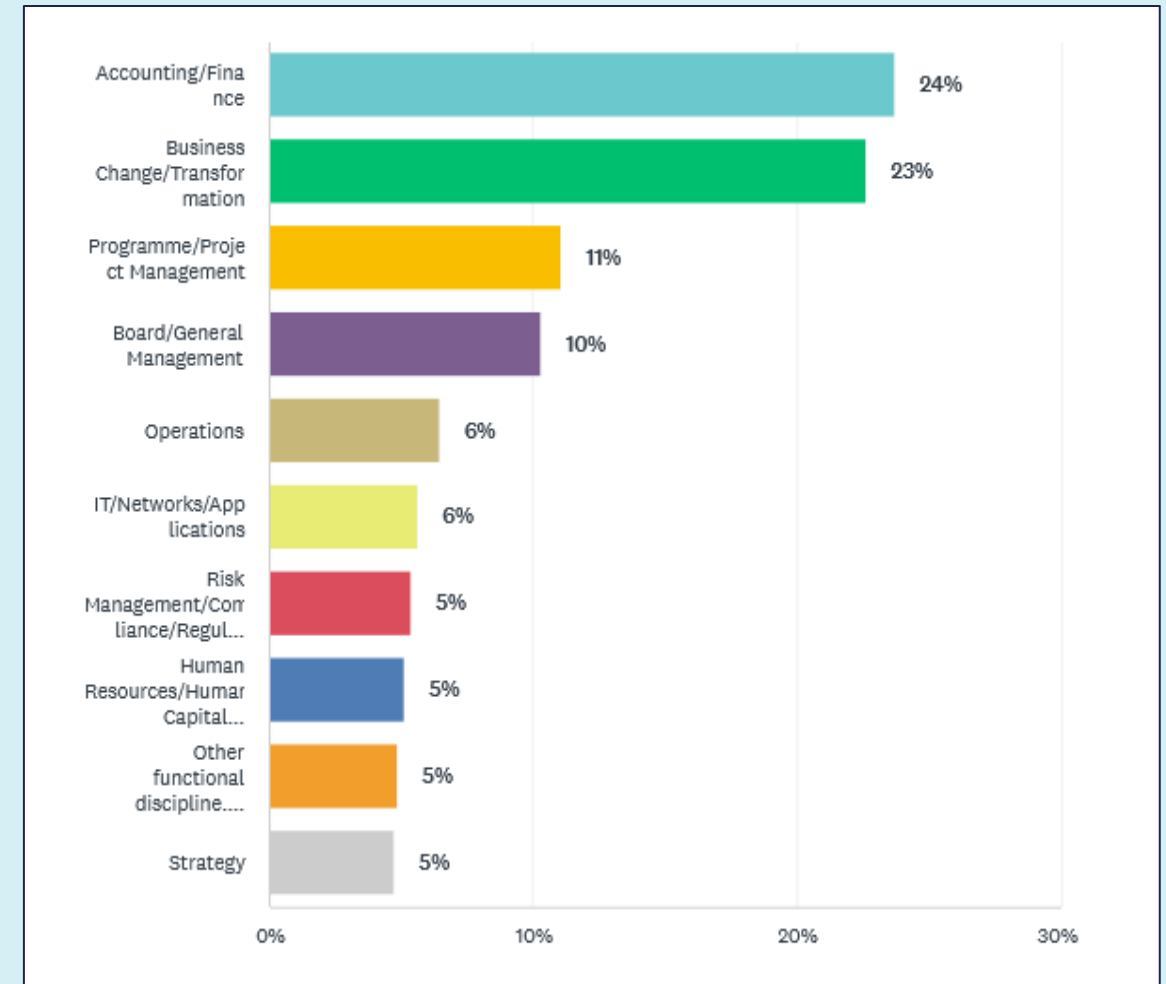


1. About You – The Interim Executive

Top 10 Functional Disciplines – Female



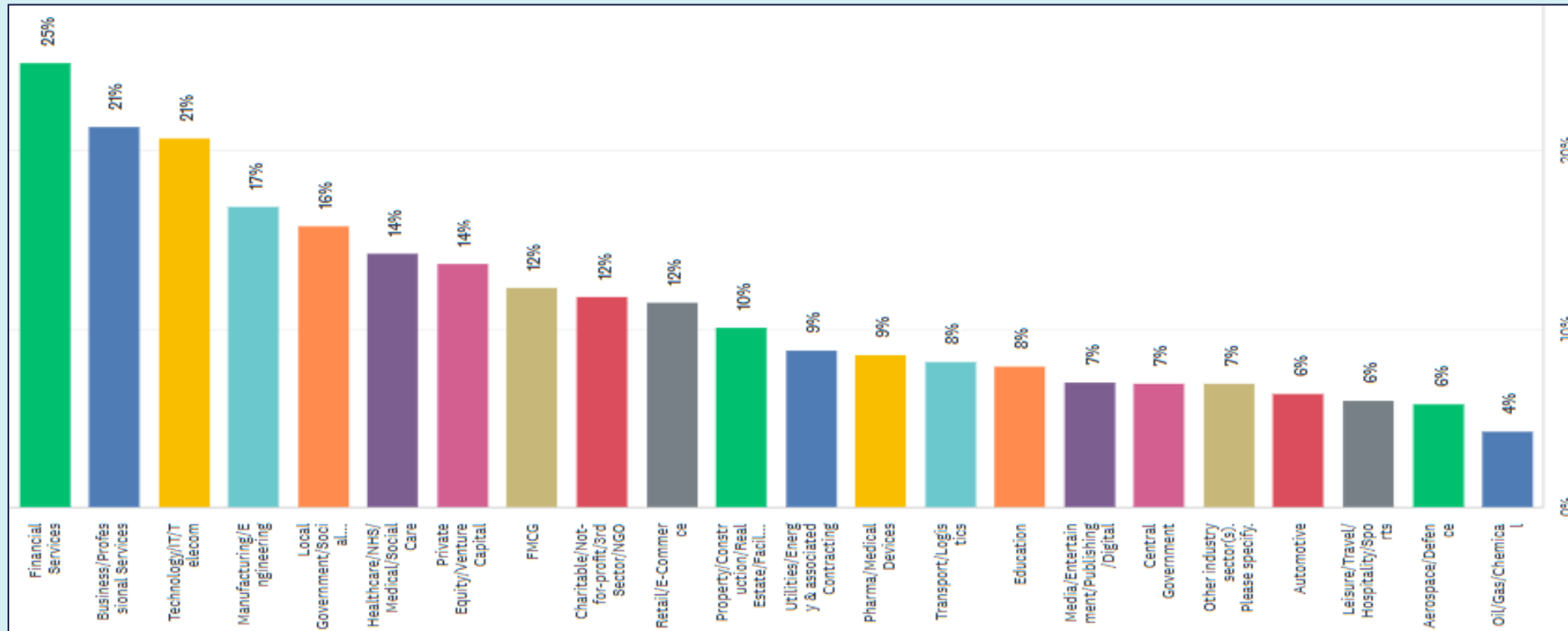
Top 10 Functional Disciplines – Male



1. About You – The Interim Executive

Industries worked in over last 3 years

- Financial Services has seen a very significant **5% share increase** to 25% (2024: 20%), to lead the table overall
- Local Government continued its **recent decline**, to **16% share** (2023: 22%, 2024: 19%), dropping to 5th
- Manufacturing / Engineering 's 5% leap in 2024 has stabilised this year

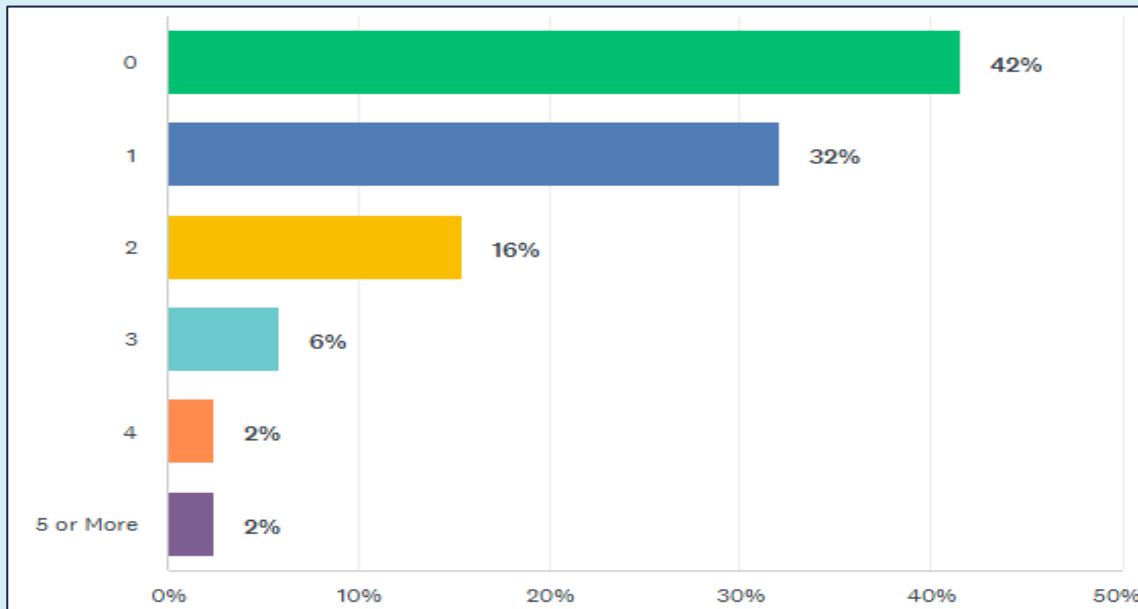


1. About You – The Interim Executive

Assignments Sourced Directly By Yourself

- A significant swing away from directly sourced assignments, when compared with 2024:

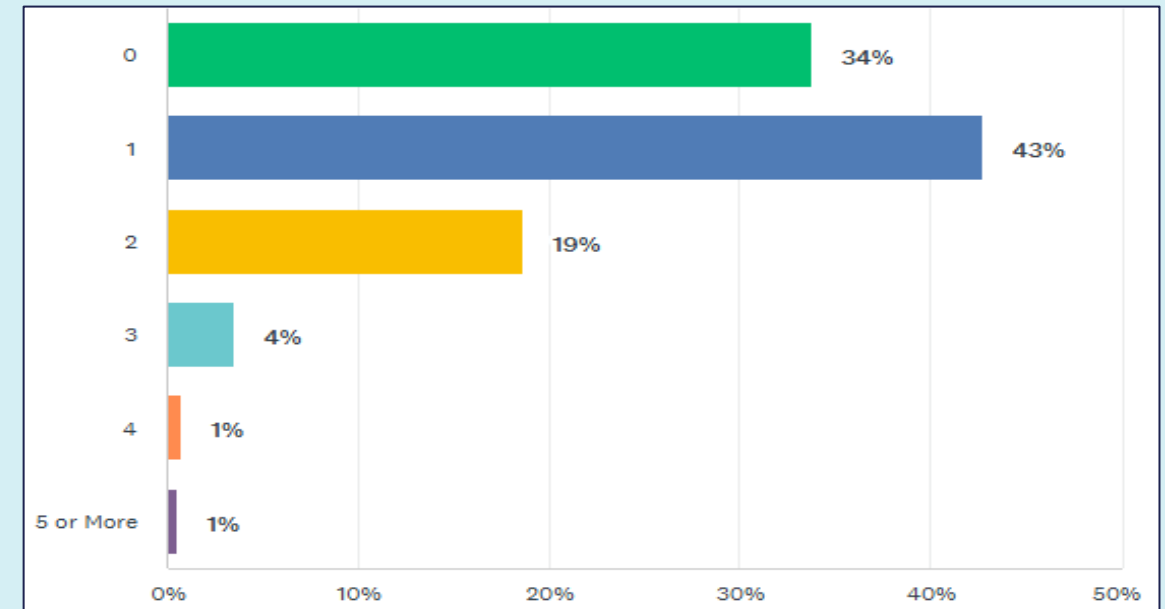
- **12% Reduction** in Interims sourcing 1 assignment themselves
- **5% less** Interims sourced 2 assignments themselves



Assignment Sourced by a 3rd Party

- Corresponding major increase in 3rd Party sourced assignments, compared with 2024

- **10% Increase** in Interims sourcing 1 assignment via 3rd Party
- **6% more** Interims sourced 2 assignments via a 3rd Party



- A slight increase in multiple assignments being sourced by Interims themselves' however a significant proportion use both routes.

1. About You – The Interim Executive

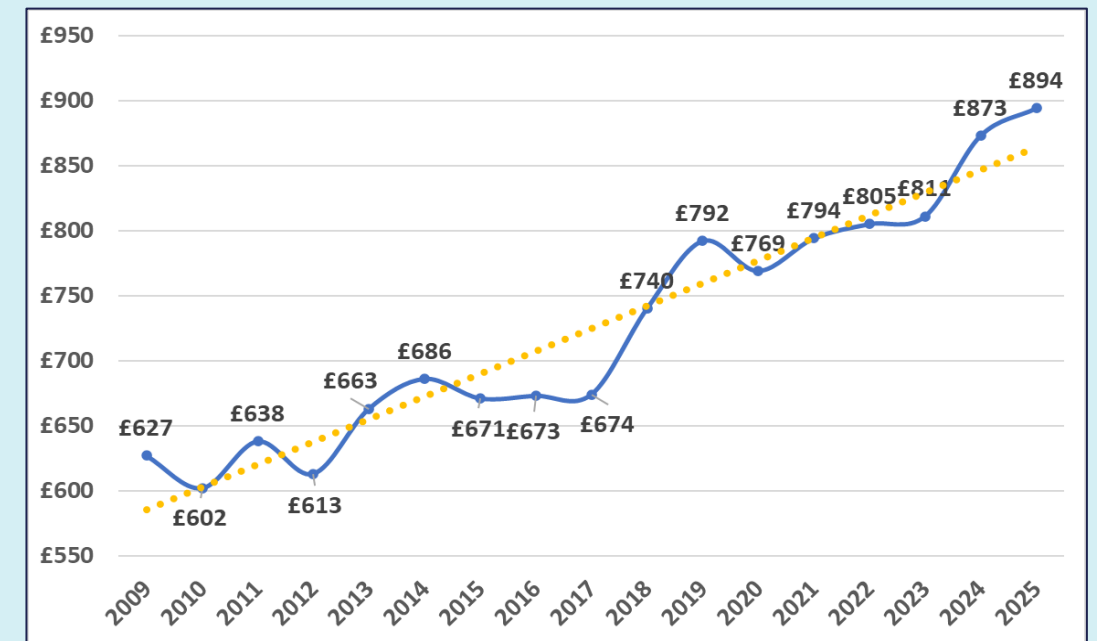
Remuneration – Average Day Rate Breakdown

- **Private** Sector Interims are now paid, on average, **38% more** than **Public** Sector Interims (2024: 36%) and **43% more** than **3rd Sector** Interims (2024: 35%)
- **Males** are again paid, on average, **15% more** than **Females** (2024: 15% 2023: 21%)

		2024	2025	Change
Gender	Male	£902	£903	+0.1%
	Female	£783	£782	-0.1%
Sector	Private	£959	£970	+5.0%
	Public	£706	£701	-0.7%
	3 rd /Charity	£711	£680	-4.3%
IR35	Outside	£907	£947	+4.4%
	Inside	£809	£791	-2.2%

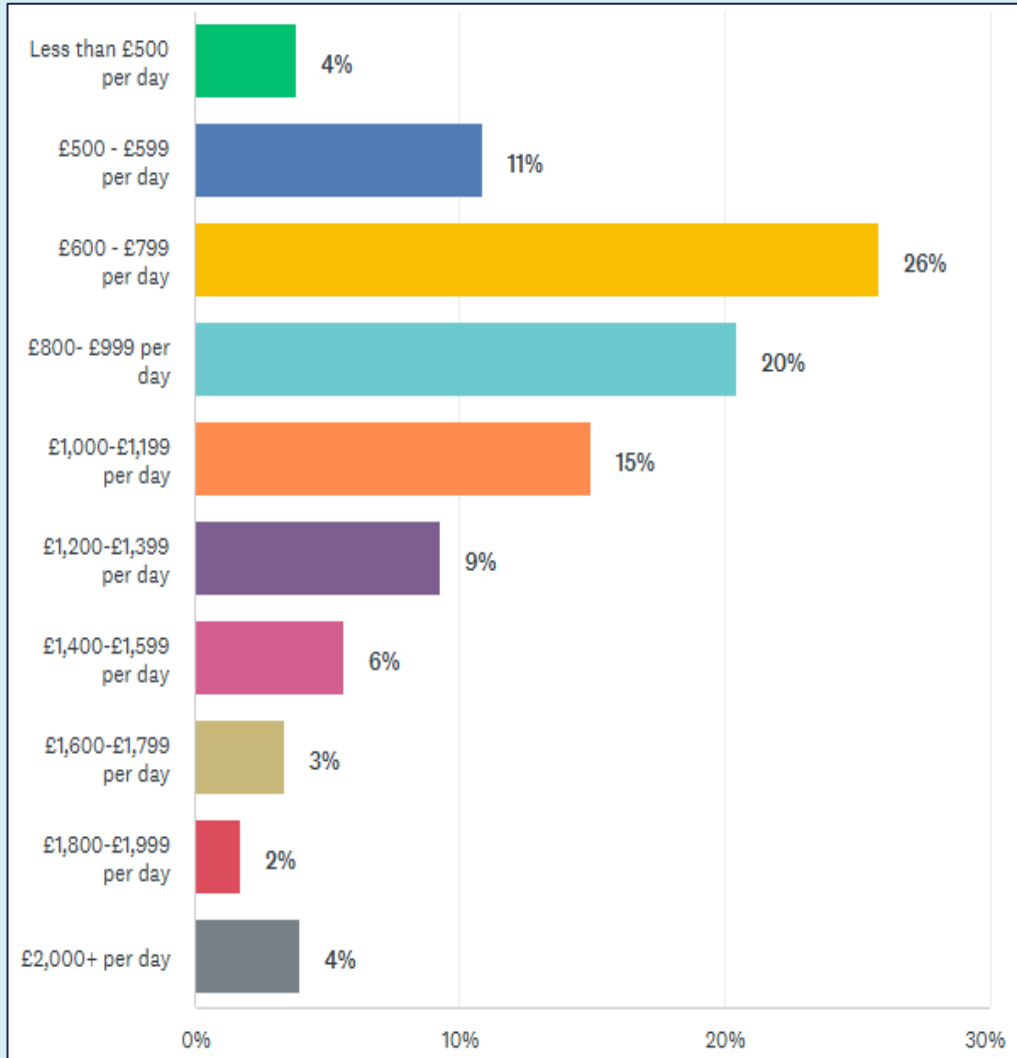
Remuneration - Overall Day Rate Trend

- A small increase in the overall average day rate to **£894** (up 2%), faltering again as the market slows



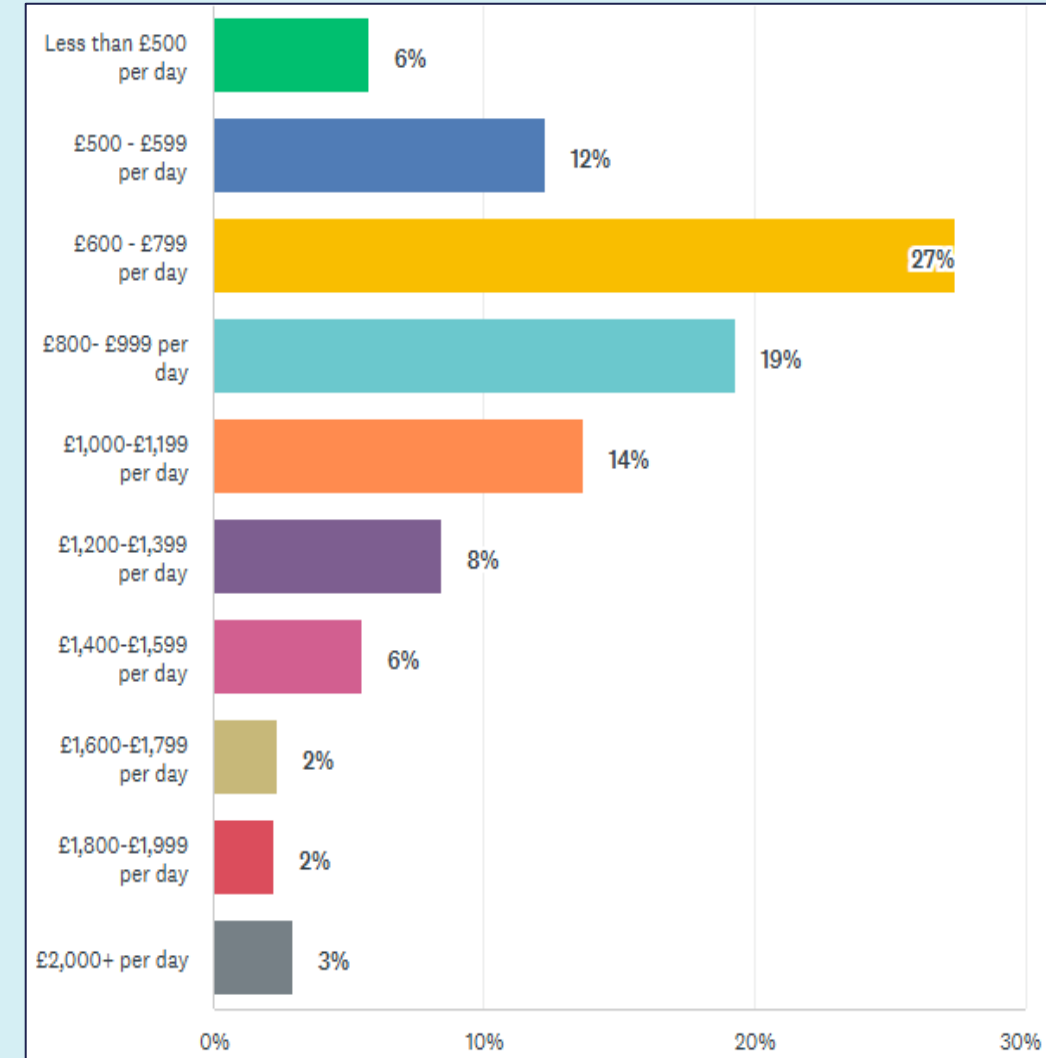
1. About You – The Interim Executive

Remuneration Outside IR35 – Directly Sourced



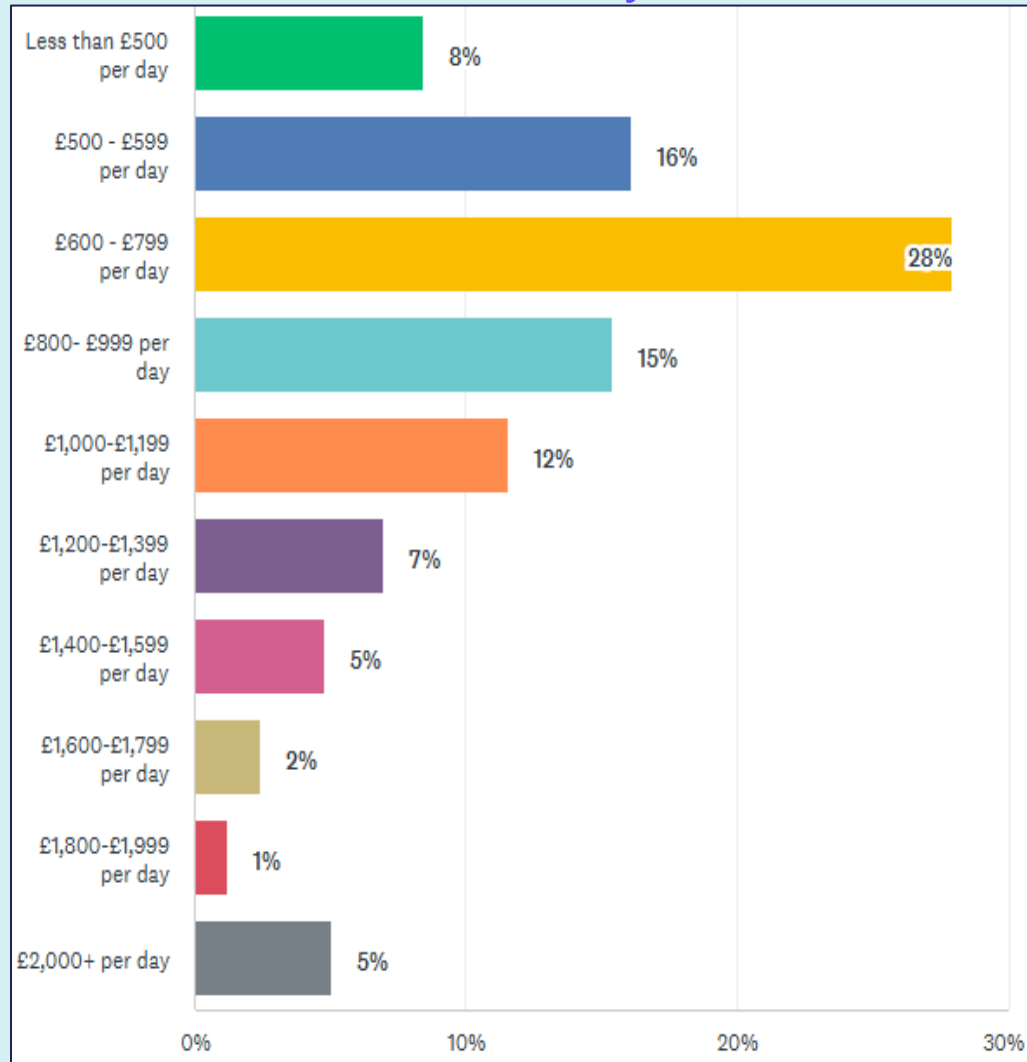
- The spread of Day Rate closely match whether Directly or 3rd Party Sourced
- No significant changes compared with 2024 in the %s in Day Rates below £800 / day
- 3% increase in Directly Sourced Assignments in the £1200 - £1399 range
- 3rd Party sourced Assignments over the £1400 / day rate are 3% Higher
- Directly sourced Assignments over the £1400 / day rate are 2% Higher

Remuneration Outside IR35 – 3rd Party Sourced



1. About You – The Interim Executive

Remuneration Inside IR35 – Directly Sourced



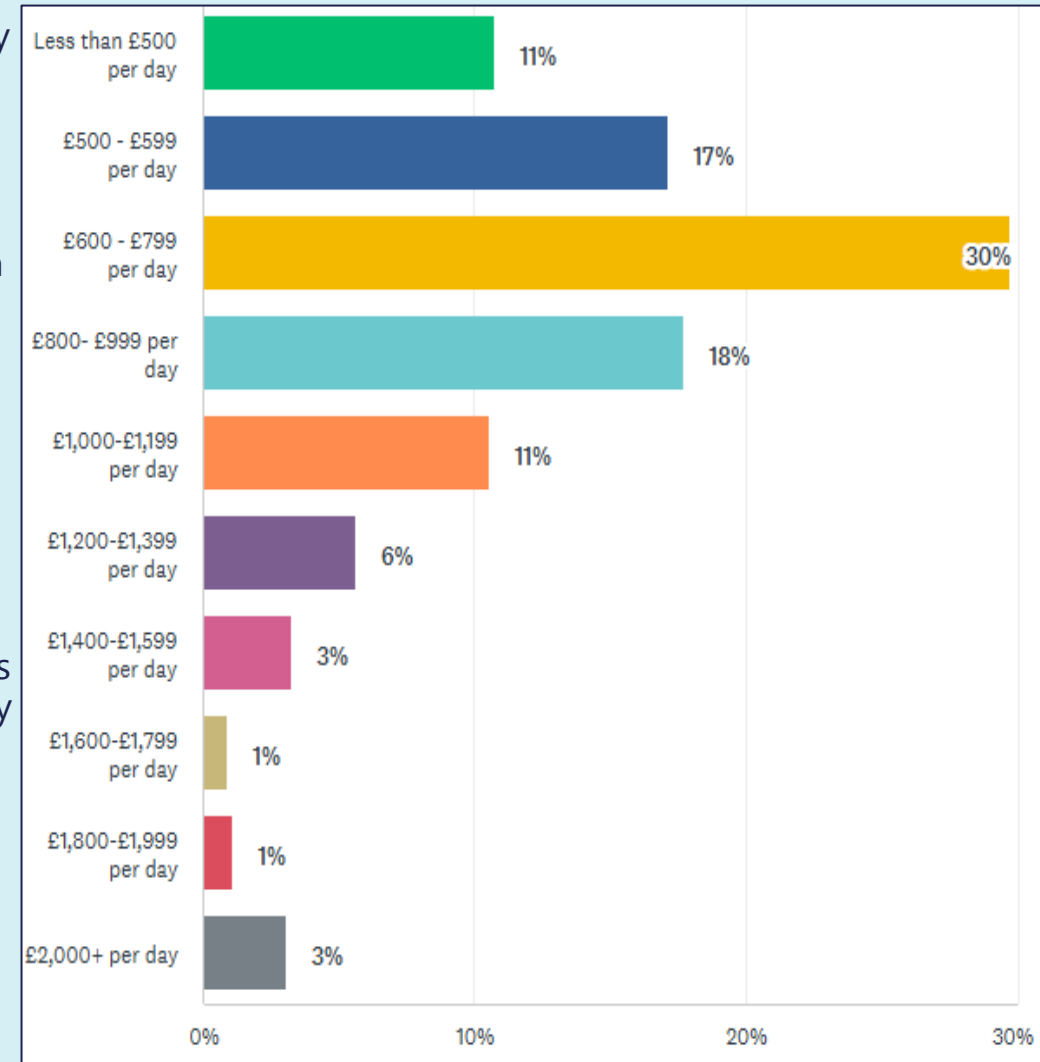
iim 6% Increase in Directly Sourced Assignments less than £600 / day

iim 8% Increase in 3rd Party Sourced Assignments less than £600 / day

iim The share of Assignments Directly Sourced over £1,400 / day is unchanged from 2024.

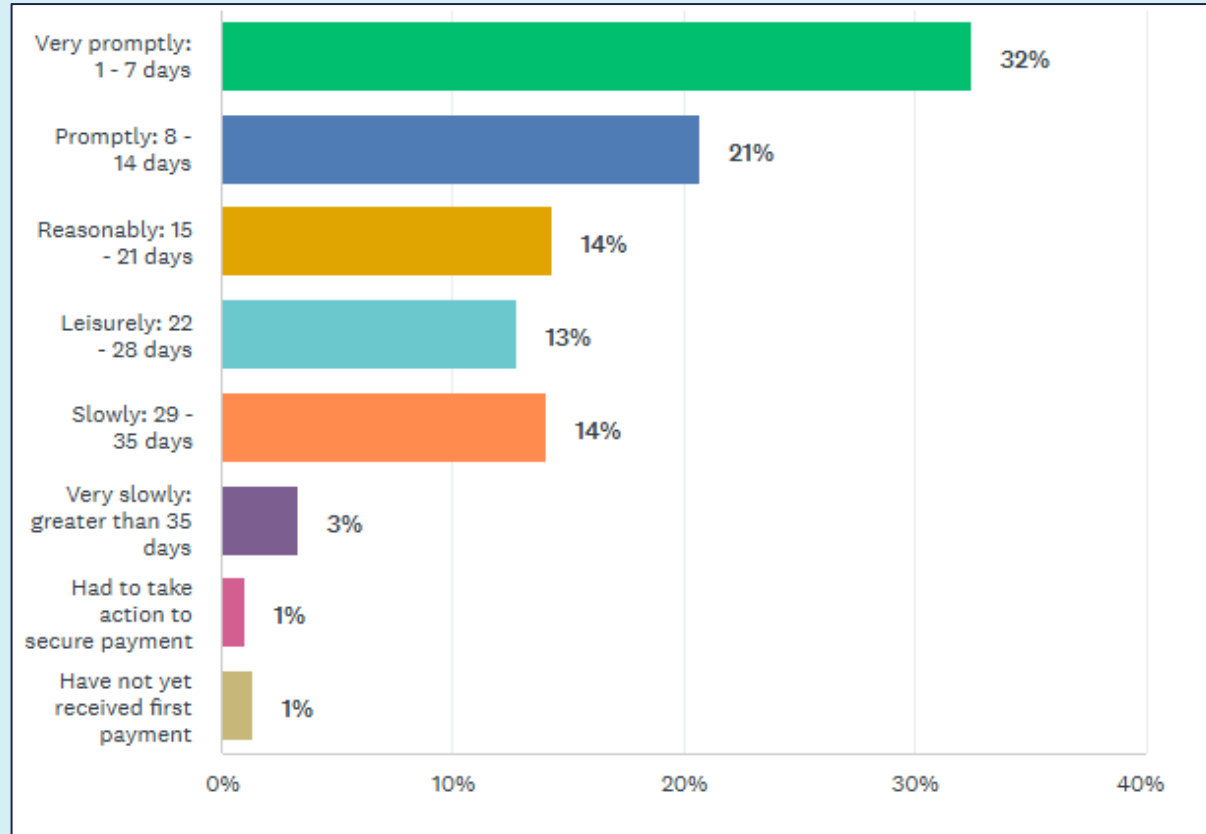
iim 2% fewer Assignments Sourced by a 3rd Party were over the £1,400 day rate bracket, compared with 2024

Remuneration Inside IR35 – 3rd Party Sourced

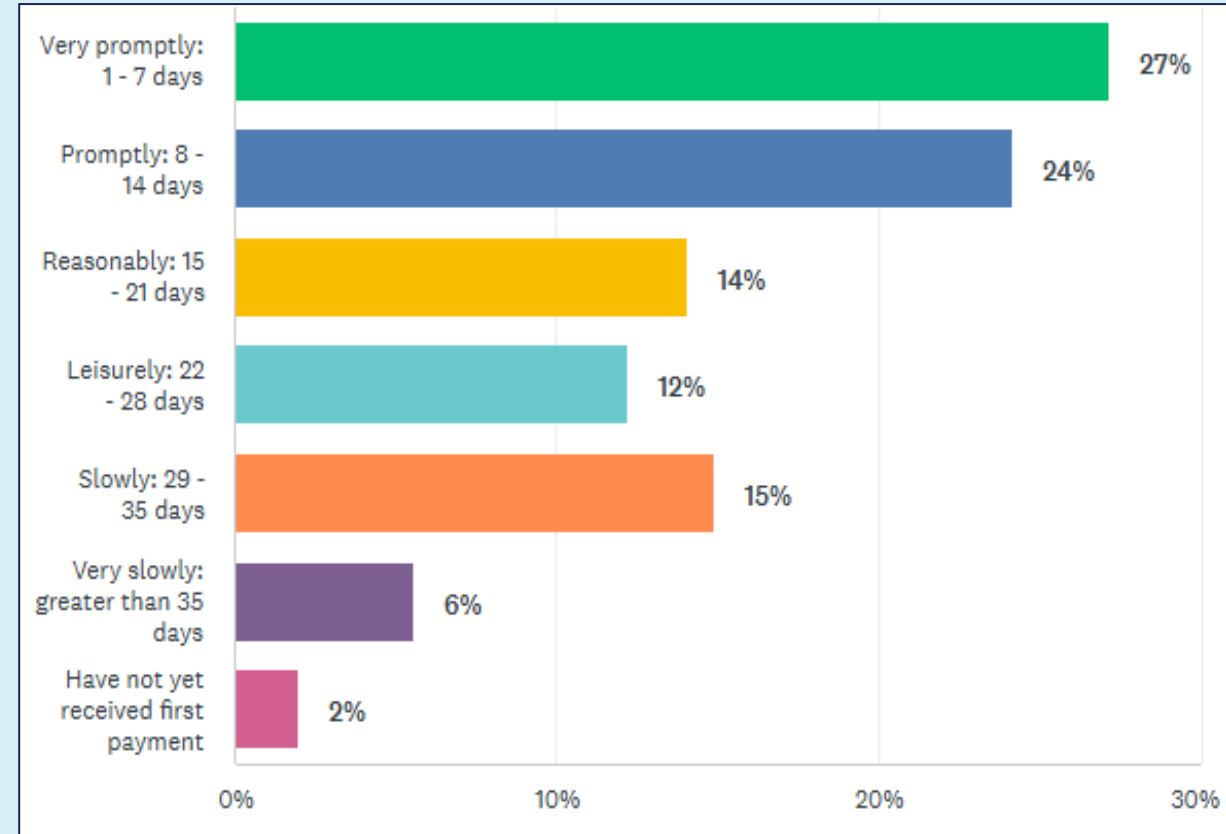


1. About You – The Interim Executive

Speed of 3rd Party Payment



Speed of Direct Client Payment



- 80% of Interims say that 3rd Party payment is at 28 days or less – a **small drop of 1%** from last year
- 77% of Interims say that Direct Payment by Clients is at 28 days or less – **The same** as 2024
- The strong message is that for at least 75%, payment is within a reasonable 28 days

A man with dark curly hair and a beard, wearing a grey suit and a blue shirt, is looking through black binoculars. The image is semi-transparent, serving as a background for the text and logo.

2. About The Market

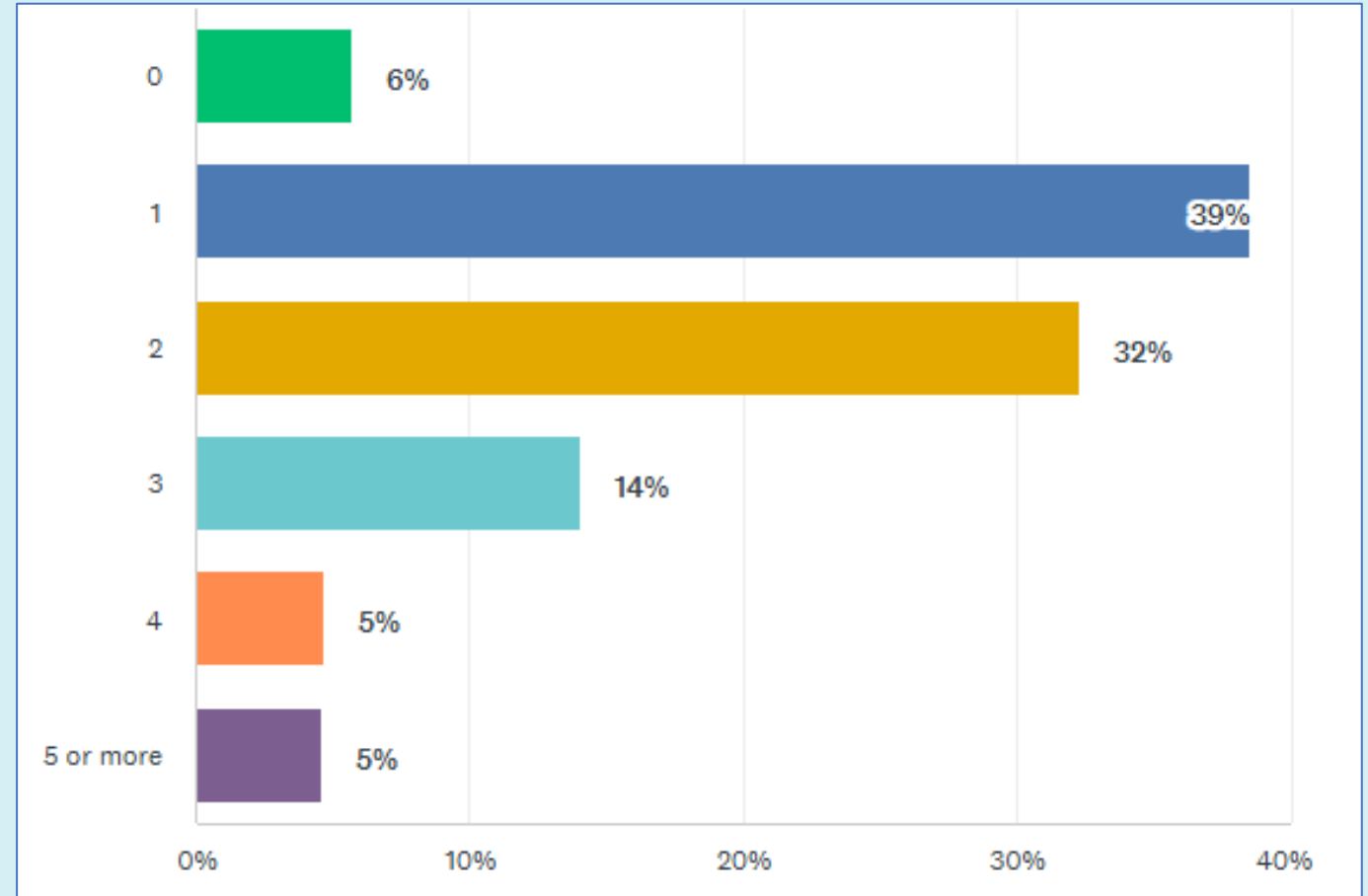


Institute of
Interim
Management

2. About the Market

Number of Assignments

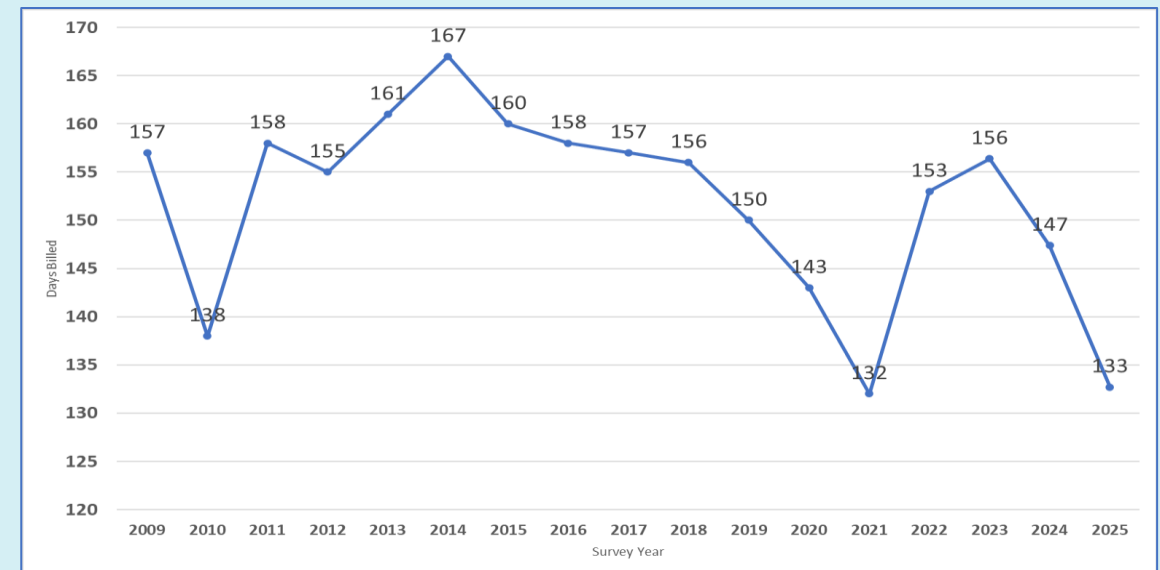
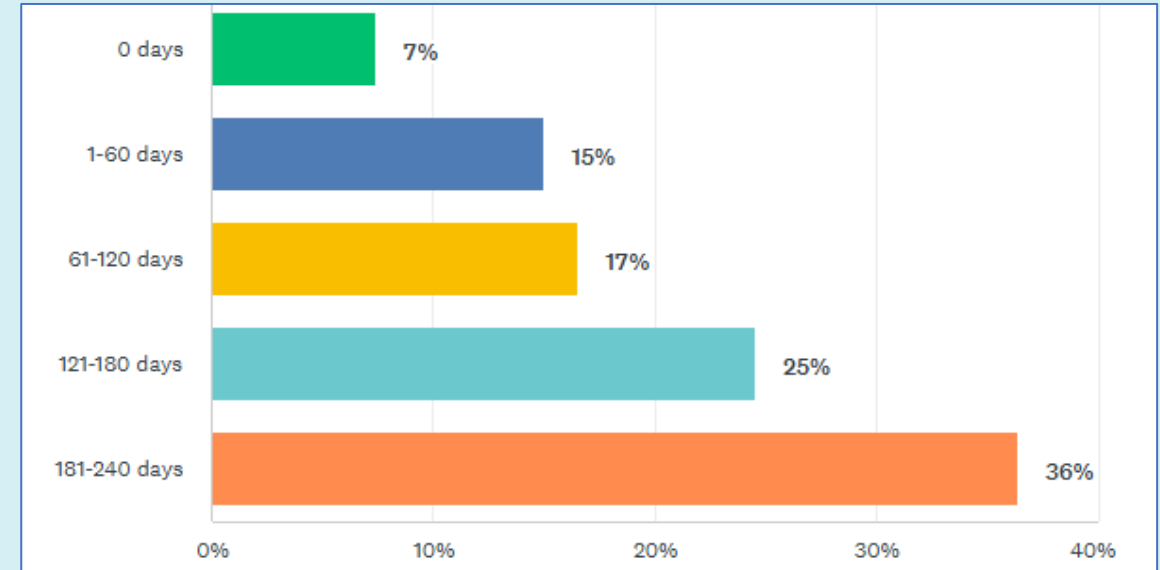
- There is very little variation in the % of Assignments carried out over the last 12 months; when compared with 2024.
- On a positive note, the number of Interims saying they carried out 1 or 2 assignments in the last 12 months has increased by 1%
- On the negative side, there has been a 1% increase in the number that **didn't have any Assignments**
- The market remains challenging



2. About the Market

Days Billed

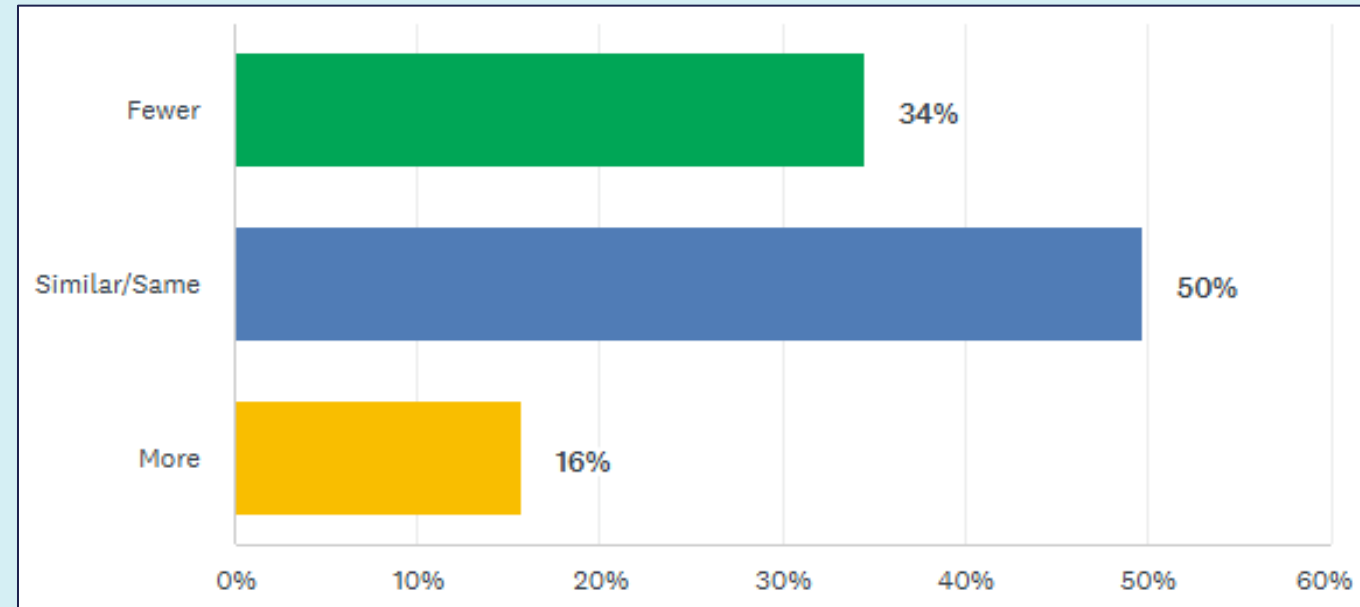
- The biggest drop, when compared to 2024, is in the 181 – 240 days billed, a **12% decrease**
- **8% Drop** in Interims billing 121 or more days
- **6% Increase** in 1 – 120 days of billed days
- The post Covid recovery in average days billed that we saw in 2022 and 2023, fell back to 147 days in 2024's Survey. This has **fallen sharply again to 133 days** and is now back at Covid levels, a clearly concerning trend



2. About the Market

Comparison of billed days previous 12 months

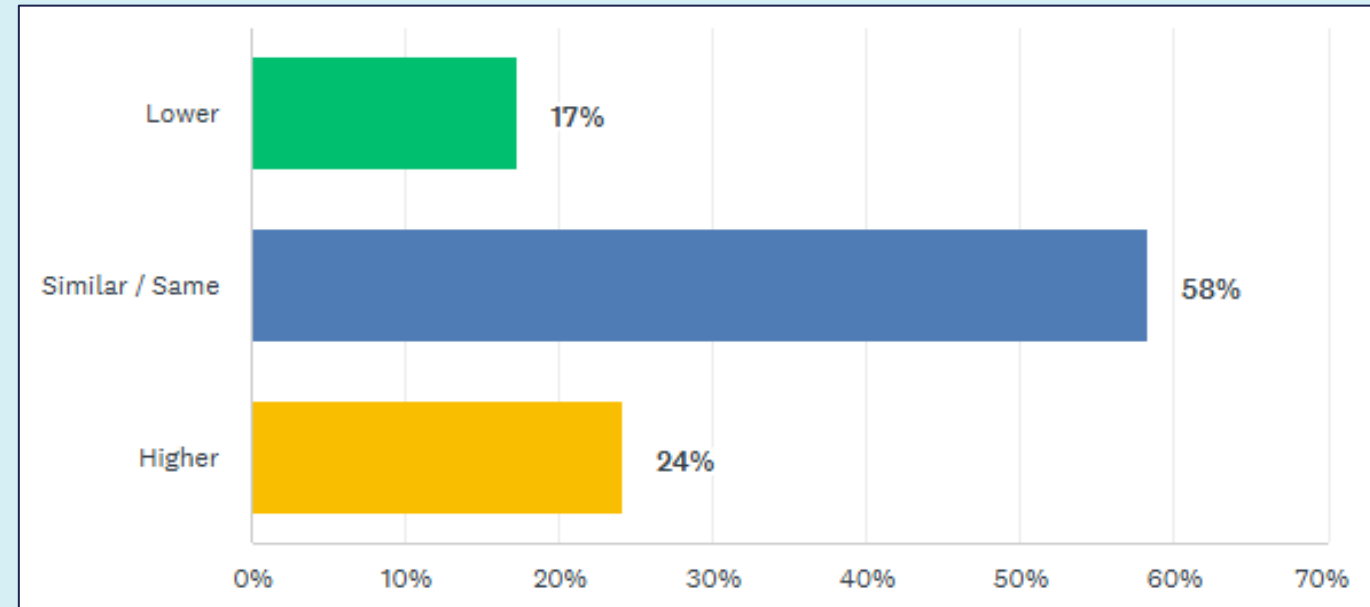
- 2nd Year in a row that there has been an increase in the % of Interims billing **Fewer** days, up to **34%** (2024: 32% 2023 18%), a huge change in the last 2 years
- A **3% drop** in those billing Similar / Same, compared with 2024
- A **1% increase** in the number of Interims that billed more days, compared with 2024, doesn't redress the 4% fall seen 2024 versus 2023
- Further evidence of a challenging market, but with a slowing decline over the last 12 months



2. About the Market

Average Day Rate compared with previous 12 months

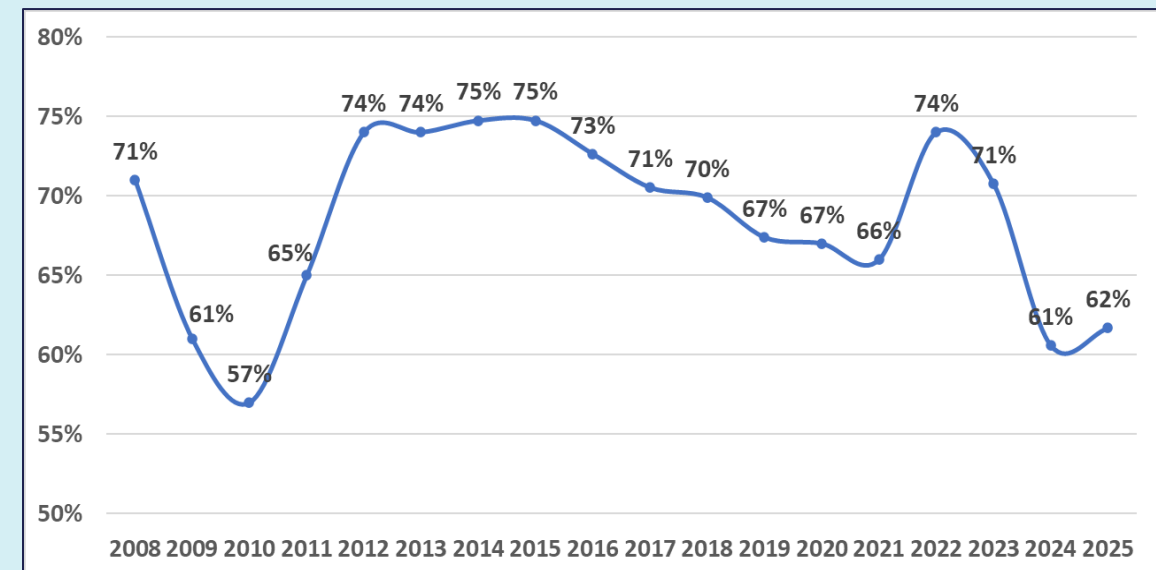
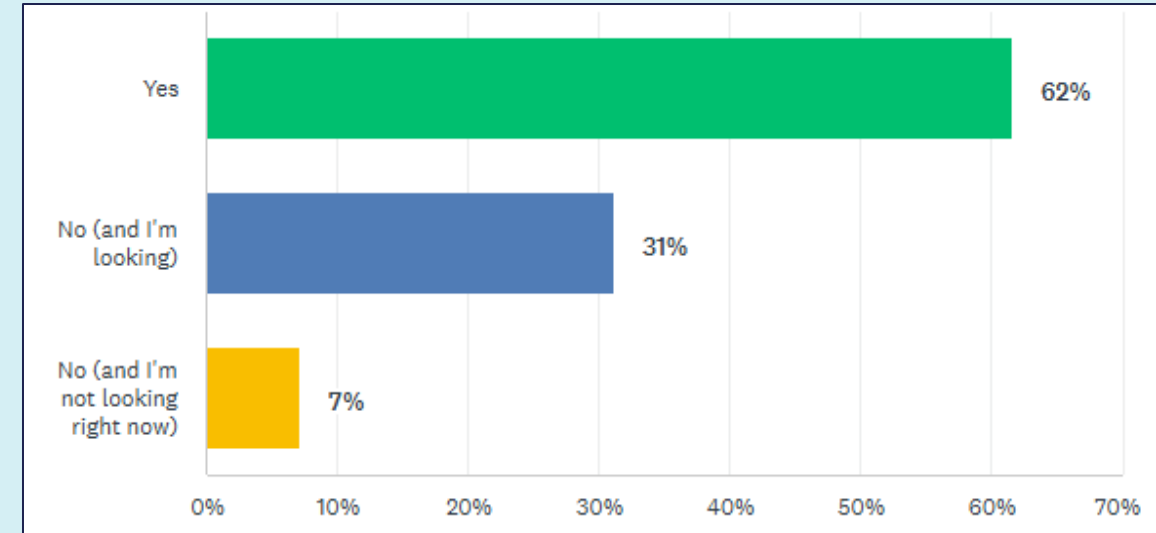
- For the **2nd Year in a row** Interims are reporting lower day rates at 17% (14% in 2024 and 9% in 2023)
- Similar/remains the same as 2024, at 58%
- A reduction of 2% in Interims obtaining Higher Day Rates compared with 2024



2. About the Market

On assignment at end of March 25

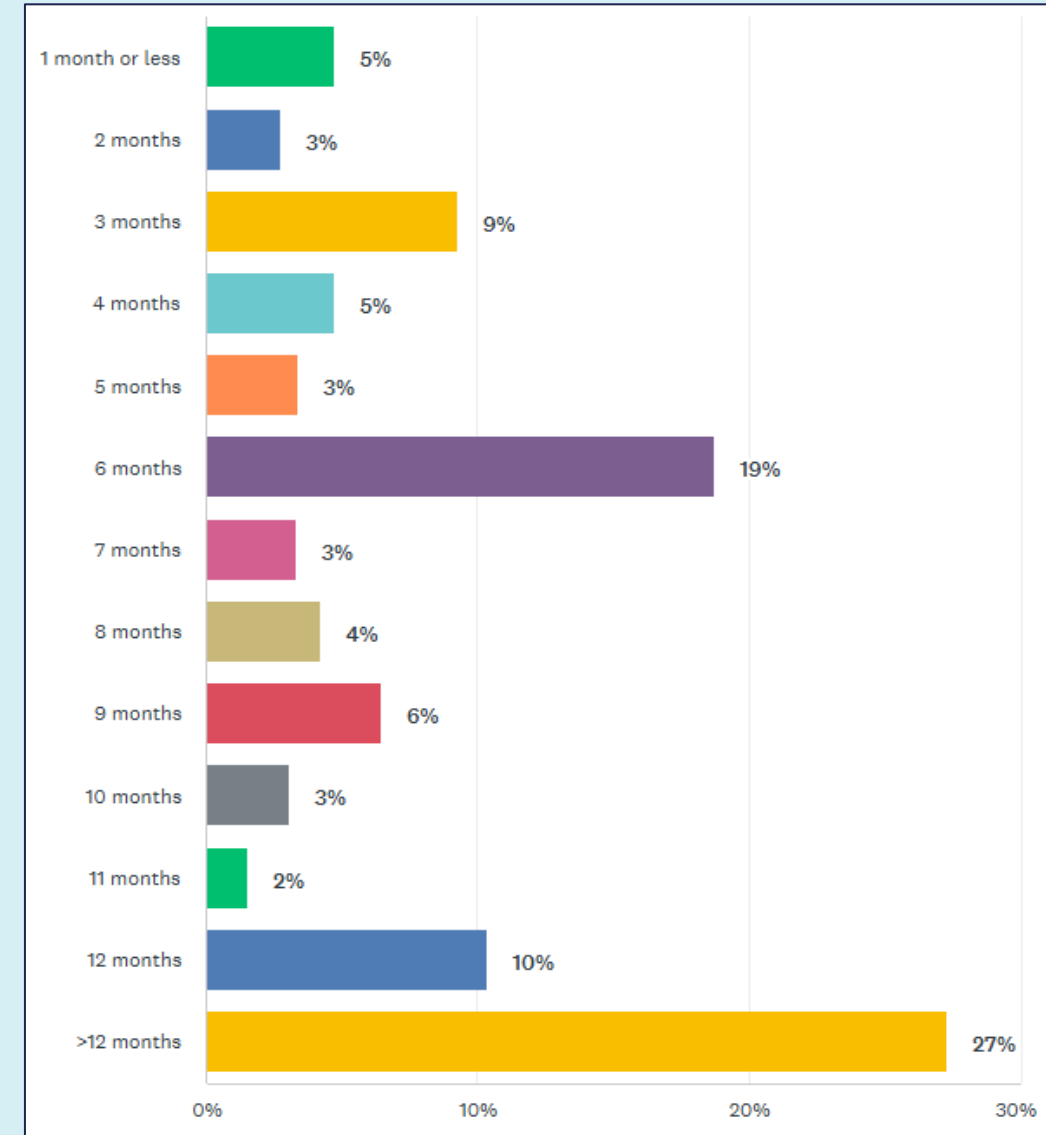
- A 1% **bounce back** in Interims on assignment at the end of March 25 is a small glimmer of optimism, but is some way off the post Covid 74% in 2022 and 71% in 2023
- A 1% **reduction** in those not on assignment and looking, doesn't make up for the 9% drop seen in 2024
- The Interims not on assignment and NOT looking remains at a similar level (7% versus 8% in 2024)
- Though a very slight improvement on 2024, the fact remains that these figures are similar to the dark days of global financial crisis back in 2009/10



2. About the Market

Length of current / last assignment

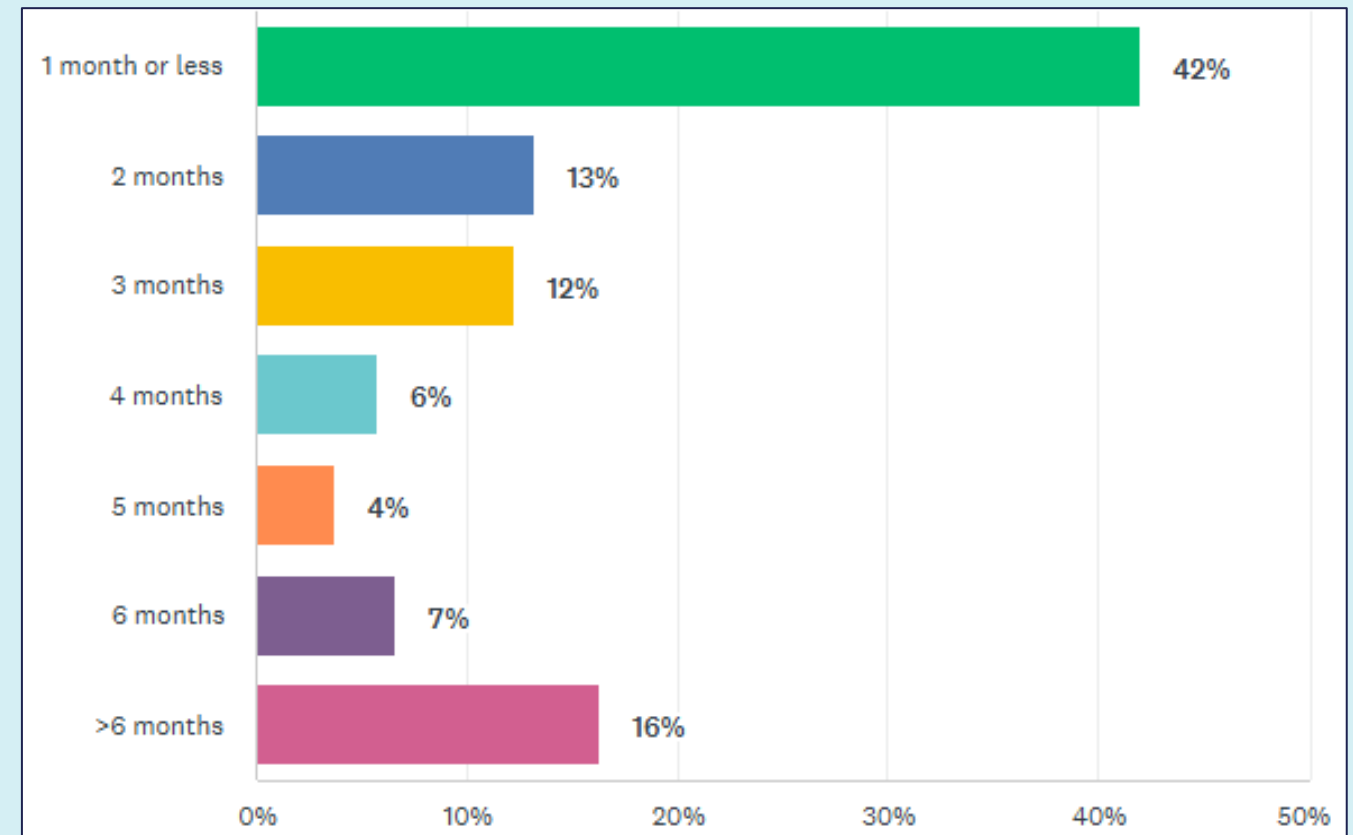
- The length of the assignments carried follows the same pattern as 2024!
- Assignments of 3 months or less are precisely the same, with just a 1% increase in assignments of 4 months
- A 1% Drop in assignments of 12 months is balanced by a 1% increase in assignments of over 12 months
- Perhaps unsurprisingly therefore, the average assignment length **up slightly at 9.6 months** (2024: 9.5 months)



2. About the Market

Gap between assignments

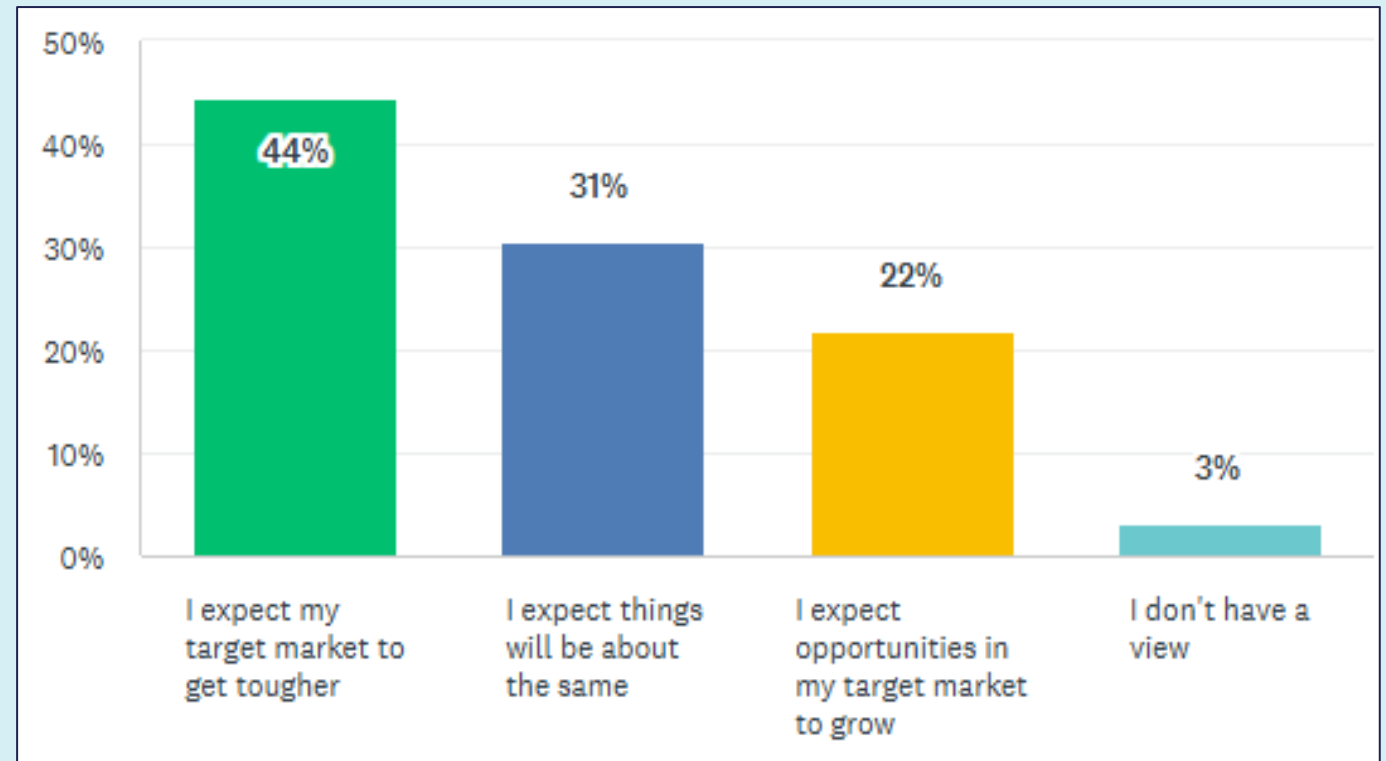
- For the 3rd consecutive year, the share of Interims reporting a **gap of 3 months or less** has fallen, now **67%** (2024: 73% 2023: 79%)
- Most significantly we see a **5% rise to 16%** in gaps of 6 months or more, compared to 2024
- Unsurprisingly, we see the overall average gap has again **extended, to 3.3 months** (2024: 2.8 months)



2. About the Market

Looking at the next 12 months

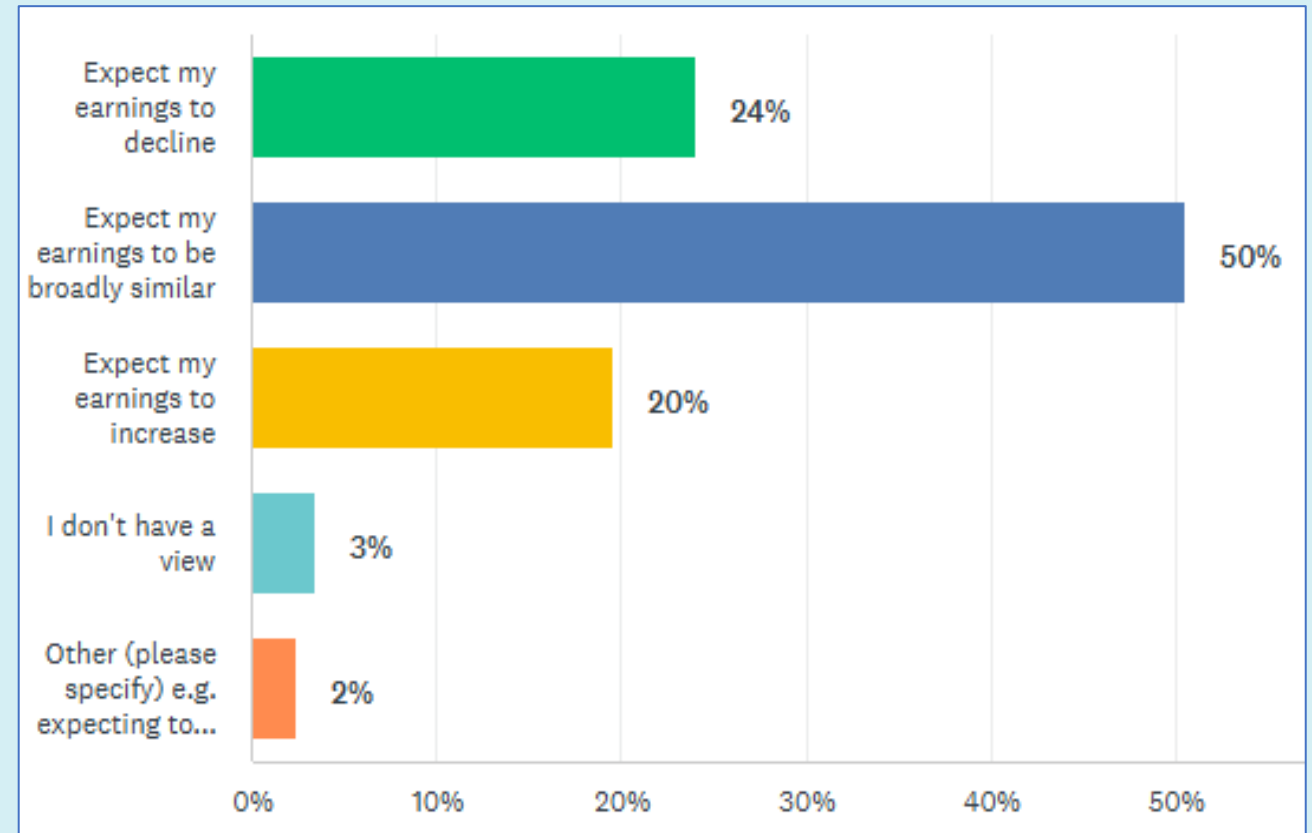
- This year continues the trend of expecting things to get tougher, with a huge **13% Increase** over last year
- A **drop of 9%** expect the market to stay about the same
- Counter to this is the **22%** that **still expect growth** in their market, though this is down from 25% from last year
- **75%** of interims expect **no growth** likely over the next 12 months



2. About the Market

Earnings expectations over next 12 months

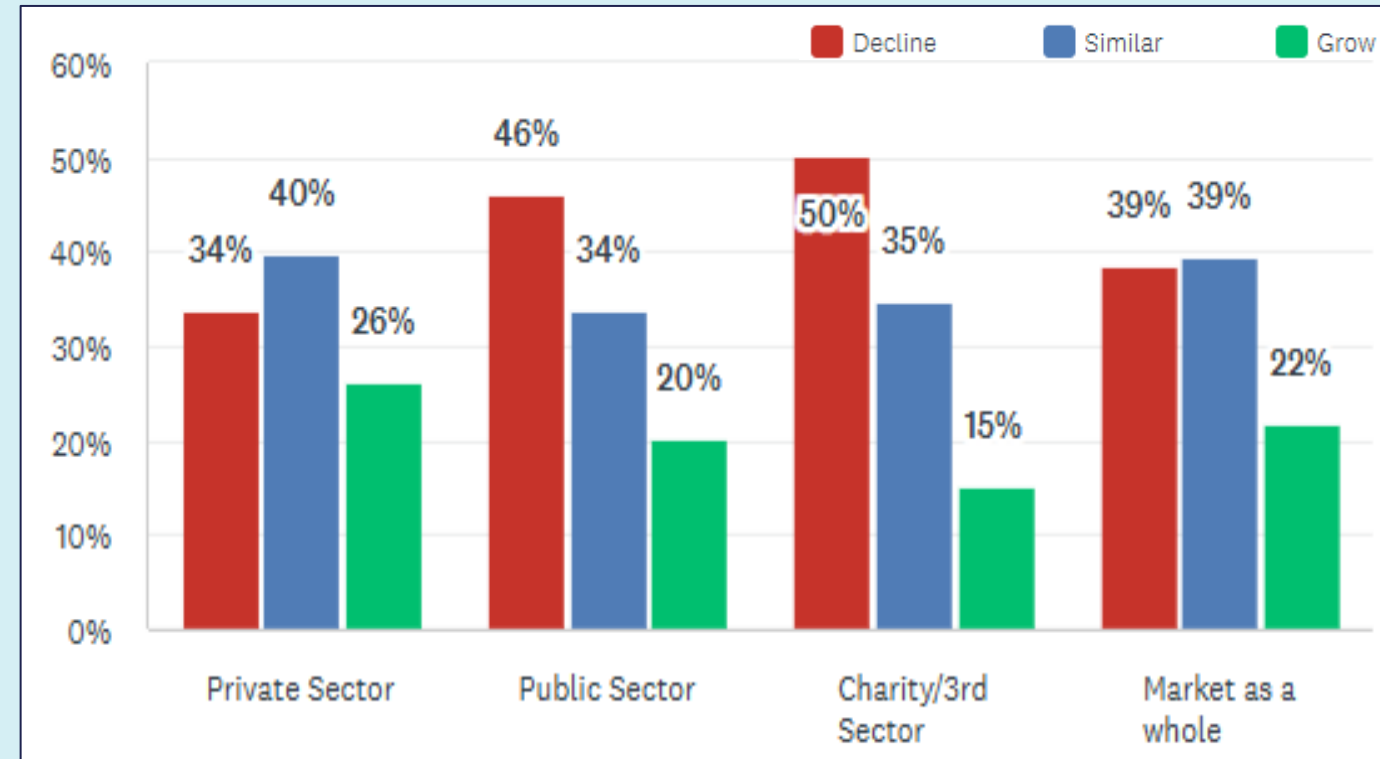
- 24% of interims expect their **earnings to decline** in the coming year, **up 5% from 2024**, and 8% from 2023
- Interims expecting a broadly similar level of earnings remains static at 50% (a 1% decrease on last year)
- A further decline in those expecting earnings growth, **down 4% to 20%** (24% in 2024 and 25% in 2023)
- There is not much optimism out there for earnings improvement in the next year



2. About the Market

Interim Market and Sector Expectations in the next 12 months

- Interims are **significantly less optimistic** about the market overall, with a huge jump to **39%** (2024: 22%) **expecting a decline**, 39% a similar market (2024: 50%) and just 22% (2024: 28%) expecting growth
- In the **Private Sector**, there is **less pessimism** than in Public or 3rd Sectors, with 26% still expecting growth, even if down 9% on 2024
- The **Public and 3rd sectors** are **hugely gloomy** for the coming year.
- 46% of Public Sector** interims expect a **declining market** (2024: 34%)
- Up very significantly, fully **50% of 3rd Sector** interims now expect a **declining market** (2024: 31%), up a massive 19%



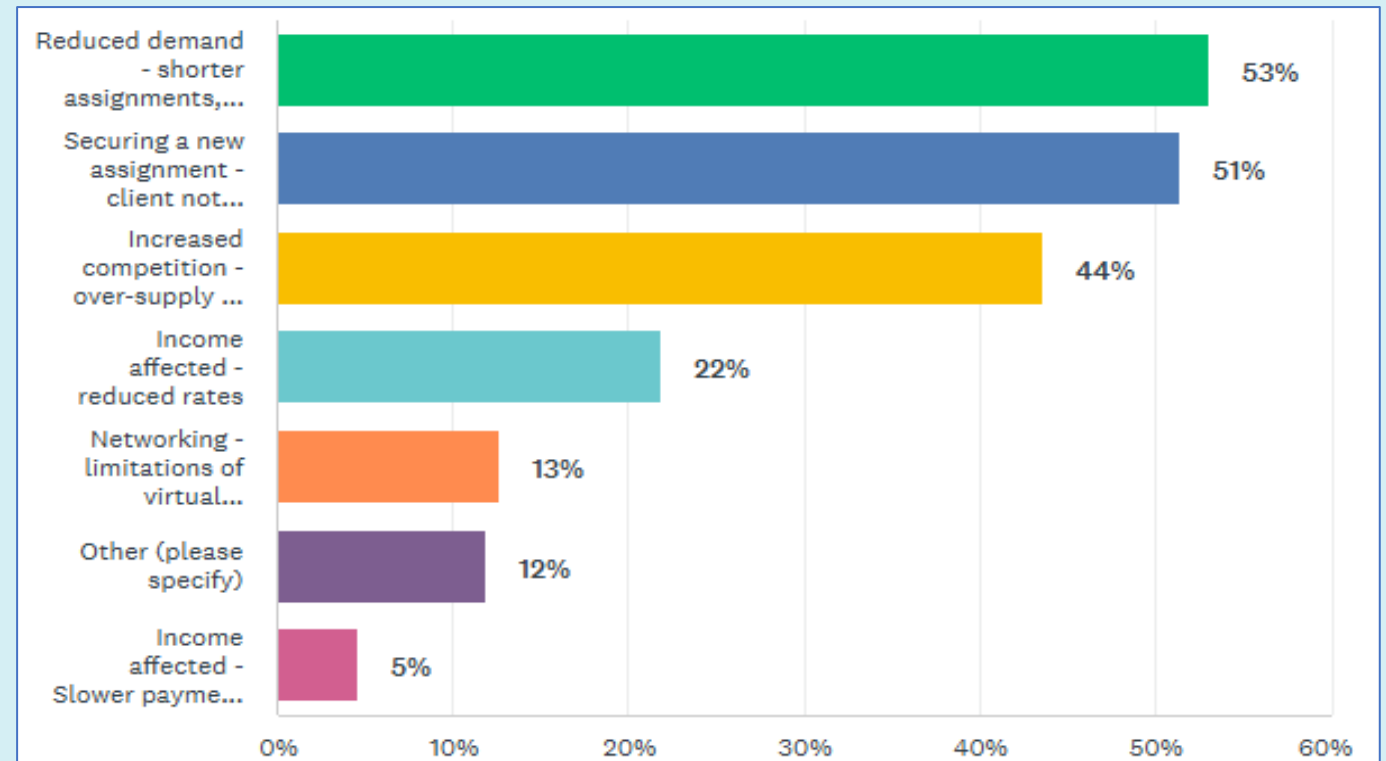
3. Impact of the Economic Situation



3. Impact of the Economic Situation

Biggest Challenges Caused by the Economy

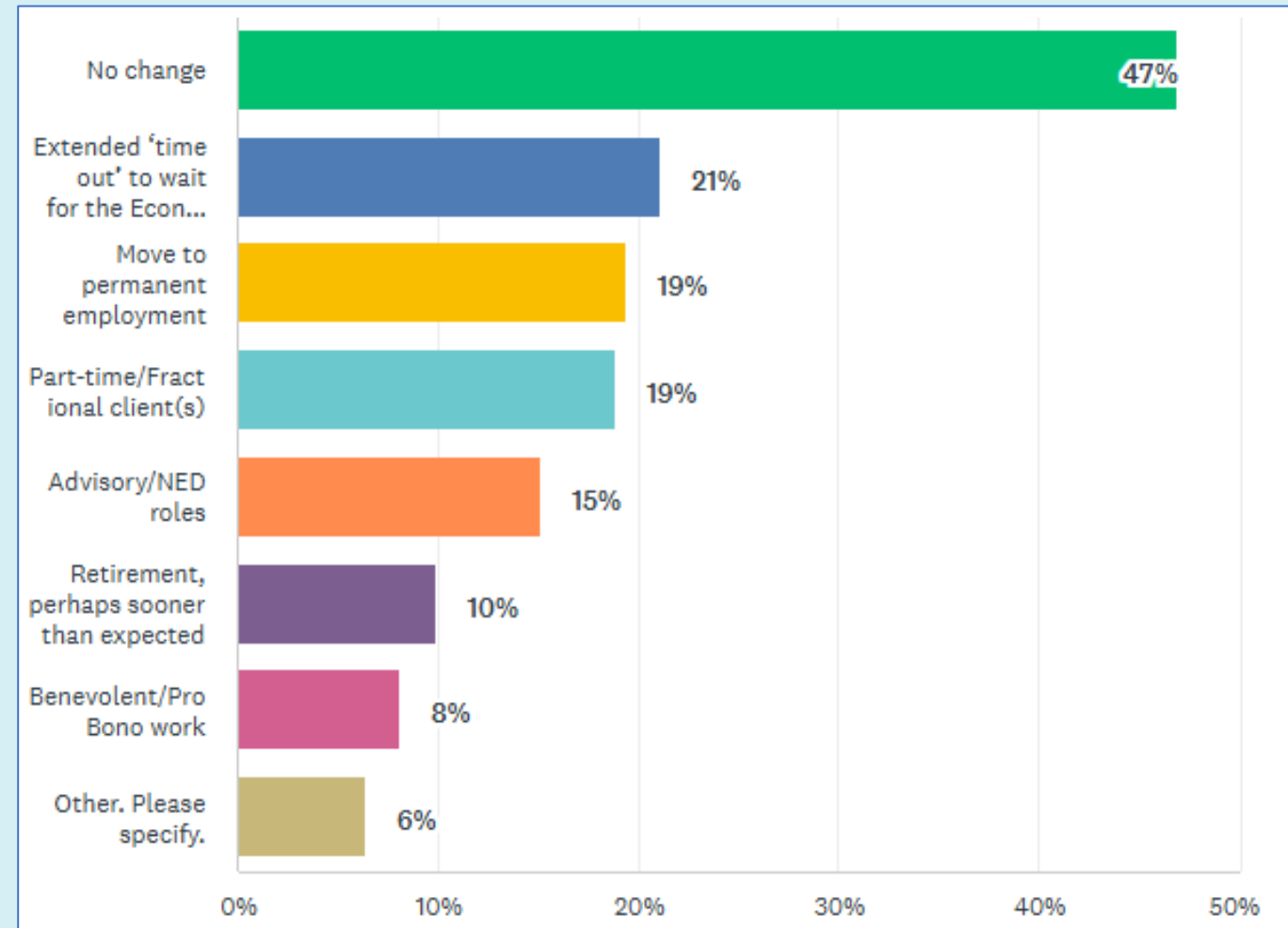
- Reduced demand has risen by 2%, overtaking *Securing a New Assignment* as the biggest challenge facing Interims in 2025
- Securing a new assignment remains the same as last year, at 51%
- 2025 sees a 9% Increase, compared with 2024, in competition from other Interims.
- Once again, the limitation of virtual networking have reduced, now at 13%.
(2022:38% 2023: 19% 2024: 16%)



3. Impact of the Economic Situation

Change of Plans

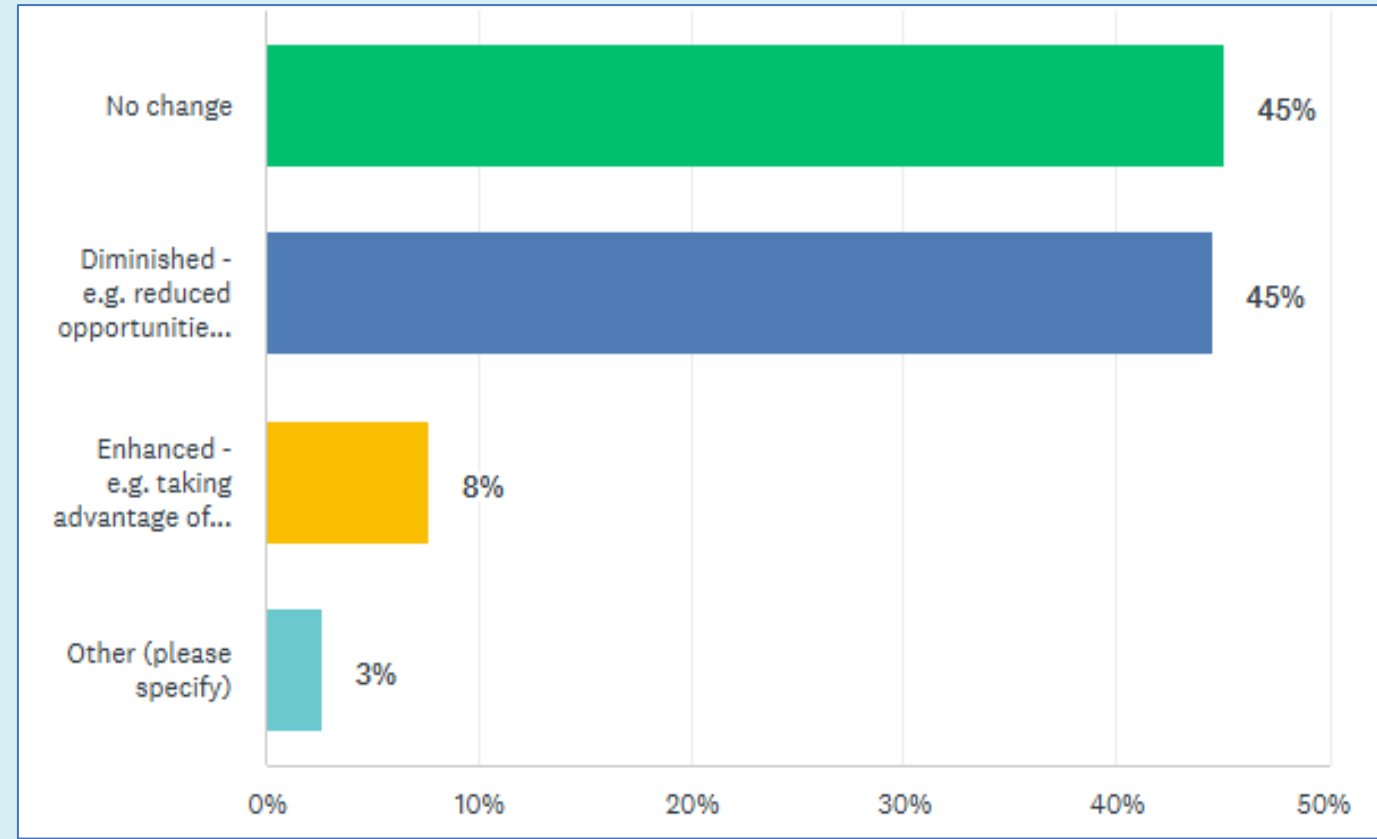
- Another year with more Interims considering changing their plans. Those with No change in plans **down to 47%** (2023: 61% and 2024: 51%)
- Extended Time Out** remains at number 2, but with an **increase of 2%** over 2024 (up 4% from 2023)
- Move to Permanent** has **risen 4%** (the first rise in 2 years)
- Retirement** is up a further **3%** compared with 2024, now double the level in 2023



3. Impact of the Economic Situation

Impact on Personal / Company wealth

- A **reduction of 5%** in Interims seeing No Impact, coupled with an **8% increase** in Diminished / Reduced wealth, is a further indication of a slow down and continuing tougher market conditions
- Even those expecting **enhanced wealth** has seen a **2% reduction**, over the last 12 months



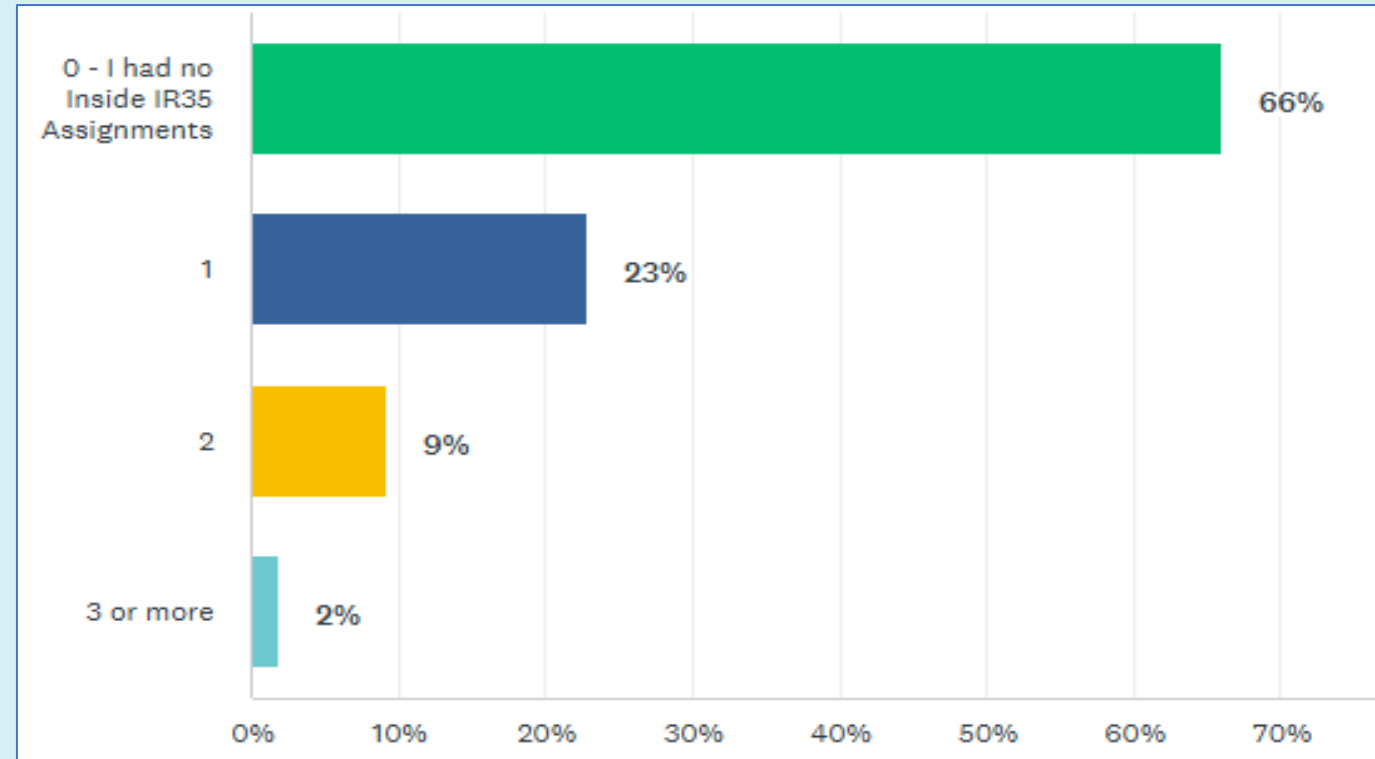
4. IR35 and the Interim Market



4. IR35 & The Interim Market

Assignments inside IR35 in last 12 months

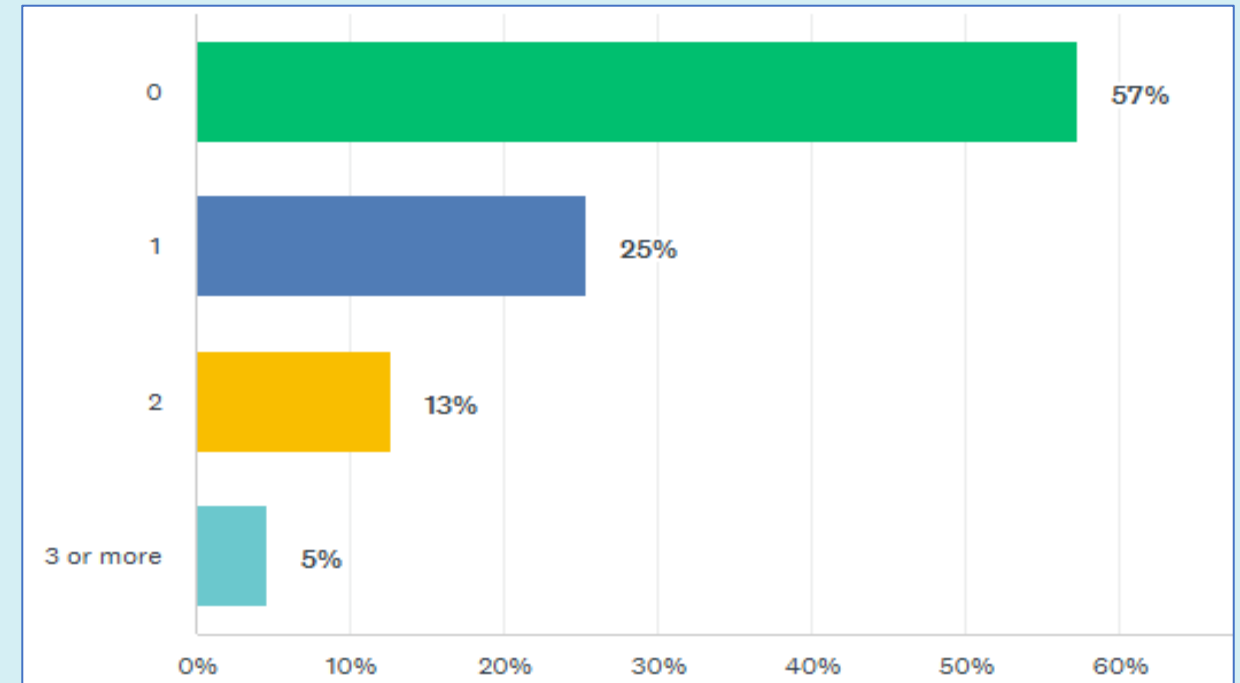
- This years results exactly match 2024.
- The share of Interims with 0 assignments Inside IR35 remains the same as 2024, at 66%
- The spread of assignments across all categories remains unchanged, compared with 2024! 34% of Interims having 1 or more assignments Inside IR35



4. IR35 & The Interim Market

How many with Status Determination Statement (SDS)

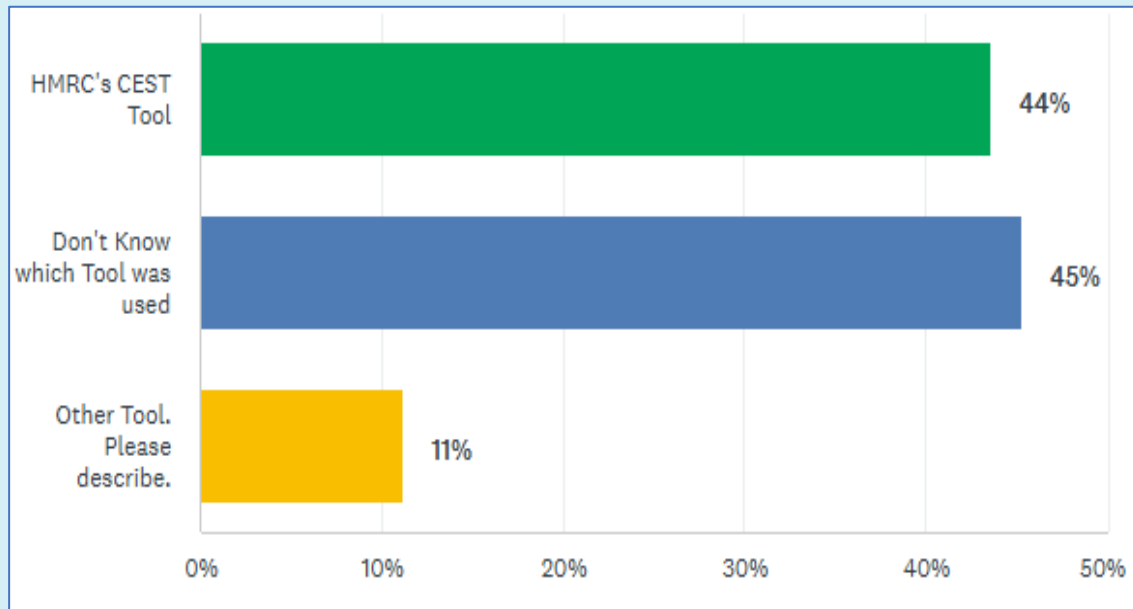
- This year sees a small (2%) improvement in Interims that **did not** receive a SDS, but still **nearly 60% did not receive one**
- It is important to stress that when operating as an Interim, **it is a legal requirement for the end client to provide a SDS**, unless the client is a defined SME
- The 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, particularly if believed to be working outside IR35
 - b. Receiving a clear explanation for the status determined
 - c. Being involved in the discussion, from the start
 - d. Being able to appeal the finding, which is their legal right, and have the outcome and reasoning confirmed / over-turned



4. IR35 & The Interim Market

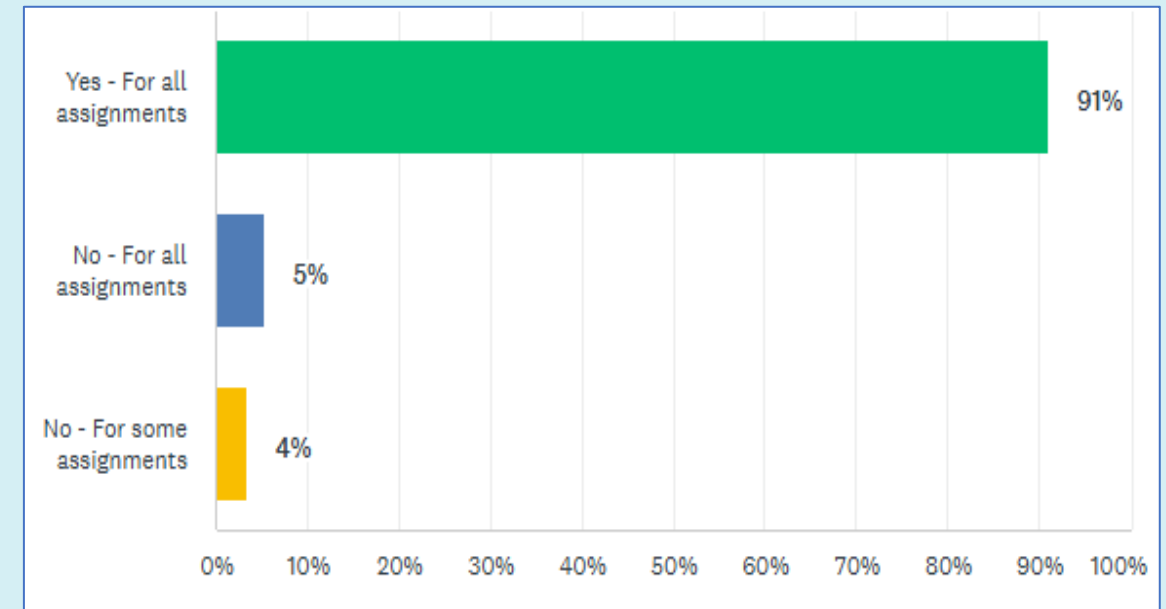
Tools used to determine IR35 Status

- This year sees an increase in the use of HMRC's CEST tool, up 8% to 44%
- An 11% reduction in the number of Interims that "Don't Know" is good news, hopefully reflecting better understanding of IR35
- A 4% rise in "Other" tools reflects that some specialist insurers are providing comprehensive services that include Status Review



Did you agree with Status Findings

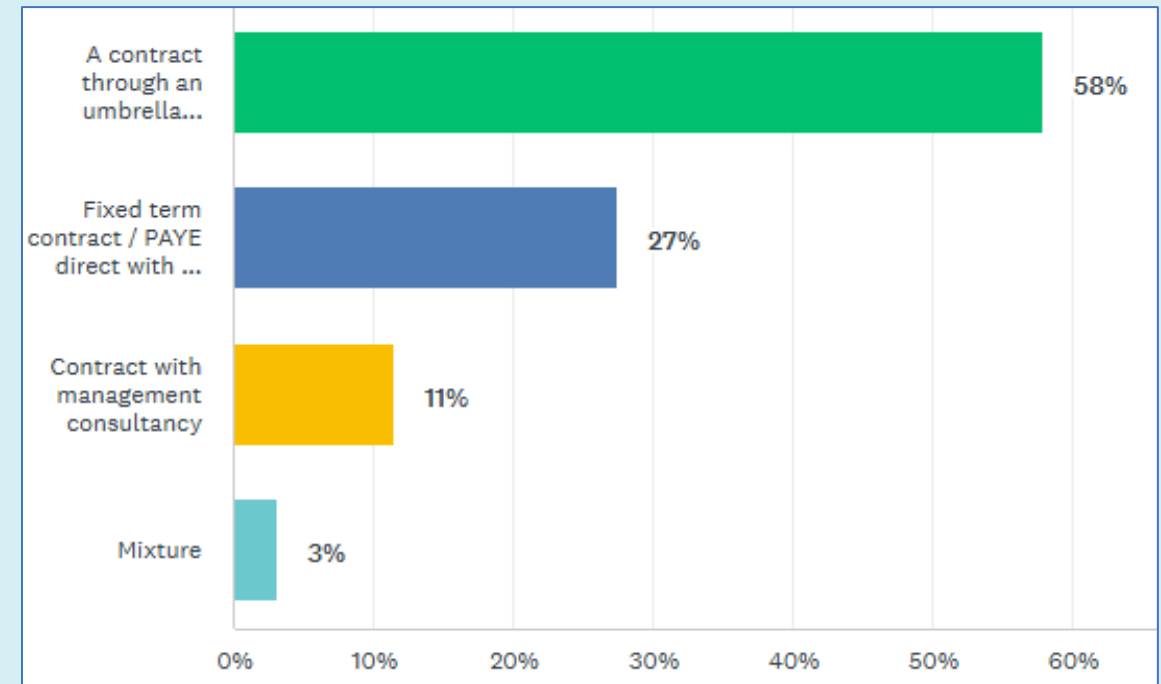
- Where SDS was given, a 14% rise in Interims that agreed with the SDS findings, continuing the upward trend over the last few years – all but 9% agreed with the outcome
- For those that did not agree 86% didn't appeal, a 4% drop from last year
- Outcomes were changed for 8% Interims that disagreed with the initial finding and also appealed.



4. IR35 & The Interim Market

Dominant Contractual Arrangement

- Umbrella Companies remain the dominant contractual arrangement when on Inside IR35 assignments.
- However, this year sees a significant **11% drop** in Umbrella's, reversing the recent trend - (2024: 69% 2023: 70% 2022: 64%)
- An **7% increase** in FTC and near **5% management consultancy** contract increase took up the slack

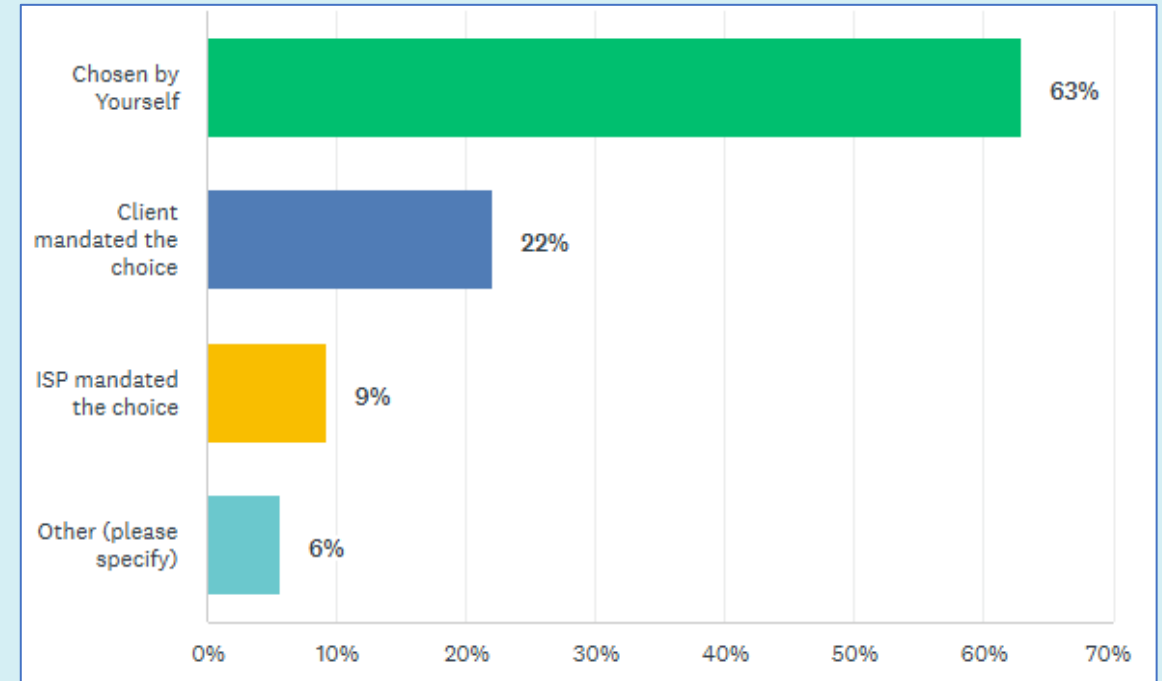


4. IR35 & The Interim Market

How was the Umbrella Chosen

This is the first year that the survey has reviewed the use of Umbrella companies in more detail, with 3 focus areas

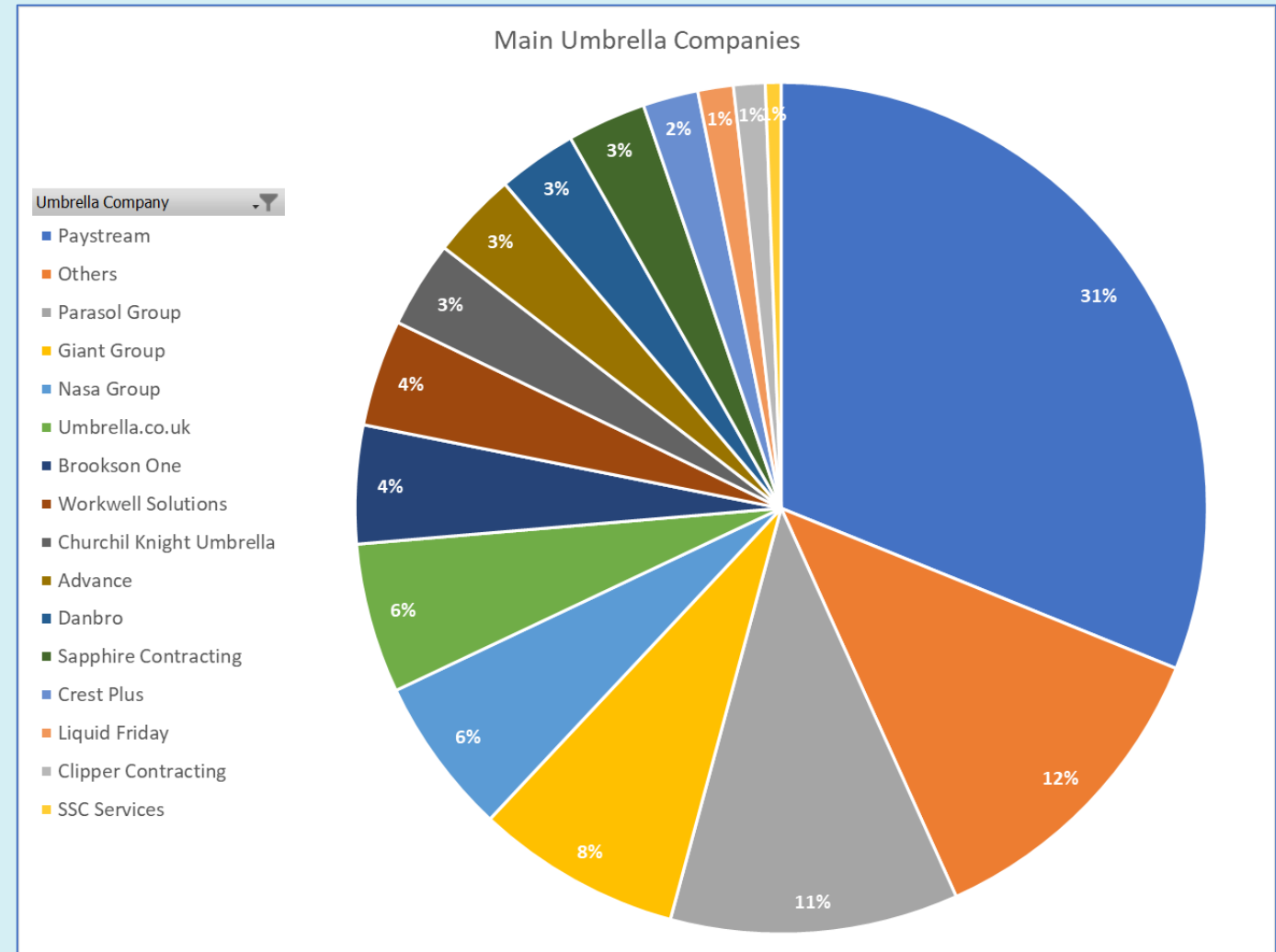
- Interesting to note that in 22% of assignments through an Umbrella, the choice of Umbrella was mandated by the Client, a further 9% by the ISP
- Good to see some 63% Interims could choose their own



4. IR35 & The Interim Market

Main Umbrella Companies Used

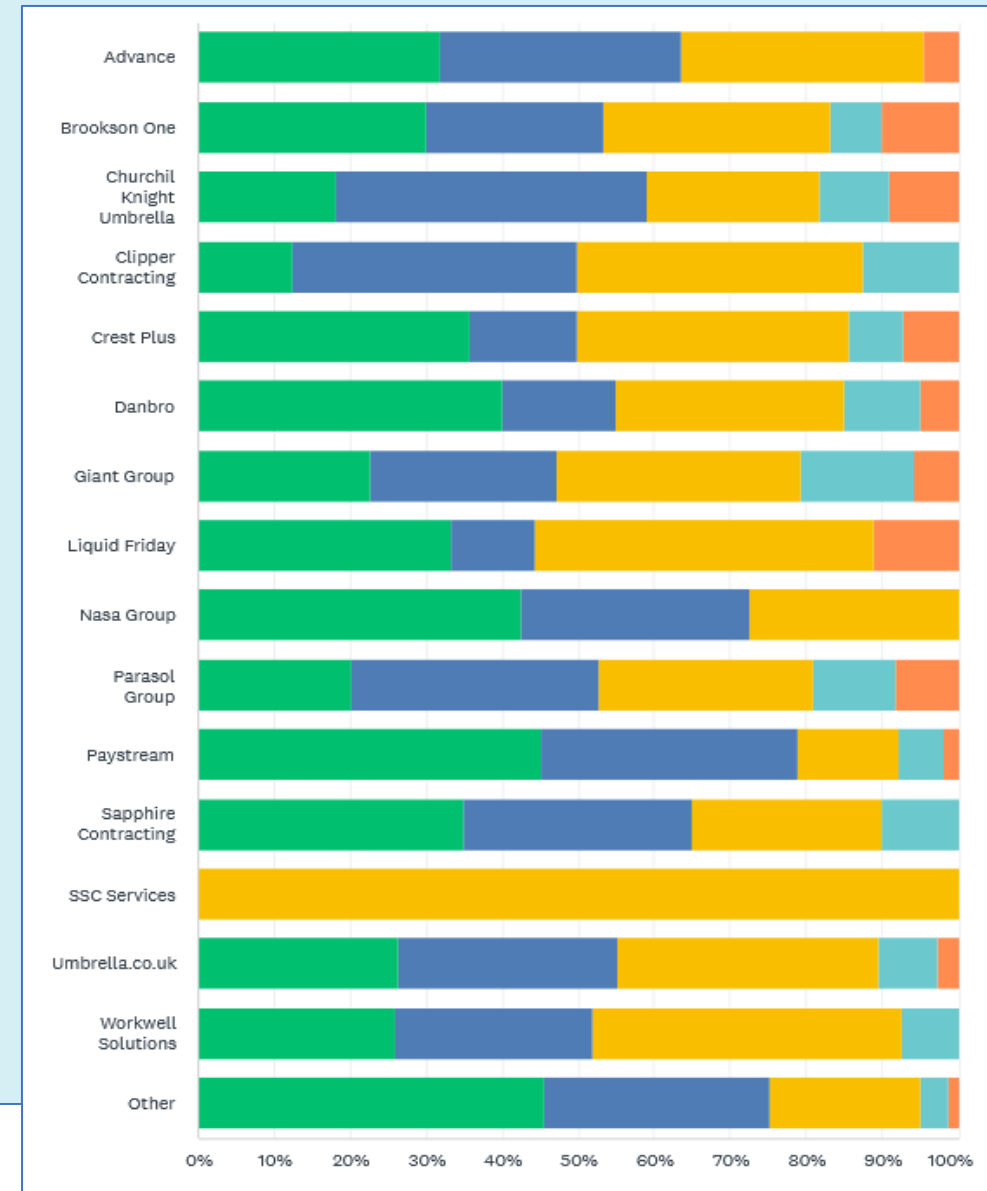
- The company listing is based on most recent year turnover for each company
- These 15 Umbrella companies represent 80% of the industry revenue
- A further 50 or so make up the remaining 20%
- Paystream is by far the largest company used by Interims, taking a 31% share
- Just 6 companies take a combined 67% share of those reviewed



4. IR35 & The Interim Market

Umbrella Company Service

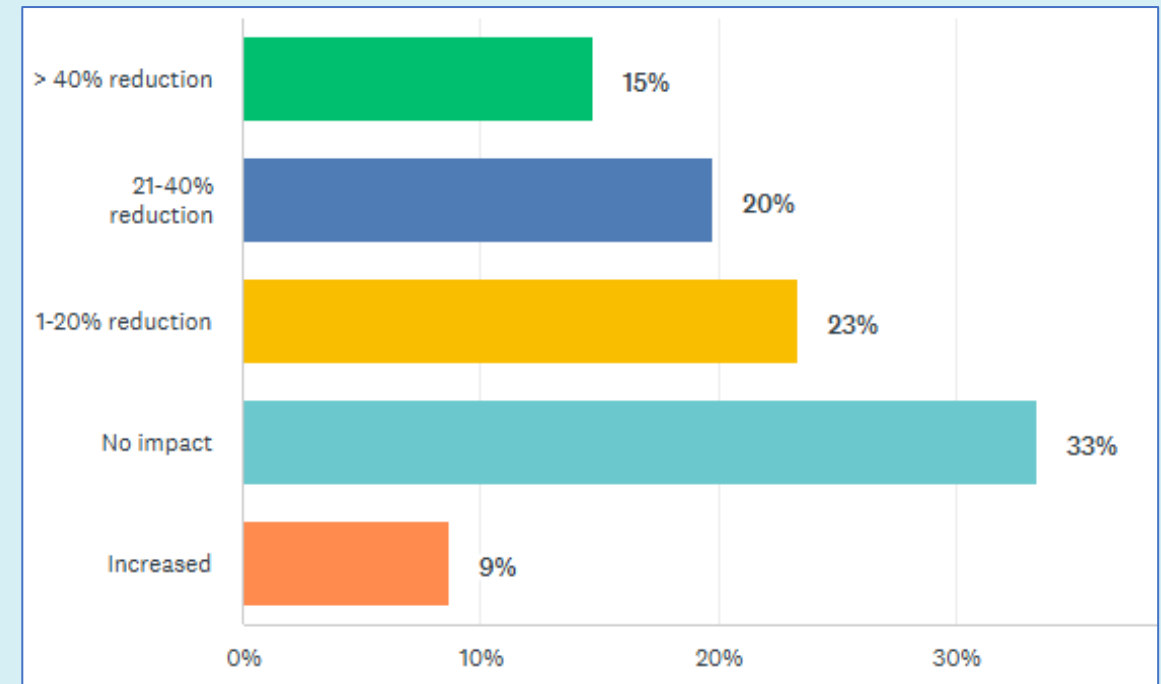
- Using the same Great/Good/OK/Poor/Dismal approach used for the Leading ISP Rankings, respondents gave feedback on their interactions with each company
- The **overall view** is that Interims see a **positive service interaction** with the Umbrella companies
- Paystream, the leading provider, has a **92% Great-OK rating**
- Giant and Parasol are seen less favourably, but still **80% Great-OK rating**



4. IR35 & The Interim Market

Impact on personal earnings 24/25 vs 23/24

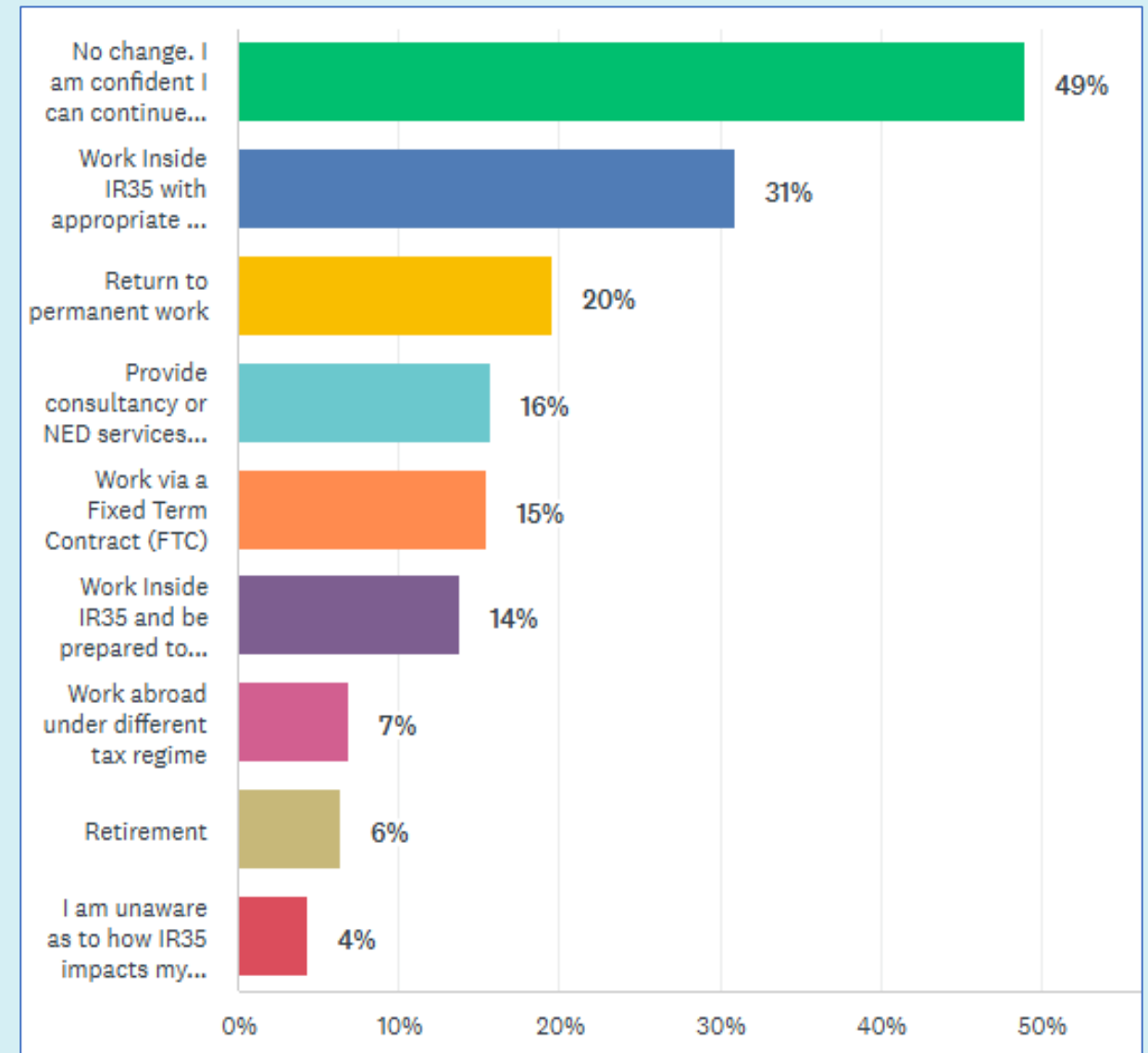
- 2% Increase in the number of Interims saying that IR35 has reduced their earnings, compared with 2024
- 68% of Interims still saw reduced personal earning by working inside IR35
- 4% Reduction in Interims saying that IR35 has had No Impact



4. IR35 & The Interim Market

Changes made or considering due to IR35

- *'No Change'* remains the dominant response, rising 13% compared to last year
- 8% rise in Interims saying that they are considering returning to **Permanent Work**
- 2% Increase in Interims potentially **working abroad** under a different Tax regime. This continues the upward trend of we saw last year; however, it is not the mass exodus that some social media channels have indicated.



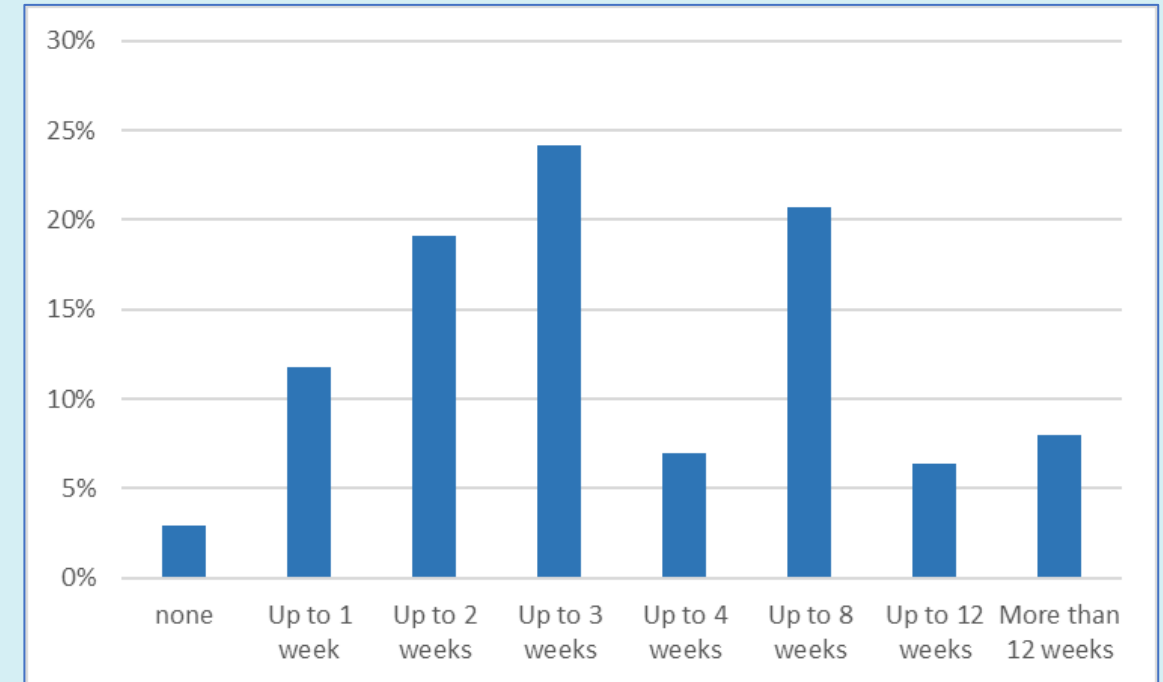
5. Last Assignment and the Market



5. Last Assignment & The Market

Days Taken to Land an Assignment

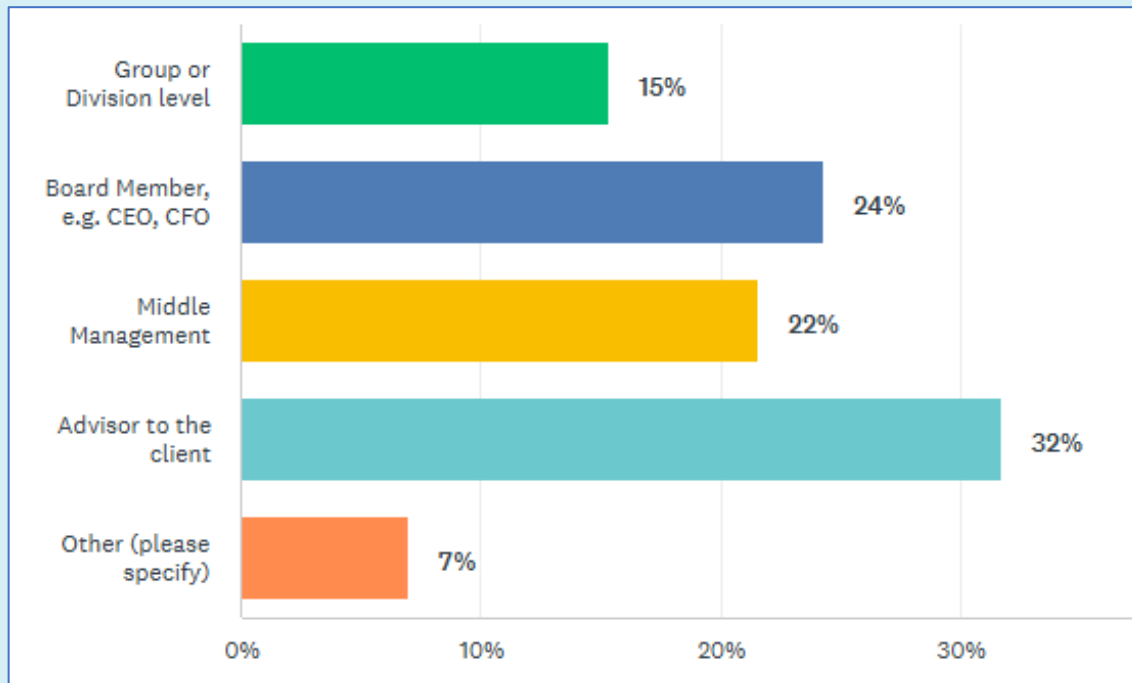
- A further **drop** in % quickly landing an assignment within 2 weeks **at 33%** (2024: 38% 2023: 51% 2022:60%)
- Slight fall to **86%**, of interims are landing an assignment **within 8 weeks** (2024: 87% 2023: 74% 2022:80%)
- Those taking **more than 12 weeks** rose slightly to **8%** (2024: 7% 2023: 3%). Sign of stabilising market?



5. Last Assignment & The Market

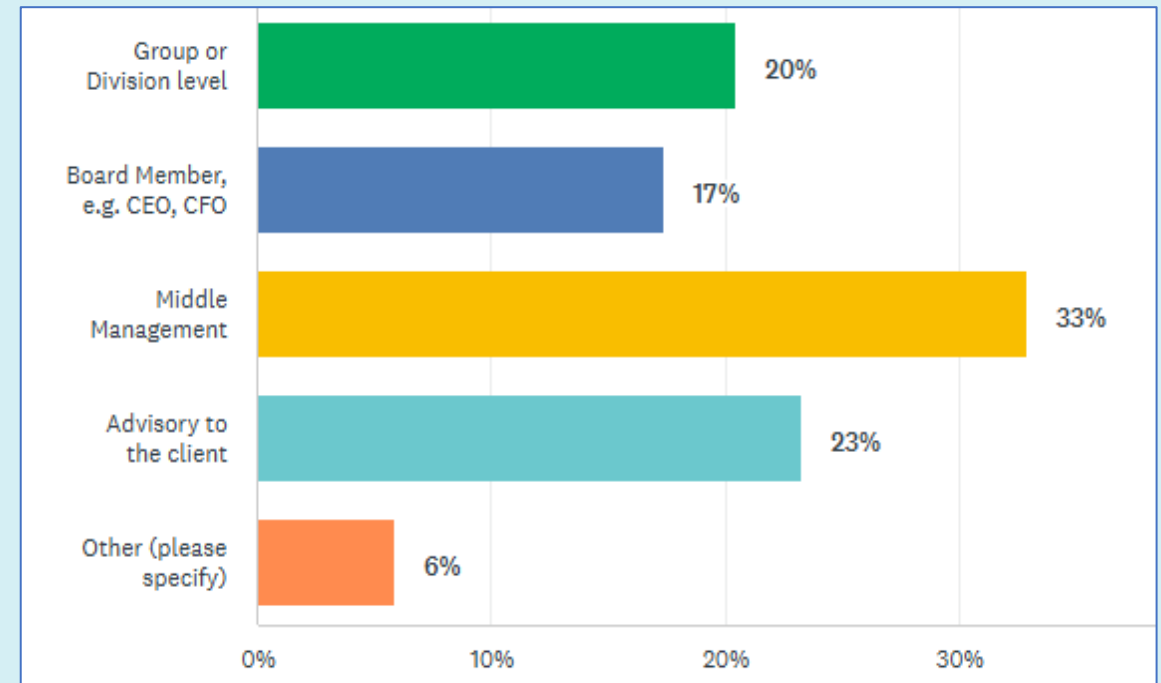
Engagement Level – Sourced Directly

- No major changes, when compared with 2024
- Slight **drop of 3%** for Group / Division / Board Level Assignments
- **1% Increase** in Middle Management Assignments



Engagement level – Sourced via 3rd Party

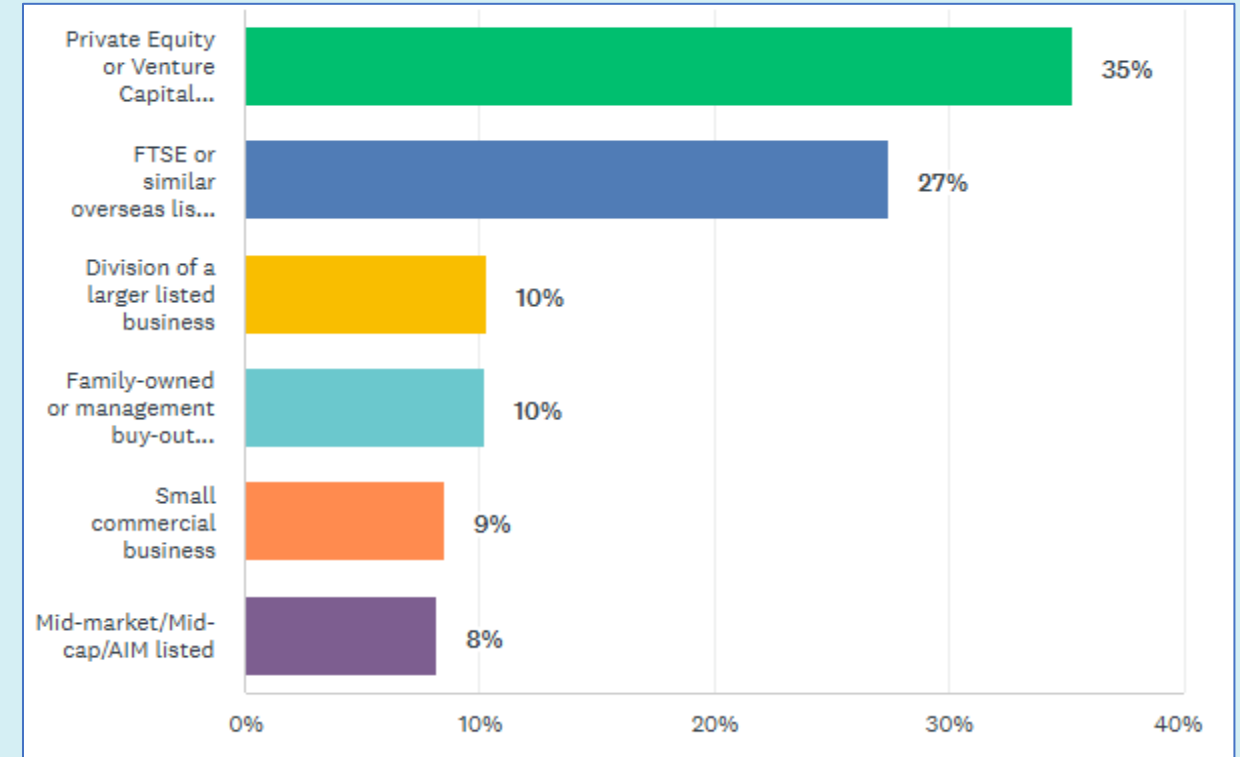
- **5% Reduction** in Group / Division / Board Level Assignments
- **1% Increase** in Middle Management Assignments
- **3% Increase** in 'Other' – the majority of which were Programme or Project Directors / Managers



5. Last Assignment & The Market

End Client Type – Private Sector

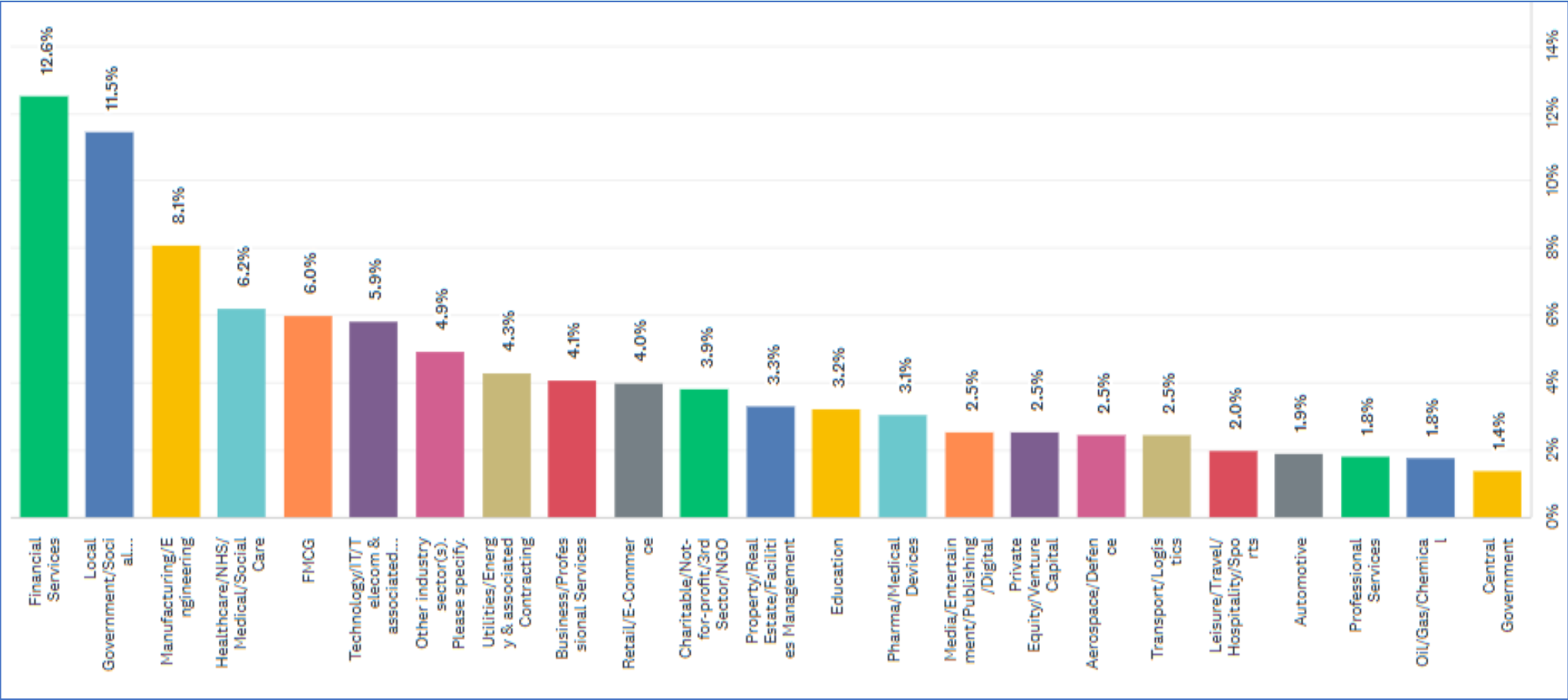
- Assignments with PE / VC Clients remains the biggest client type, with 35%, the same as 2024
- Division of a larger listed business has dropped a further 2% from 2024



5. Last Assignment & The Market

Industry Category

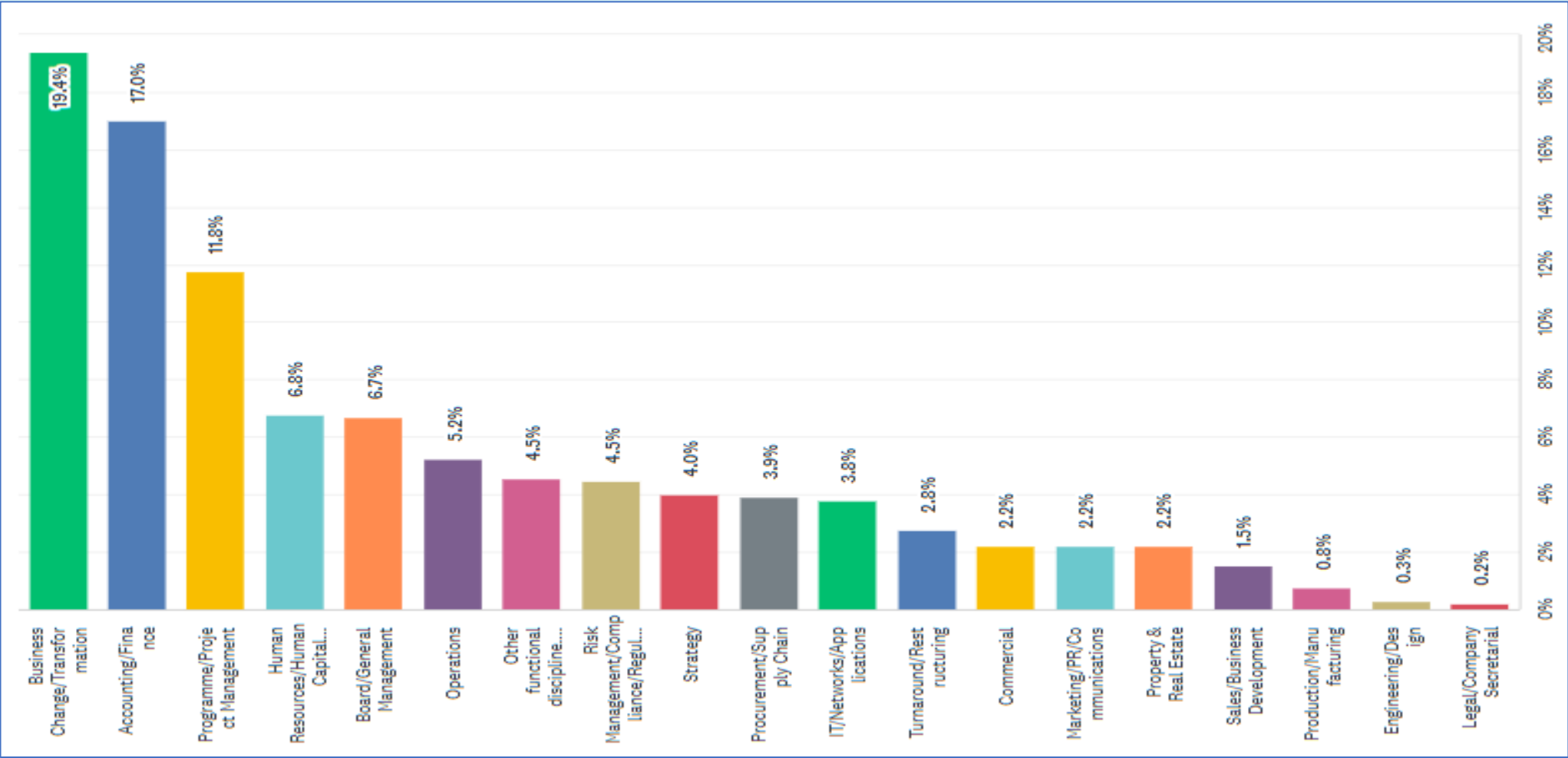
- Financial Services has risen 3.2% over 2024, leapfrogging Local Government into 1st which has dropped 2.4%
- Manufacturing / Engineering moves up 1 place to 3rd, with a 1% increase over 2024 the second year in a row that there's been a 1% increase



5. Last Assignment & The Market

Functional Discipline

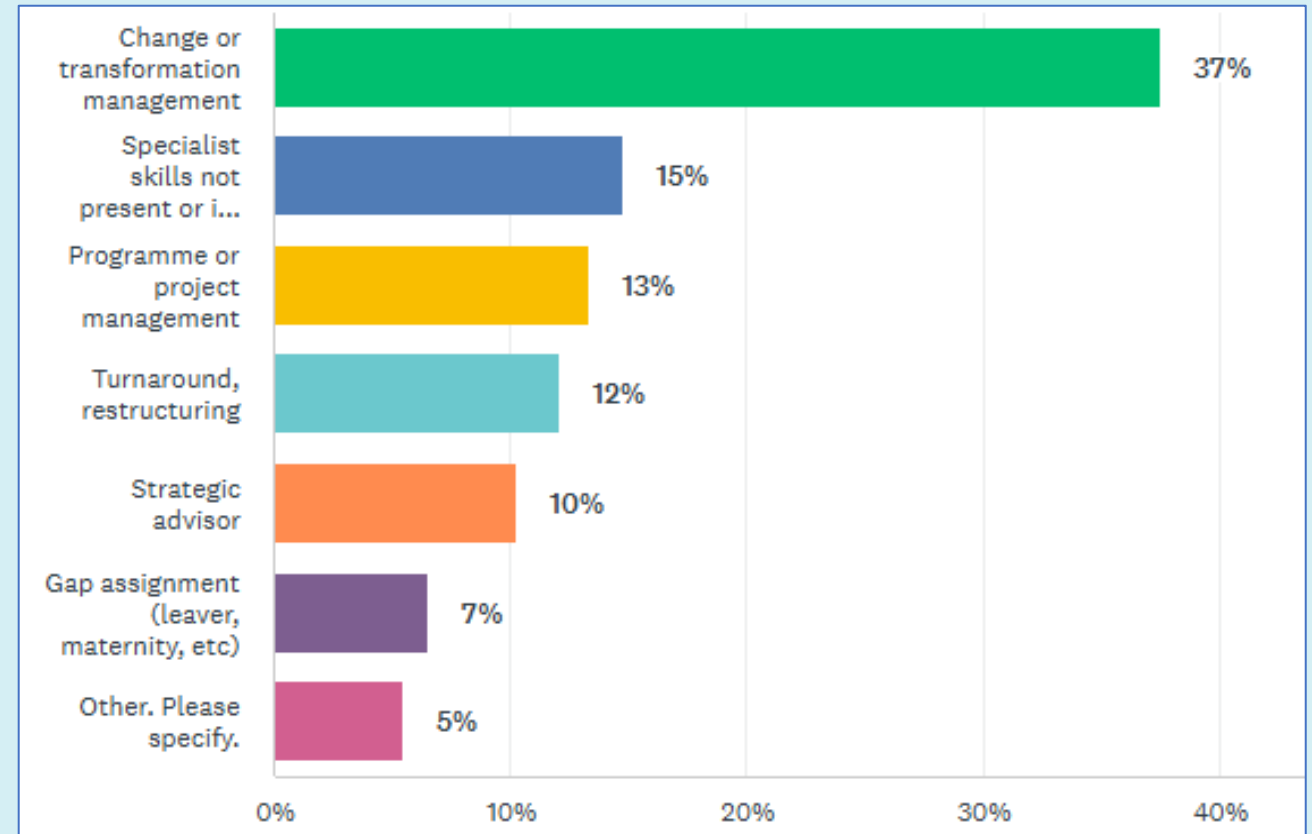
- Minimal movement in the Disciplines that Interims undertake, with the top 5 dropping 0.9% of the total compared with 2024, at 61.7%
- Board / General Management had the biggest fall (3.3%), slipping 1 place to 5th, while Programme / Project Management gained 1.2%



5. Last Assignment & The Market

Primary Nature

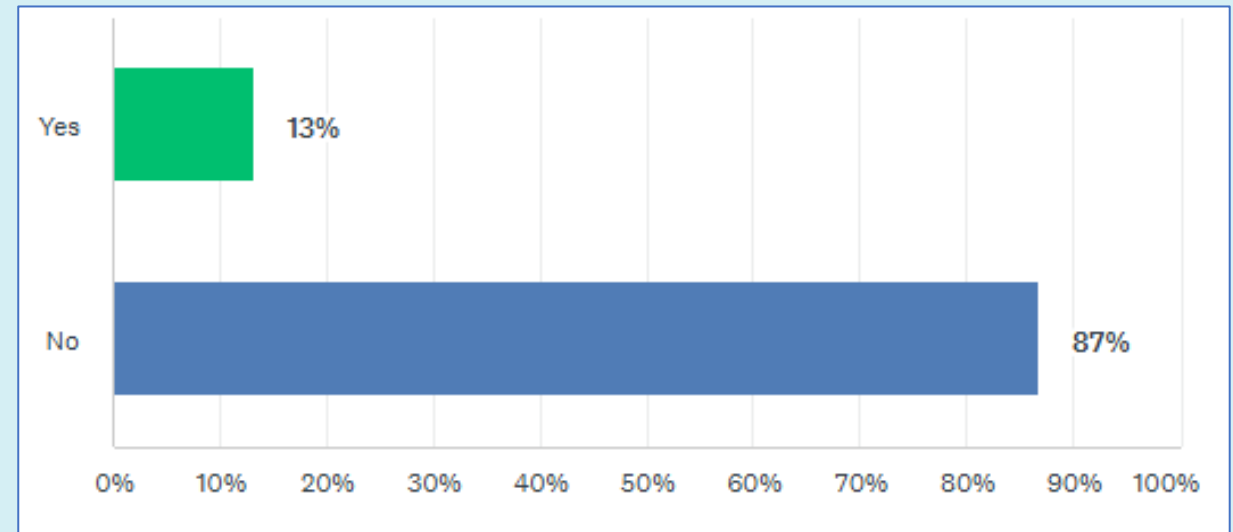
- **Change or Transformation Management** remains as the dominant primary nature of the last assignment, but has **reduced by 2%** compared with 2024
- **Gap filling Assignments** remains the same as 2024, at **7%** - a reflection of the change in the Interim market since the earliest Survey back in 2010, where Gap filling stood at **18%** and was the 'traditional' Interim role.
- **Programme or Project Management** has rallied slightly, increasing by 1% compared with 2024; but hasn't fully recovered the 3% reduction seen last year



5. Last Assignment & The Market

Team Proposal

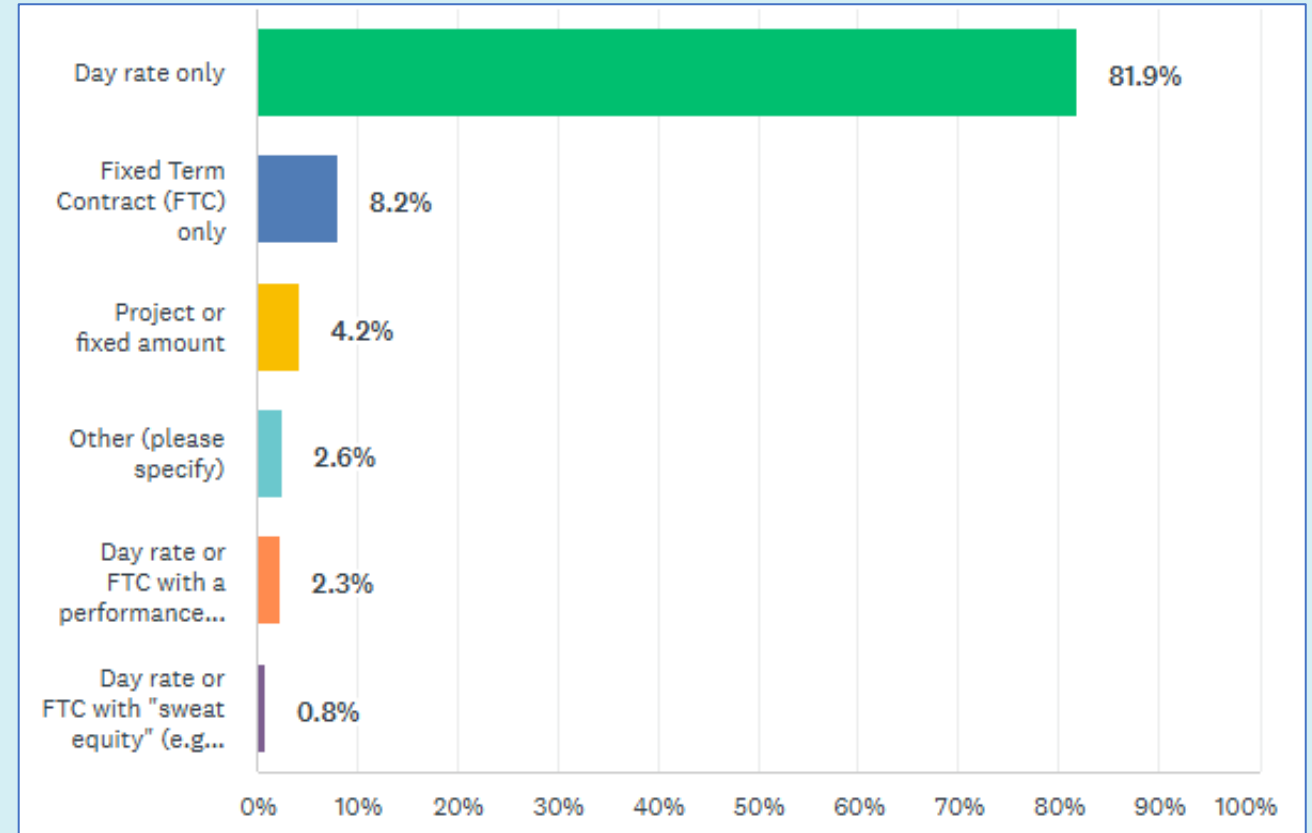
- No change from 2024, with Individual assignments / proposals remaining the dominant route to market at 87% for Interims
- Team proposals have maintained the same level at 13%, keeping the gain that 2024 had over 2023 and 2022



5. Last Assignment & The Market

Remuneration Basis

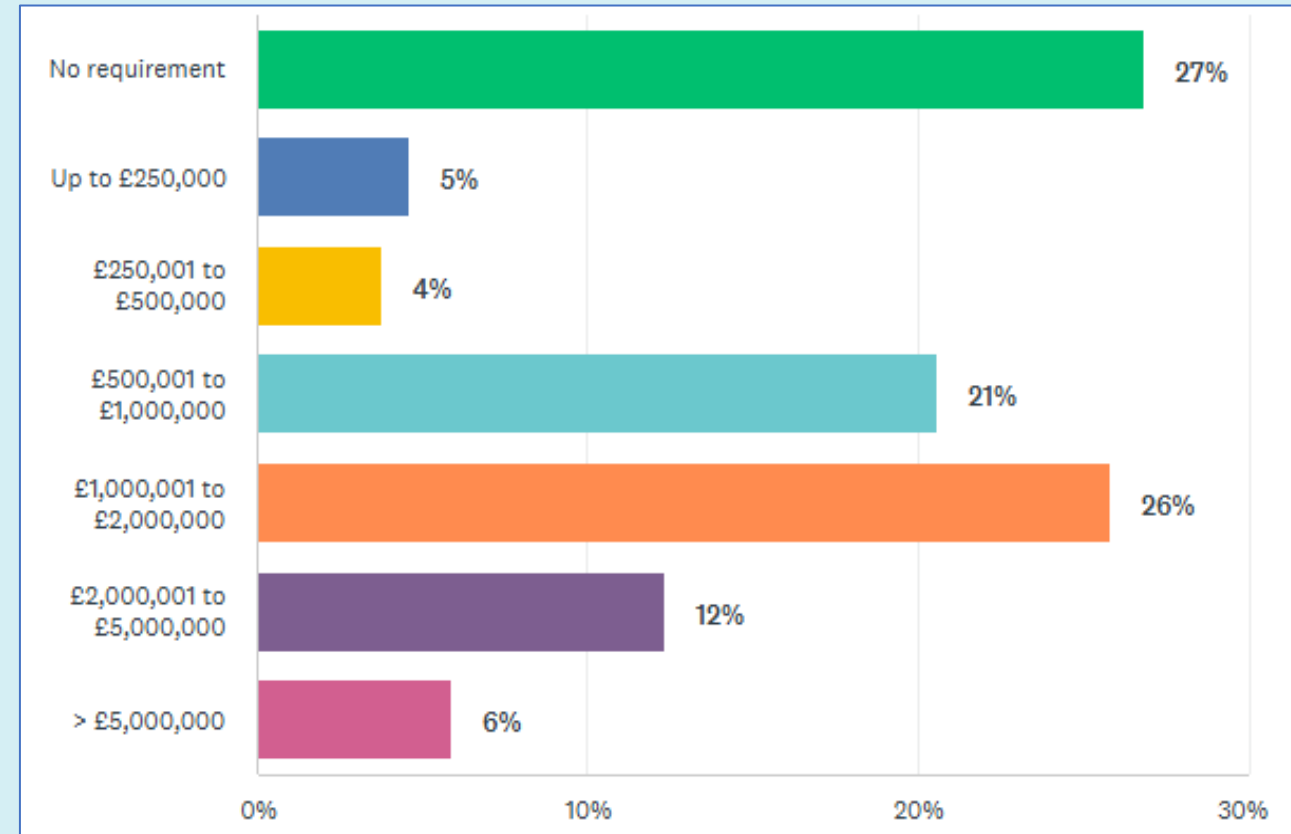
- **Day Rate** remains the predominant remuneration method; but for the 2nd year running we see a drop in share:
2024 to 2025 **down 0.4%**, 2023 to 2024 **dropped 1.5%**
- Following the trend in Day Rate, we see **Fixed Term Contract** is also falling. Though it is still the 2nd most regular remuneration basis it has dropped again:
FTC **down 0.3%** from 2024 and **down 0.5%** from 2023
- **Project / Fixed Amount** is on a steady upward trend, **gaining 0.3%** from 2024 and **up 0.7%** from 2023



5. Last Assignment & The Market

PI Insurance

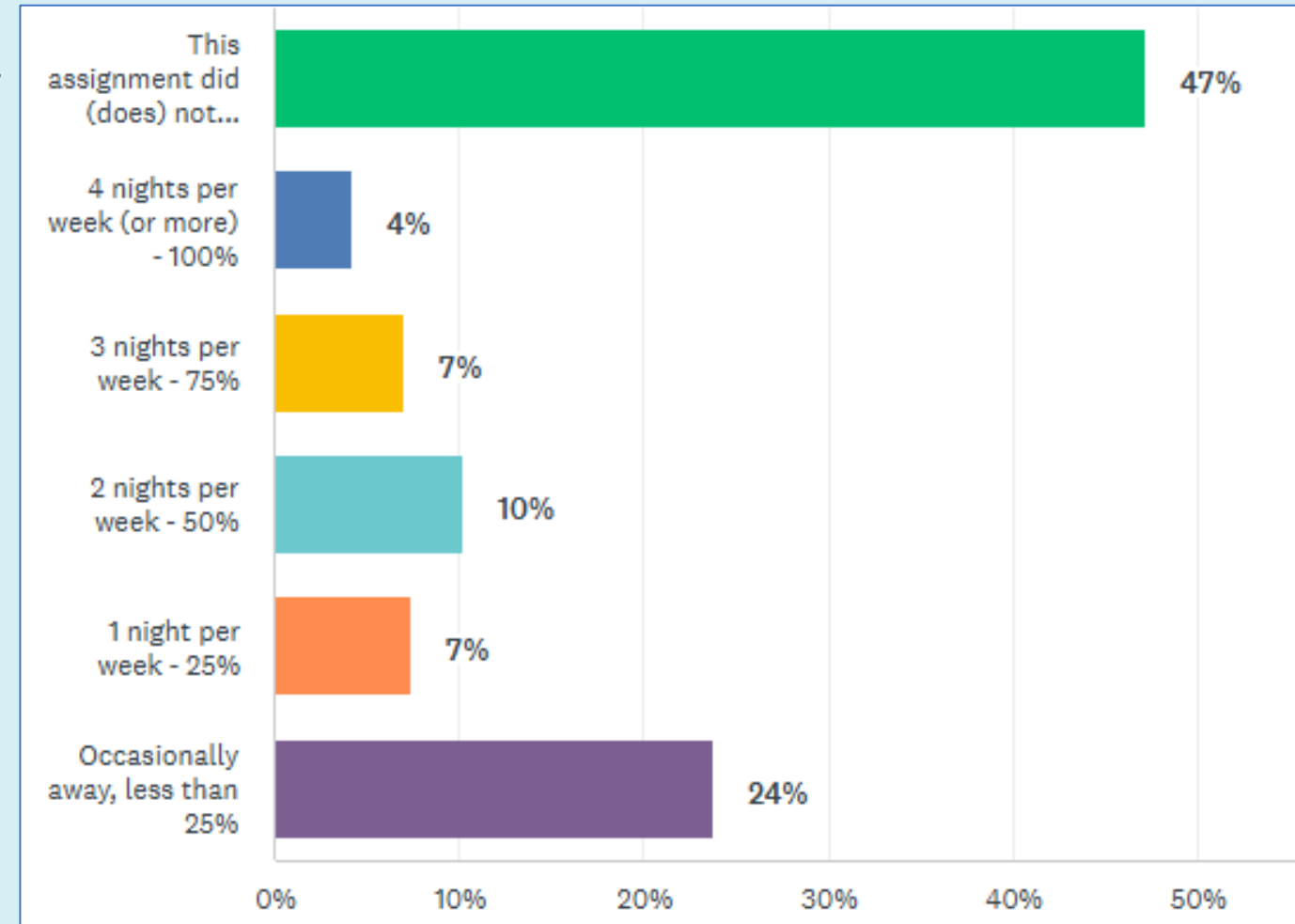
- This year sees a reverse in the trend for 'No Requirement', with a big **drop of 12%** (2024: 39%)
- The £1 - £2 million has bounced back to it's 2023 level, **up 4%** from 2024 (back to 26%)
- Greater than £5 million cover has **doubled to 6%** when compared with 2024
- The £2 to £5 Million bracket has also seen an increase, **up 4%** on 2024
- It appears that the logic for carrying PII is being understood by a greater number of interims



5. Last Assignment & The Market

Staying away from home

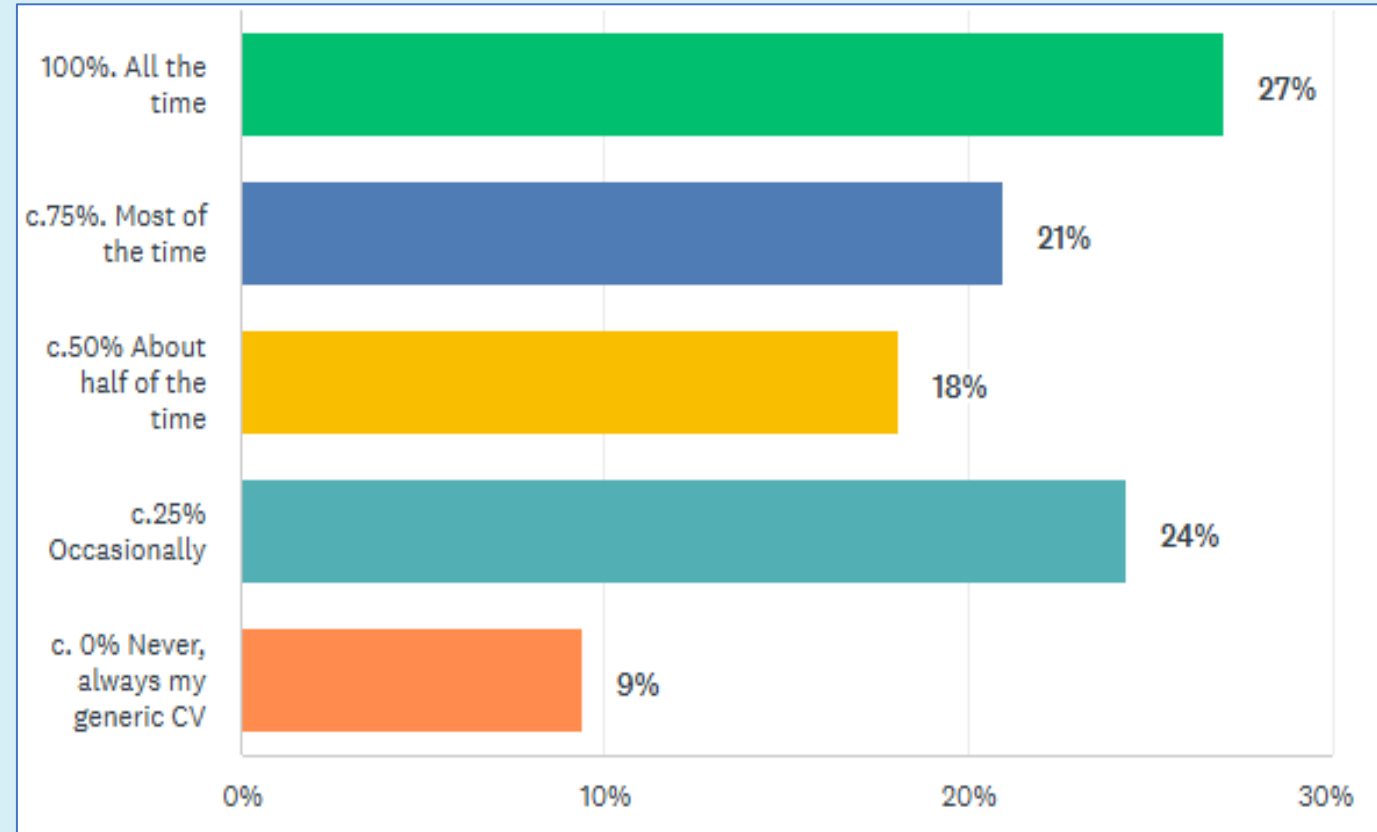
- Not normally away from home remains the predominant assignment situation; however, it has fallen for the 4th year running, **dropping 1%** compared with 2024
- The requirement to Occasionally stay away from home has **increased by 2%**
- Staying away for 3 nights of more remains the same, at 11%



5. Last Assignment & The Market

Customizing your CV

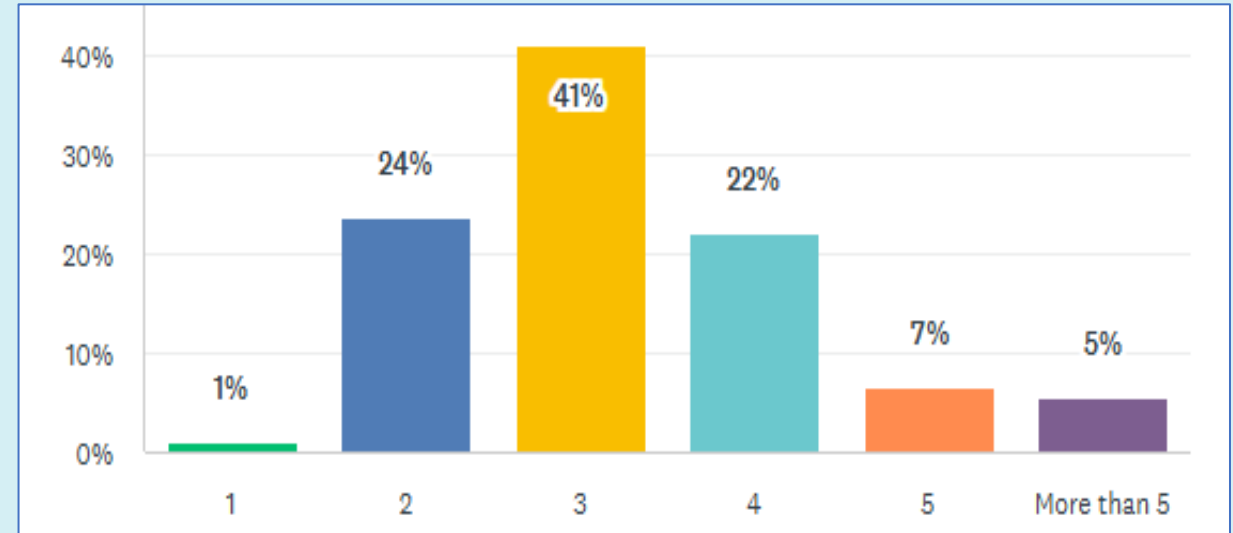
- Interims always customizing their CV has **increased by 3%**, reversing the trend seen over the last couple of years
- This is backed up by a **3% reduction** in the number of Interims that never change their CV
- The number that Occasionally change their CV has dropped by 1%



5. Last Assignment & The Market

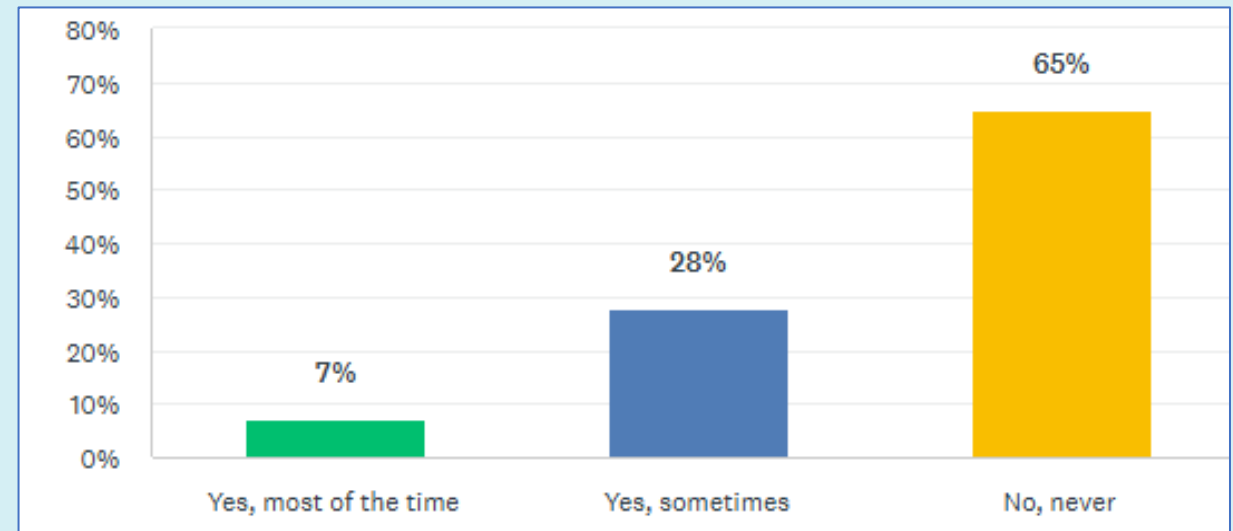
Number of CV pages

- A 3-page CV remains the most popular, **up 2%** over 2024
- CV's 5-pages or more has **reduced by 1%**
- **1% increase** in CVs of 2-4 pages, which remains the "sweet spot"



Submitting Case Studies

- The number of Interims that submit case studies most of the time, when pitching for work, remains **static at 7%**
- **1% rise** in those that never submit case studies, which remains the prevalent situation



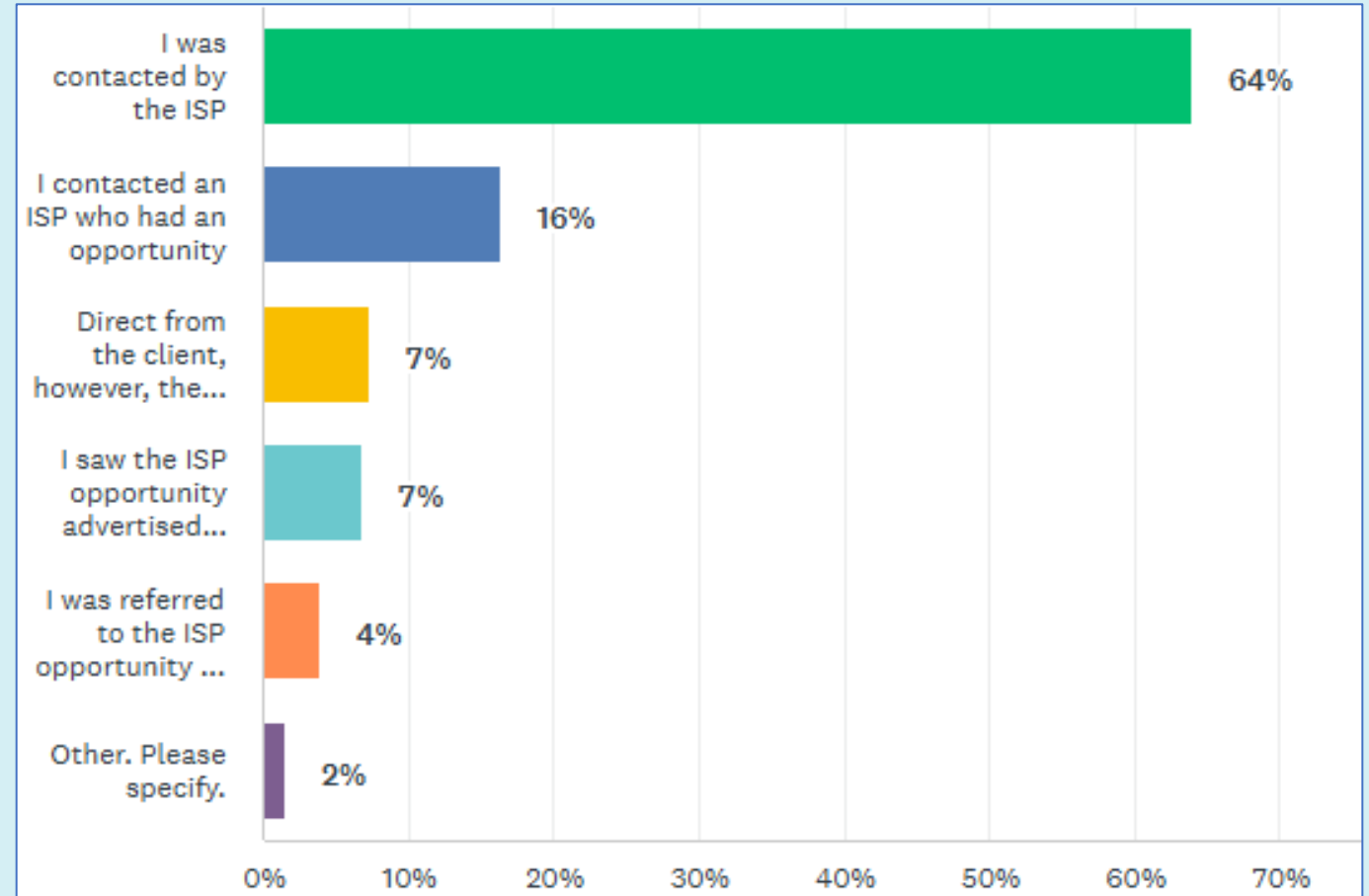
6. About the ISP Market



6. About the Interim Service Provider Market

How did you become aware of ISP sourced assignment

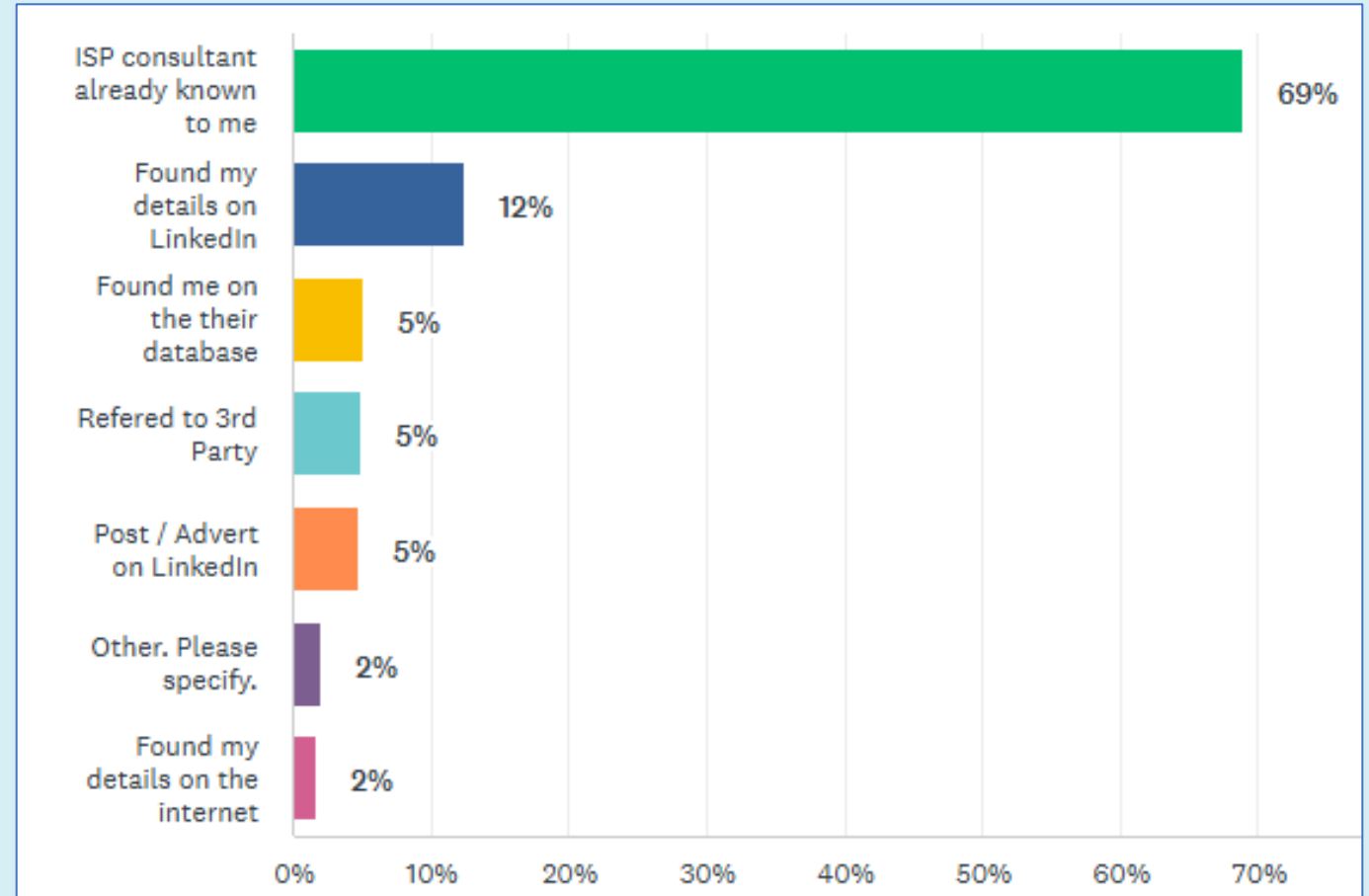
- **1% rise** in the last 12 months, in Interims being contacted directly by the 3rd Party, remaining at approximately 2/3 of ISP sourced assignments
- **2% Increase** in the number of Interims that contacted the 3rd Party that had the opportunity. This is the 2nd year in a row that this has risen
- **2% drop** in Interims being referred to the ISP with the opportunity
- This continues to reinforce the need to be known by your relevant ISP contacts



6. About the Interim Service Provider Market

Nature of Business Relationship

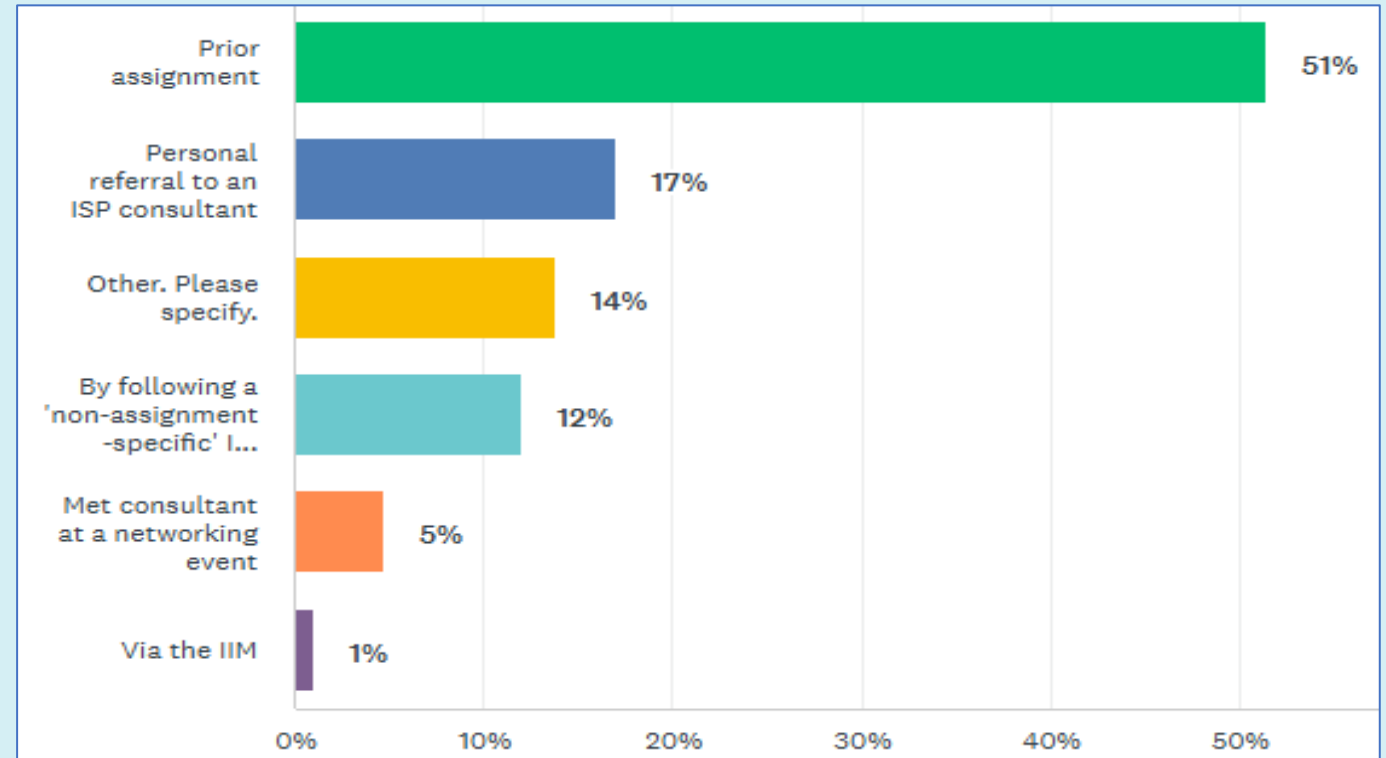
- This year sees a **1% drop** in *'Found me on LinkedIn'*, reversing the recent trend (last year saw a 5% increase from the previous year)
- *'Known to 3rd Party Consultant'* has **risen by 2%**, compared with 2024, reinforcing the fact that being active with 3rd Party organisations is still the most effective method of securing ISP sourced assignments
- The direct correlation with 'know your consultant' and being contacted on the previous slide is not a coincidence!



6. About the Interim Service Provider Market

How had you established the business relationship

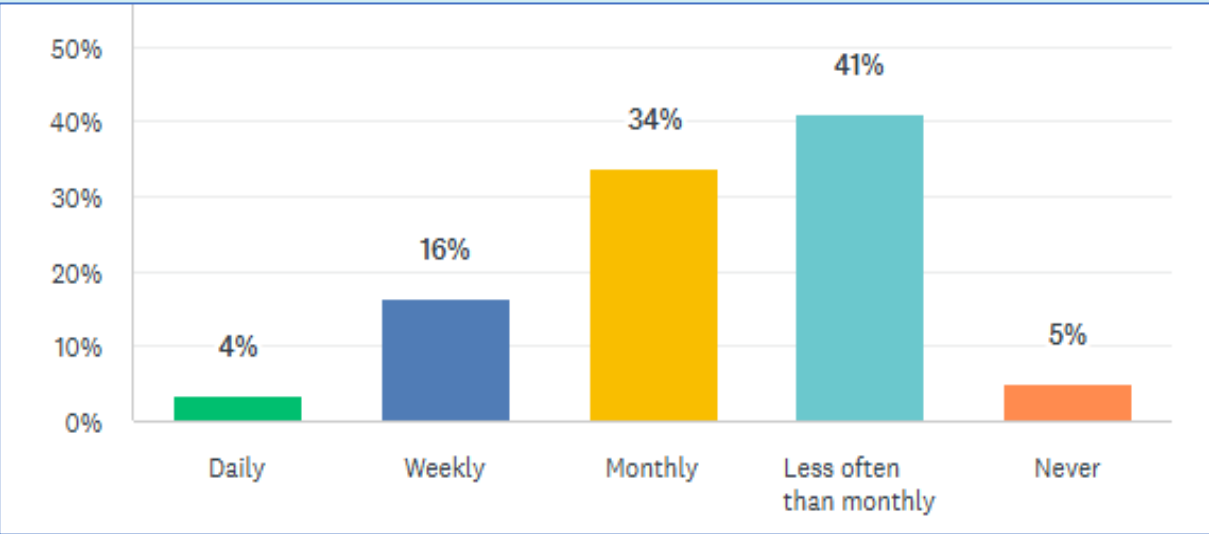
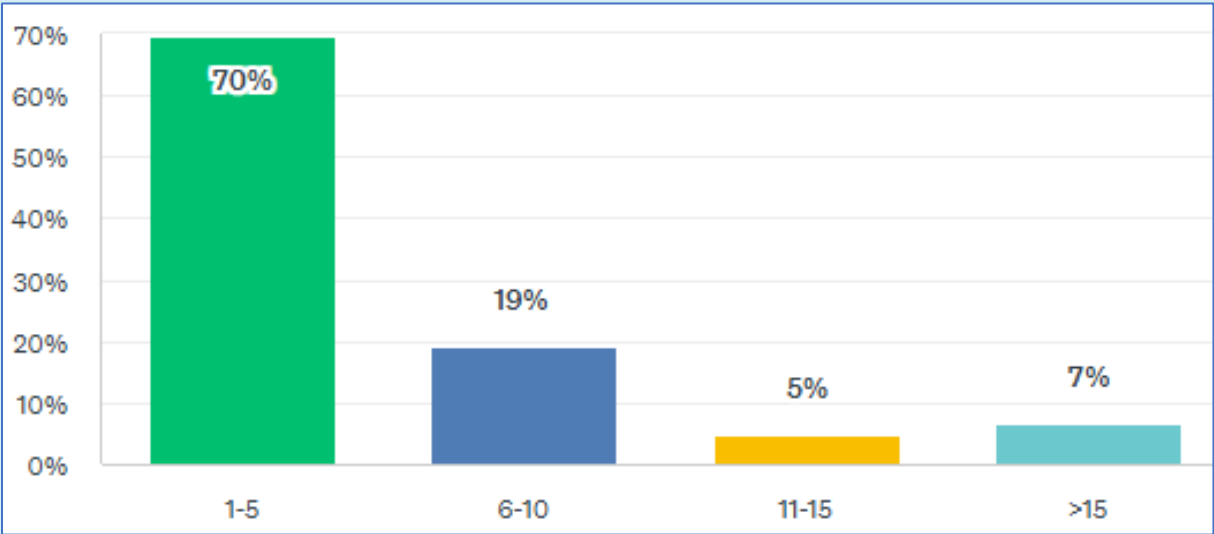
- Similar results to previous years, reinforcing the strategy of staying connected with the 3rd Party providers is vital
- A new category for 2025 – 1% of business relationships between Interims and 3rd Party providers, was established through the Institute of Interim Management (IIM)
- Linked with the IIM category is the 5% that were established via Networking events, such as the ones organised by the IIM



6. About the Interim Service Provider Market

How many ISPs actively registered with

- 1% increase in Interims registered with 10 or fewer 3rd Party providers, at 89% (2024: 88% 2023: 85%)
- The number registered with 15 or more remains static at 7%



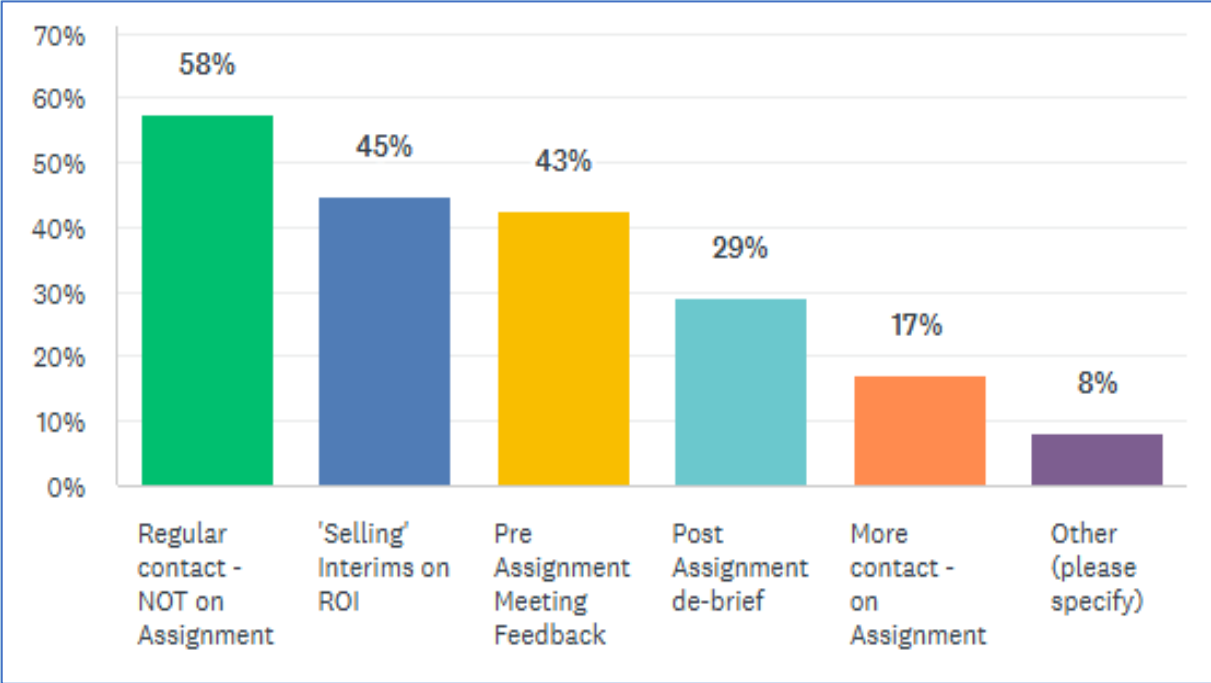
How often did you speak to the ISP during assignment

- 3% reduction in Interims speaking with the relevant 3rd Party Consultant at least monthly, compared with 2024
- Communication between Interims and the relevant 3rd Party Consultant less often than monthly has risen 2%

6. About the Interim Service Provider Market

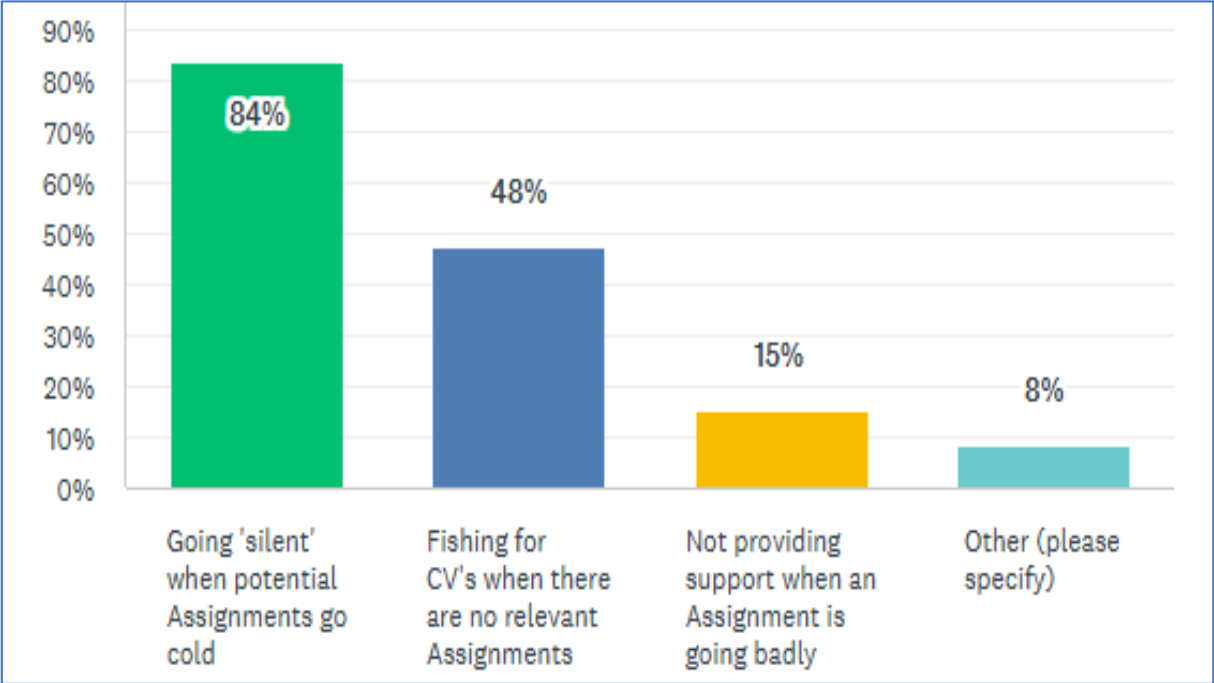
Positive Behaviours like to see more of

- As per last year, the biggest positive that Interims like to see is *Regular contact when not on assignment*
- Positive Behaviours follow the same spread as 2024, with only a 2% increase in *'Post Assignment de-brief'* and a 2% reduction in *'Selling Interims based on ROI'* changing



Negative Behaviours would like to see less of

- Going silent when assignments go cold* has **risen by 4%**, and by a huge margin is seen as the most Negative Behaviour Interims want to see less of
- A **2% increase** in *Interims not getting support when an assignment is going badly* (13% in 2024 and 18% in 2023)



7. Interim Service Provider Rankings



7. Interim Service Provider Rankings 2025

The Basics

- This year Interim Managers placed **over 7,000** (2024: 6,500) **unique votes** ranking Interim Service Providers (ISPs) overall service from 'Great' to 'Good' to 'OK' to 'Poor' to 'Dismal'
- They can also call out 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 always 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

7. Interim Service Provider Rankings 2025

IIM No 1 Interim Service Provider 2025 – Tile Hill

“To be voted as the leading Interim Service Provider by the community is a huge honour to all of us at Tile Hill. We are proud to stand alongside the interim community, supporting your careers and championing the difference you make.

And I’m humbled by the vote of confidence in the way our team works with you: with empathy, passion and a belief that working in partnership leads to shared success.

Thank you to everyone who took part in the survey, and to the IIM for organising it. Your feedback helps us to shape a stronger, more inclusive interim community. We will continue to use the rich insight from the survey to evolve our thinking and tailor our support to help everyone thrive and achieve their objectives.

And a massive congratulations to Nik Shah – named leading consultant for the third year running – and to Dino Christodoulou, a leading consultant for the fourth year. You are both beacons of inspiration in the dedication and energy you bring daily to the interims you work with.’

Thanks again to the whole of the IIM team for organising the survey,

Anthony.”



Anthony Lewis

Managing
Director

Tile Hill

7. Interim Service Provider Rankings 2025



Rank	LY	Provider	Logo
1	2	Tile Hill	
2	1	New Street Consulting Group	
3	3	Eton Bridge Partners	
4	6	Stanton House	
5	4	Wilton & Bain	
6	9	Boyden	
7	5	Solace in Business	
8	8	Holdsway	



Rank	LY	Provider	Logo
9	10	Penna	
10	17	Argon International	
11	7	Anderson Quigley	
12	16	Starfish	
13	14	Investigo	
14	12	BIE	
15	20	Valtus	

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

7. Interim Service Provider Rankings 2025



Rank	LY	Provider	Logo
16	13	La Fosse	
17	15	Gatenby Sanderson	
18	18	Deltra	
19	21	B2E Consulting	
20	11	Finatal	
21	24	Veredus	
22	29	Norman Broadbent	
23	26	LHH (formerly Badenoch & Clark)	



Rank	LY	Provider	Logo
24	50	Campbell Tickell	
25	24	Page Executive	
26	34	Robert Half	
27	32	Allen Lane	
28	25	Morgan Law	
29	27	Green Park	
30	NE	GRG Executive Search	

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

7. Interim Service Provider Rankings 2025



Rank	LY	Provider	Logo
31	35	Robert Walters	Robert—Walters
32	31	FRP Transition	FRP
33	19	Savannah	savannah
34	23	Osprey Clarke	Osprey Clarke
35	33	Russam	russam.
36	37	Drax	DRAX Powered by Leadership Dynamics
37	41	Hoggett Bowers	HOGGETT BOWERS
38	45	InterQuest Group	INTERQUEST GROUP



Rank	LY	Provider	Logo
39	30	1st Executive	1st Executive
40	40	Venari Partners	VENARI PARTNERS
41	42	Morgan Hunt	Morgan Hunt
42	60	Procurement Heads	PH HR EH Part of the Heads Resourcing Group
43	39	Kingsley Search & Interim	KINGSLEY SEARCH & INTERIM
44	NE	ZRG	zrg MOVE FORWARD
45	53	Grichan Whitestone	GRICHAN WHITESTONE PARTNERSHIP

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

7. Interim Service Provider Rankings 2025



Rank	LY	Provider	Logo
46	22	Melber Flinn	
47	46	Greenwell Gleeson	
48	49	Chilworth Partnership	
49	43	Matrix Interim	
50	47	Rethink	
51	55	Rinnova	
52	48	Hunter Healthcare	
53	51	Finegreen	



Rank	LY	Provider	Logo
54	36	Marble Hill Partners	
55	52	Barracuda	
56	NE	The Siena Partnership	
57	NE	Eden Brown Synergy	
58	38	i&e Professionals (formerly Interim Professionals)	
59	58	Blenkin Associates	
60	44	Macallam	

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 2025

Joint IIM Interim Service Provider Consultant of the Year 2025 Denise Raw, New Street Consulting Group

"Firstly, I would like to say what a huge privilege it is to have been voted the joint number 1 interim Provider Consultant in the UK, I am humbled. I specifically want to say a massive thank you to all those that voted for me and have supported me over the years. I'm fortunate to work with such incredible interim managers and it is they who deliver fantastic results for my clients. Without them being so talented, I couldn't do what I do, so thank you all. Having been voted the number one consultant in 2022 and placed second in 2023 and 2024, I'm delighted to be recognised once again by those I partner with daily.

I am grateful to all my colleagues at New Street Consulting Group and my CEO Doug Baird for all their continued support over the 10 years I have been working with them. Staying in touch with Interim Provider Consultants is key – even when it takes longer than expected to find your next interim role, which is of course impacted by market trends and conditions. We all place interims regularly within 48 hours and that takes a lot of focus, skill and a strong network.

Finally, I would like to personally thank all the team at the IIM for their constant support to the Interim Community, notwithstanding all the hard work that goes into initiating and running this survey on an annual basis. We are extremely lucky to have the IIM team and delighted to be able to work with them in continuing our high standards in this very rewarding market.

Thank you,
Denise"



Denise Raw
Director,
**New Street
Consulting Group**

7. Interim Service Provider Rankings 2025

Joint IIM Interim Service Provider Consultant of the Year 2025

Nik Shah, Tile Hill

"I'm incredibly honoured to have been voted the leading consultant in the IIM Survey for the third consecutive year. To be recognised in this way, is both humbling and deeply meaningful. My heartfelt thanks to every interim manager who took the time out of their schedules to share their feedback, and especially to those who voted for me and Tile Hill.

At Tile Hill, we take great pride in providing an outstanding customer experience, built on genuine connections and long-term relationships. We don't just place people; we partner with them. We take the time to listen, to understand, and to support, offering guidance that puts our candidates' ambitions first. That's what earns trust. And that's what builds a community.

To see that community respond in such a powerful way is hugely rewarding. I want to give a special shoutout to my colleague, Dino Christodoulou, for again placing in the top 10, a testament to his dedication. And of course, a huge thank you to the team at Tile Hill. Their energy, expertise and shared values have helped propel us to be voted 1st place as an ISP, rising from 2nd place last year. What an achievement! A round of applause to each of you, I'm grateful to work alongside such an exceptional team.

It's a privilege to do this work, and I'm excited for the year ahead, to keep listening, supporting, and connecting brilliant people with meaningful opportunities.

Thank you once again.
Nik"



Nik Shah,
Director,
Tile Hill

7. Interim Service Provider Rankings 2025

Interim Provider Consultants 2025

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. Congratulations to all.



Denise Raw,
New Street Consulting Group



Nik Shah,
Tile Hill



Anna-Marie McGraw,
ZRG



Dino Christodoulou,
Tile Hill



Gavin Wingfield,
New Street Consulting Group



Jordan Mori,
Argon International



Lorraine Payne,
Starfish



Rory Black,
Stanton House



Ross Dawson,
Eton Bridge



Stephen Hunt,
Eton Bridge

A man with dark curly hair and a beard, wearing a grey suit jacket over a blue shirt, is looking through black binoculars. He is holding the binoculars with both hands. A brown leather watch is visible on his left wrist. The background is a plain, light grey.

8. Conclusions



Institute of
Interim
Management

8. Conclusions

- The 2025 Survey showed a clear and strong market slowdown; there are multiple data points pointing to this continuing:
 - Average days billed, **down 14 days to 133**, on a par with the dark days of Covid
 - The “snapshot” % on assignment at the end of March rose just 1% to 62%, **remaining similar to the financial crisis of 2009/10**
 - 44% of Interims expect **their market** to get tougher this year, up from 31% in 2024 and 24% expect earnings to fall, up from 19% last year
 - This is especially so in the **Public and 3rd Sectors** where **around half** of interims expect the market overall **to decline**, each up from **around one third** last year
 - Reduced demand/shorter assignments is now the No1 Challenge in the market, up to 53%
 - The share of interims considering changes as a result of the ongoing economic situation risen from 49% to 53%
 - Average day rates moved upwards, but just 2% overall
- Still of great concern, 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.
- The share of Female interims remain stubbornly in the mid 20%s, down from the near 30% highs in 2015 and 2023
- However, the result of 5 years tracking the ethnic diversity of interims, we now see a clear reduction in the “White” share and a clear increase in the “Asian” share, although “White” remains dominant at nearly 80%

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 existing 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 16^h edition.
- © IIM (June 2025), 16th 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 defence 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.

