

# Interim Management Survey 2026



# Foreword

Welcome to the 2026 IIM Interim Management Annual Survey! It is the reports 17<sup>th</sup> year and the Institute's 25<sup>th</sup> making us the oldest interim institute or association for interims at least in Europe.

This document represents the best view of the UK interim market each year and this is down to you, the respondents, who have yet again come out in numbers to ensure that the quality of the collated information remains strong. So, a heartfelt 'thank you' from me on behalf of the IIM board, the survey team and all those reading this to improve their view of the market and how they can present themselves to it. We are confident that there is something for everyone in the industry here, from people just setting out in their interim careers, through to the 'provider' community of every shape and size. Even end clients – you might wish to encourage them to take a look!

It is almost exactly two years since the post general election Labour government was established in the UK and year two has demonstrated how difficult it is to maintain a course of action. Generally, the tax burden has risen, as has the interest burden on the current account, with very little change in economic growth overall in the period. Inflation has remained stubbornly in place above the BoE target of 2%, not helped by the continuing war between Ukraine and Russia and with the new added complexity of April's tour de force between Israel, Iran and the USA. The knock-on effects in the Strait of Hormuz (who would have guessed that would happen!?) have disrupted international trade and being to do with oil, brings yet more inflationary effect to the world economy. Not a comfortable situation for so many reasons and building on top of the tariffs saga and implications for supply chains and logistics, there is plenty of reason to be pessimistic.

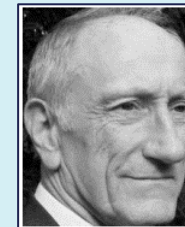
Having said this, the report is showing early signs of 2026 not being as bad as 2025 across the whole interim market. Let's hope the current geo-political machinations ease and allow the interim market to help refresh the performance of UK PLC. It is my view that there must be an awful lot of pent-up demand.

Without too many spoilers at this point of your reading, I note that the average day rate for the private sector went over £1000 for the first time ever this year and that day rates in the 3<sup>rd</sup> sector overtook those in the public sector also for the first time. The day rate gap between men and women also narrowed somewhat which is encouraging and for the first time this year we asked a question about how many of the last assignments people did were fractional. 25% of those assignments were fractional which reinforces the arrival of this style of operation in practice.

Do enjoy the read!

I want to recognise the work done here by the survey team, ably led by Charles with Martin and a range of people who have all helped make the report what it is.

To close this year's foreword, I want to recognise Charles Stuart's contribution, not only to this document but to the wider interim community. After 12 years of Board service, Charles has stepped down as Company Secretary. During that time, he has been a driving force in the IIM's operations and has also become one of our regular webinar facilitators. He has given the profession an enormous amount of time, energy and commitment, and we all owe him a great debt of gratitude. I am delighted to share that, in recognition of his services to the profession, he has been elected a Companion of the IIM—the twelfth since the Institute was founded. I am deeply grateful for the support he has given the Board over the years, and to me personally.



**Tony Evans CIIM**  
IIM Chair

# Introduction

As with every year, we carry out a comprehensive review of every question, which enabled us to remove a further 3 questions for 2026. We've then added back 3 questions to help improve our understanding of PI Insurance and for the first time, around Fractional opportunities. The Survey has 30% fewer questions than 5 years ago, whilst, we believe, continuing to maintain quality and relevance.

As part of our efforts to ensure credibility of the Survey, ensuring only interims complete it, we have retained the request for respondents' publicly visible LinkedIn URL as a means of validation. This has, in the main, been graciously given – thank you. As a result we have been able to remove a number of duplicate and spurious entries.

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 2026](#)
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 CIIM**  
Survey Co-Author



**Martin Chisholm MIIM**  
Survey Co-Author



**Ad van der Rest CIIM**  
Author Emeritus

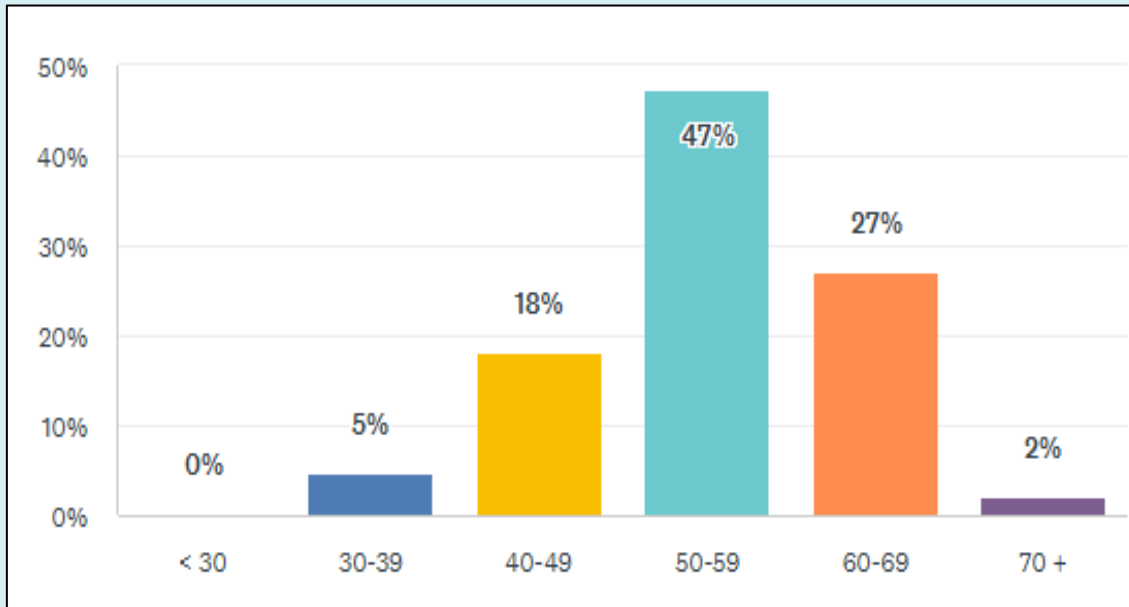
# 1. About You – The Interim Executive



# 1. About You – The Interim Executive

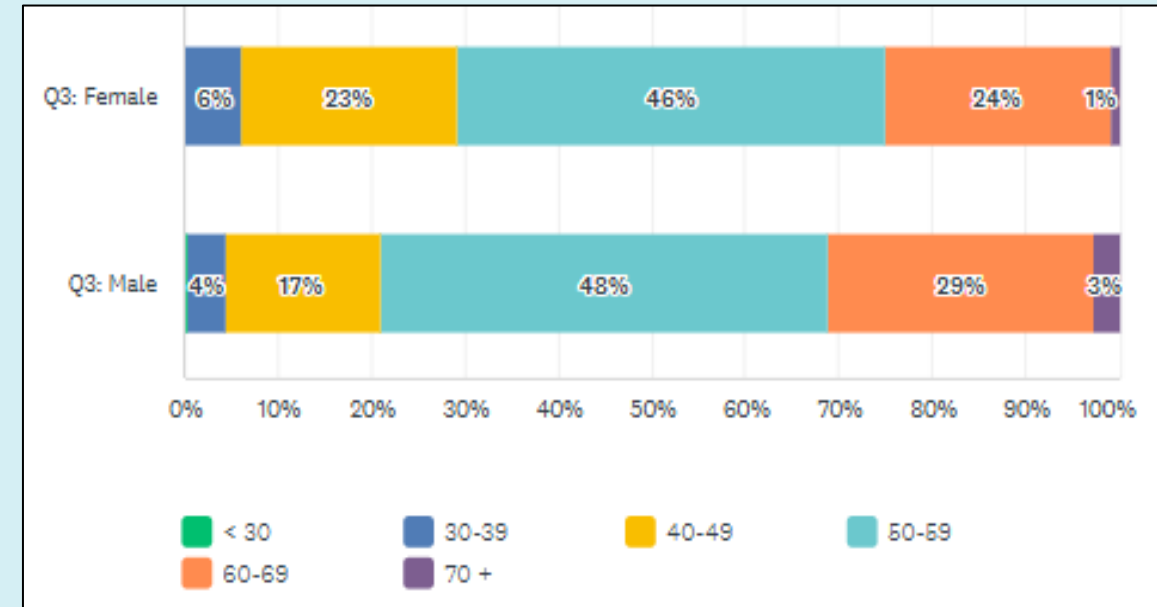
## Age Profile

- A drop of 5% in the number of Interims under the age of 50, reversing the increase seen in the 2025
- The 50-59 Age bracket remains static, however, there is a 4% rise in Interims in the 60-69 Age group this year
- The average age of all interims jumped to **55.2 years** (2025: 54.2)



## Age Profile – Gender Balance

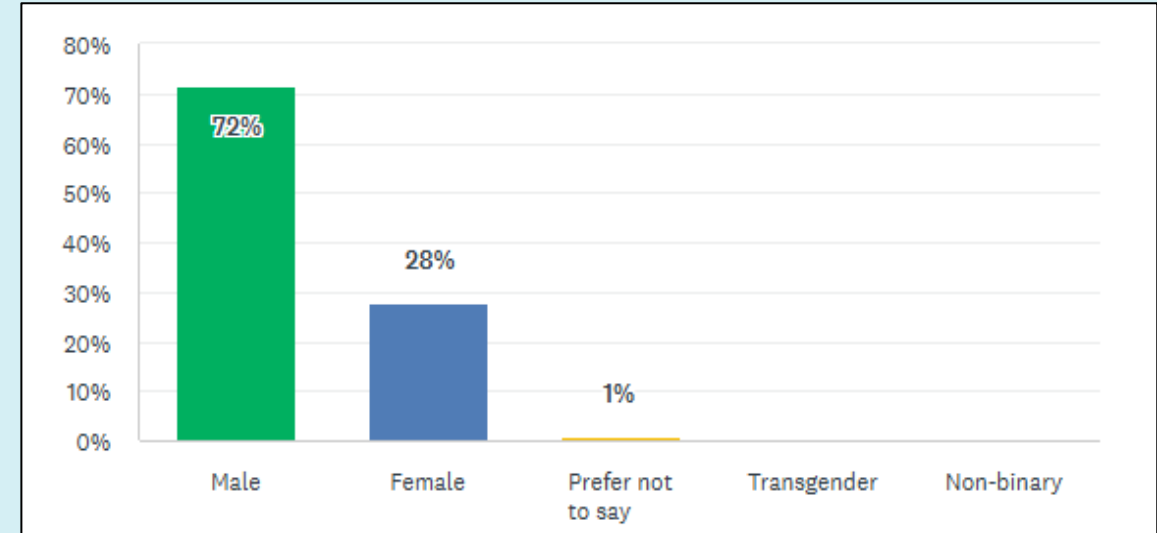
- **Female** Interims under 50 dropped to 29% (2025: 34%), but remains higher than Males at 21%
- Conversely **Female** Interims over 60 has risen by 6% to 25% (2025: 19%)
- Average age: **Male: 55.7 years** (2025: 54.7) ; **Female 54.0** (2025: 52.6)



# 1. About You – The Interim Executive

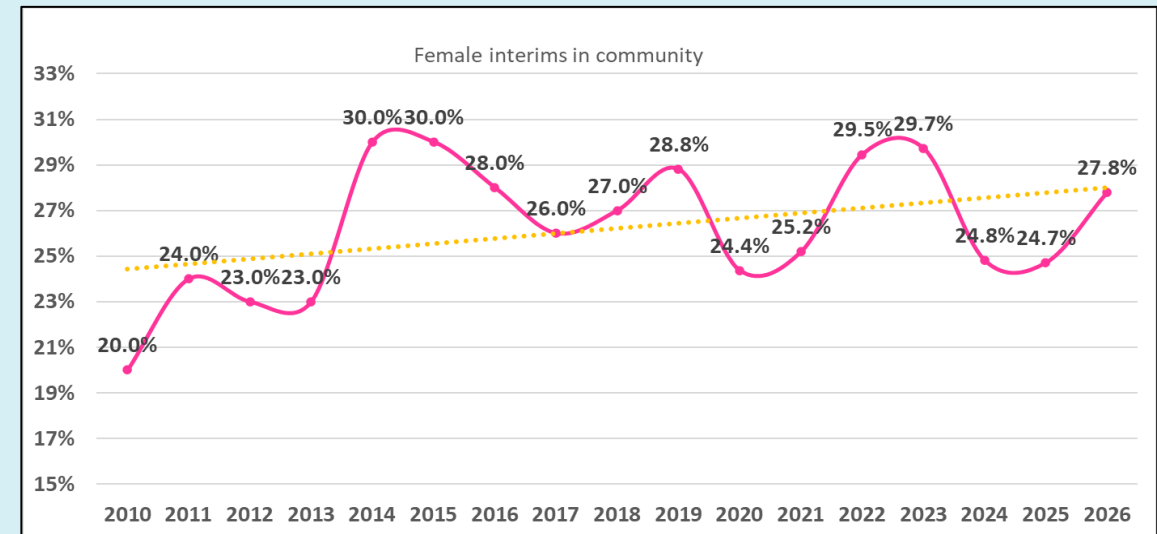
## Gender Balance

- A **3% increase** in the share of Female Interims from 2025, reversing the trend of the last couple of years
- A corresponding **2% Drop** in the share of Male Interims, when compared with last year
- Interim Management remains a significantly male dominated profession



## Trend in Female Interims

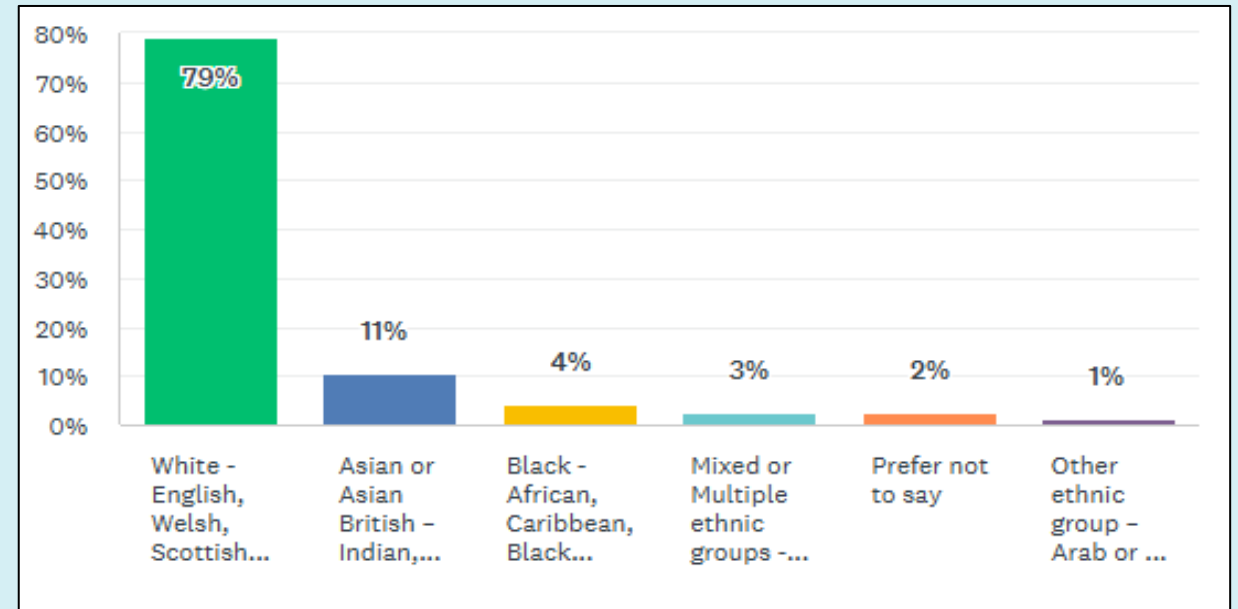
- The proportion of Female interims has **increased** this year, at **just under 28%**
- The long-term trend continues to move very steadily in the right direction, significantly better representation than when we began to track this data back in 2010



# 1. About You – The Interim Executive

## Ethnic Origin

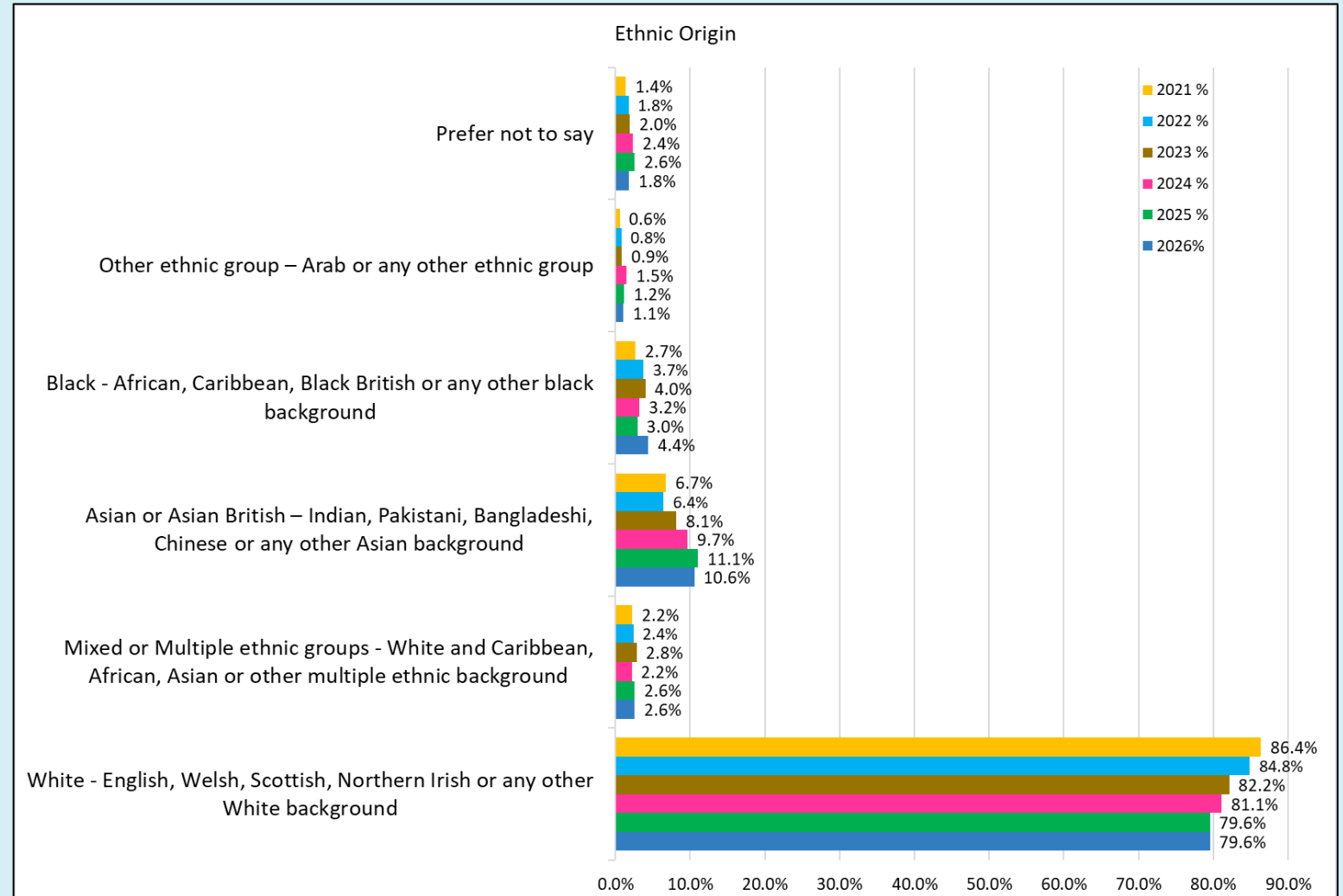
- Whilst the majority of Interims are from a White background, the trend is moving downwards.
- Balanced with a **1% Increase** in Interims from a Black background
- Interims from an Asian background remain static at 11%



# 1. About You – The Interim Executive

## Ethnic Origin

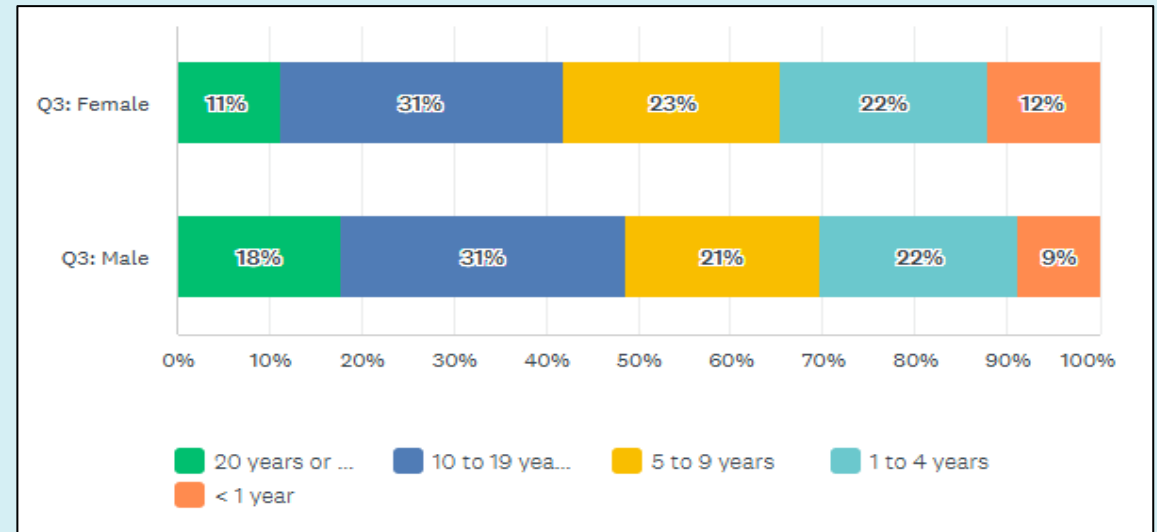
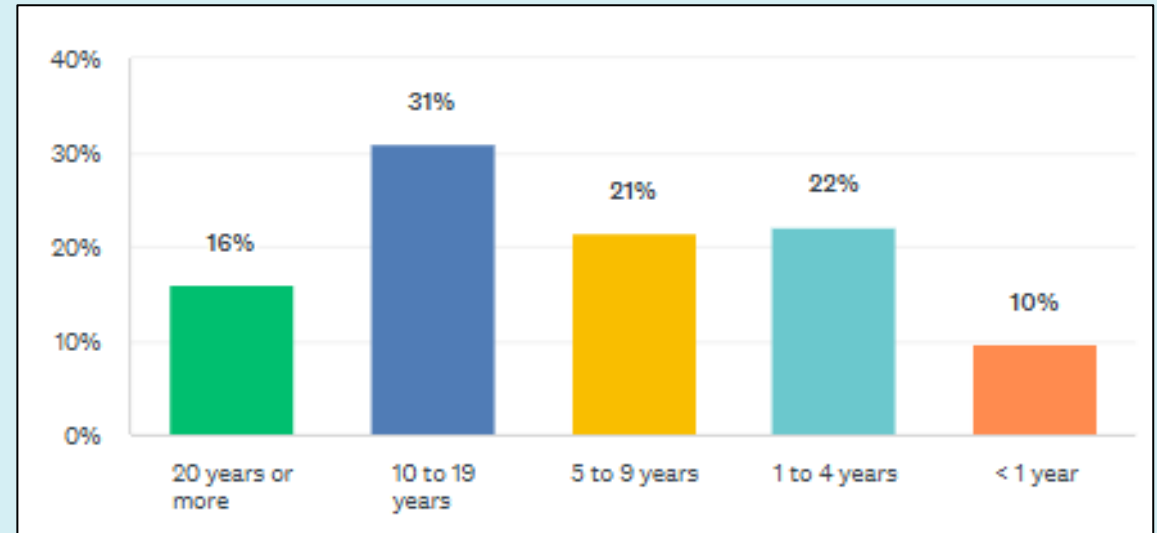
- We've been tracking this data since 2021, as shown in the table, right
- The share of Interims who are **White** has stabilised at just under **80%**, some **6% lower than 5 years ago**
- The proportion of interims from **Asian or Asian British backgrounds**, has also now stabilised at around **11%**, up **4% over 5 years**
- The main change this year is a **1.4% increase** (to 4.4%) in **Black** interims



# 1. About You – The Interim Executive

## How Long an Interim

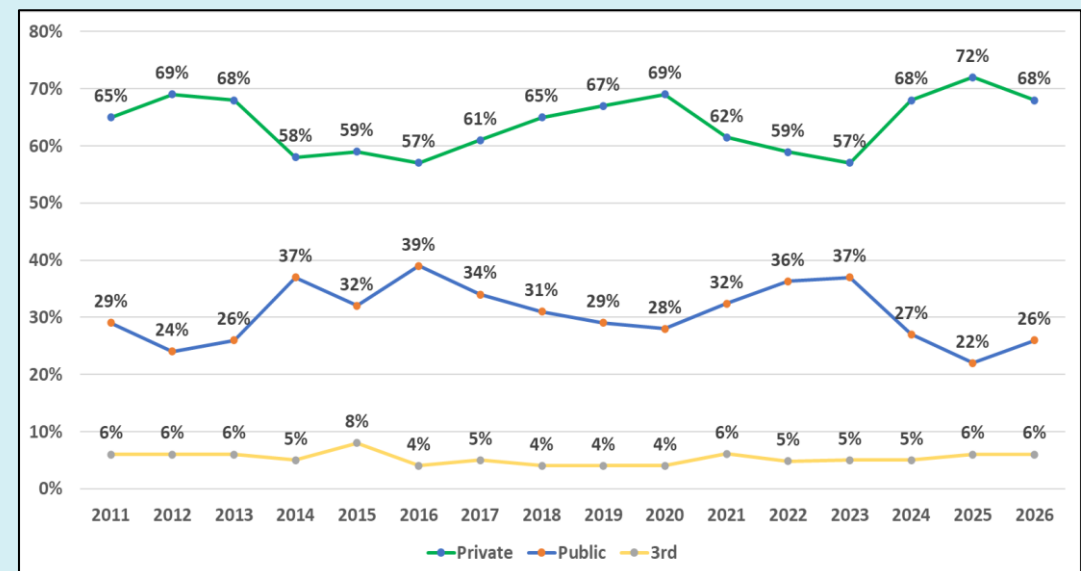
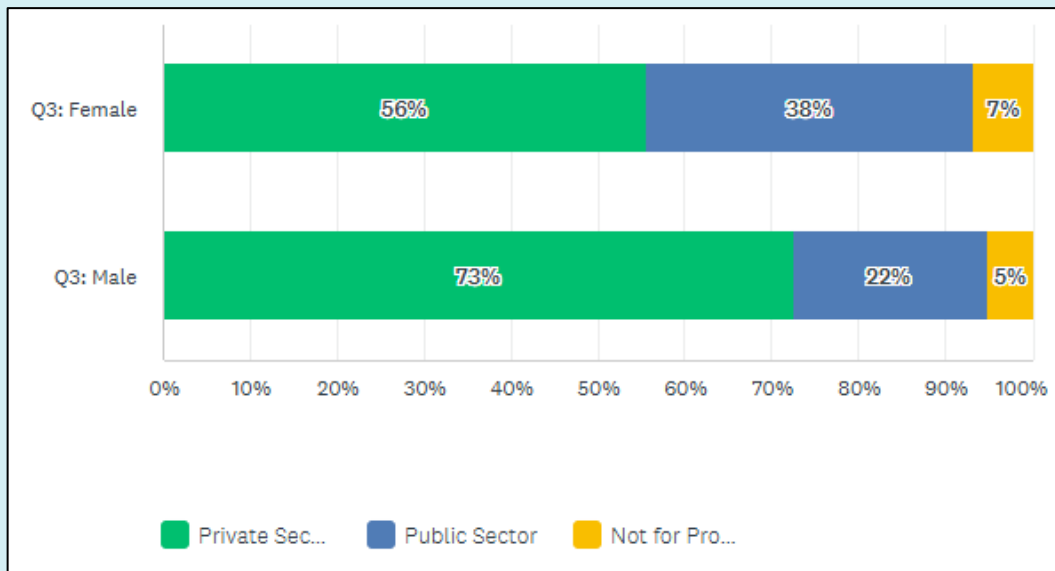
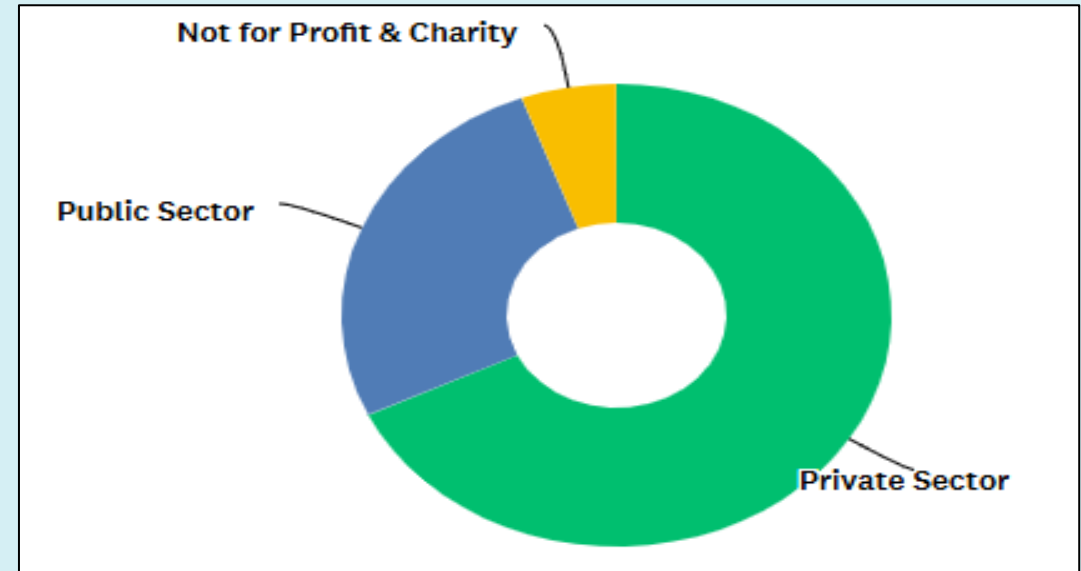
- An increase of **3%** in Interims that have been in the industry **over 10 years**, now at **47%**, continuing the trend from last year
- A further **1%** decline in Interims with **less than a year** in the industry
- Average time as an interim has increased again – now **10.8 years** (2025: 10.4)- the highest average since we began tracking in 2021
- An **8% decrease** in the proportion of **Female Interims**, under 5 years in the industry, at **34%** (2025: 42%), whilst the share of **Males** is static at **31%** (2025: 31%)
- The share of Interims with longer than 20 years activity has increased for both Females (1%) and Males (2%); with **11% of Females** (2025:10%) compared to **18% of Males** (2025: 16%)



# 1. About You – The Interim Executive

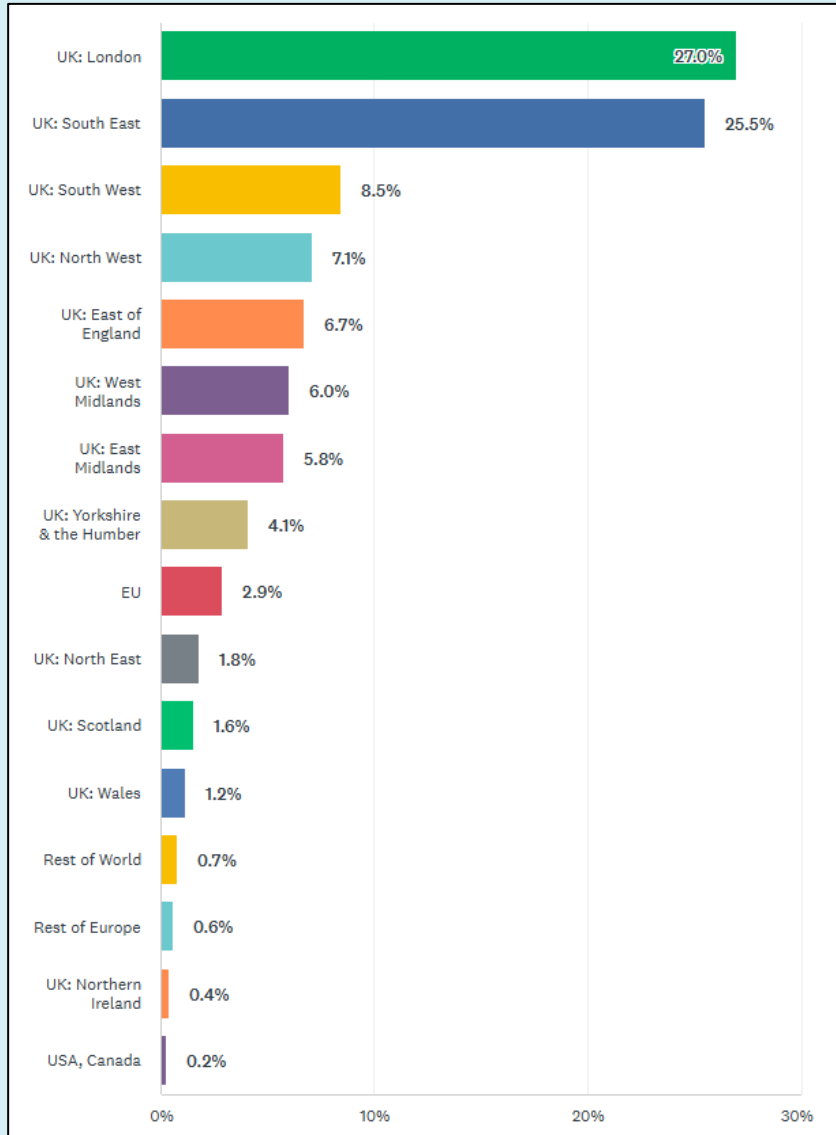
## Principal Sector

- A 4% drop in **Private Sector** at 68% (2025: 72%), although it remains the dominant sector – (upper right chart)
- Interims in the **Public Sector** has risen by 4%, to 26% (2025: 22%), reversing the decline seen in the last couple of years
- The picture when filtered by Gender is markedly different, with a more significant proportion of Females (38%) in the **Public Sector** versus Males (22%)
- Similarly in the **Private Sector** Females represent a smaller share at 56% versus Males at 73%

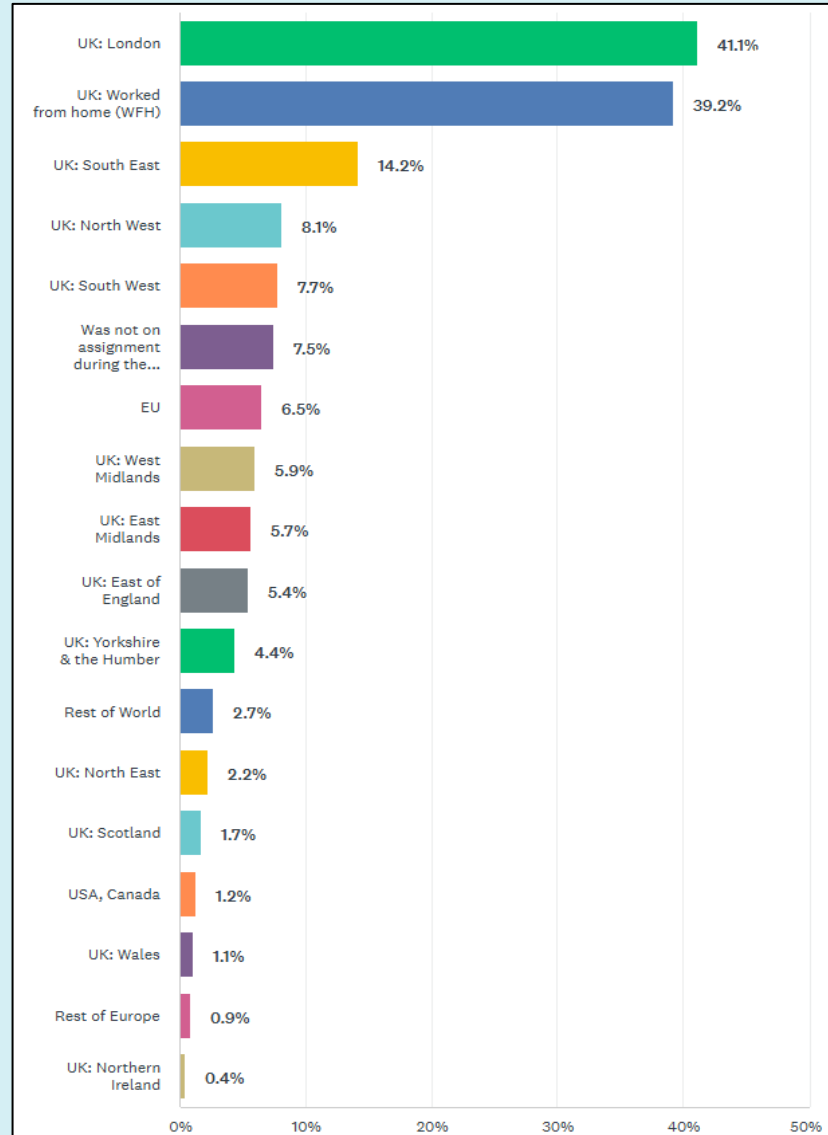


# 1. About You – The Interim Executive

## Where do you live (you home base)



## Where did you work



### Living:

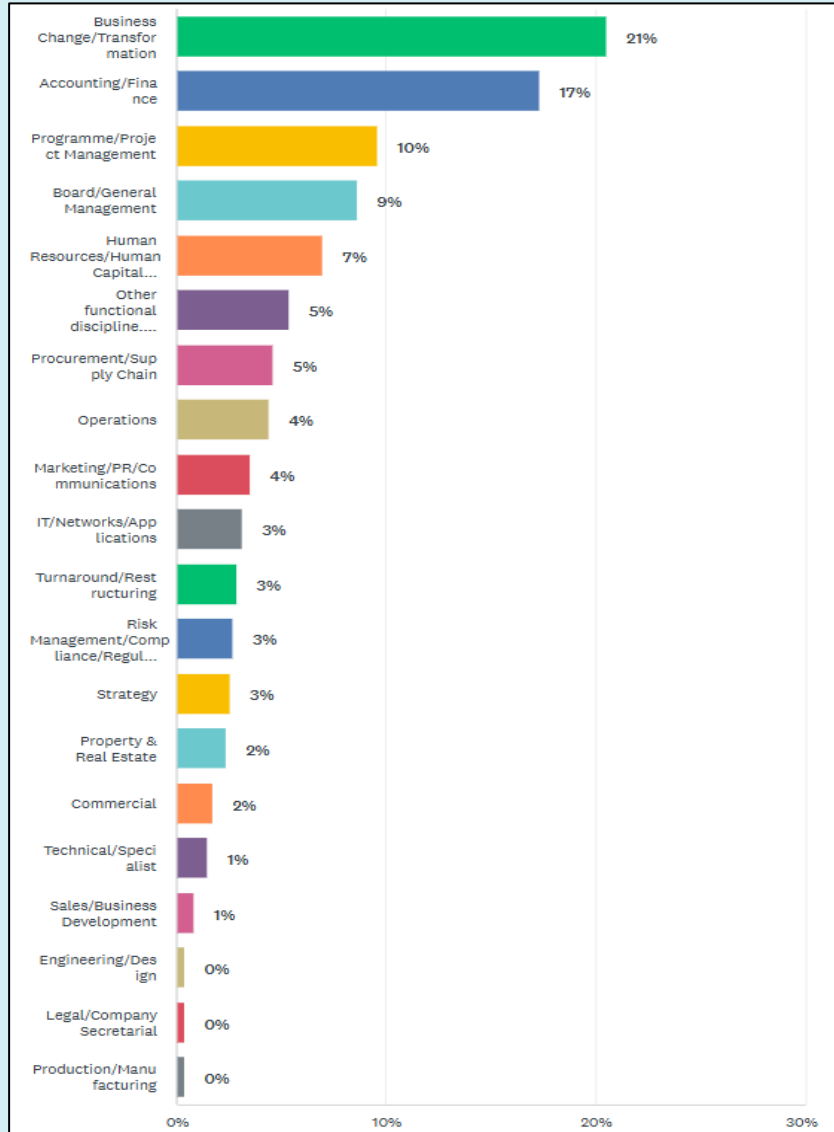
- Both **London** and the **South East** have seen tiny increases this year, London by 0.1% and the South East by 0.2%
- The number of Interims based in the **North West** has increased again, rising by 0.6%. While Interims based in the **South West** has fallen by 0.4%
- Overall, this year sees a small increase of **0.3%** (to 52.5%) of interims that live in **London** and **South East**

### Working:

- Working From Home has dropped to **second**, decreasing by 4.3% compared with last year, to **39.2%**
- Interims working in the **EU** has dropped from **4<sup>th</sup>** in 2025 to **7<sup>th</sup>** in 2026, decreasing by 4% and reversing the increase seen last year
- Whilst Interims working in the **North West** has jumped from **6<sup>th</sup>** to **4<sup>th</sup>**, increasing by **0.5%**

# 1. About You – The Interim Executive

## Functional Discipline



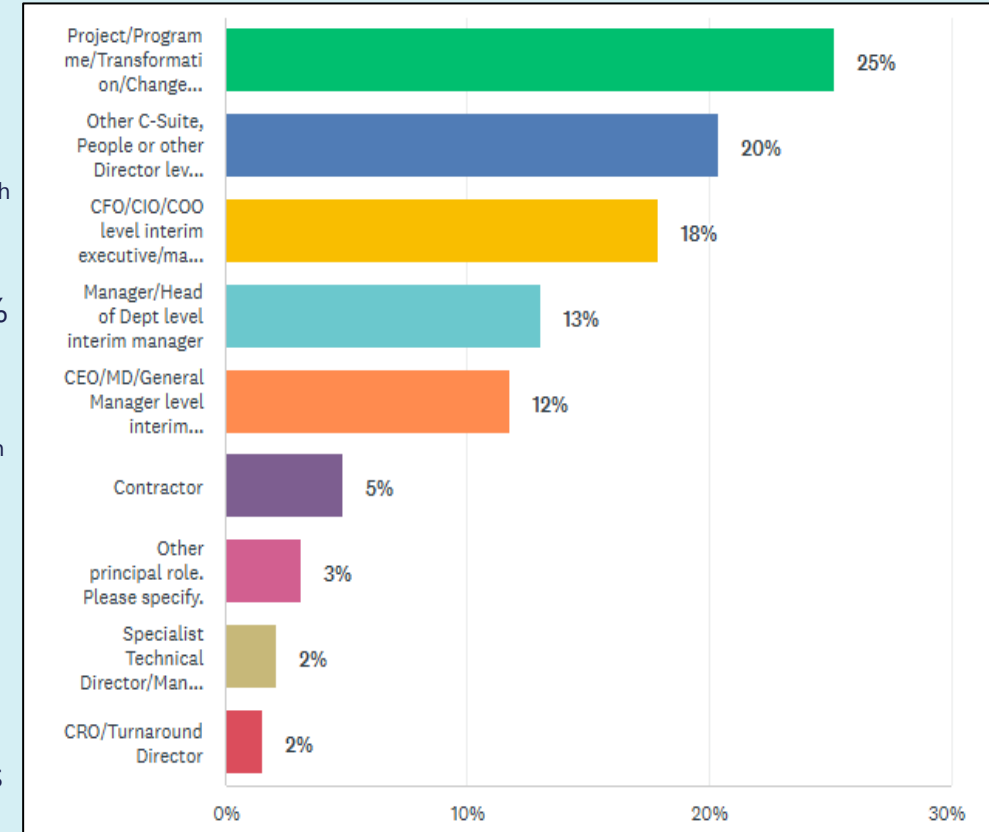
### Functional Discipline

- The Top 5 Disciplines remain unchanged for the 3<sup>rd</sup> year
- Operations has dropped 2 places (6<sup>th</sup> to 8<sup>th</sup>), with a 1% decrease, while **Procurement / Supply Chain** has jumped up from 11<sup>th</sup> to 7<sup>th</sup> with a 2% increase
- **Risk Management / Compliance** has dropped back down to 12<sup>th</sup> from 8<sup>th</sup> – reversing the increase seen last year, with a 1% drop

### Role Types

- **Project / Programme** Roles remain at the top, with 1/4 of all roles in this area
- **C –Suite** roles remain at 2<sup>nd</sup> and 3<sup>rd</sup> with a combined 38% of roles (the same as last year)
- **Specialist Technical** roles have dropped by 1%

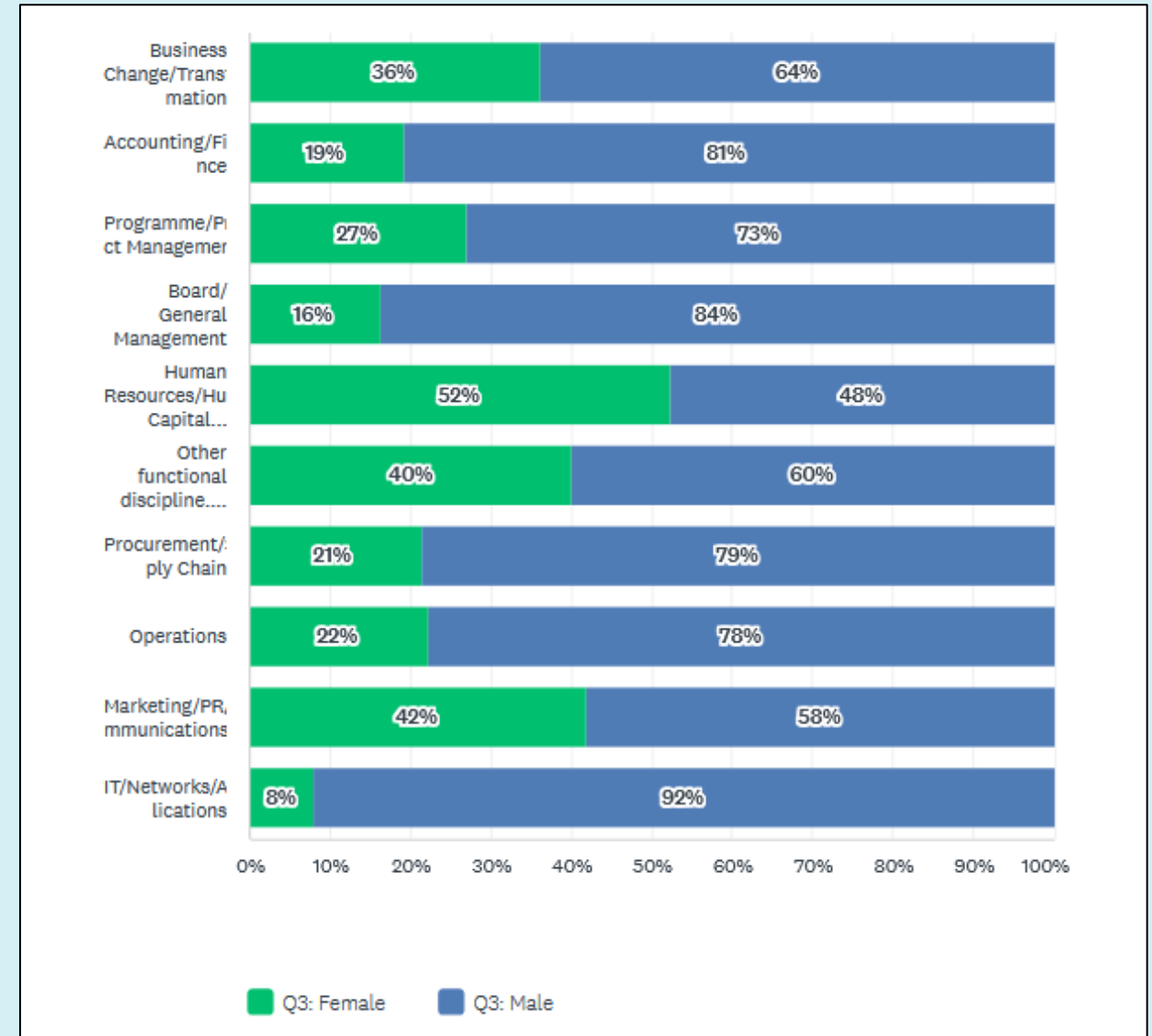
## Role Type



# 1. About You – The Interim Executive

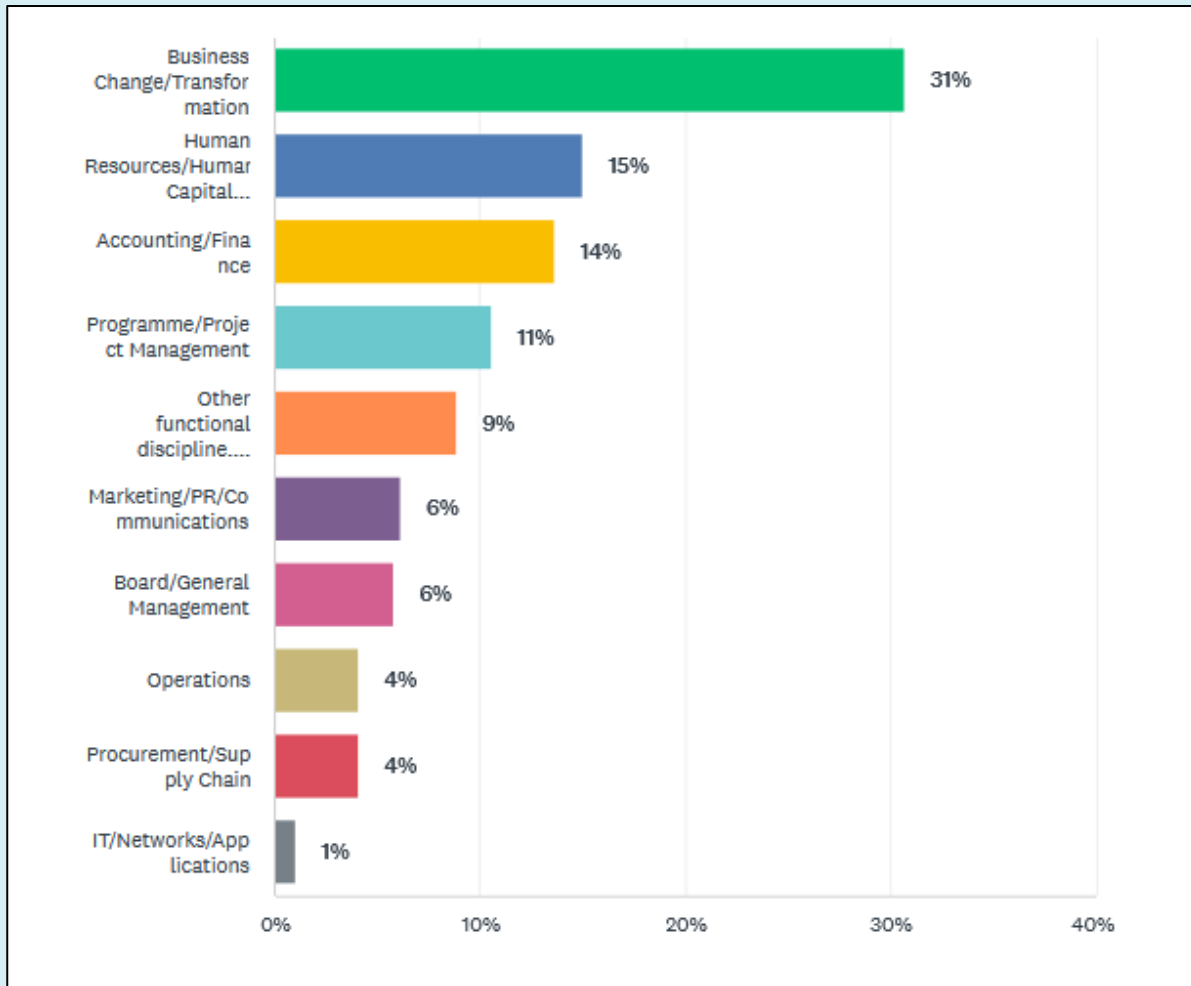
## Top 10 Functional Disciplines Overall – showing share by Female/Male

- Looking at the overall **Top 10** functional disciplines (81% of respondents) by Gender, we see marked differences when compared to the **72% Male/28% Female** overall split mentioned earlier
- IT, Board & General Management, and Accounting/Finance, all have significantly **higher Male shares – 81-92%**
- In stark contrast, Human Resources (52%), Marketing (42%) and Other (40%) have much **higher Female shares**
- This leads to quite different Top 10 functional disciplines for each Gender group as can be seen on the next slide

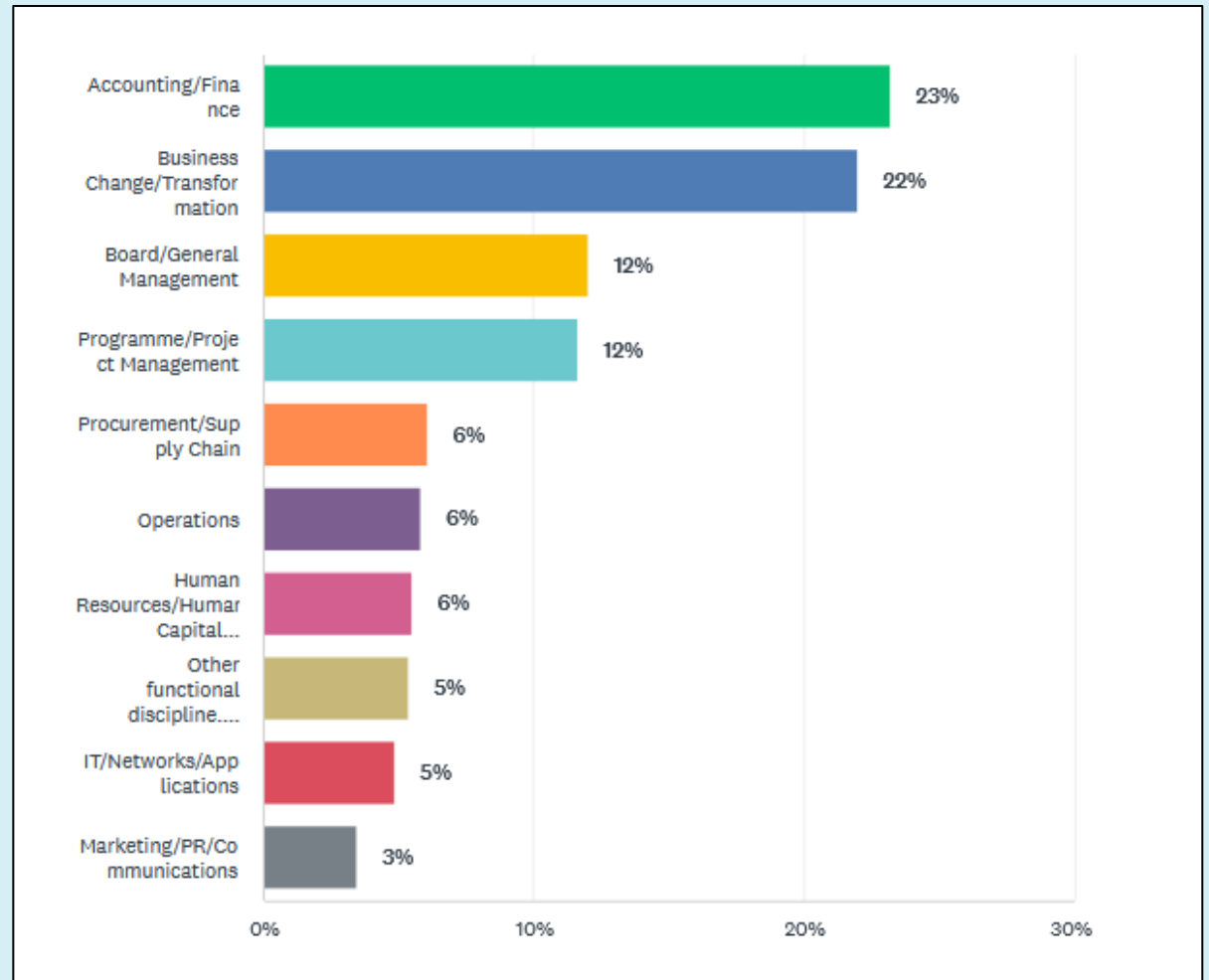


# 1. About You – The Interim Executive

## Top 10 Functional Disciplines – Female



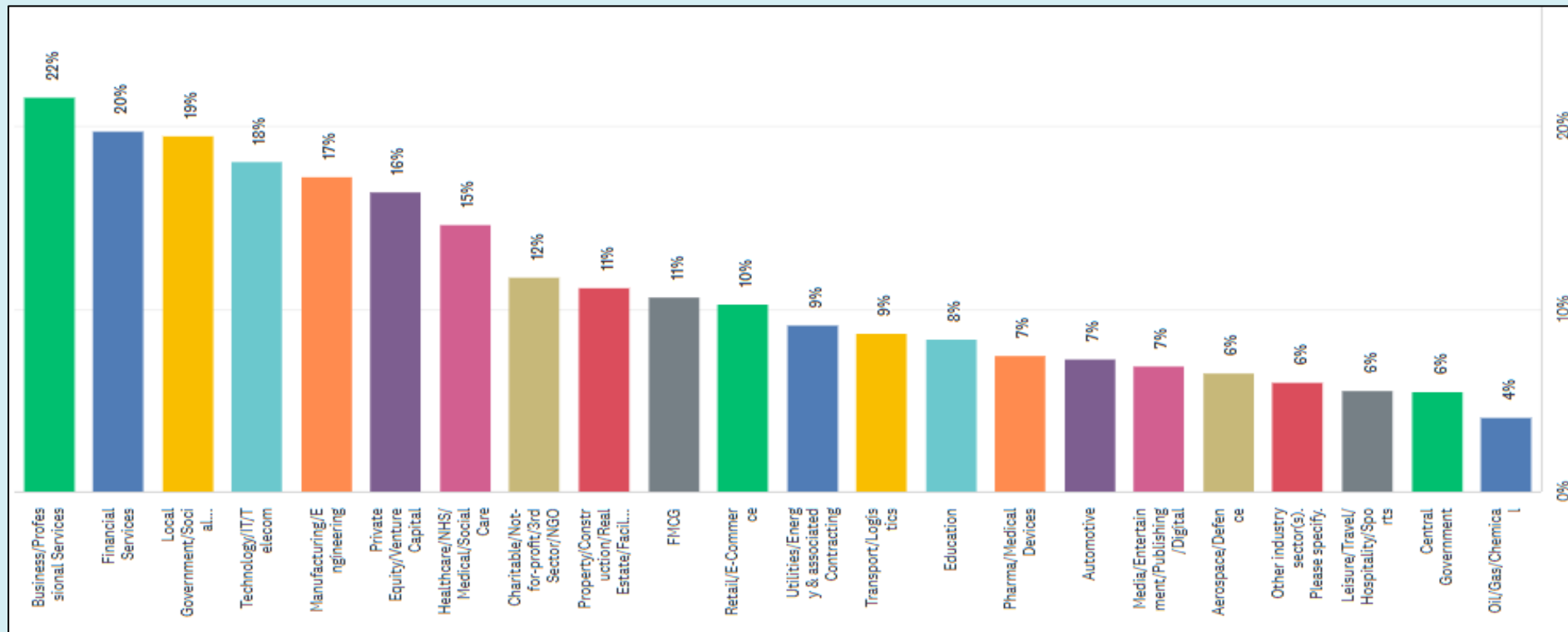
## Top 10 Functional Disciplines – Male



# 1. About You – The Interim Executive

## Industries worked in over last 3 years

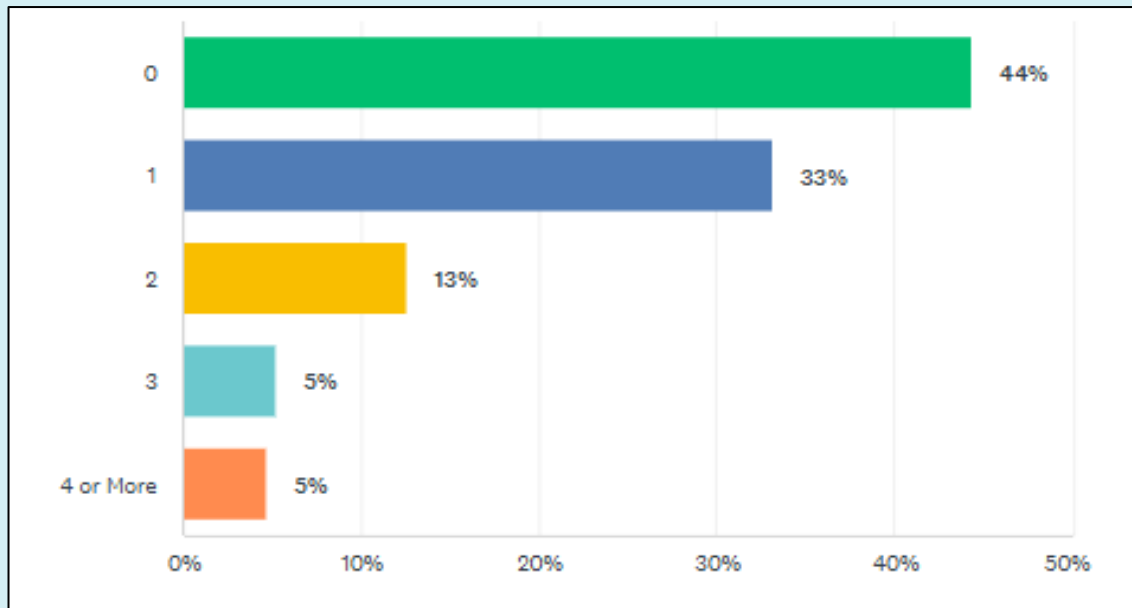
- Financial Services has dropped to 2<sup>nd</sup> place, with a 5% reduction from last year, back to 2024 levels (2025: 25%)
- Local Government has bounced back up to 3<sup>rd</sup>, with 19%, reversing its recent decline, (2025: 16%)
- Manufacturing / Engineering drops 1 place to 5<sup>th</sup> but with the same % as 2025, 17%



# 1. About You – The Interim Executive

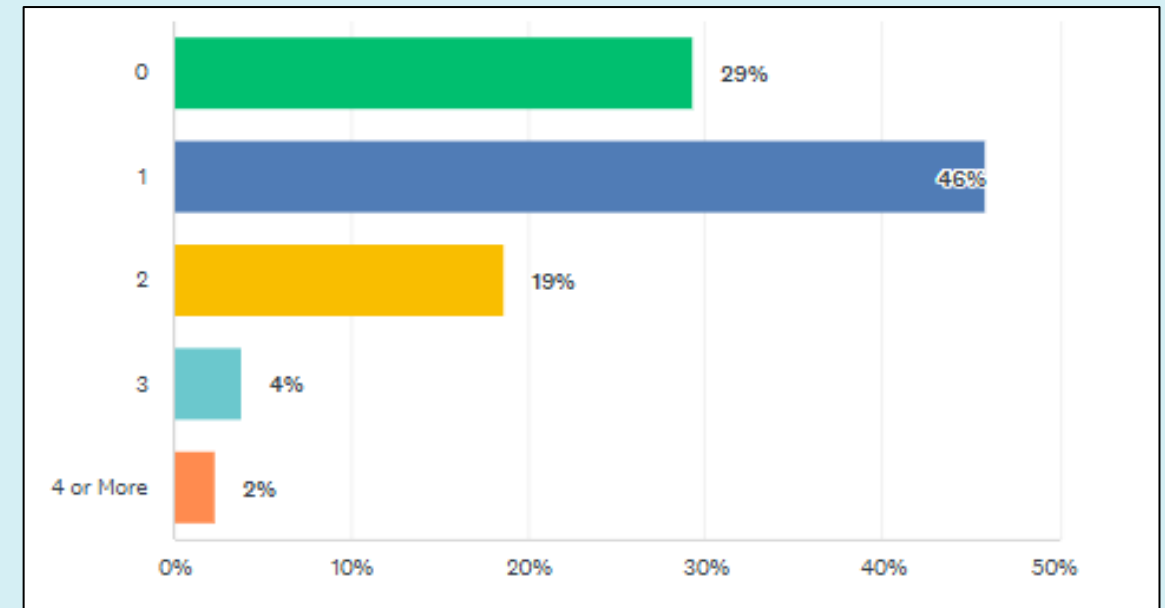
## Assignments Sourced Directly By Yourself

- This year maintains the significant shift away from directly sourced assignments, back to the levels seen in 2022 and 2023:
  - 2% Increase in Interims having no directly sourced assignments
  - 3% fewer Interims sourced 2 assignments directly



## Assignment Sourced by a 3<sup>rd</sup> Party

- A further increase in 3rd Party sourced assignments, when compared with 2025
  - 3% Increase in Interims sourcing 1 assignment via 3rd Party
  - 5% drop in Interims having no 3rd Party sourced assignments



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

# 1. About You – The Interim Executive

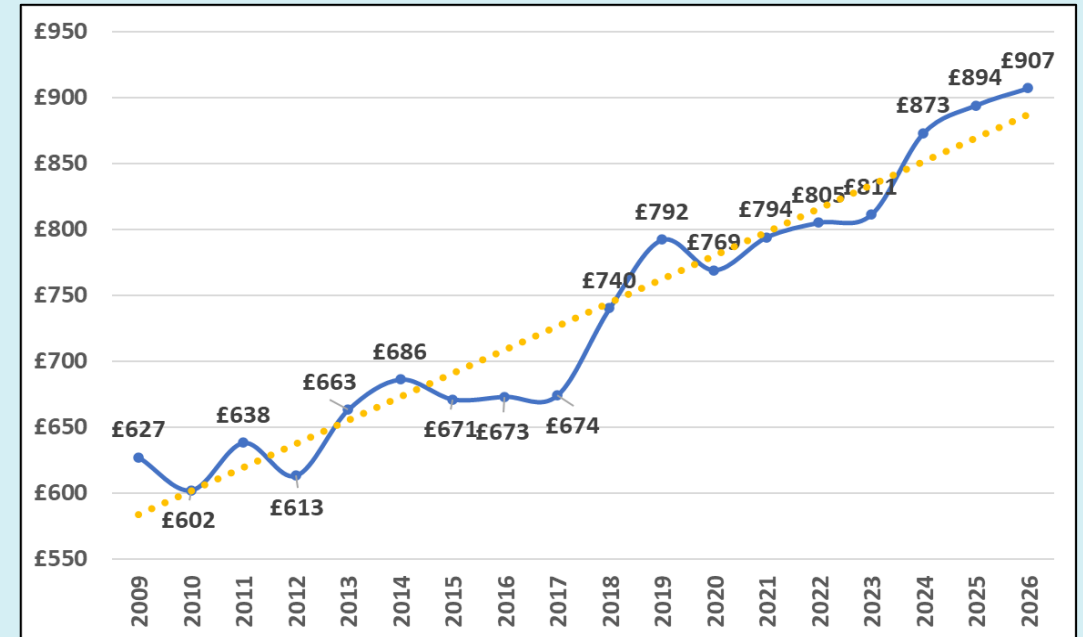
## Remuneration – Average Day Rate Breakdown

- **Private** Sector Interims are now paid, on average, **43% more** than **Public** Sector Interims (2025: 38%) and **38% more** than **3<sup>rd</sup> Sector** Interims (2025: 43%)
- **Males** are paid, on average, **13% more** than **Females** (2025: 15%)

		2025	2026	Change
Gender	Male	£903	£922	+1.0%
	Female	£782	£813	+4.2%
Sector	Private	£970	£1004	+3.5%
	Public	£701	£700	-0.1%
	3 <sup>rd</sup> /Charity	£680	£728	+7.0%
IR35	Outside	£947	£949	+0.1%
	Inside	£791	£830	+4.98%

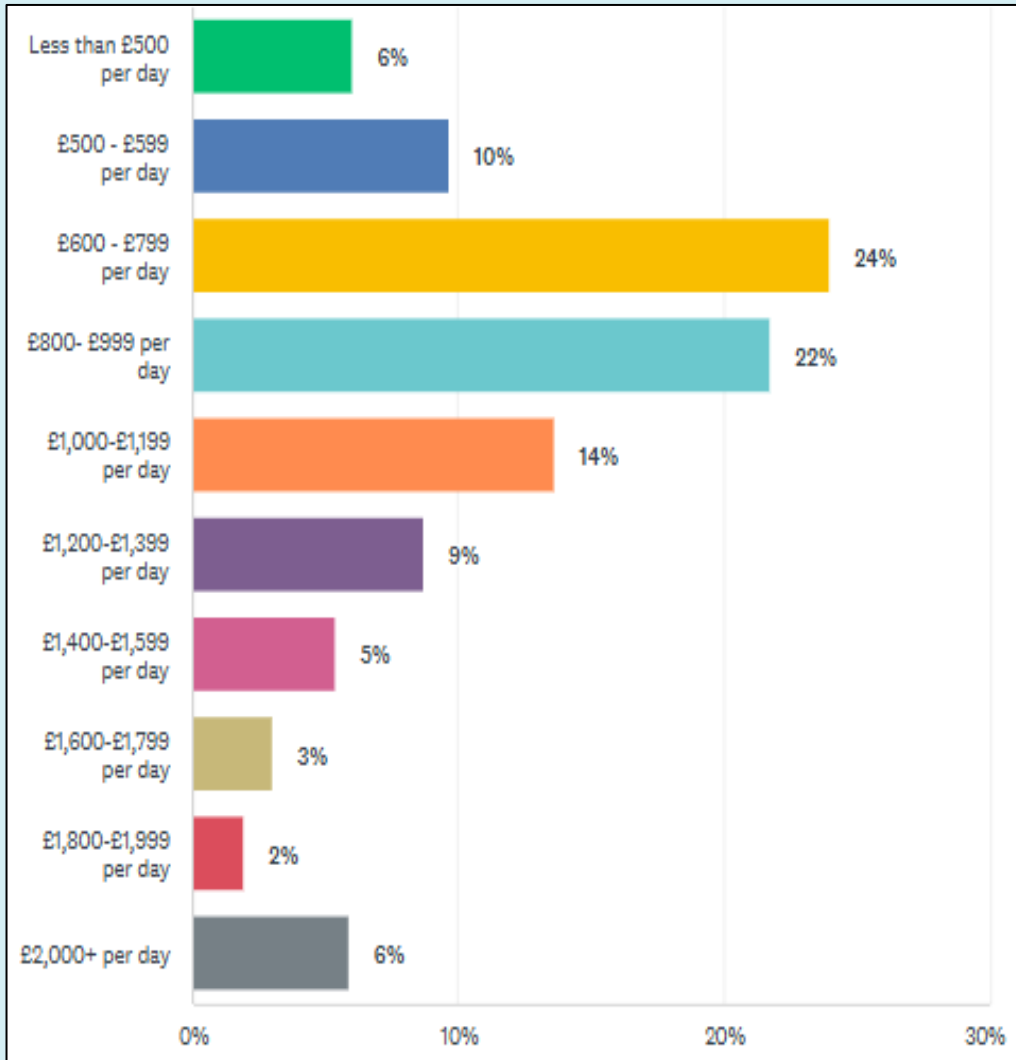
## Remuneration - Overall Day Rate Trend

- A tiny 1% increase in the overall average day rate to £907, faltering again as the market remains fairly flat

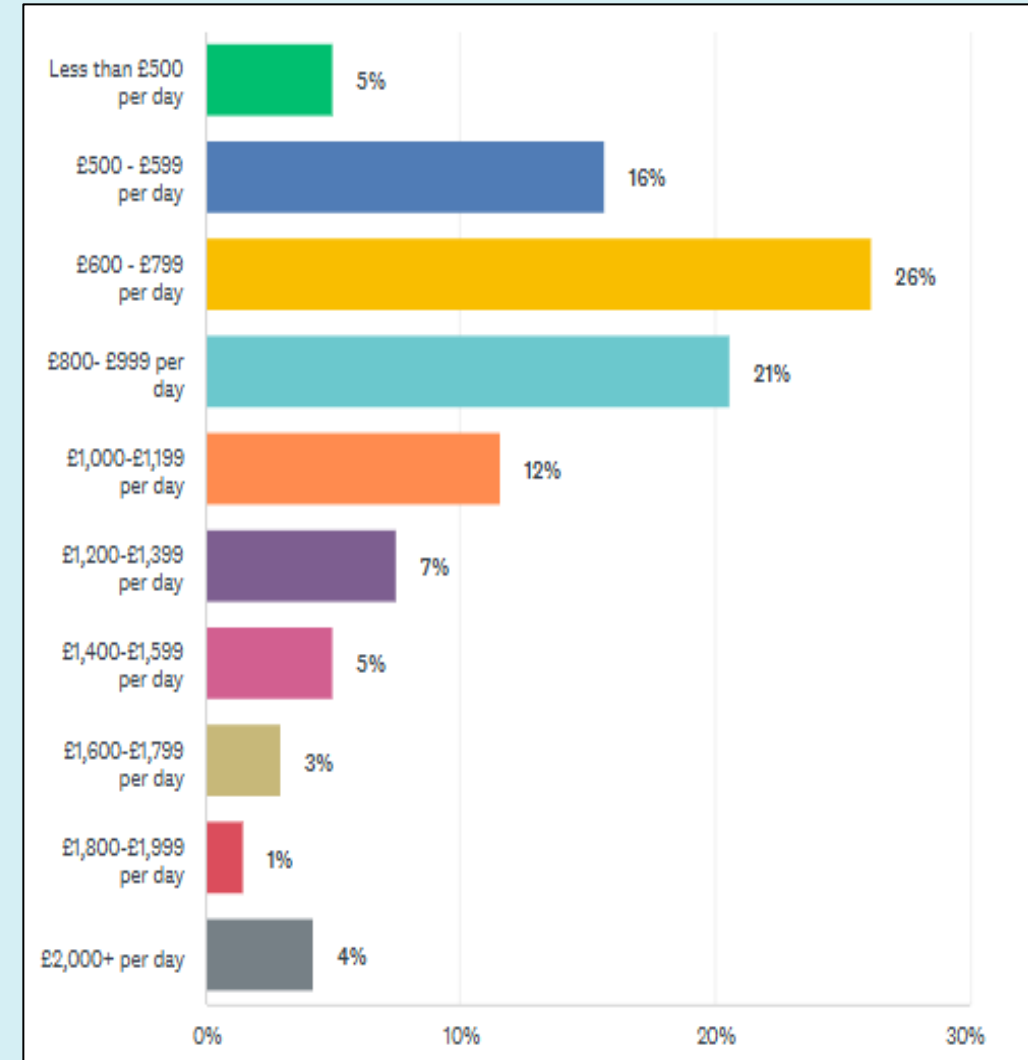


# 1. About You – The Interim Executive

## Remuneration Outside IR35 – Directly Sourced



## Remuneration Outside IR35 – 3rd Party Sourced

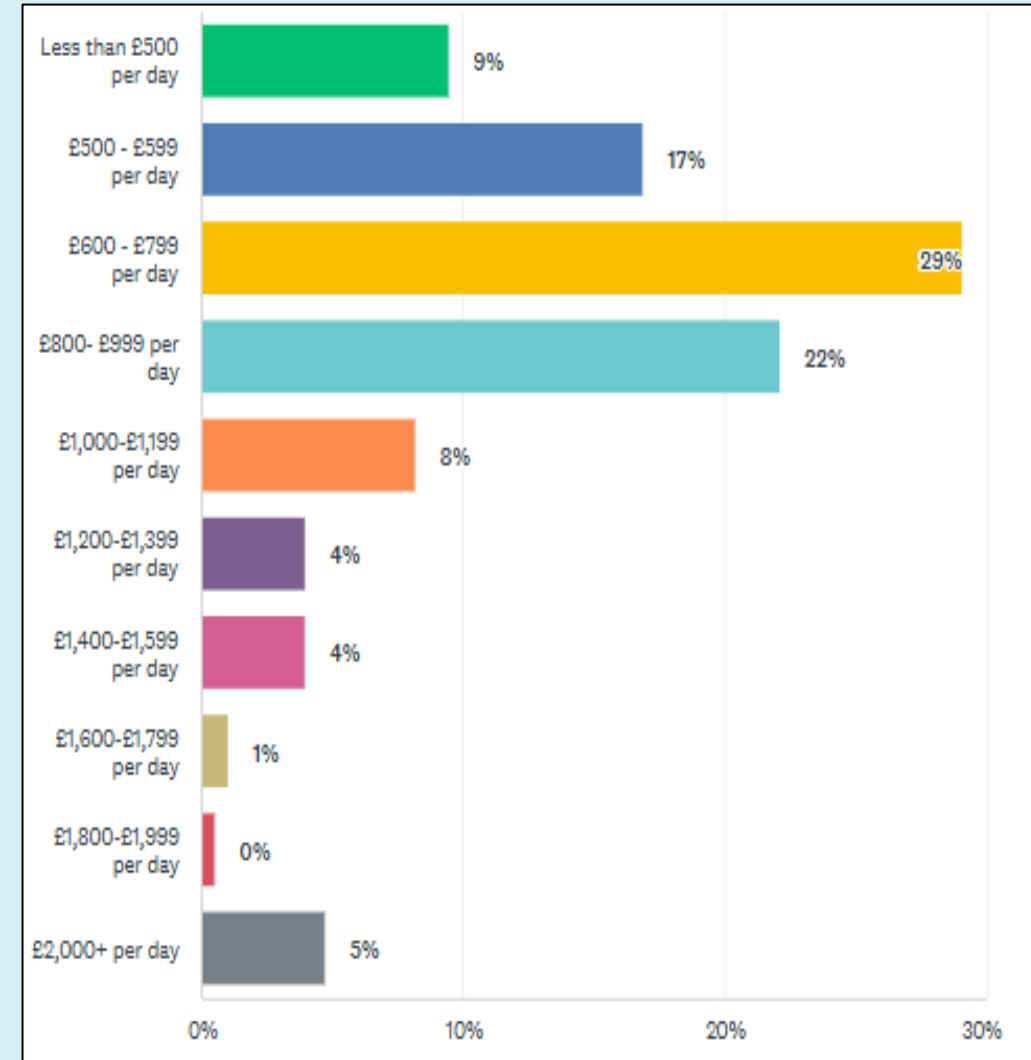
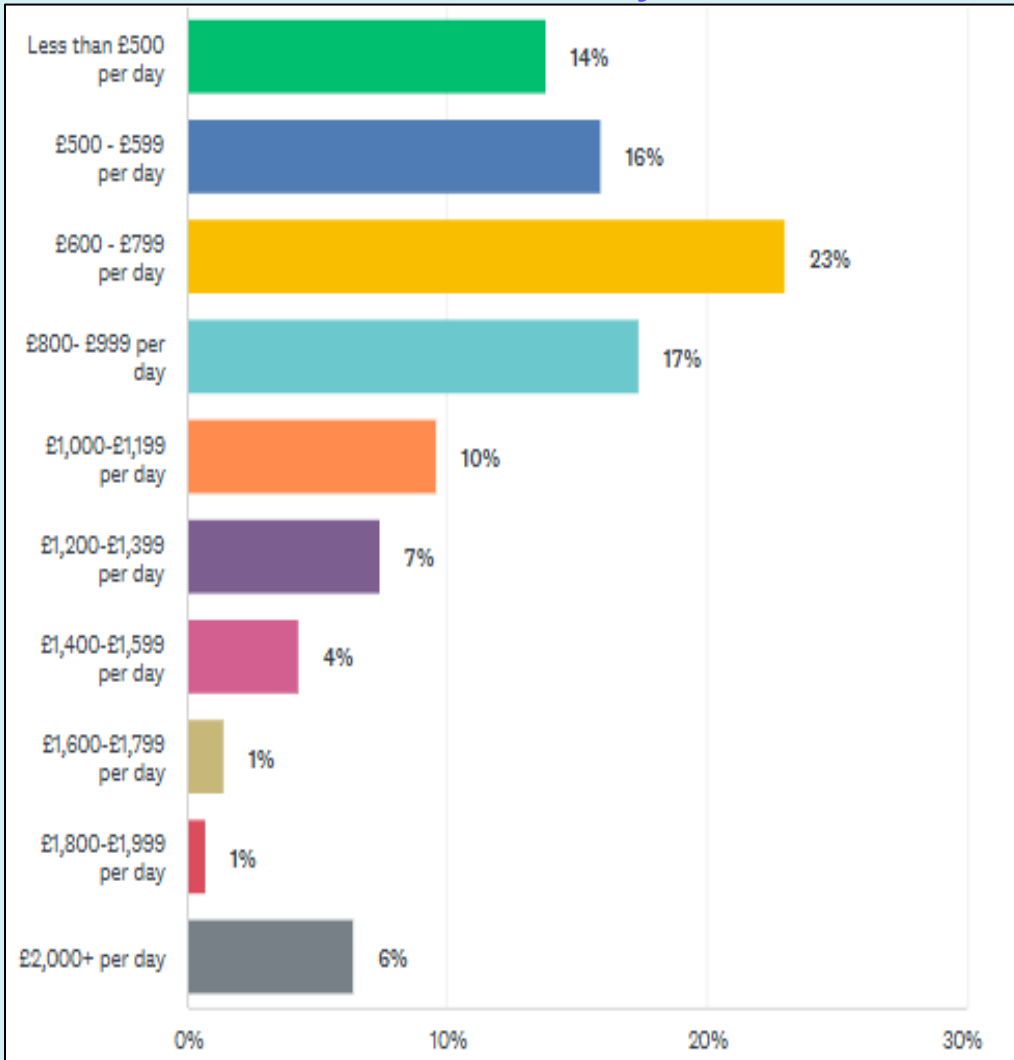


- As previous years, the Day Rate spread is similar whether Directly or 3<sup>rd</sup> Party Sourced.
- Day Rates below £800 / day remain broadly as 2025, with a **2% increase for 3<sup>rd</sup> Party** and **1% decrease for Directly**
- 1% increase in Directly Sourced Assignments in the £800 - £1399 range**
- 3<sup>rd</sup> Party sourced Assignments over the £1400 / day rate are the same as 2025**
- Directly sourced Assignments over the £1400 / day rate are 1% Higher**

# 1. About You – The Interim Executive

Remuneration  
Inside IR35 – Directly Sourced

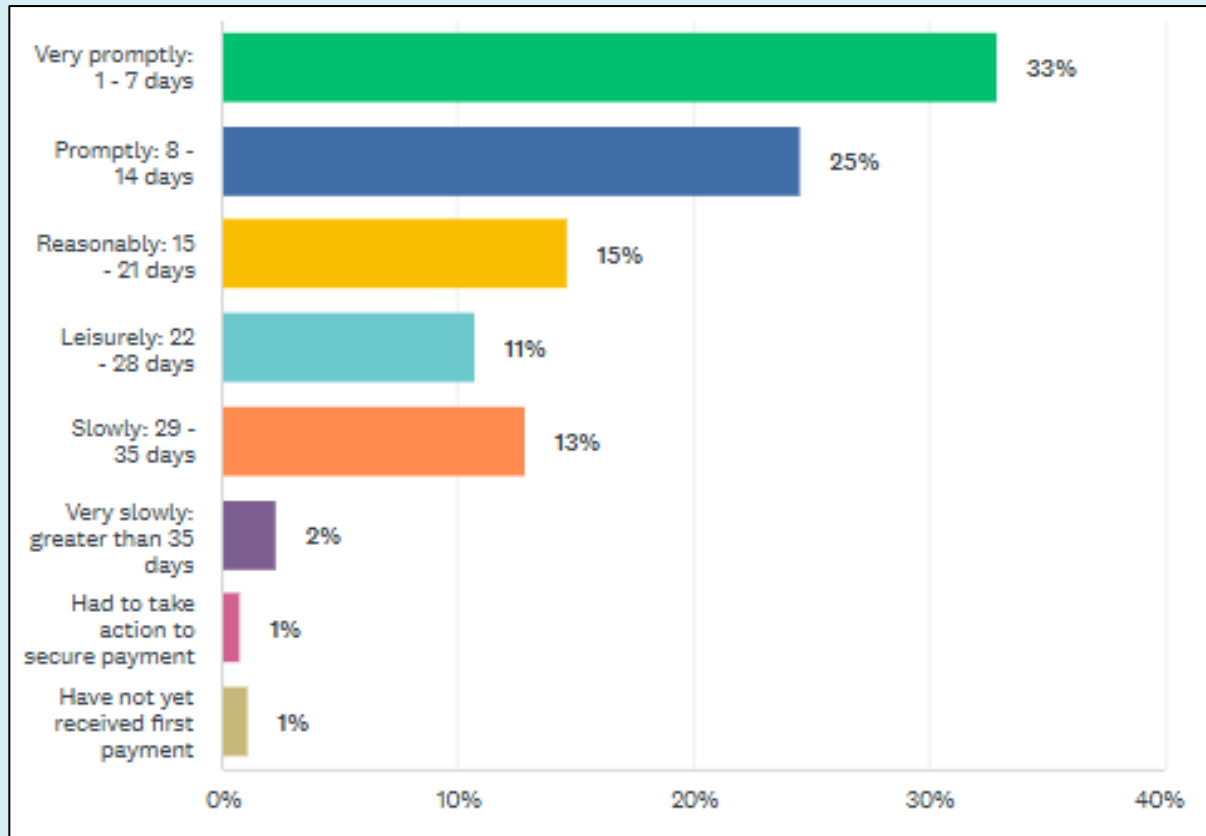
Remuneration  
Inside IR35 – 3<sup>rd</sup> Party Sourced



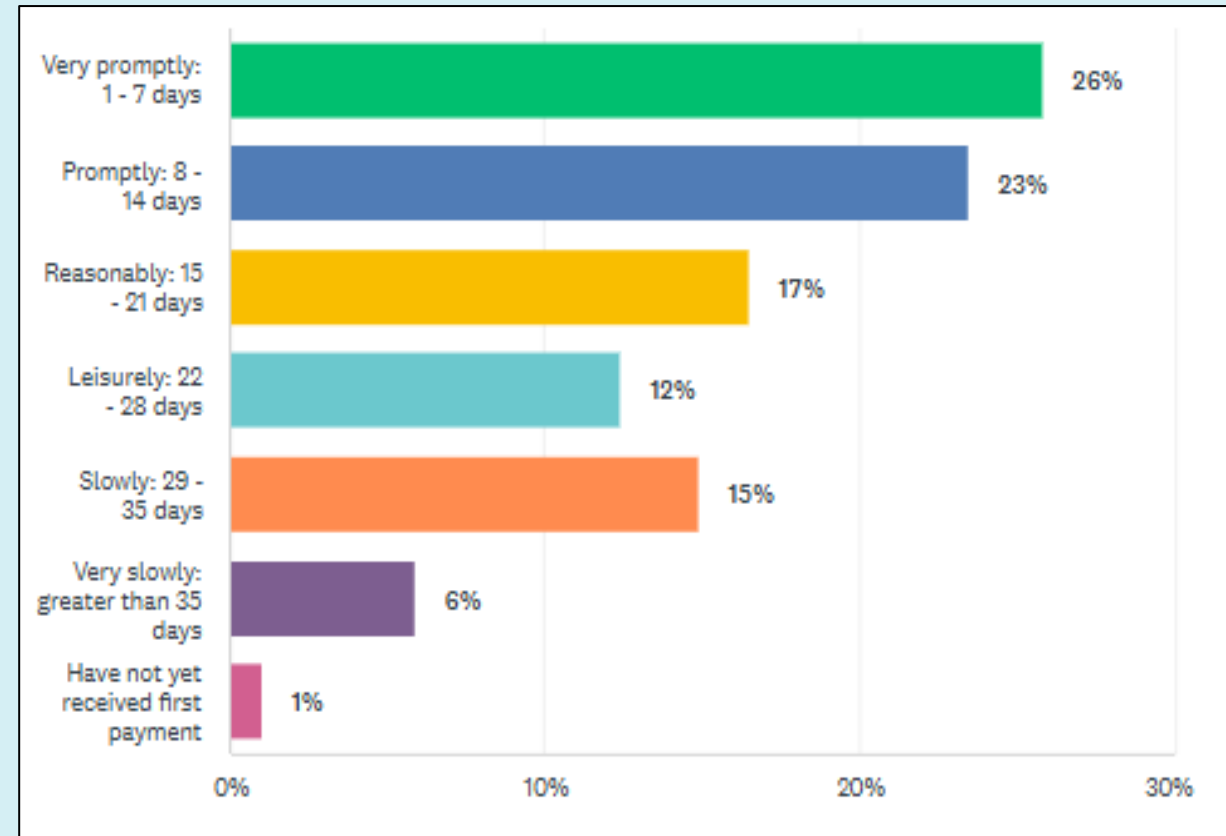
- 6% Increase in Directly Sourced Assignments less than £500 / day, and 2% reduction in 3<sup>rd</sup> Party Sourced
- 5% drop in Directly Sourced Assignments in the £600 - £799 / day range
- 4% increase in 3<sup>rd</sup> Party Sourced assignments in the £800 - £999 / day range
- 2% increase in 3<sup>rd</sup> Party sourced assignments over the £1,400 / day rate bracket, compared with 2025
- 1% decrease in Directly sourced assignments over the £1,400 / day rate bracket, compared with 2025

# 1. About You – The Interim Executive

## Speed of 3<sup>rd</sup> Party Payment



## Speed of Direct Client Payment



- 84% of Interims say that 3rd Party payment is at 28 days or less – an increase of 4% from last year
- 78% of Interims say that Direct Payment by Clients is at 28 days or less – a 1% increase from 2025
- The strong message is that for at least 75%, payment is within a reasonable 28 days

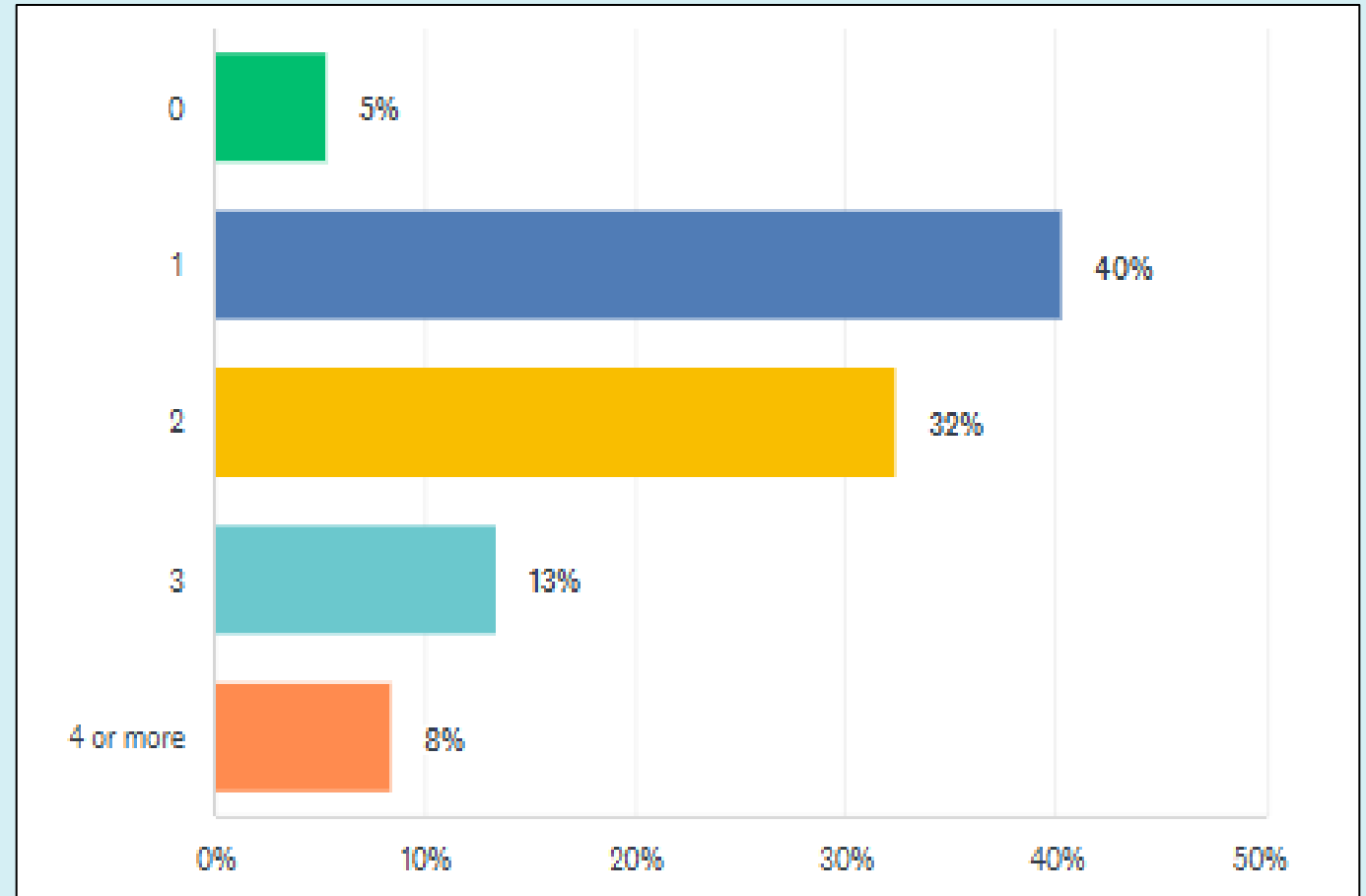
# 2. About The Market & Wider Economy



## 2. About the Market

### Number of Assignments

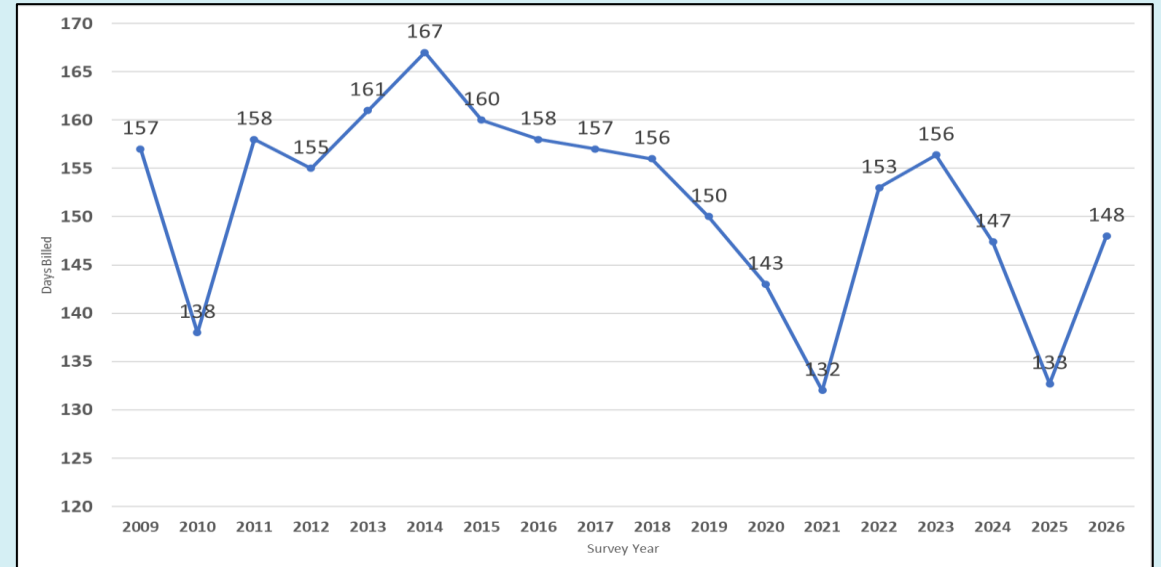
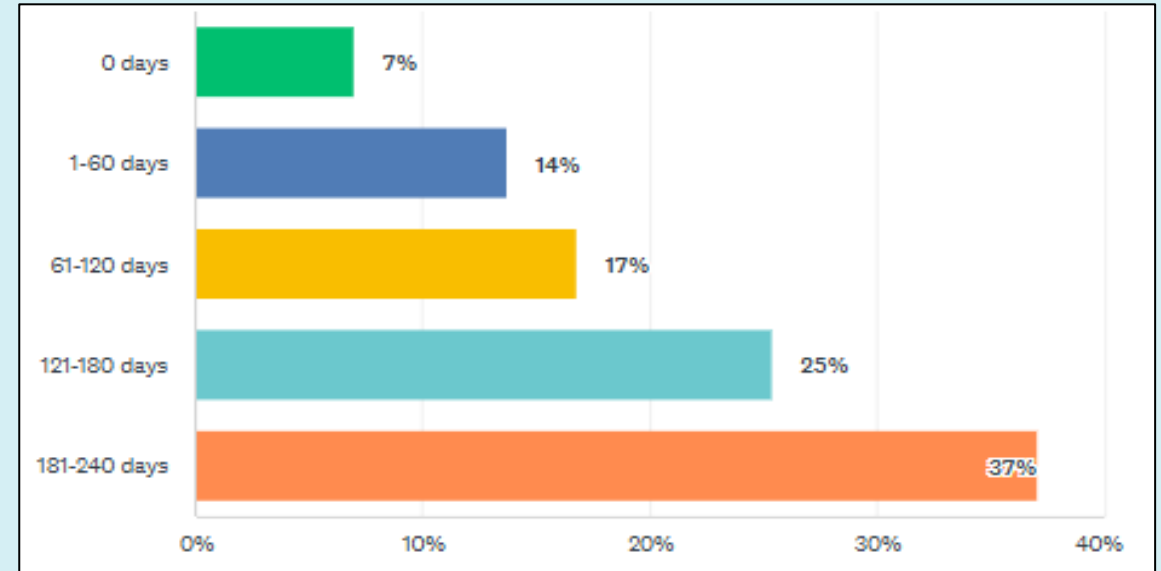
- A **1% decrease** in the number Interims with Zero assignments in the year, compared with 2025, is a positive
- Another positive note is the **1% increase** in the number of Interims saying they carried out 1 or 2 assignments in the last 12 months
- Overall, the market remains challenging, but glimmers of hope



## 2. About the Market

### Days Billed

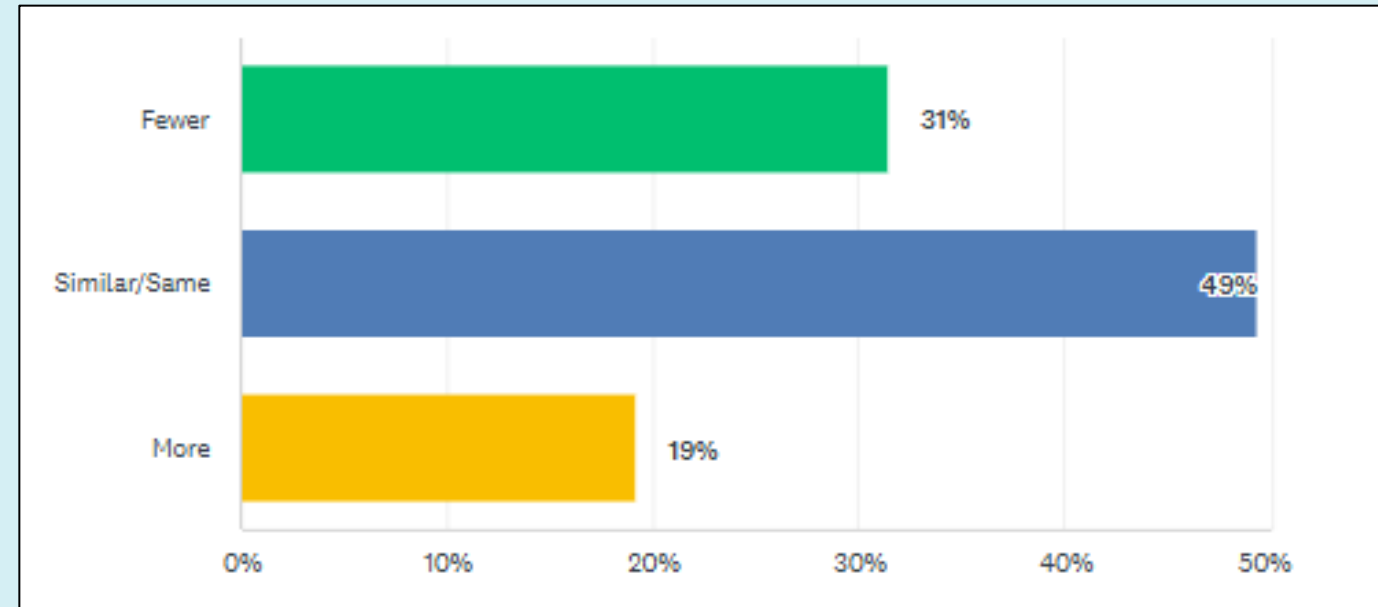
- A 1% increase in the 181 – 240 days billed, reverses the drop seen last year but remains well down on the heady levels in 2022 and 2023 (51% each)
- Interims billing between 61 – 180 days remains the same as 2025 (with the same split) at 42%
- 1% decrease to 31% in 1 – 120 days billed compared with 2025, but still higher than 2024 (26%)
- 2026 saw a pleasing bounce back from last year's low average 133 days billed, back to a more reasonable **148 days**, although still 19 days off the heady levels of 2014 -encouraging nonetheless



## 2. About the Market

### Comparison of billed days previous 12 months

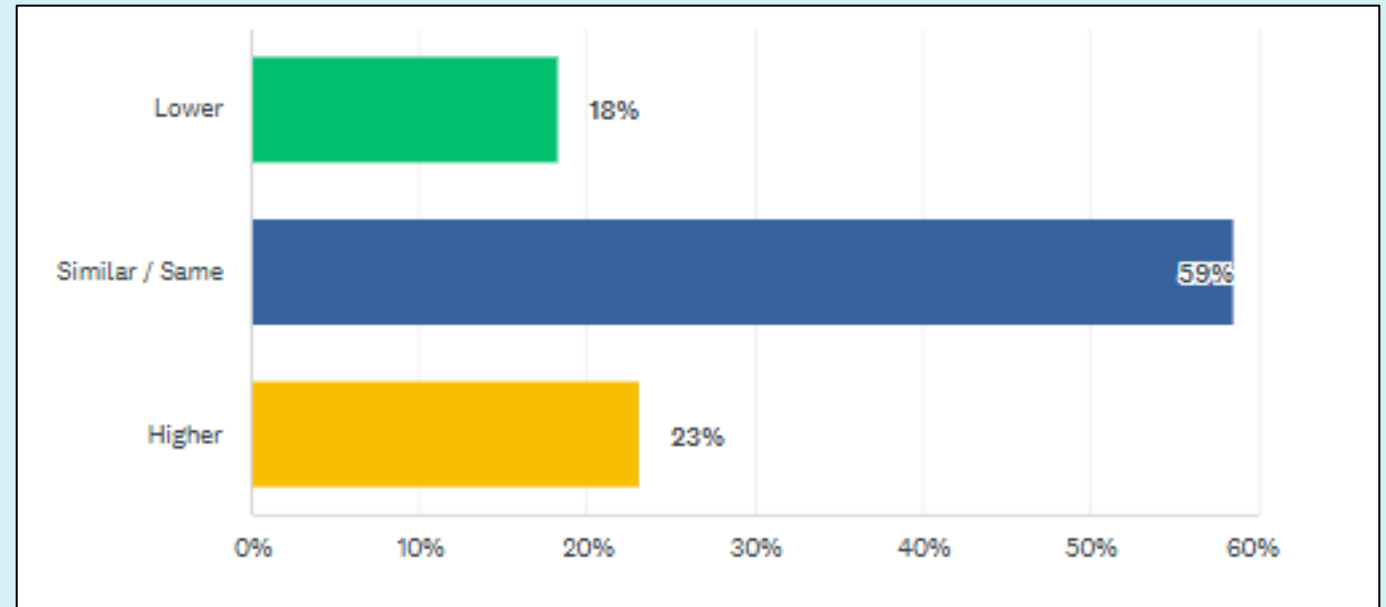
- This year we see a **3% drop**, to 31%, in the number of Interims billing fewer days. A positive turnaround from the increases in the last 2 years; however not back to the levels of 2022 (20%) and 2023 (18%)
- A **1% drop** in those billing Similar / Same, compared with 2025, is the lowest in the last 4 years, with 2023 being the highest at 62%
- The **3% increase to 19%** in the number of Interims that billed more days, compared to 2025, equals the results of 2023 but falls short of the high of 28% reached in 2022
- This is further evidence of a challenging market, but with some improvement over the last 12 months



## 2. About the Market

### Average Day Rate compared with previous 12 months

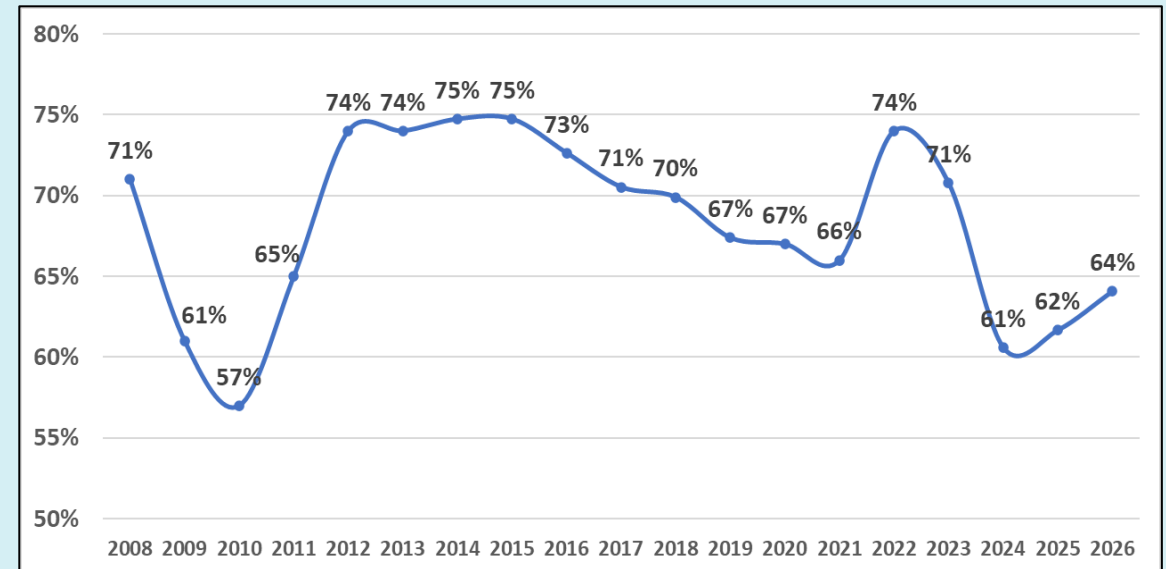
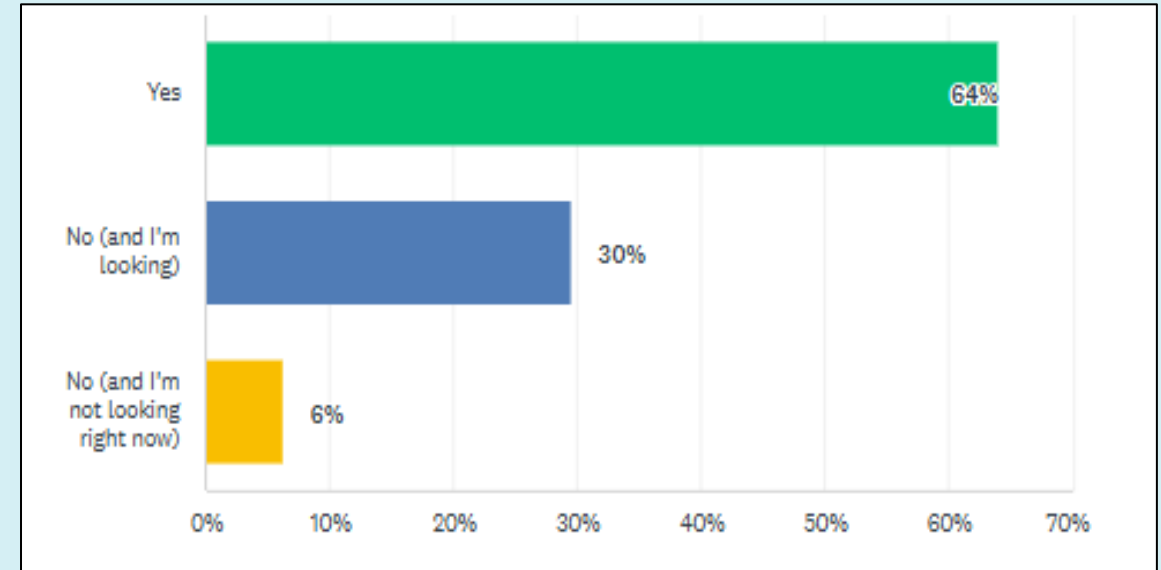
- For the **4<sup>th</sup> Year in a row** Interims are reporting **lower day rates**, now at 18%.  
(2023: 9%, 2024: 14%, 2025: 17%)
- Similar/Same** has risen by 1% from 2025, at 59%
- Interims achieving **Higher Day Rates** has again seen a reduction of 1% compared with 2025, and continues the decline in this area  
(2023: 31%, 2024: 28%, 2025: 24%)



## 2. About the Market

### Snapshot: On assignment at end of March 2026

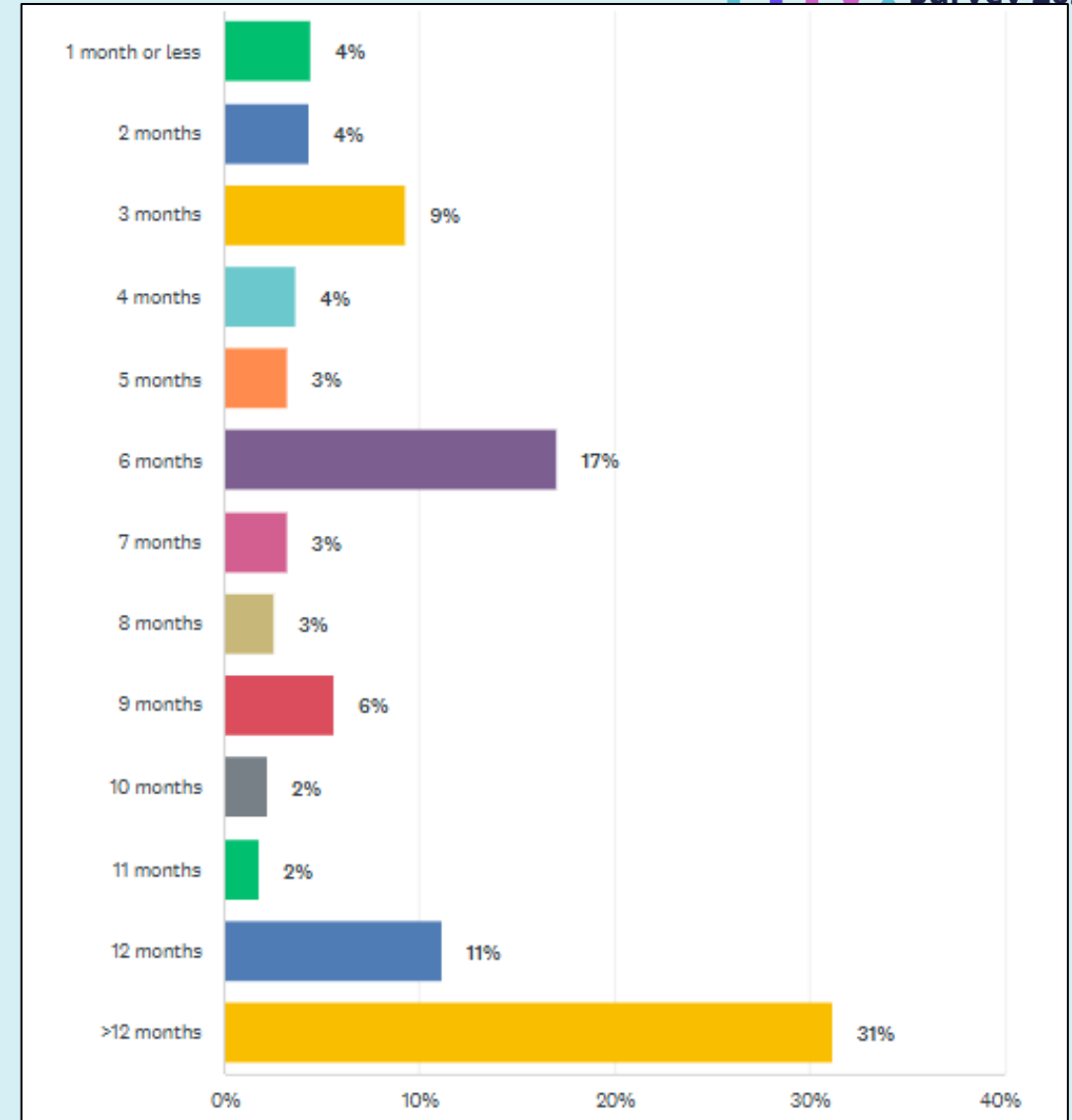
- A **2% uplift** in Interims **on assignment** at the end of March is a small sign that the market may be improving slightly, but is still a long way off the high of 2022 (74%)
- Another **1% reduction** in those **not on assignment and looking**, is another glimmer of improvement but is still nearly double what it was in 2022 (18%)
- Interims **not on assignment and NOT looking** has remained at a similar level for the last 4 years, decreasing 1% this year compared with 2025
- At least the recent sharp and longer term decline has been arrested, with some limited recovery



## 2. About the Market

### Length of current / last assignment

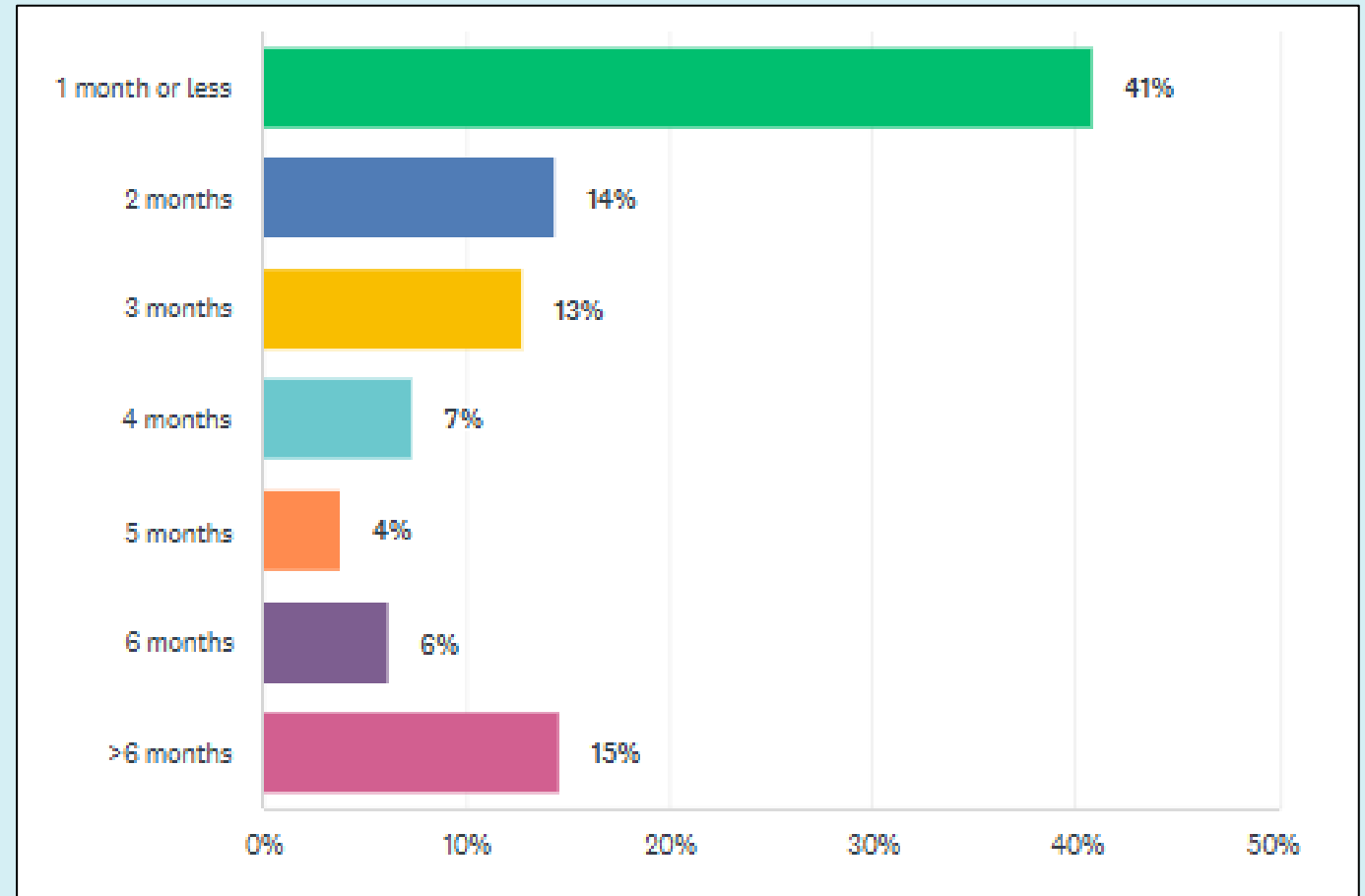
- The spread of **length of the assignment** follows the same pattern as 2024 and 2025, with assignments **under 6 months** at 24% (2024: 24%, 2025: 25%)
- Assignments of **6 months** has **dropped by 2%** compared with 2025 and 2024, with just a 1% increase in assignments of 4 months
- A **1% increase** in assignments of **12 months** brings us back to 11%, the same as 2024
- Interims on assignment for **more than 12 months**, at the end of March 2026, has **risen by 4%** compared with 2025 and 5% when compared with 2024
- Perhaps unsurprisingly therefore, the average assignment length is **up slightly at 10.0 months** (2025: 9.6 months)



## 2. About the Market

### Gap between assignments

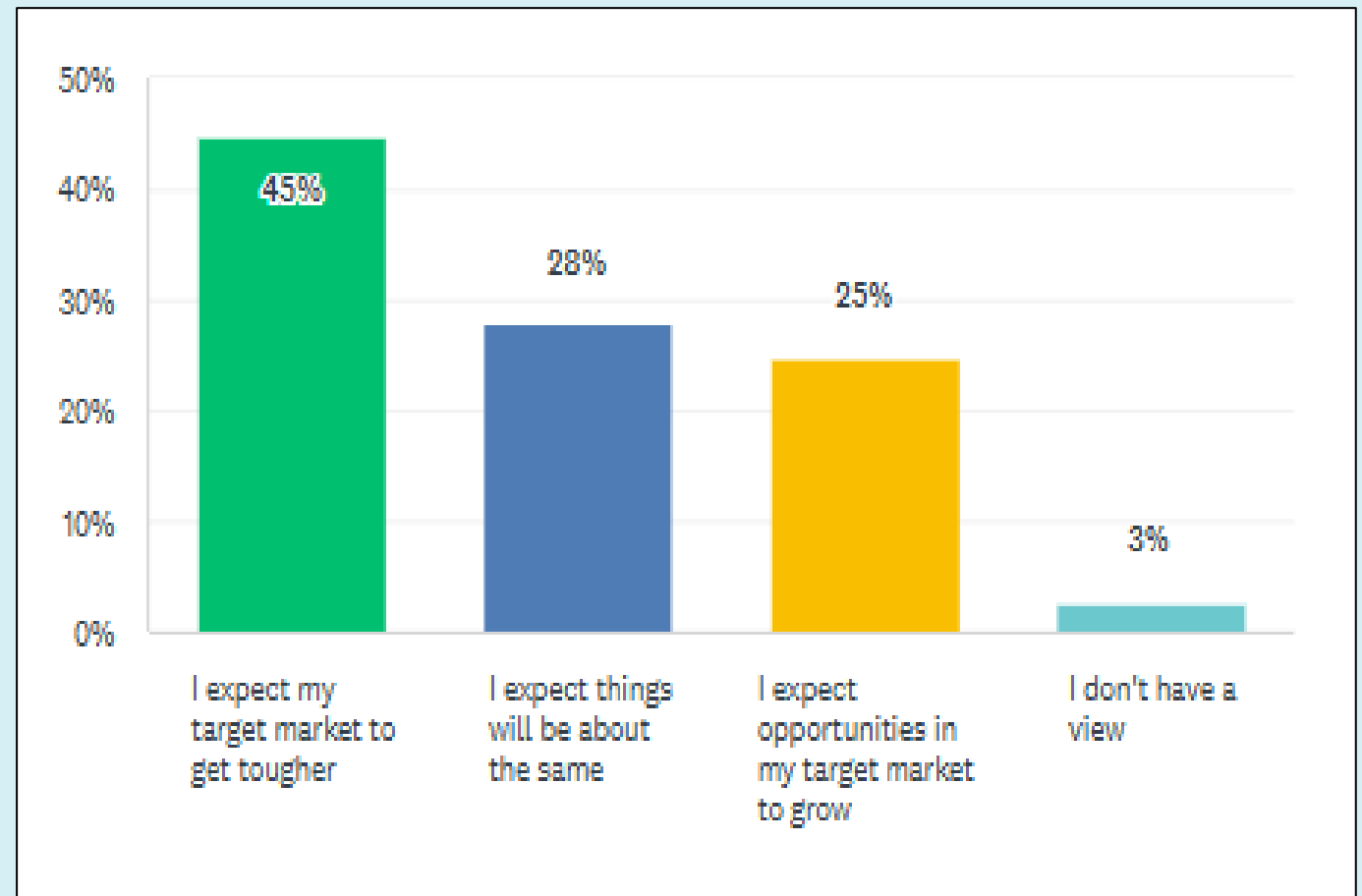
- A 1% increase in the number of Interims reporting a gap of 3 months or less, reverses the trend seen over the last 3 years but, at 68% is still a long way off 2023 high of 79%
- A decrease of 1% in Interims reporting a gap of more than 6 months, compared with 2025, is another small sign of improvement in the market
- Encouragingly, we see a corresponding fall in the overall average gap to 3.2 months (2025: 3.3 months), reversing the trend of recent years



## 2. About the Market

### Looking at the next 12 months

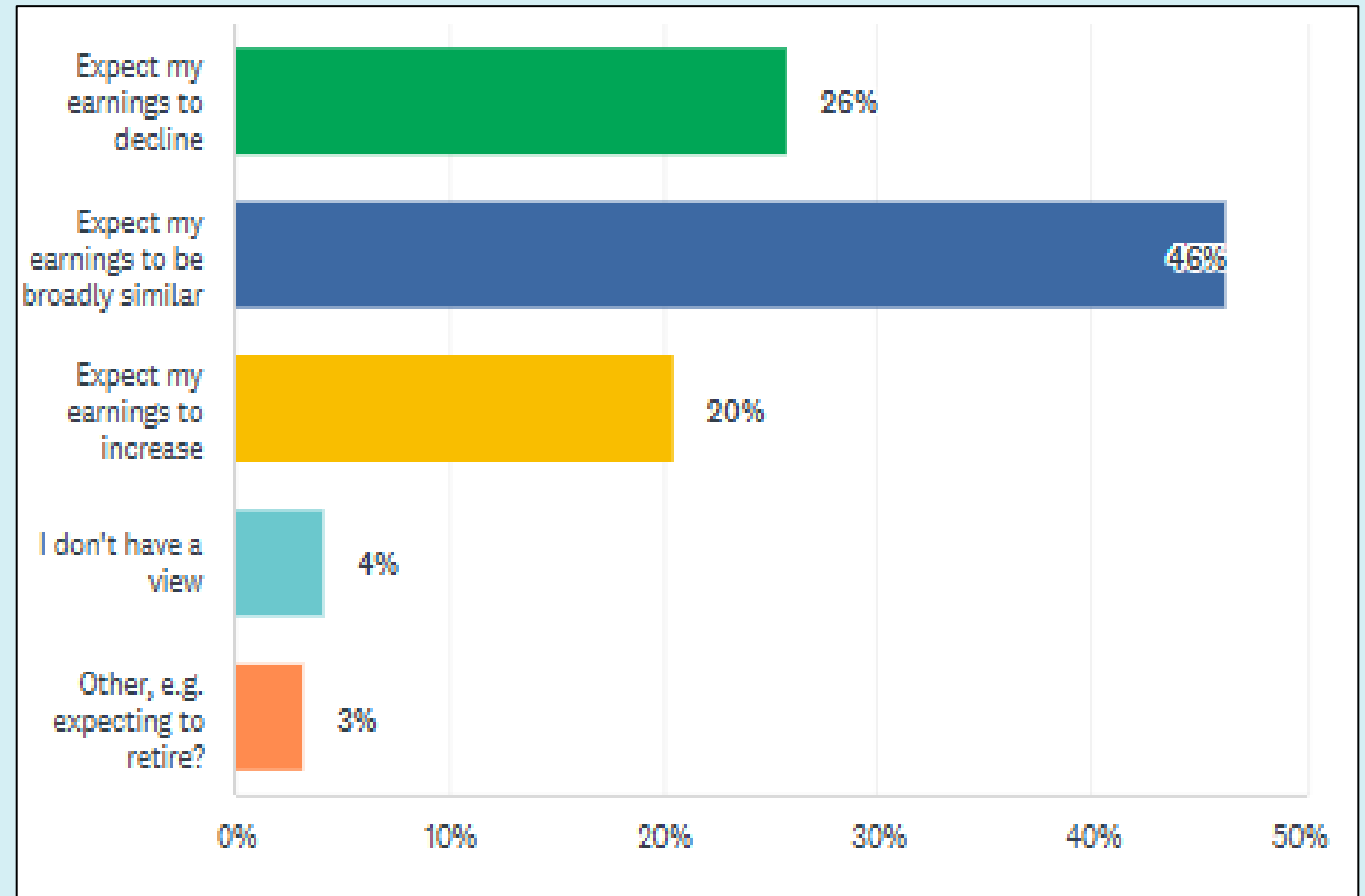
- A 1% increase in Interims expecting things to get tougher, slows the rise seen over the last 5 years, but is still more than 5x the level seen in 2022 (8%)
- Interims expecting things to be **about the same** has **dropped by 3%** compared with 2025, echoing the uncertainty in the market
- On a more positive note, **an increase of 3%** of Interims expect the opportunities in their market to **grow**, reversing the decline seen in 2025
- Overall, **73%** of interims expect **no growth** is likely over the next 12 months which is 2% less pessimistic than 2025



## 2. About the Market

### Earnings expectations over next 12 months

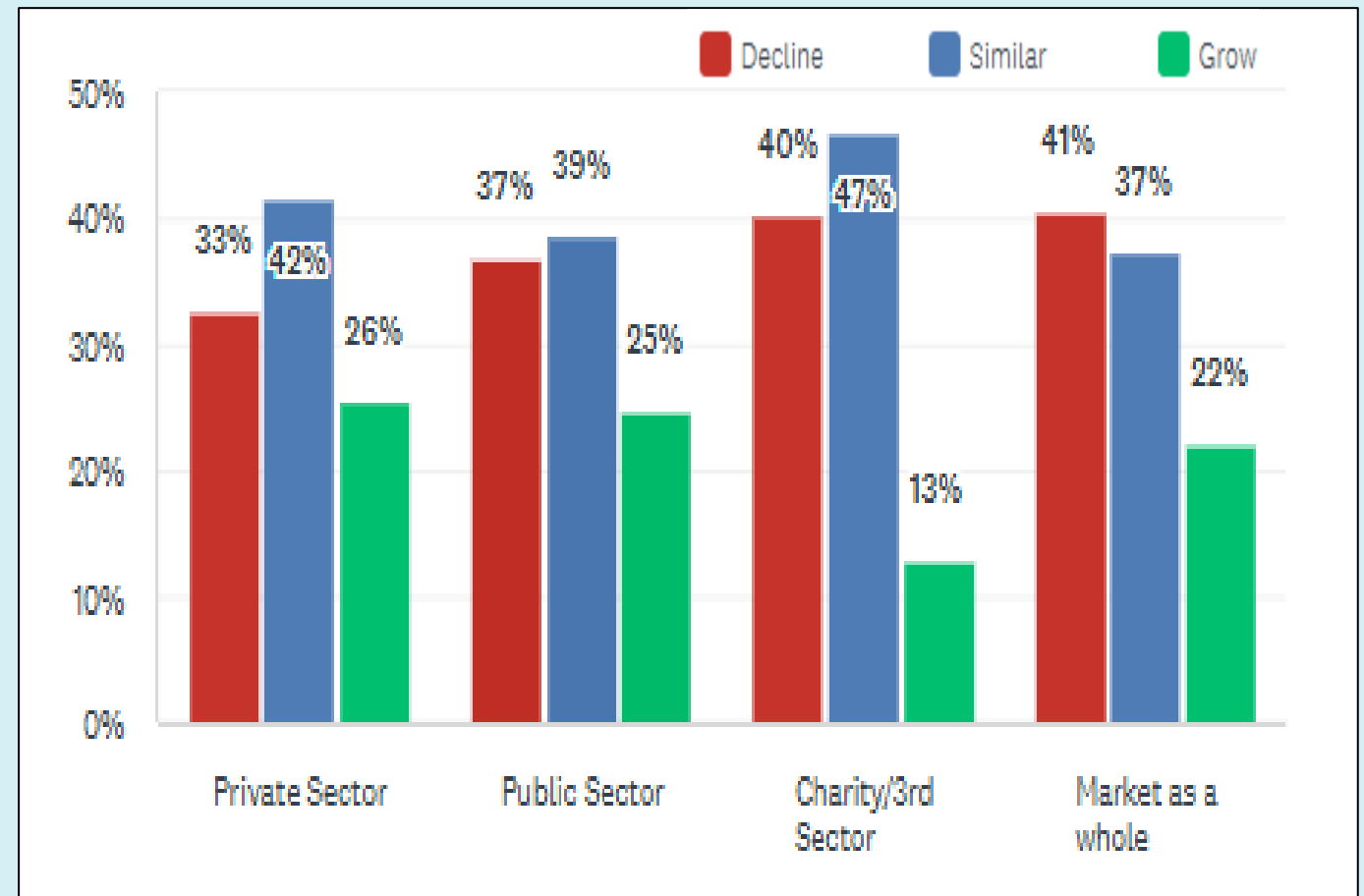
- Another rise, this time of 2% to 26%, continues the trend of the last 4 years of interims expecting their earnings to decline in the coming year (2022: 12%, 2023: 16%, 2024: 19%, 2025: 24%)
- A 4% drop in Interims expecting a broadly similar level of earnings, further illustrates the toughness of the market and the overall uncertainty
- Those expecting earnings growth remain static at 20% (2025: 20%) but 6% lower than 2022
- Although there is a slight uptick in some of the positive metrics, there is not much optimism out there and there remains a lot of uncertainty



## 2. About the Market

### Interim Market and Sector Expectations in the next 12 months

- 2% increase to 41% in Interims predicting a **decline in the Market as whole** is further evidence of the overall uncertainty and pessimism (2022: 15%, 2023: 20%, 2024: 22%, 2025: 39%)
- Expectations of **growth in the Private Sector** remains the same, at 26%, however in the **Public Sector** this has **increased by 5%** and those in the **3<sup>rd</sup> Sector** expect a 2% decline
- Both the Public and 3<sup>rd</sup> Sectors remain gloomy for the coming year, however less so than last year, with an improvement of 9% and 10% respectively in Interims predicting a decline in these Sectors



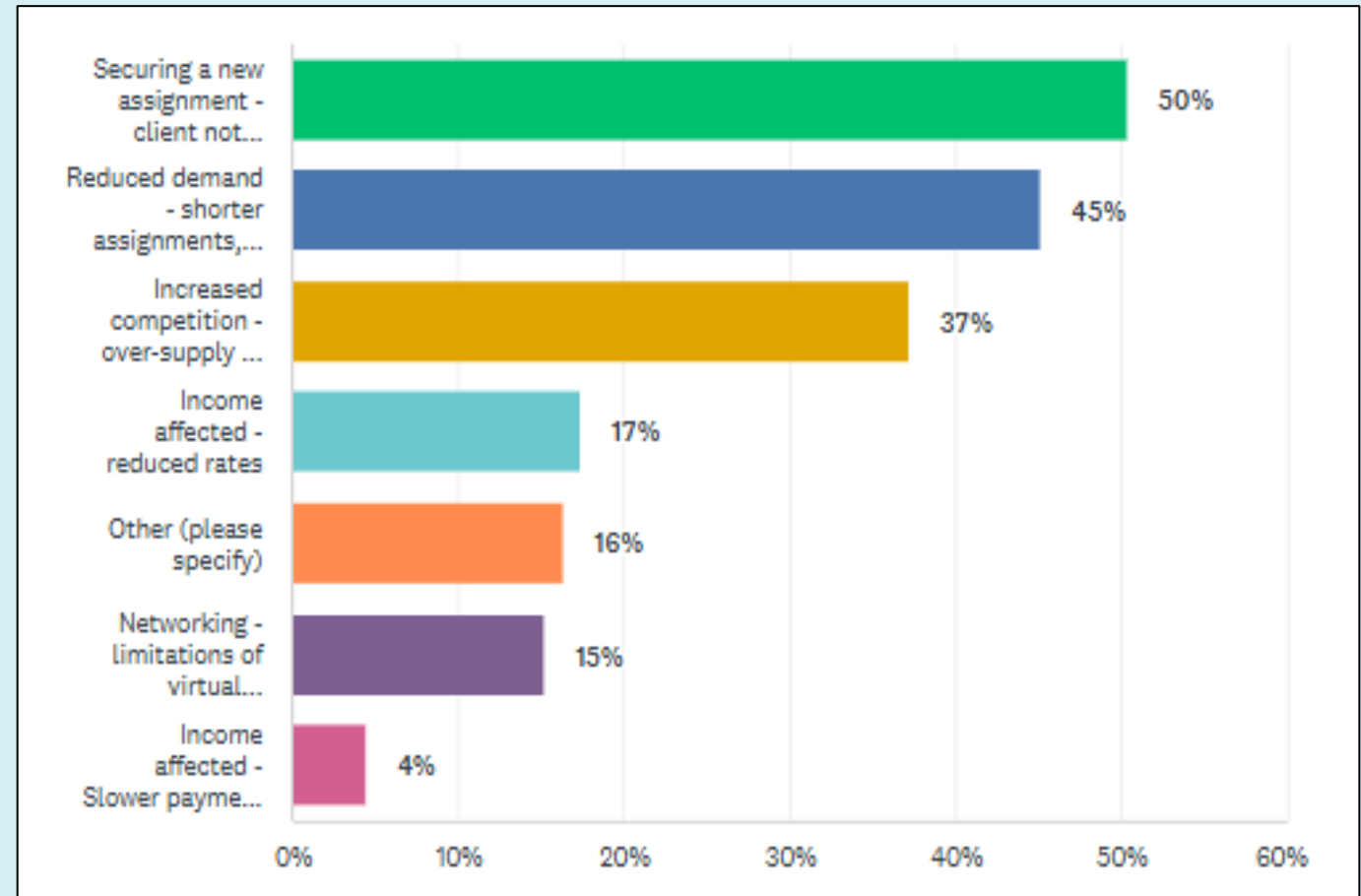
# 3. Impact of the Economic Situation



### 3. Impact of the Economic Situation

#### Biggest Challenges Caused by the Economy

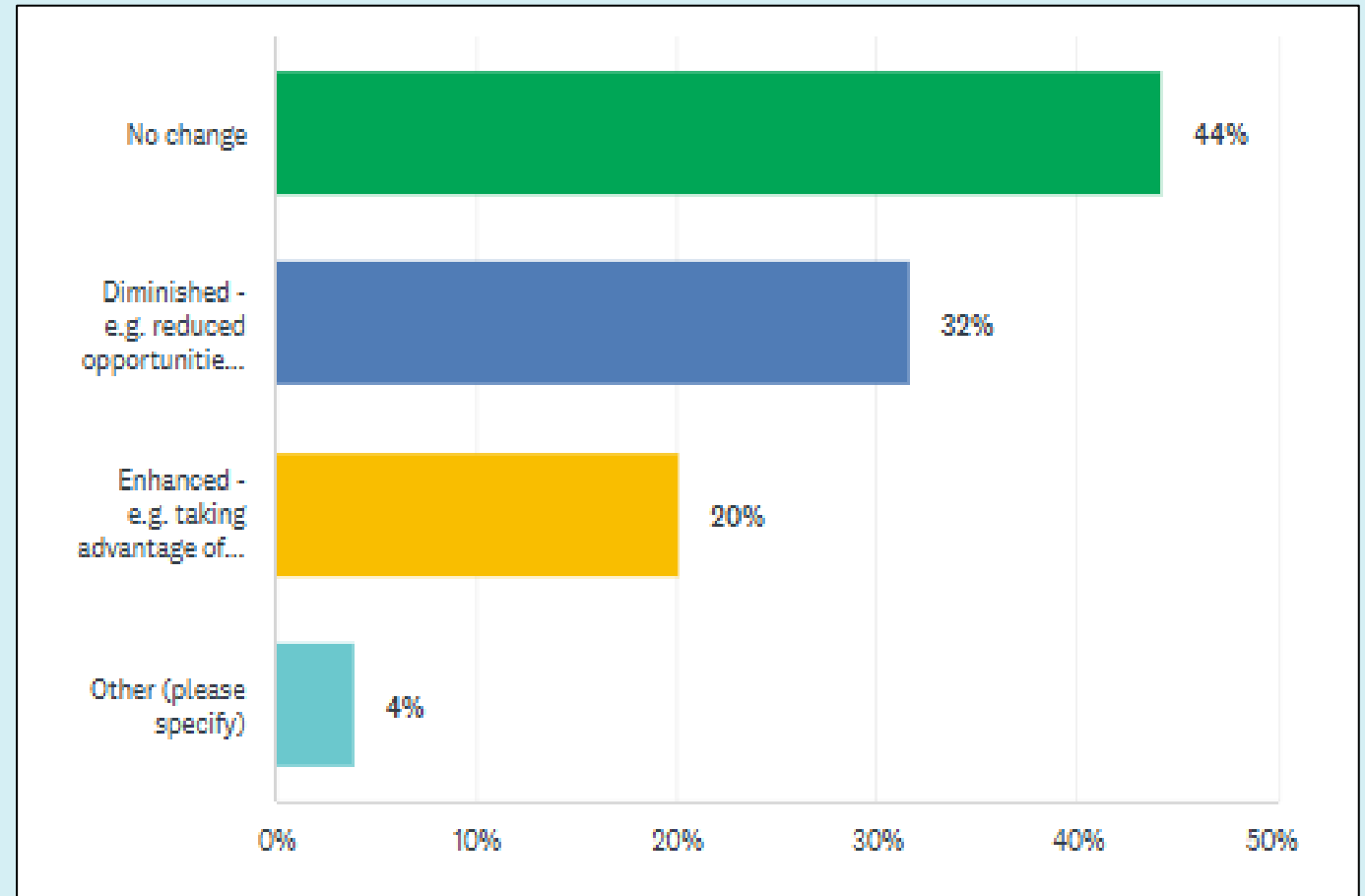
- Securing assignments and Reduced Demand / Shorter assignments, remain the biggest challenges facing Interims in 2026
- **Reduced demand** has dropped to 2<sup>nd</sup> place, decreasing by 8%; whilst **Securing a New Assignment** rises back to the top despite dropping by 1%
- 2026 sees a **7% decrease**, compared with 2025, in competition from other Interims
- The reduction in the trend in Networking Limitations (e.g. virtual networking) has stopped, with a 3% increase to **15%**; but this is still much improved over the lows of the Covid times (2022: 38%, 2023: 19%, 2024: 16%, 2025: 13%)



### 3. Impact of the Economic Situation

#### Impact on Personal / Company wealth

- A reduction of 1% in Interims seeing **No Change**, continues the trend seen in the last couple of years (2023: 56%, 2024: 50%, 2025: 45%)
- **Diminished / Reduced wealth** has fallen by a huge 13%, indicating more optimism when compared with last year
- This is backed up by a 12% increase in **Enhanced wealth**, reversing the trend of the last couple of years
- Improving optimism finally



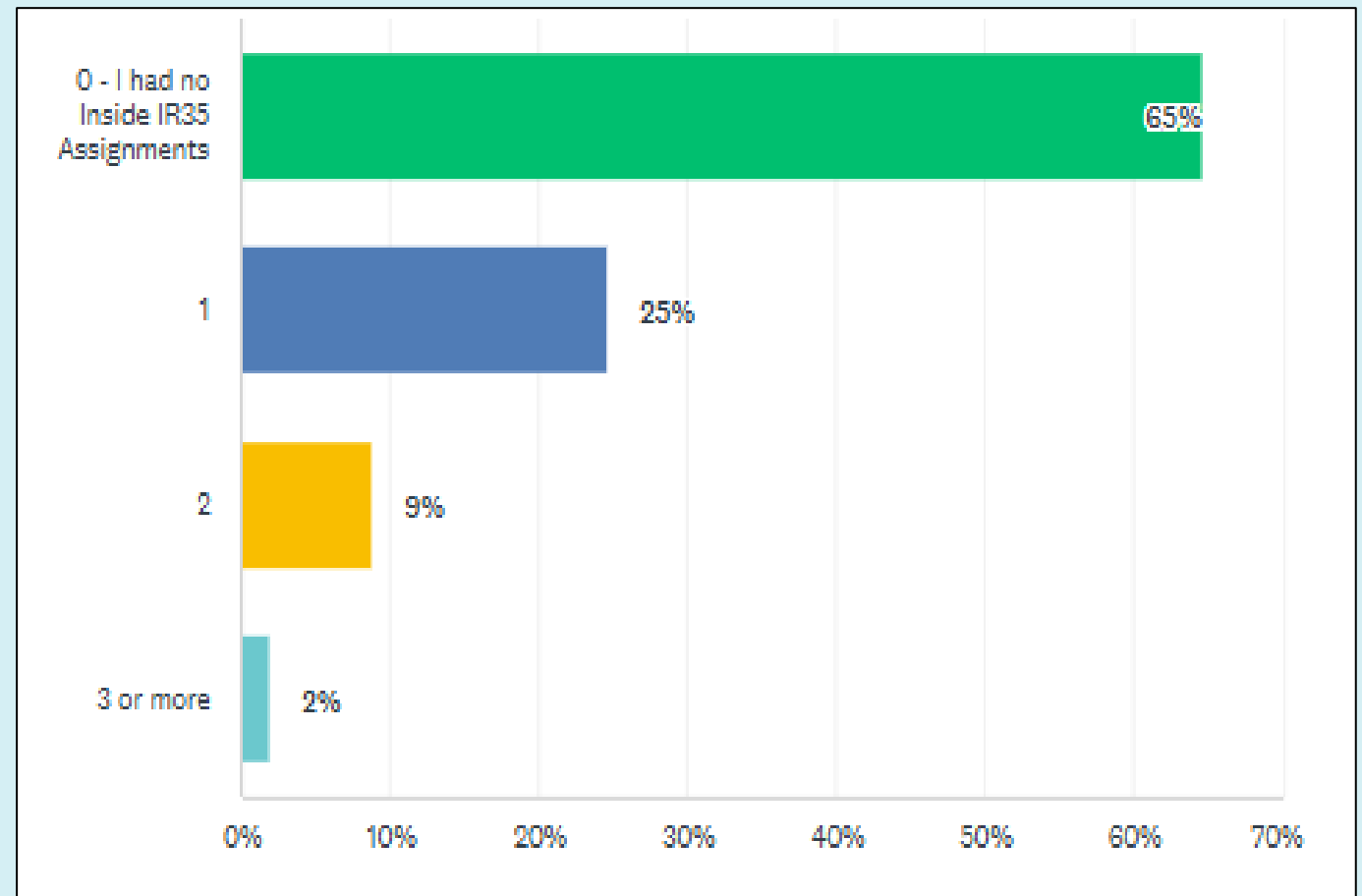
# 4. IR35 and the Interim Market



## 4. IR35 & The Interim Market

### Assignments inside IR35 in last 12 months

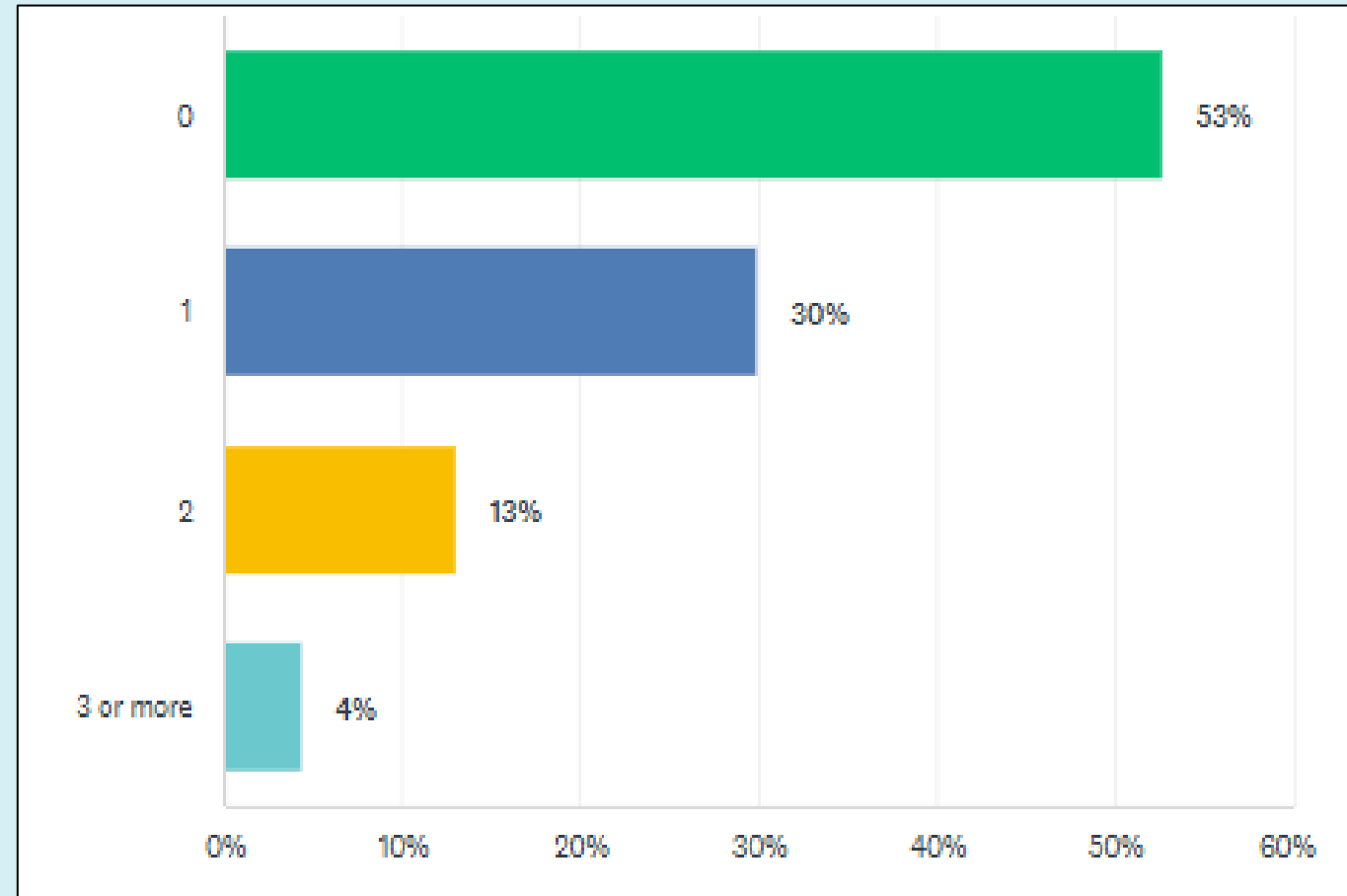
- A small **1% reduction** in Interims with NO Assignments inside IR35 compared with both 2025 and 2024 (2022: 61%, 2023: 61%, 2024: 66%, 2025: 66%)
- The share of Interims with 1 or more assignments **Inside IR35** has **risen by 2%**, to 36%, compared to 2025 (2022: 39%, 2023: 39%, 2024: 34%, 2025: 34%)
- Interims that had 3 or more assignments Inside IR35 remains constant over the last couple of years



## 4. IR35 & The Interim Market

### How many with Status Determination Statement (SDS)

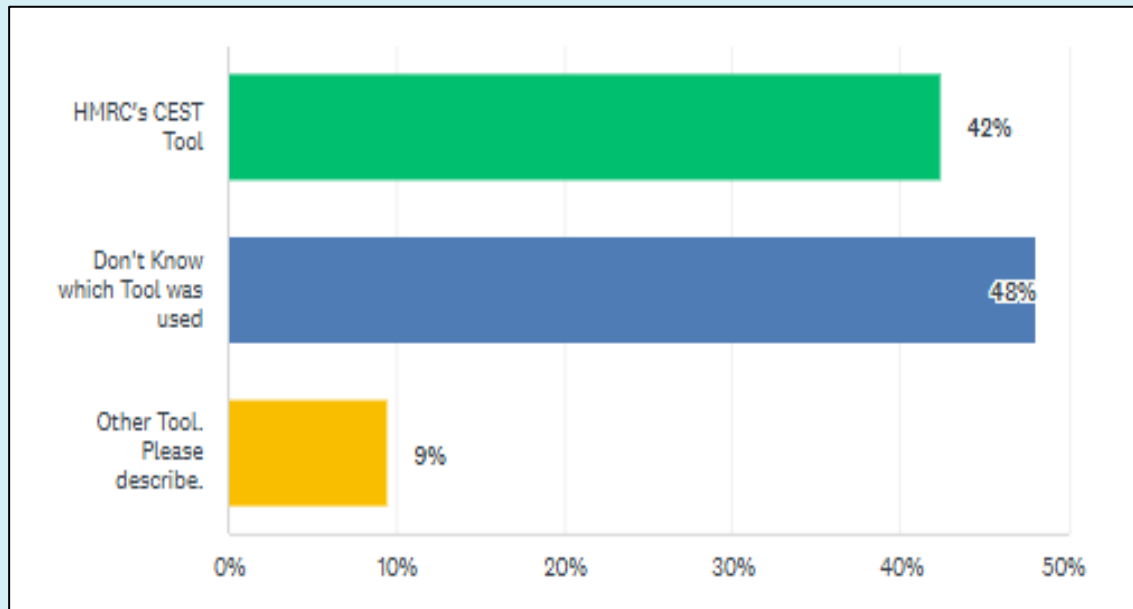
- Despite a 4% reduction in Interims that **did not receive a SDS**, which continues the recent positive trend, **53% is still worryingly high** and exposes Interims to difficulties if HMRC investigate their tax affairs
- It is important to stress that when operating as an Interim, **it is a legal requirement 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:**
  - Receiving a SDS, particularly if believed to be working outside IR35
  - Receiving a clear explanation for the status determined
  - Being involved in the discussion, from the start
  - 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

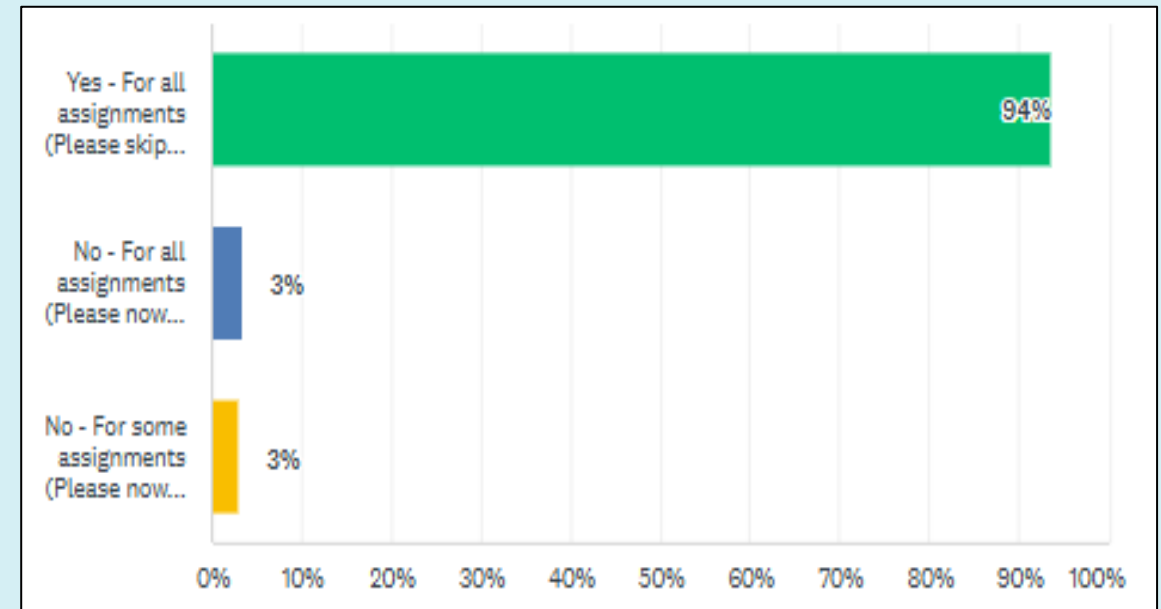
## Tools used to determine IR35 Status

- This year sees a **2% drop** in the use of HMRC's CEST tool, compared with 2025, reversing the 4% increase seen last year
- **3% increase** in the number of Interims that **Don't Know** is slightly concerning but is not back to the levels of 2023 & 2024 of 56%
- Though there is a **2% reduction** in **Other**, this is still higher than 2024



## Did you agree with Status Findings

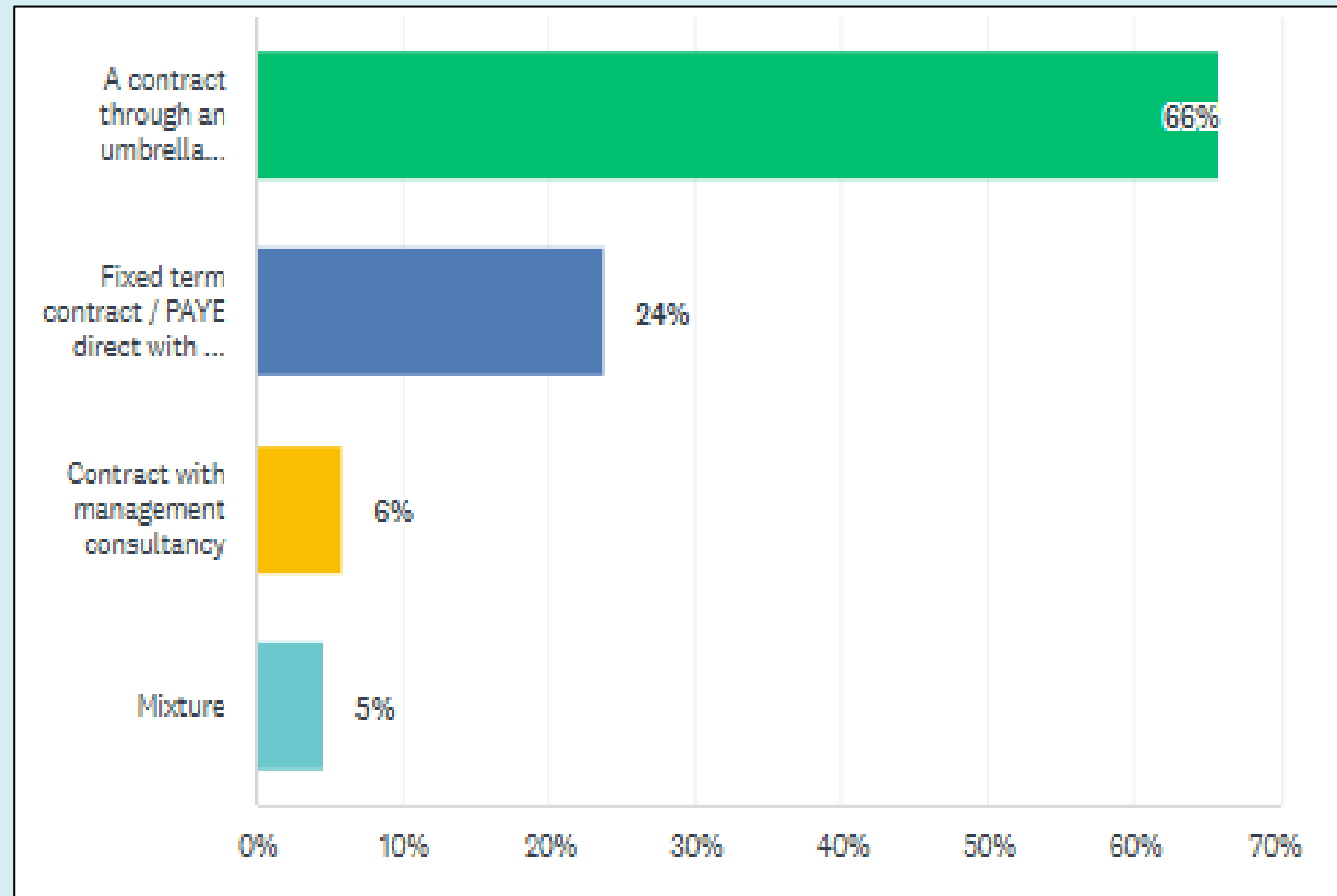
- The **3% rise** in Interims agreeing with the Findings continues the upward trend seen in the last few of years (2022: 74%, 2023: 75%, 2024: 77%, 2025: 91%)
- For those that did not agree **84% didn't appeal**, a **2% drop** from last year
- Outcomes were changed for 10% of Interims that disagreed with the initial finding and appealed, a **2% increase** from last year



# 4. IR35 & The Interim Market

## Dominant Contractual Arrangement

- Umbrella Companies remain the dominant contractual arrangement when on Inside IR35 assignments, with a **rise of 8%** over last year
- This reverses the **11% drop** in Umbrella usage seen last year (2022: 64%, 2023: 70%, 2024: 69%, 2025: 58%)
- A **reduction of 3%** in Fixed Term Contracts and **5%** contracting with management consultancy, reversing the rise seen last year

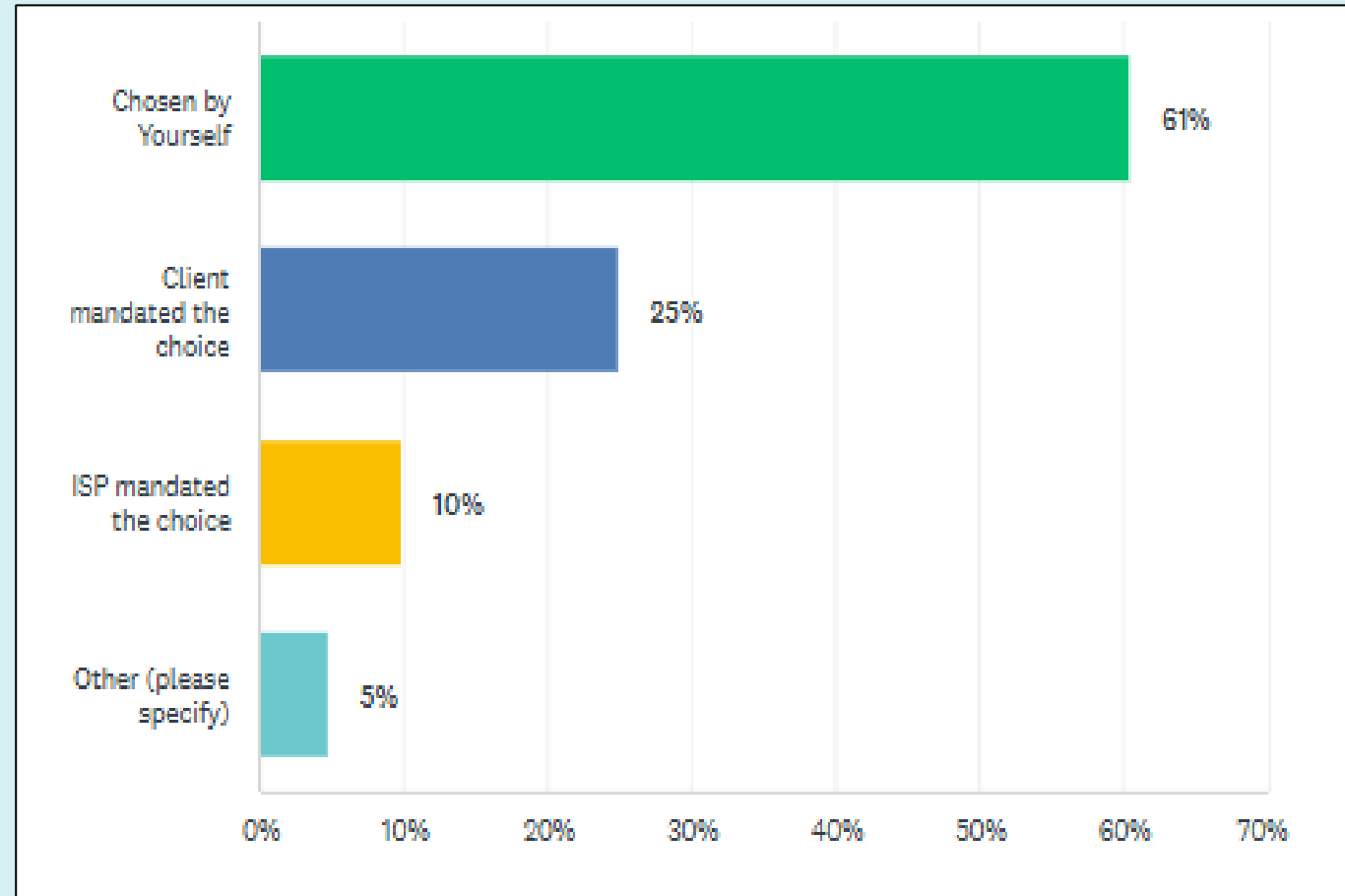


# 4. IR35 & The Interim Market

## How was the Umbrella Chosen

This is the second year that the survey has reviewed the use of Umbrella companies in more detail, with the following interesting results:

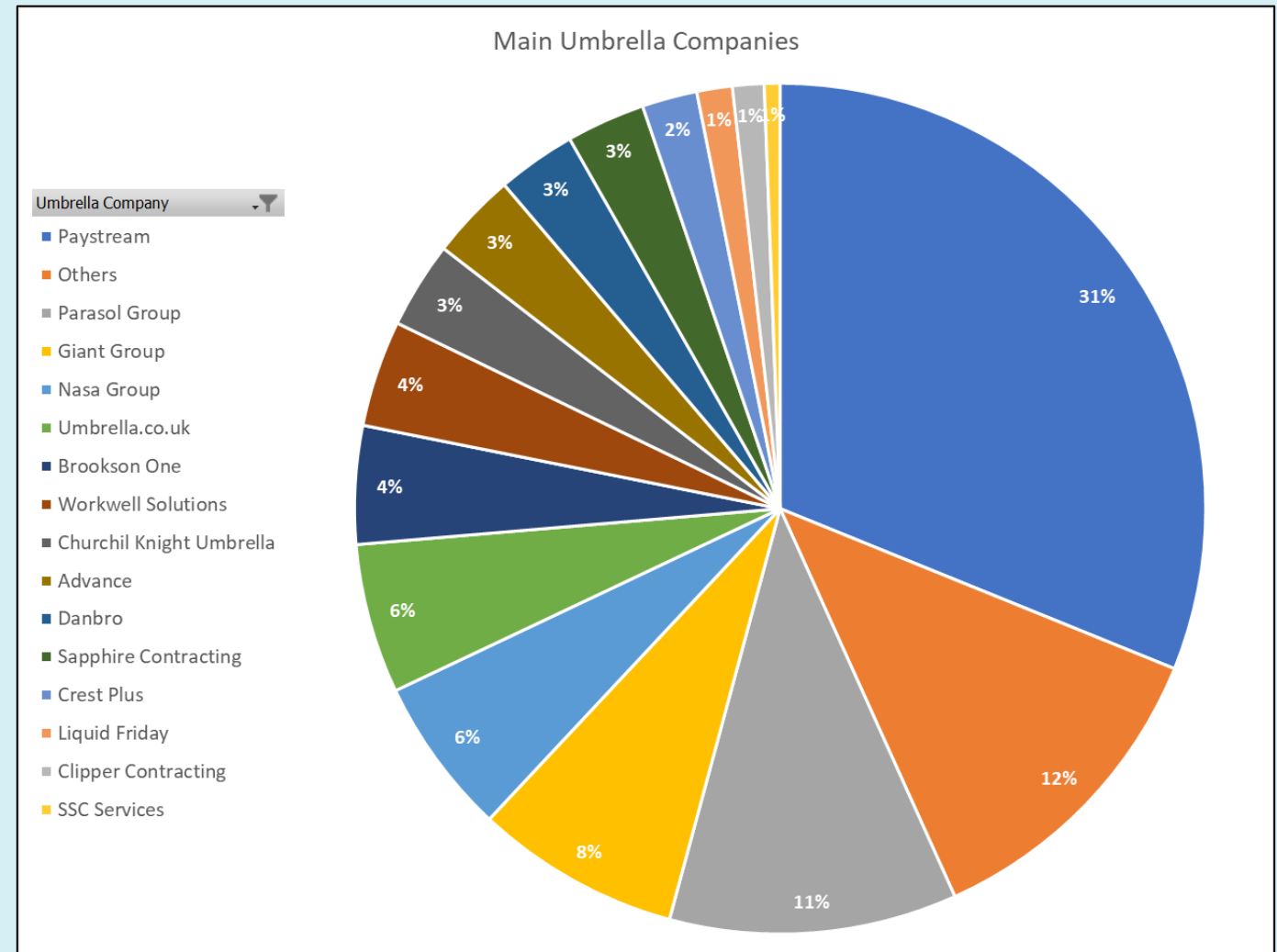
- An increase of 3% in clients mandating the choice of Umbrella company the Interim is to use
- A 2% reduction in Interims choosing their own
- 1% increase in the ISP mandating the choice



# 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

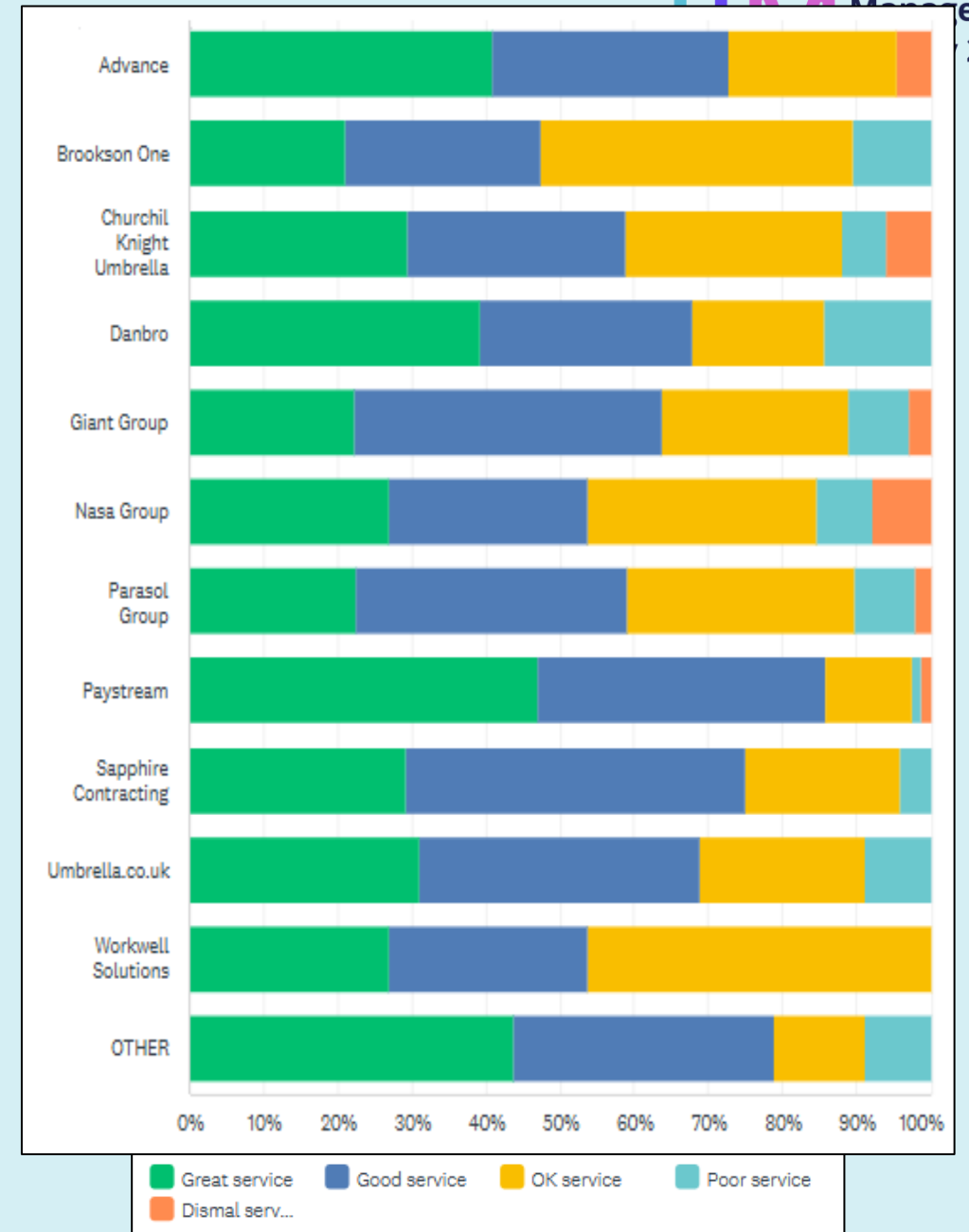


# 4. IR35 & The Interim Market

## 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

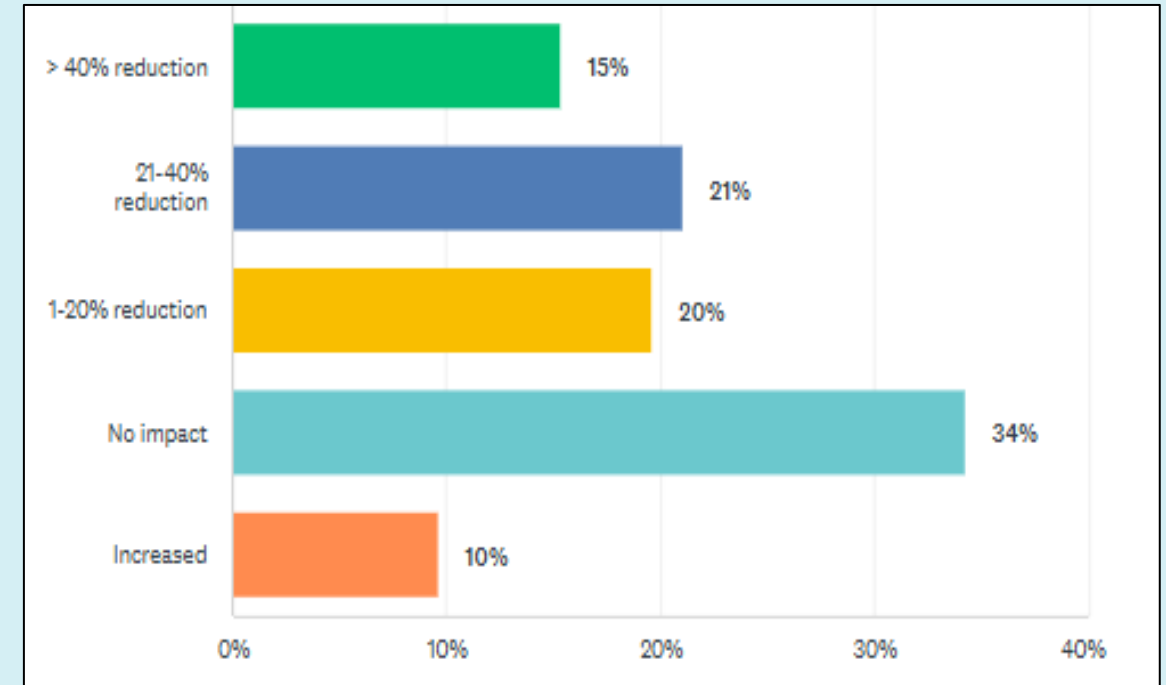
- Overall, Interims see a positive service interaction with the Umbrella companies
- Workwell has jumped up to 100% Great-OK rating
- Paystream now with a 98% Great-OK rating, are up 6% on last year
- Giant and Parasol are seen less favourably, but still 90% Great-OK rating



## 4. IR35 & The Interim Market

### Impact on personal earnings 25/26 vs 24/25

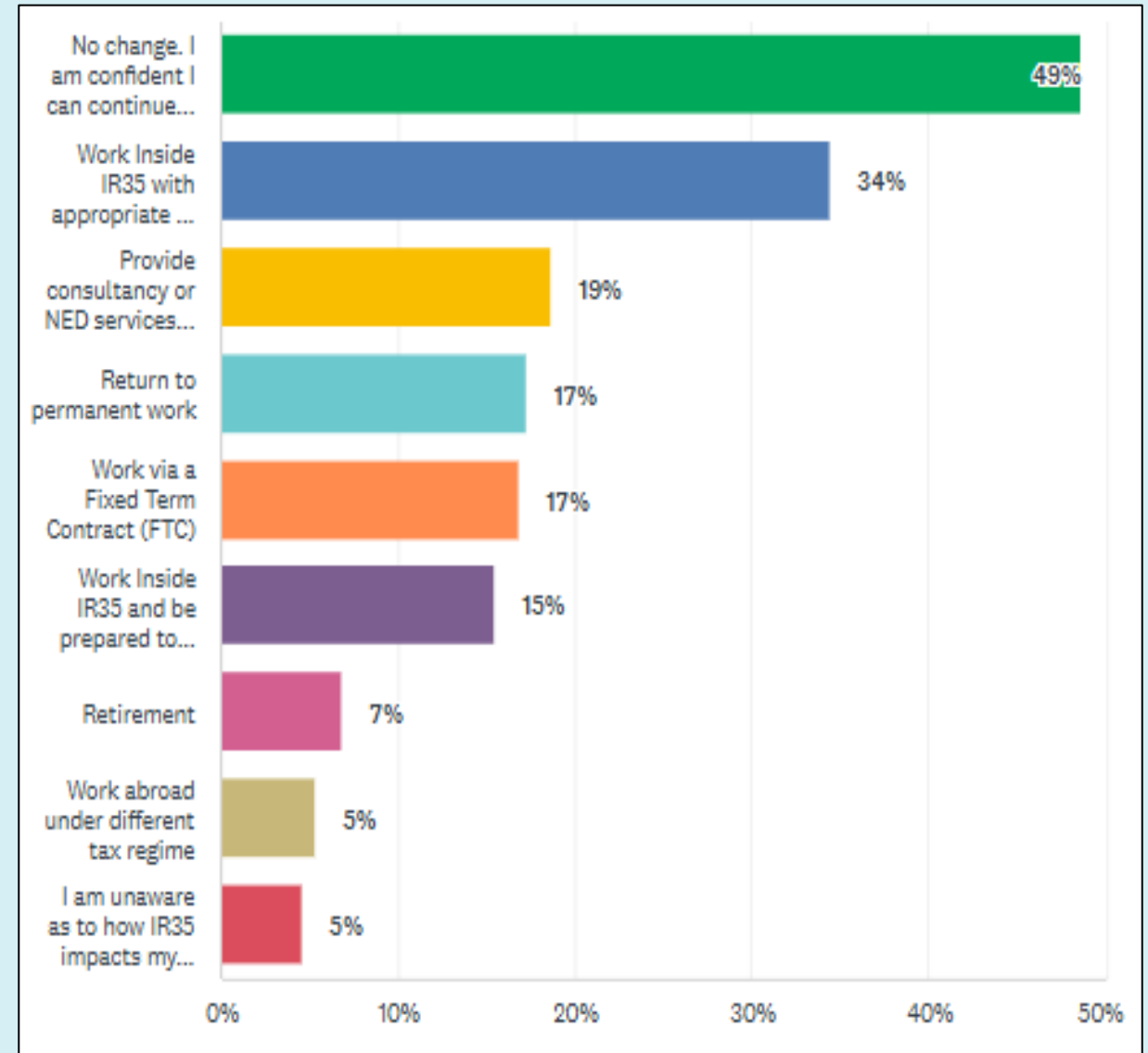
- **2% Decrease**, to 56% in the number of Interims saying that IR35 has reduced their earnings, continues (slowly) the trend downwards of recent years (2022: 61%, 2023: 60%, 2024: 58%, 2025: 58%)
- **1% Increase** in Interims saying that IR35 has had **No Impact**, coupled with a **1% improvement** in Interims seeing an **Increase in earnings**



# 4. IR35 & The Interim Market

## Changes made or considering due to IR35

- **No Change** in the way of working remains the dominant response from Interims, **remaining at 49%**
- **3% reduction** in Interims saying that they are considering returning to **Permanent Work**, pushes it from 3<sup>rd</sup> in 2025 to 4<sup>th</sup> place
- **2% reduction** in Interims potentially **working abroad** under a different Tax regime, suggests it is not the mass exodus that some social media channels have indicated



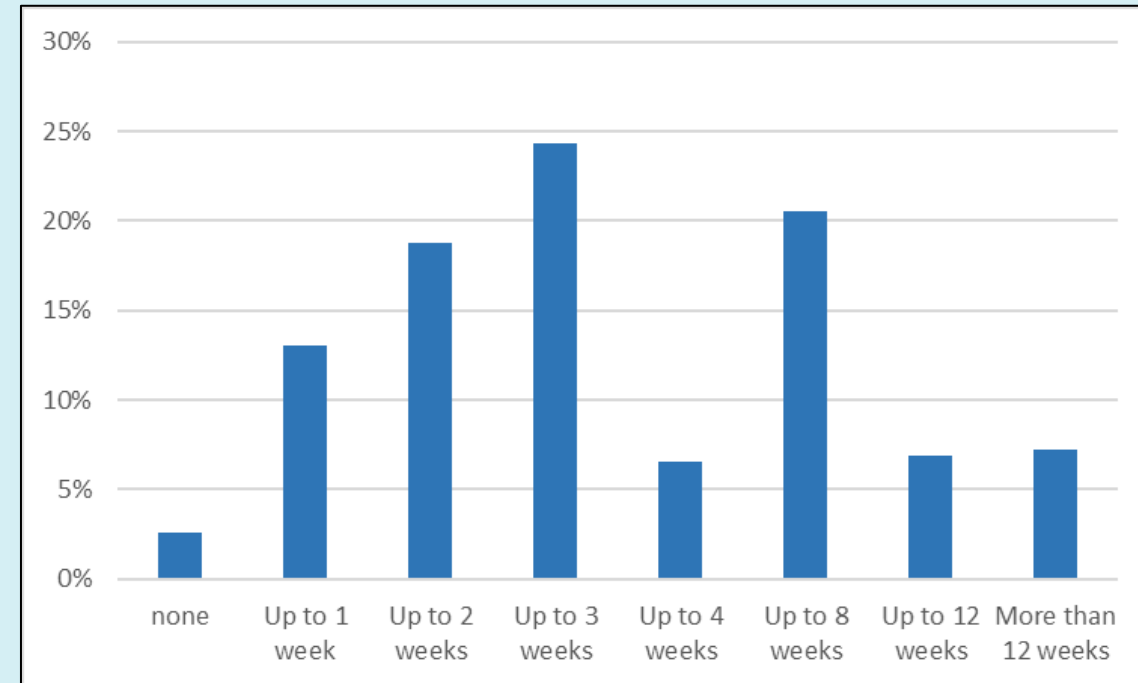
# 5. Last Assignment and the Market



# 5. Last Assignment & The Market

## Days Taken to Land an Assignment

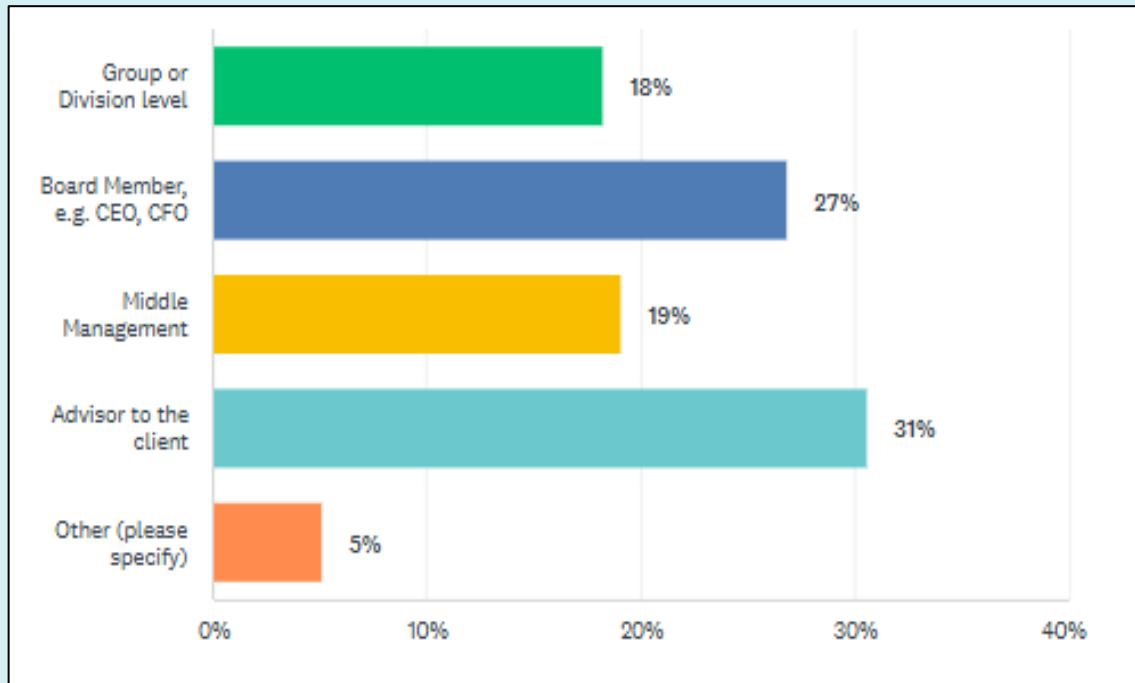
- A small improvement in % quickly landing an assignment **within 2 weeks at 34%** (2025: 33%), but a long way from the post-Covid recovery levels of 60% in 2022
- Interims landing an assignment **within 8 weeks** was unchanged at **86%**
- Those taking **more than 12 weeks** fell slightly to **7%** (2025: 8%)
- Small shoots of recovery?



# 5. Last Assignment & The Market

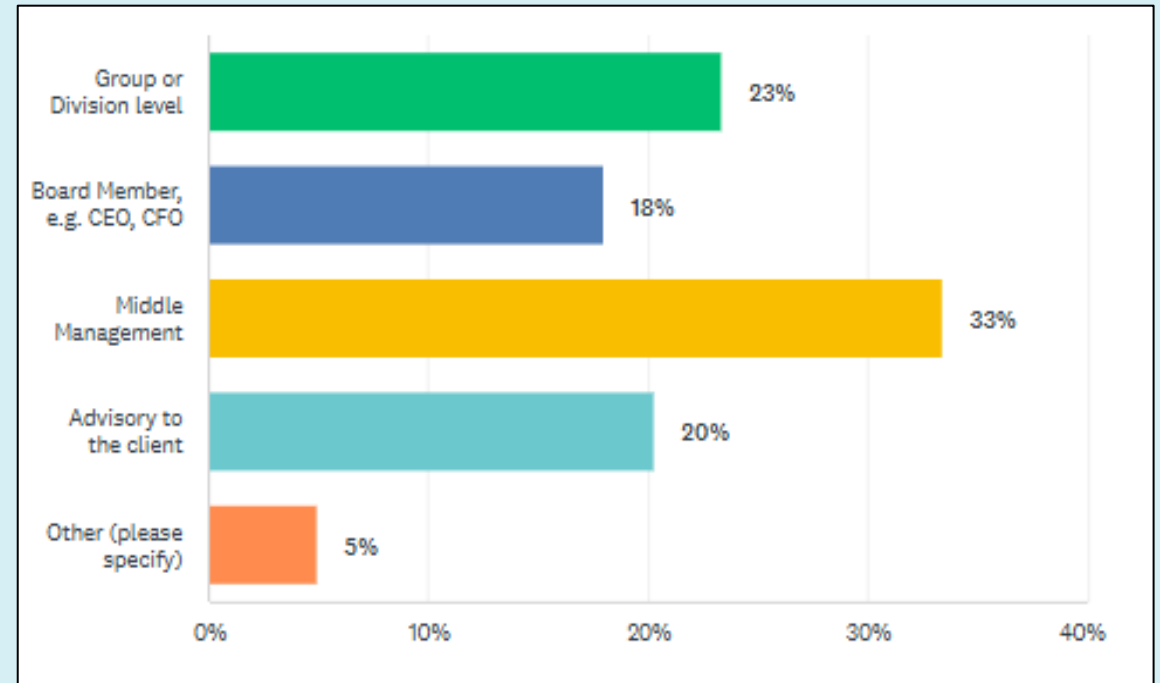
## Engagement Level – Sourced Directly

- **3% Increase** Board Member roles, coupled with a **3% Increase** in Group / Division level assignments, continues the positive trend (2022: 30%, 2023: 29%, 2024: 42%, 2025: 39%, 2026: 45%)
- **3% Reduction** in Middle Management Assignments



## Engagement level – Sourced via 3<sup>rd</sup> Party

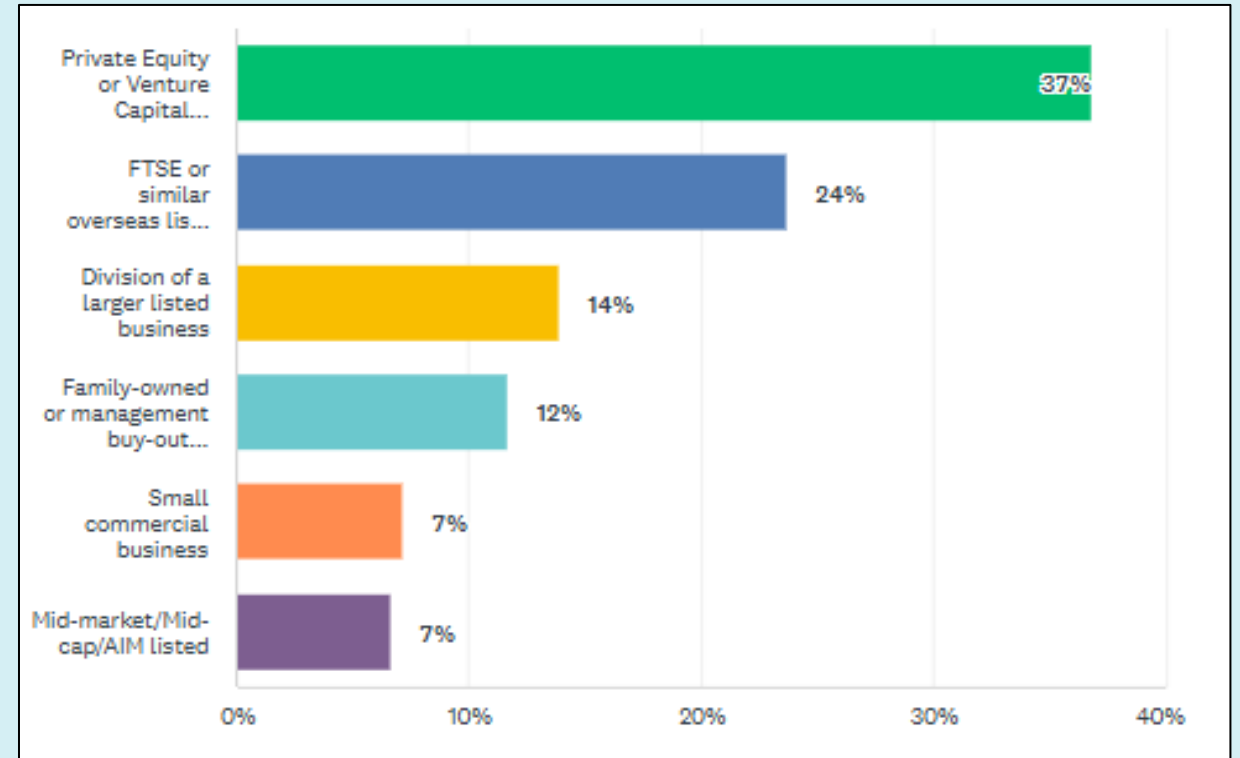
- **1% Increase** in Board Level Assignments, coupled with a **3% Increase** in Group / Division level roles (2022: 28%, 2023: 32%, 2024: 42%, 2025: 37%, 2026: 41%)
- **No change** in Middle Management Assignments



# 5. Last Assignment & The Market

## End Client Type – Private Sector

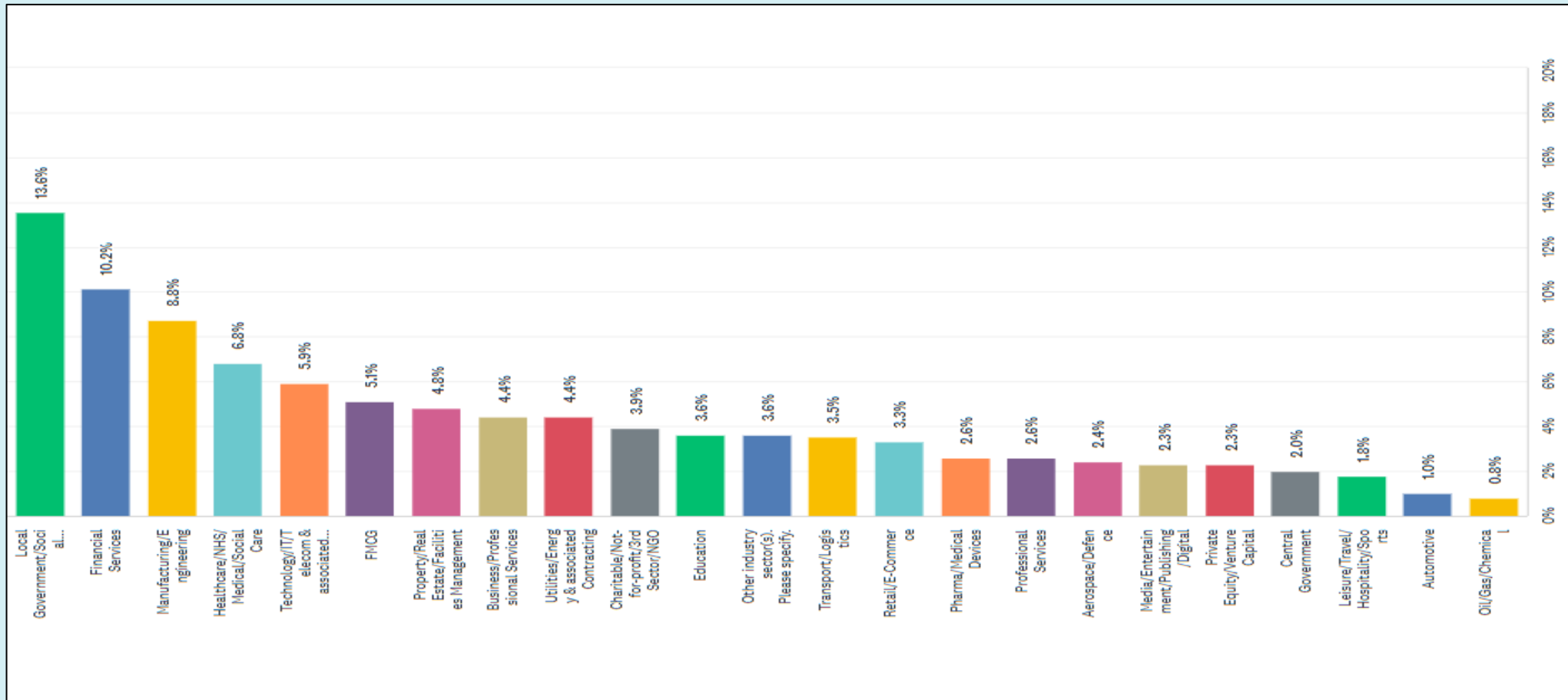
- PE / VC Clients has **grown by 2%** and remains the biggest client type for Interim Assignments
- Clients from FTSE or Similar has **dropped by 3%**
- Division of a larger listed business has dropped 4%, continuing the trend seen in 2025



# 5. Last Assignment & The Market

## Industry Category

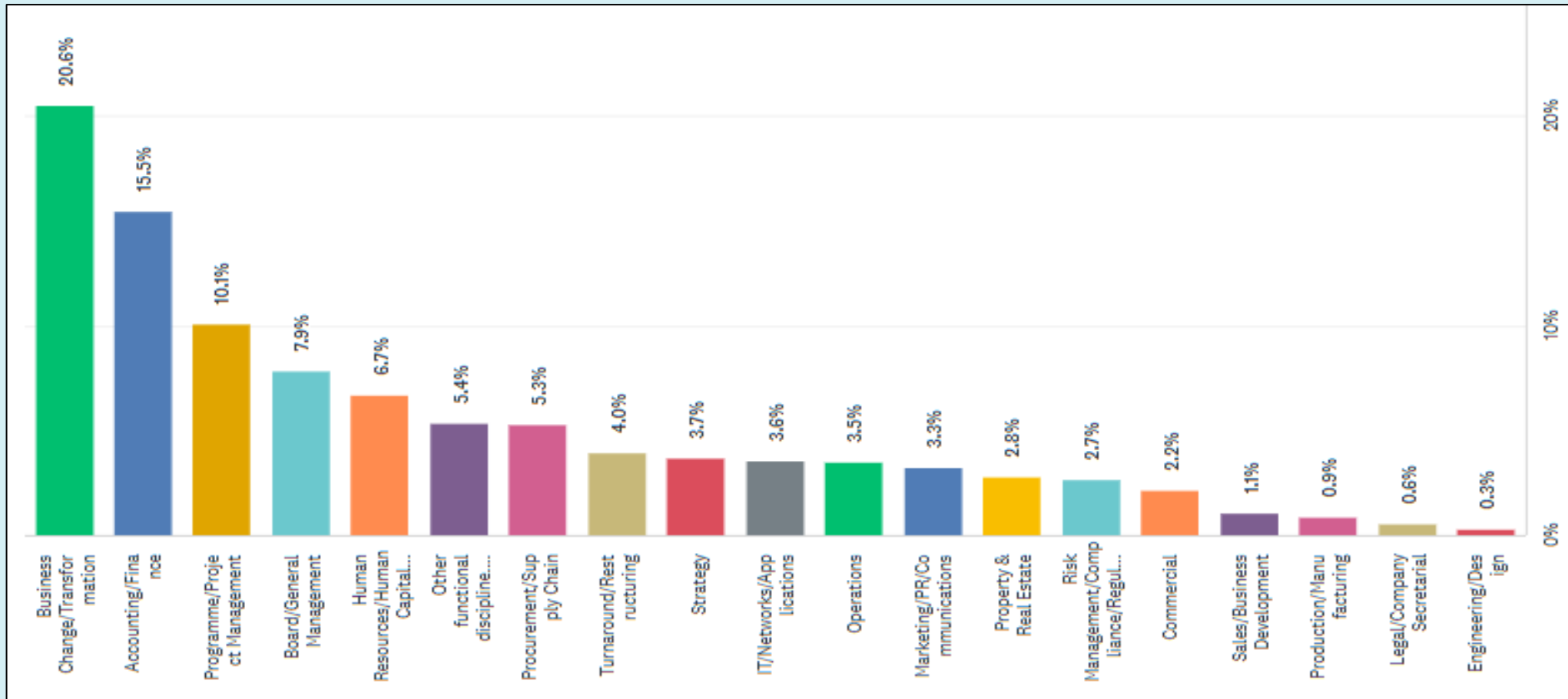
- Local Government regains the top spot, with a **1% increase**, leapfrogging Financial Services, which saw a **1.3% reduction**
- Manufacturing / Engineering remains in 3<sup>rd</sup>, with a **0.7% increase**, Tech / IT / Telecom jumps to 5<sup>th</sup> overtaking FMCG which has a **0.9% drop**



# 5. Last Assignment & The Market

## Functional Discipline

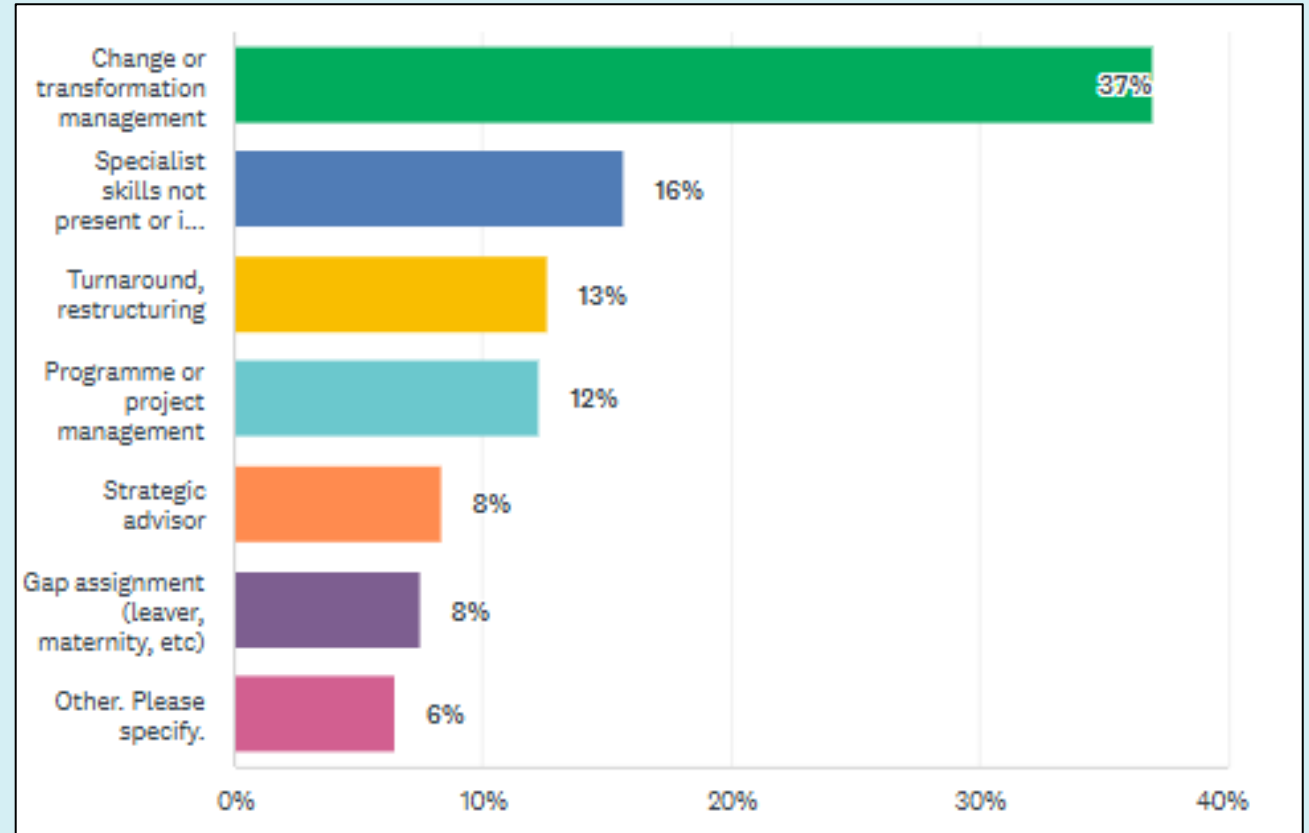
- Business Change / Transformation remains at the top, with a 1.2% increase
- Operations has the biggest fall, dropping from 6<sup>th</sup> with 5.2% to 11<sup>th</sup> and 3.5%, whilst Board / General Management rises 1 place with 1.2% gain



# 5. Last Assignment & The Market

## Primary Nature

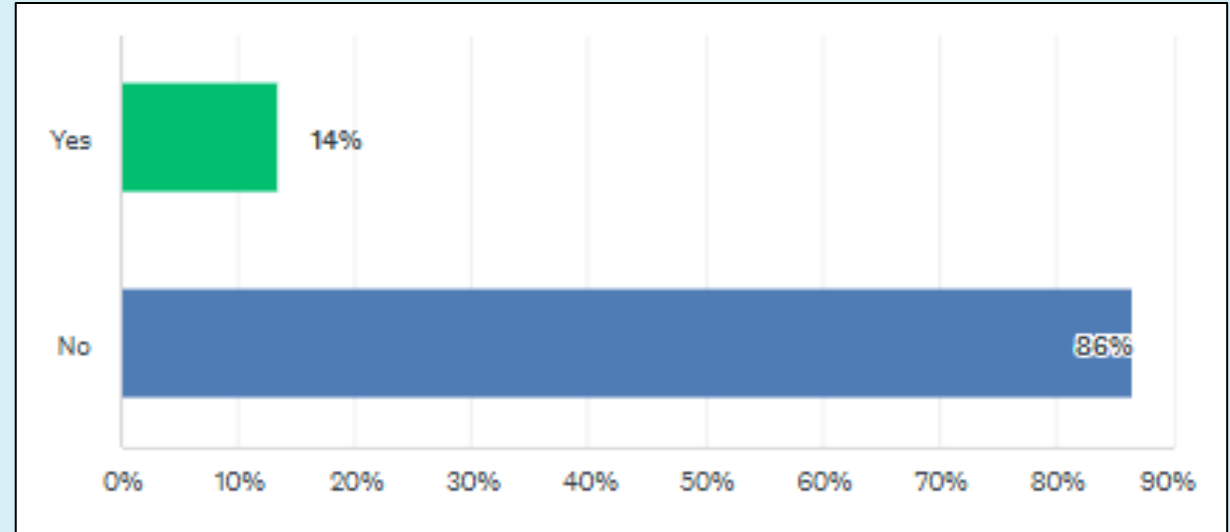
- **Change or Transformation Management** retains the top spot and remains at 37%, as per 2025
- **Turnaround / Restructuring** has increased by 1%, to 13%, leapfrogging Programme / Project Management which has dropped one place
- **Gap Assignment** has increased by 1% compared with 2025



# 5. Last Assignment & The Market

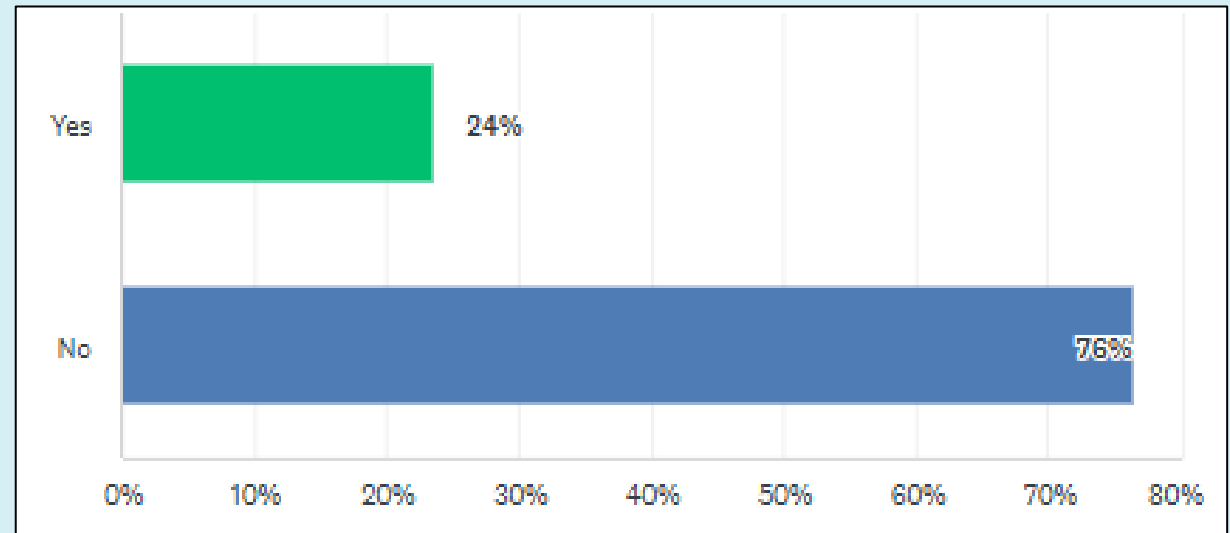
## Team Proposal

- Team Proposals have gained 1% over last year, continuing the very slight trend upwards seen in the last couple of years
- Traditional solo interim remains the dominant route to market



## Fractional Assignments

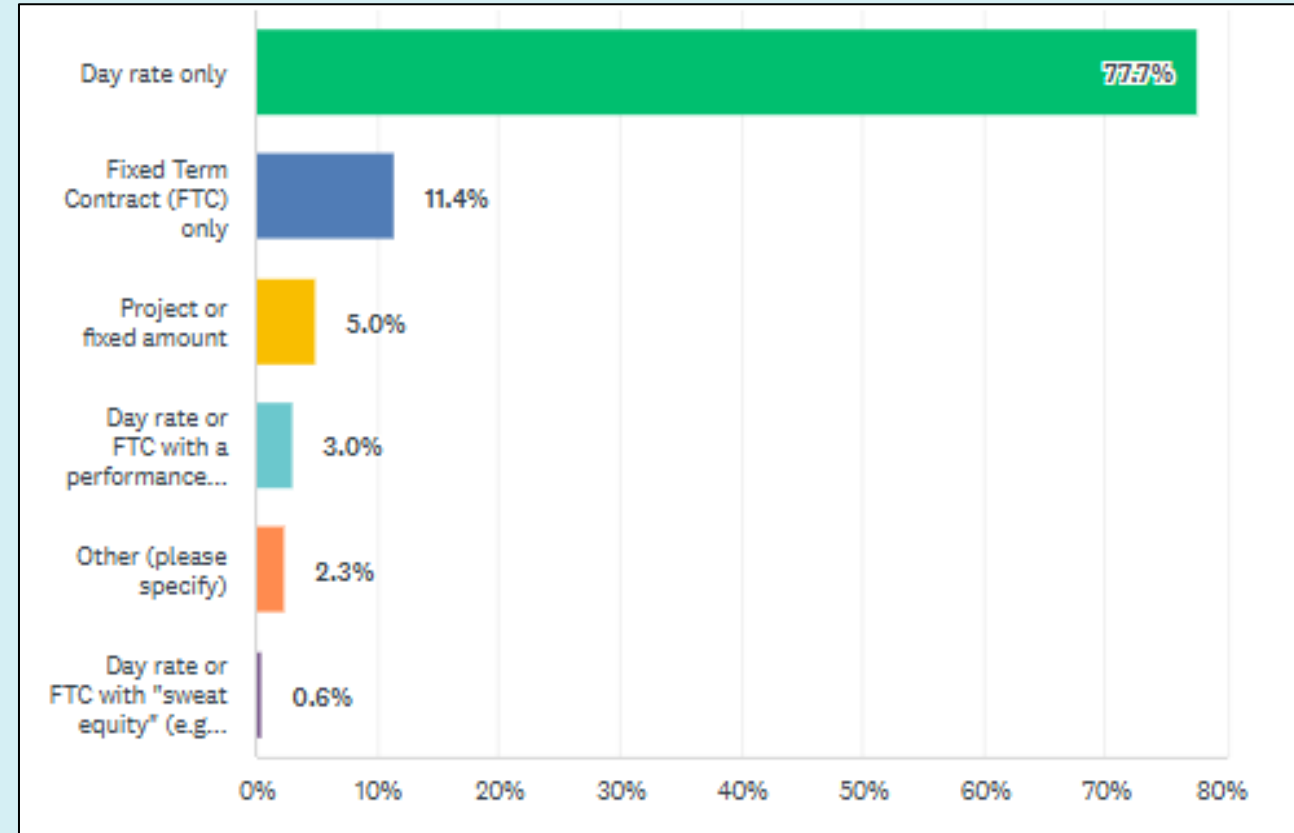
- A new question we asked this year - "*how was your last assignment delivered*" - surprisingly showed that nearly a 1/4 of last Assignments were delivered Fractionally
- We will track the importance of Fractional working in coming years



# 5. Last Assignment & The Market

## Remuneration Basis

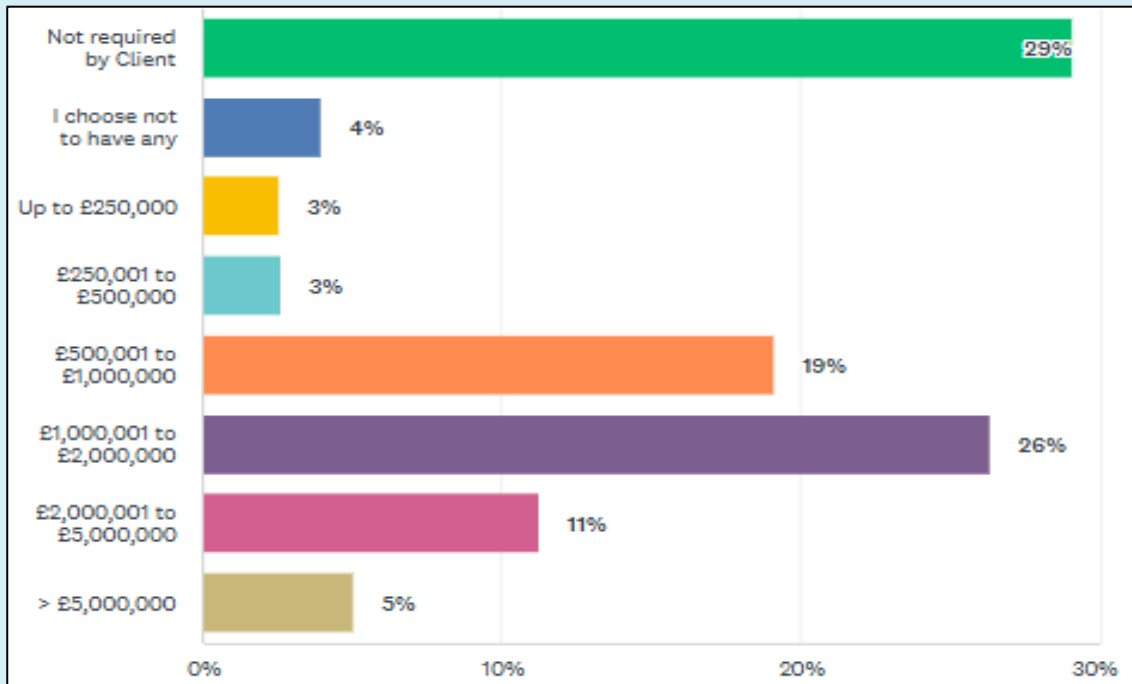
- For the 4<sup>th</sup> year running we see a drop in **Day Rate based Assignments**, this time by 4.2%; however, it remains the predominant remuneration method with over ¾ of roles paid that way (2022: 79.5%, 2023: 83.8%, 2024: 82.3%, 2025: 81.9%)
- Fixed Term Contract** has increased by 3.2% and is still the 2nd most regular remuneration basis (2022: 12.1%, 2023: 9.3%, 2024: 9.1%, 2025: 8.2%)
- Project / Fixed Amount** is still in 3<sup>rd</sup> and trending upwards, gaining 0.8% (2023: 3.5%, 2024: 3.9%, 2025: 4.2%), continuing a 4 year trend



# 5. Last Assignment & The Market

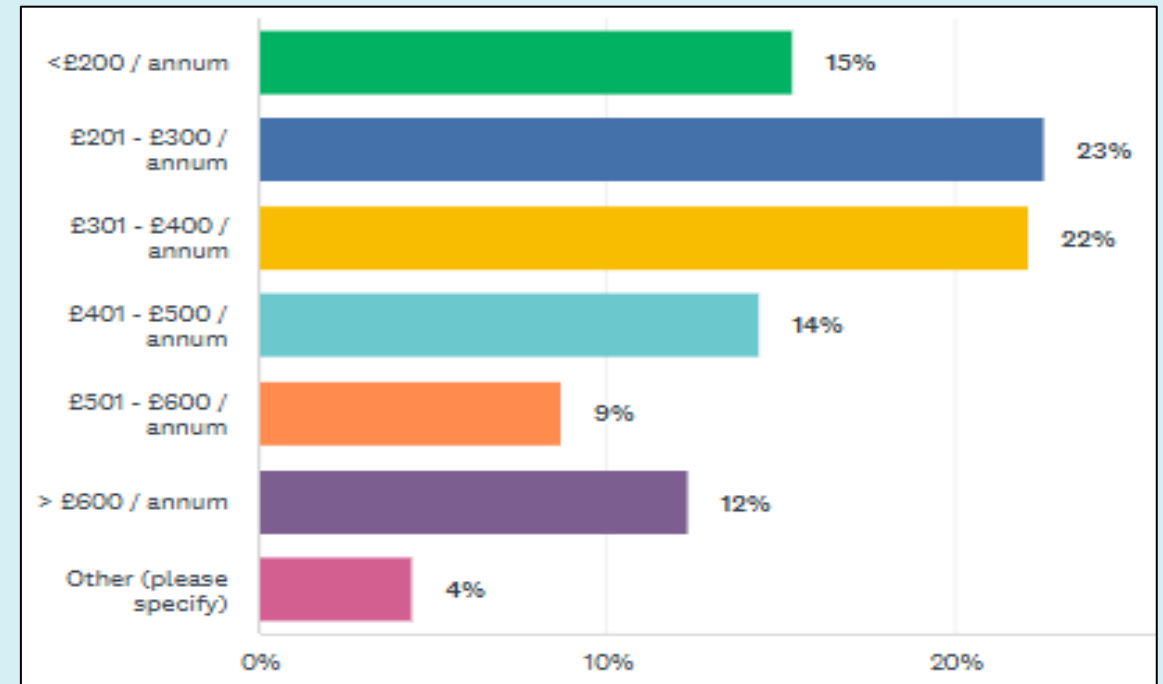
## PI Insurance Cover

- This year we have added the answer option of “I choose not to have any”, which, when added to the “Not required by Client” answer give us a total of **33%** of Interims that **do NOT have any PI Insurance!**
- The £1 - £2 million **remains at 26%**, retaining its position as the most popular amount of PI cover
- Greater than £5 million cover has **dropped 1%** when compared with 2025 but is still higher than the 3 years prior to 2025



## PI Insurance Premium

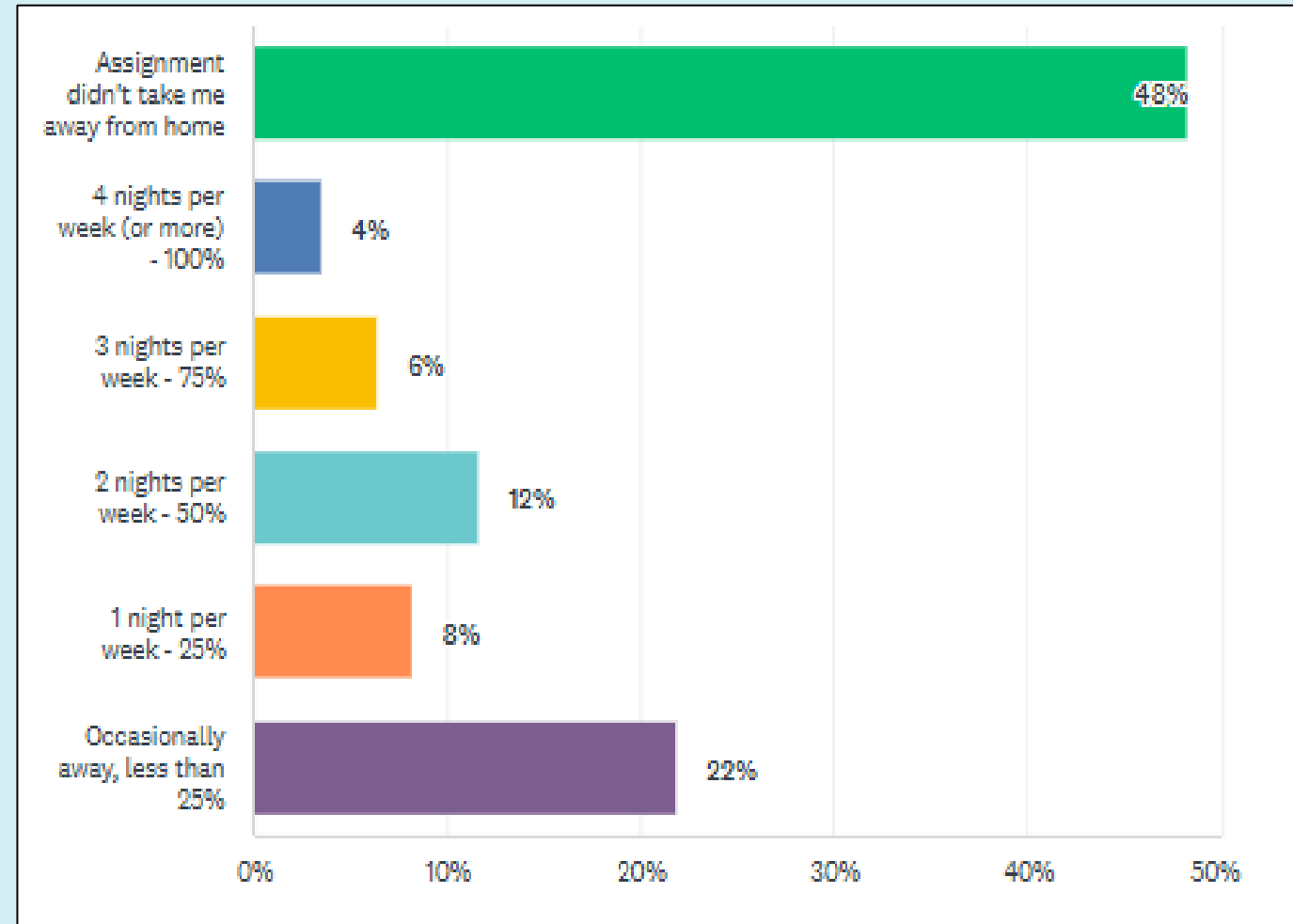
- This year we have also asked for the first time about the level of premium paid, with the findings showing that 45% of Interims with PI Insurance are paying between £201 to £400 / annum



# 5. Last Assignment & The Market

## Staying away from home

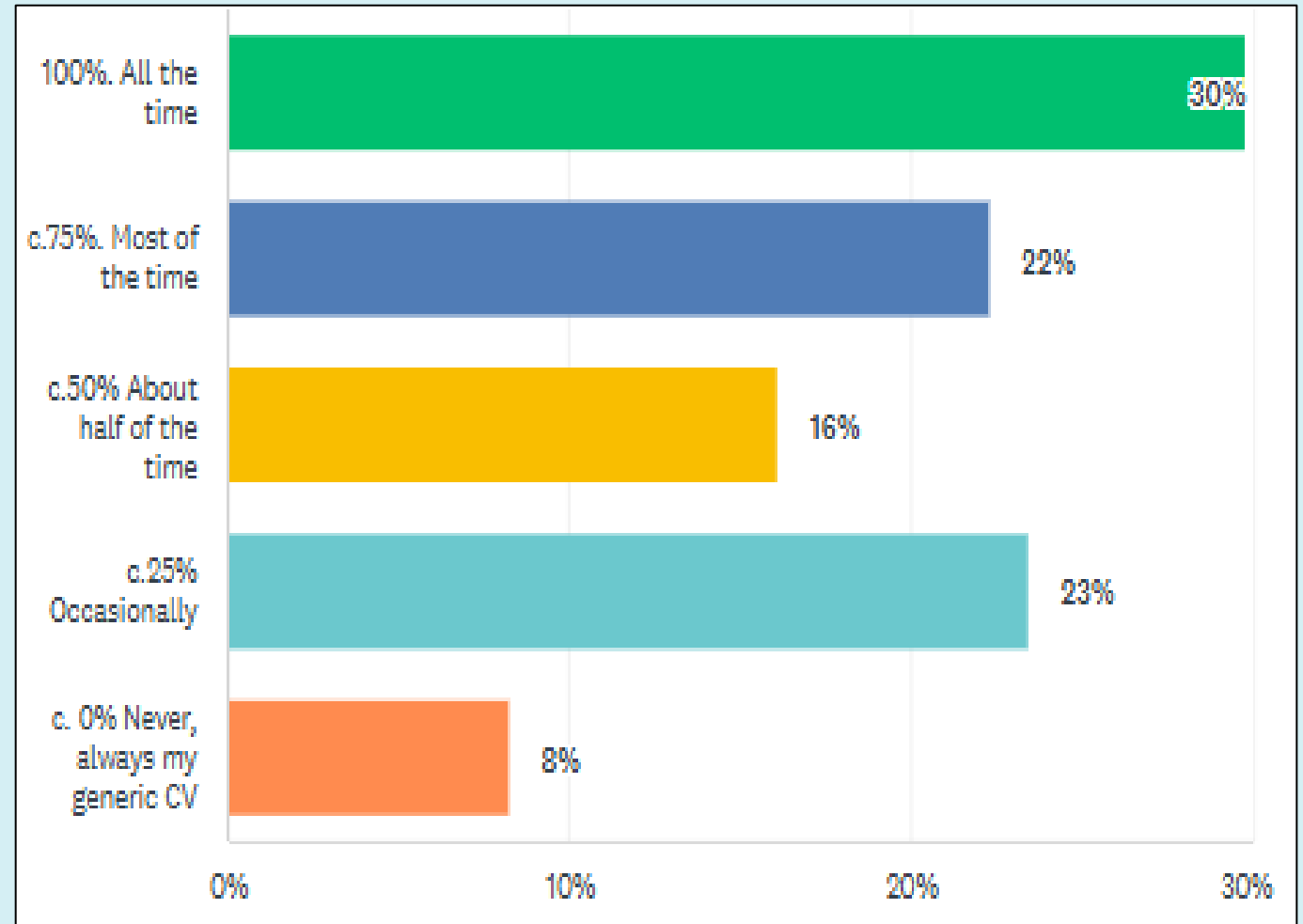
- Just under half of assignments didn't require Interims to be away from home; and the 1% rise seen this year maintains the 50% +/- 3% that is consistent since Covid
- The requirement to Occasionally stay away from home has **Decreased by 2%**
- Staying away for 3 nights of more has **Decreased by 1%, to 10%**



# 5. Last Assignment & The Market

## Customizing your CV

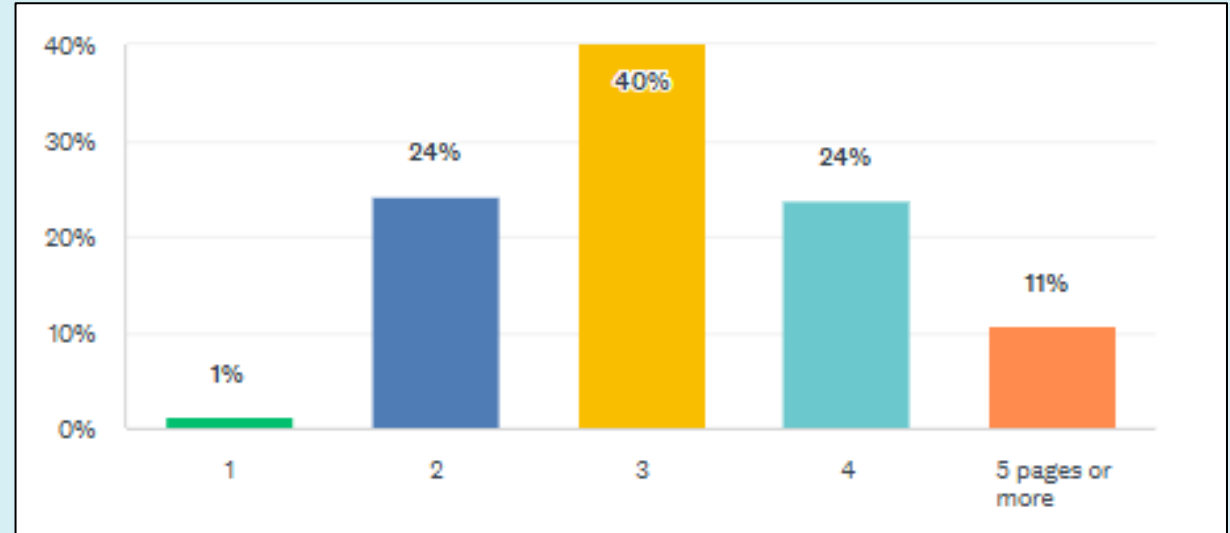
- For the 2<sup>nd</sup> year running we see a **3% increase** in Interims always customizing their CV
- This is backed up by a **1% reduction** in the number of Interims that never change their CV
- The number that Occasionally change their CV has dropped by 1%



# 5. Last Assignment & The Market

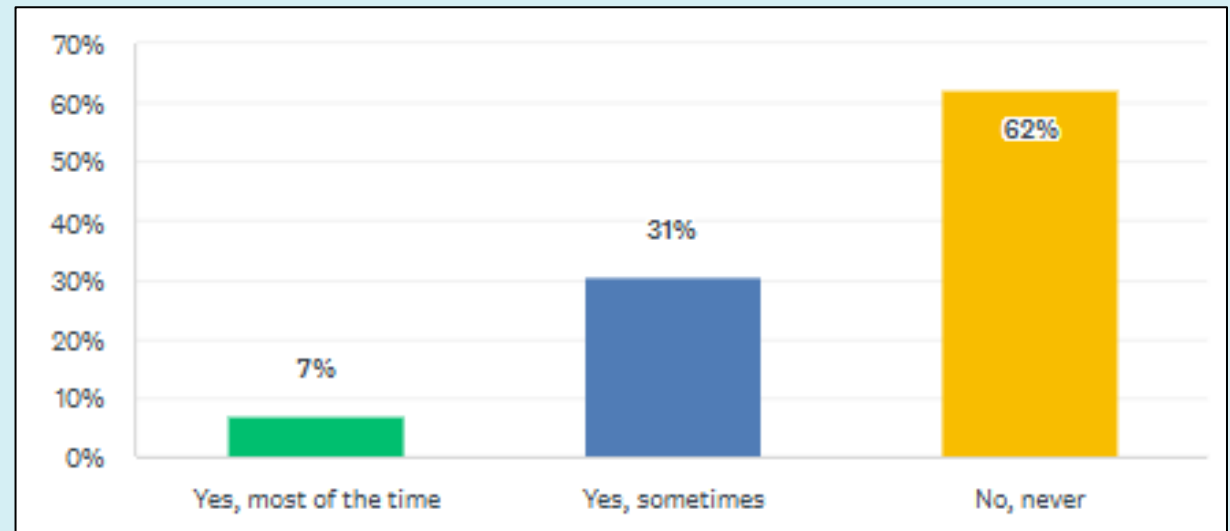
## Number of CV pages

- A 3-page CV remains the most popular, though down 1%
- CVs of 5-pages or more remains at 11%
- 2% 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%**
- 3% Rise in Interims that sometimes submit a cast study
- 3% Drop in those that never submit case studies, which remains the prevalent situation



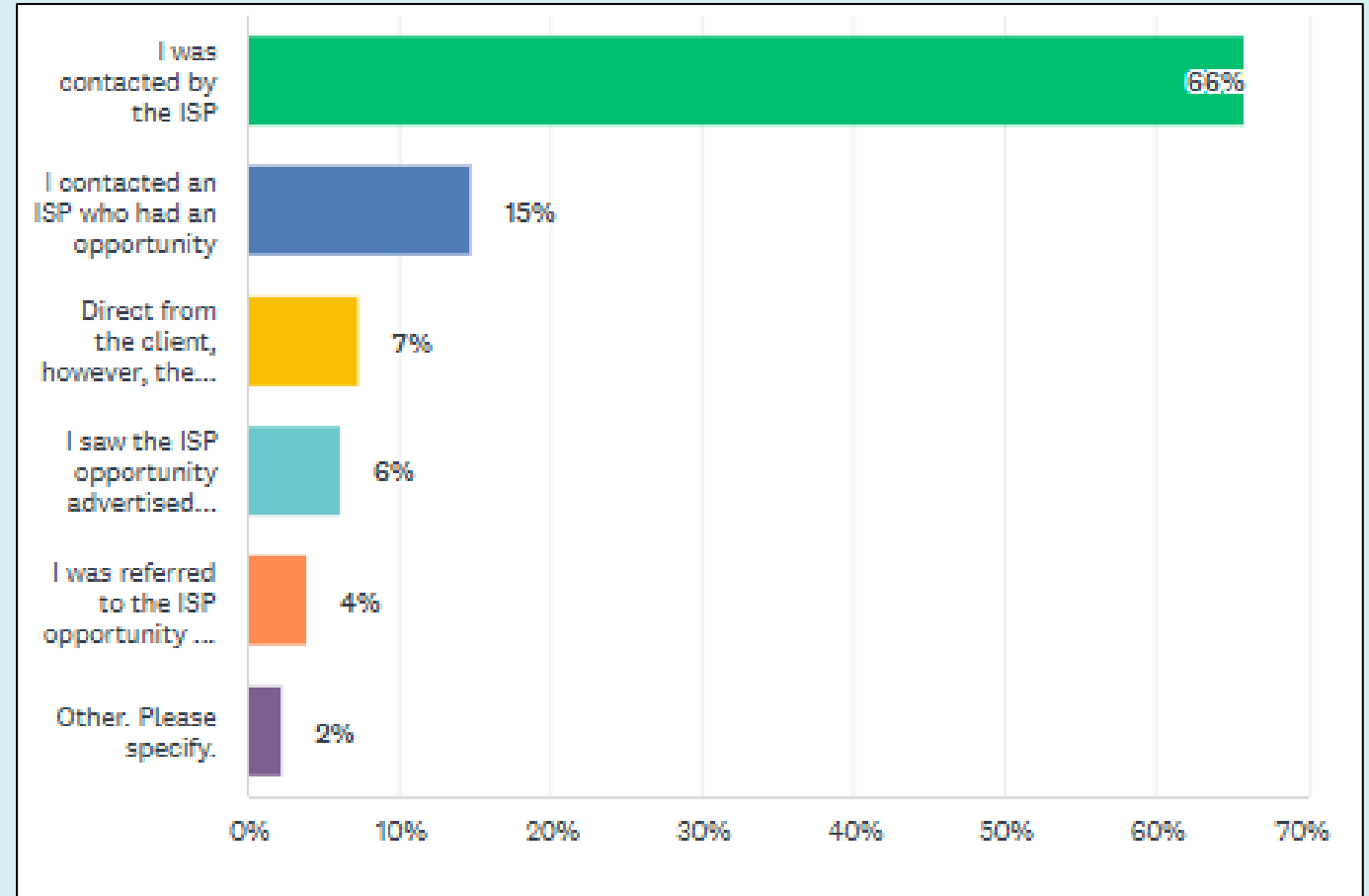
# 6. About the ISP Market



## 6. About the Interim Service Provider Market

### How did you become aware of ISP sourced assignment

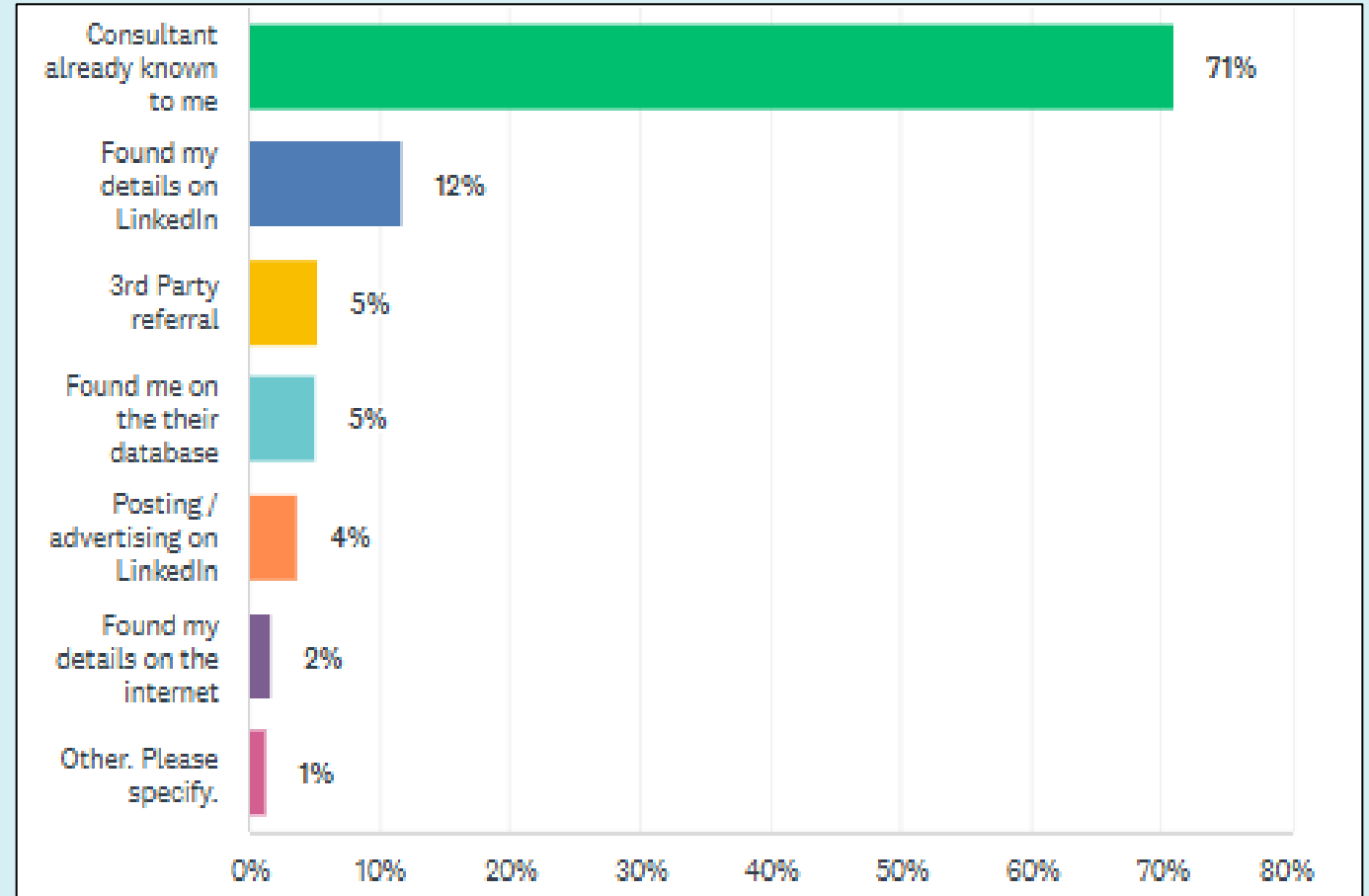
- 2% rise in Interims being contacted directly by the 3rd Party / ISP, which remains the main way Interims become aware of an ISP sourced assignment, very consistent for the last 5 years
- This continues to reinforce the need to be known by your relevant ISP contacts
- The number of Interims that contacted the ISP / 3rd Party For has risen 1% and is the 3rd year in a row that there has been an **Increase**



# 6. About the Interim Service Provider Market

## Nature of Business Relationship

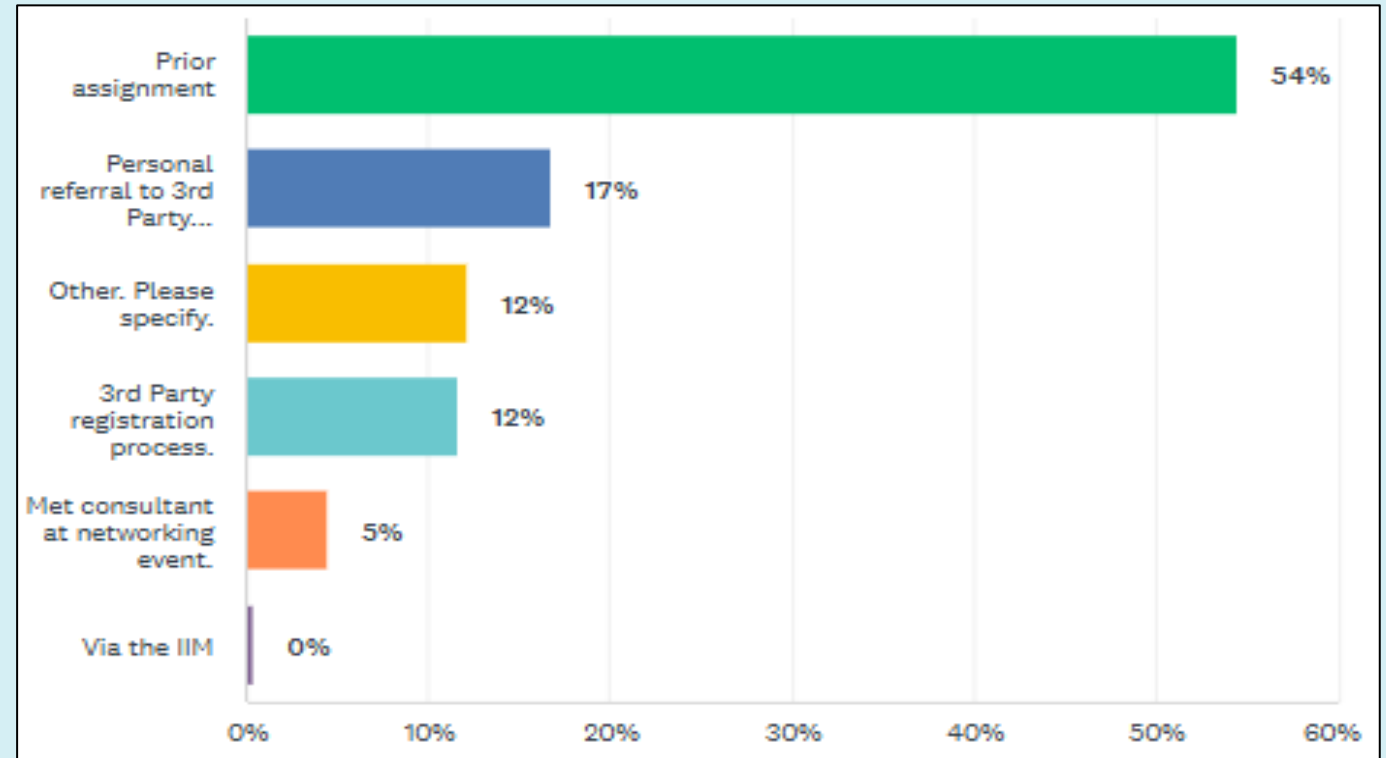
- *'Consultant already know to me'* has risen by 2%, compared with 2025
- This reinforces the fact that being active with 3<sup>rd</sup> Party organisations is still the most effective method of securing ISP sourced assignments. The direct correlation with 'know your consultant' and being contacted on the previous slide is not a coincidence!
- *'Found me on LinkedIn'*, remains the 2<sup>nd</sup> way Interims are being contacted by ISP / 3<sup>rd</sup> Party, remaining at 12%



## 6. About the Interim Service Provider Market

### How had you established the business relationship

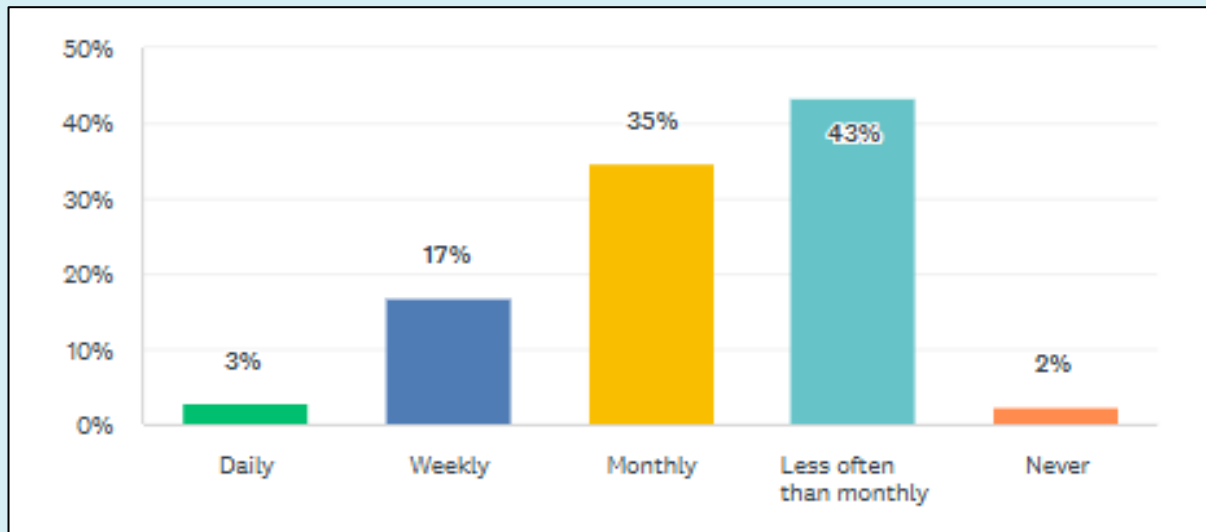
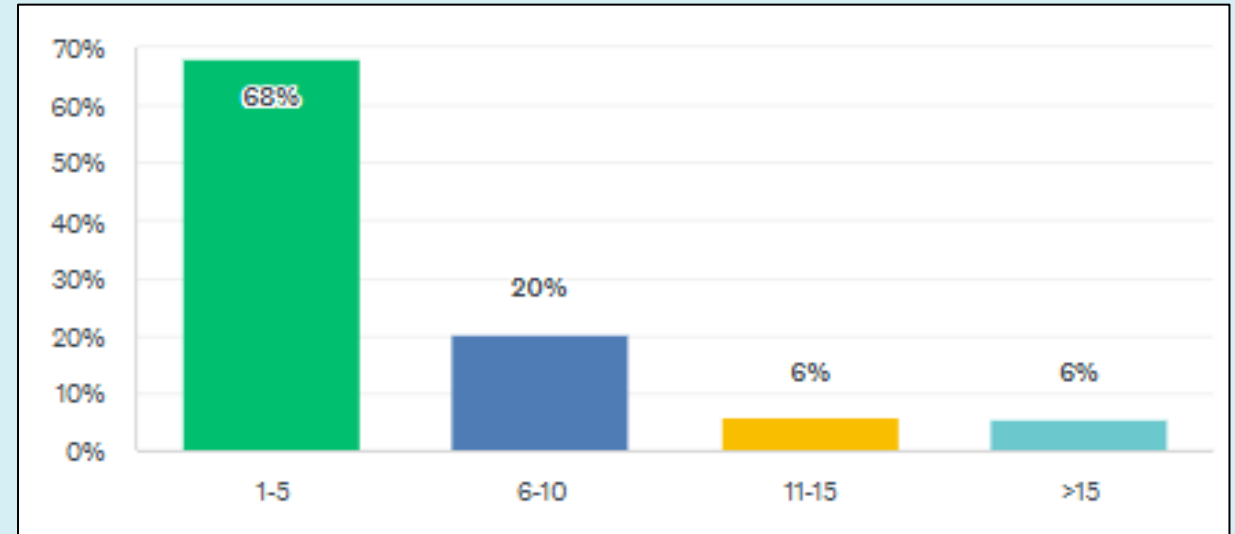
- The spread of 'How the Business Relationship has been established' remains the same, with 'Prior Assignment' rising 3% compared with 2025
- 0.4% of business relationships between Interims and 3<sup>rd</sup> Party providers, was established through the Institute of Interim Management (IIM)
- 5% were 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% Reduction** in Interims registered with 10 or fewer 3rd Party providers, at 88%. This has been quite stable over the last 5 years
- The number registered with 15 or more has dropped 1% from 2025



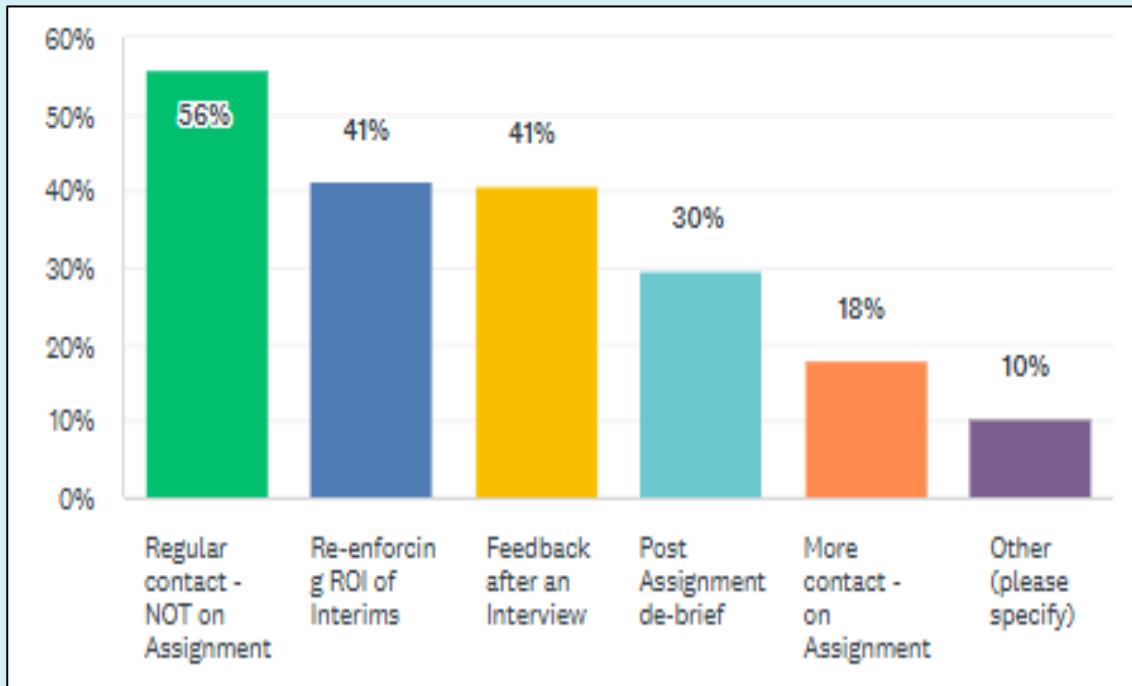
## How often did you speak to the ISP during assignment

- **1% Increase** in Interims speaking with the relevant 3rd Party / ISP Consultant at least monthly, compared with 2025
- Communication between Interims and the relevant 3rd Party Consultant less often than monthly has **dropped 1%**

# 6. About the Interim Service Provider Market

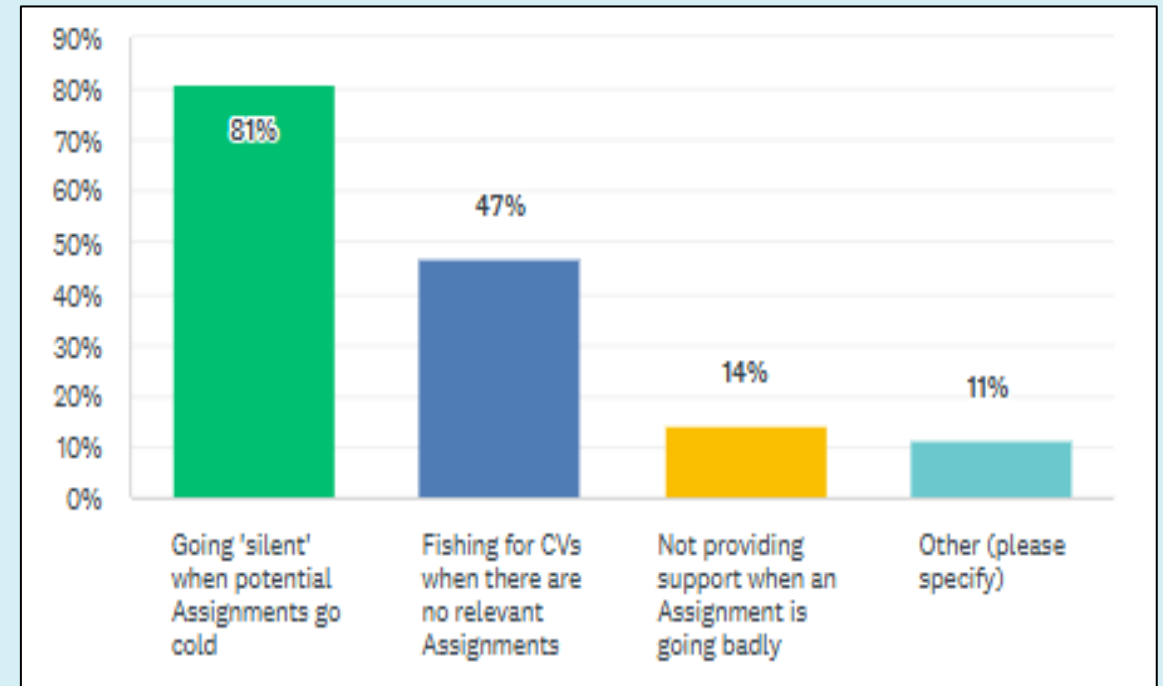
## Positive Behaviours like to see more of

- The spread of Positive Behaviours remains the same, with *'Regular Contact – Not on Assignment'* dropping 2%
- *'Post Assignment de-brief'* is up 1% reduction and *'Selling Interims based on ROI'* is down 4%



## Negative Behaviours would like to see less of

- Negative Behaviours follow the same spread as the previous 4 years
- *'Going 'silent' when assignments go cold'* has dropped by 3%,
- A 1% decrease in Interims not getting support when an assignment is going badly



# 7. Interim Service Provider Rankings



# 7. Interim Service Provider Rankings 2026

## The Basics

- This year respondents placed **over 5000** individual **unique votes** ranking Interim Service Providers (ISPs) overall service from 'Great' to 'Good' to 'OK' to 'Poor' to 'Dismal'
- They are also able to record a vote for upto 3 ISP Consultants who they feel have gone “above and beyond” – these provide the data for the Top 10 Consultants list
- We always encourage Interims to vote **ONLY** for the ISPs and Consultants 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 this year and up to three 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 2026

## IIM No 1 Interim Service Provider 2026 – Tile Hill

“Interims are vital to the UK economy, helping organisations navigate complexity and uncertainty, often bringing specialist knowledge and expertise that may otherwise not be accessible. It's why we are proud to champion the impact and importance of interim management. And why interim managers deserve the best from ISPs.

For Tile Hill, the work we do alongside interims delivering change across public services and civil society has an even more profound impact on society. At a time when the recruitment market has felt more uncertain, it highlights the responsibility of ISPs to have empathy at their core. To listen, to act with integrity, and to be generous with advice to those navigating their career through periods of change and opportunity.

This is what drives us at Tile Hill. It's a huge honour for Tile Hill to be voted as the leading provider for the 2nd year running. We wear this with pride, and it inspires us to raise our standards further. To continue working in a way that our interim community prefers, to keep listening, and to continue championing the careers of those who are transforming public services and civil society.

I'm proud of the Tile Hill team whose individual recognition reflects the passion, care, and commitment they bring to their work every day. It's a privilege to work alongside you all.

Thank you,  
Anthony”



**Anthony Lewis**

Managing  
Director

**Tile Hill**

# 7. Interim Service Provider Rankings 2026



Rank	LY	Provider	Logo
1	1	<a href="#">Tile Hill</a>	
2	2	<a href="#">New Street Consulting Group</a>	
3	3	<a href="#">Eton Bridge Partners</a>	
4	5	<a href="#">Wilton &amp; Bain</a>	
5	4	<a href="#">Stanton House</a>	
6	12	<a href="#">Starfish</a>	
7	6	<a href="#">Boyden</a>	
8	8	<a href="#">Holdsway</a>	



Rank	LY	Provider	Logo
9	7	<a href="#">Solace in Business</a>	
10	11	<a href="#">Anderson Quigley</a>	
11	10	<a href="#">Argon International</a>	
12	17	<a href="#">Gatenby Sanderson</a>	
13	18	<a href="#">Deltra</a>	
14	13	<a href="#">Investigo</a>	
15	14	<a href="#">BIE</a>	

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 2026



Rank	LY	Provider	Logo
16	9	<a href="#">Penna</a>	
17	15	<a href="#">Valtus</a>	
18	16	<a href="#">La Fosse</a>	
19	21	<a href="#">Veredus</a>	
20	30	<a href="#">GRG Executive Search</a>	
21	24	<a href="#">Campbell Tickell</a>	
22	25	<a href="#">Page Executive</a>	
23	31	<a href="#">Robert Walters</a>	



Rank	LY	Provider	Logo
24	22	<a href="#">Norman Broadbent</a>	
25	26	<a href="#">Robert Half</a>	
26	33	<a href="#">Savannah</a>	
27	27	<a href="#">Allen Lane</a>	
28	29	<a href="#">Green Park</a>	
29	44	<a href="#">ZRG</a>	
30	32	<a href="#">FRP Transition</a>	

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 2026



Rank	LY	Provider	Logo
31	41	<a href="#"><u>Morgan Hunt</u></a>	
32	57	<a href="#"><u>Eden Brown Synergy</u></a>	
33	36	<a href="#"><u>Drax</u></a>	
34	28	<a href="#"><u>Morgan Law</u></a>	
35	35	<a href="#"><u>Russam</u></a>	
36	42	<a href="#"><u>Procurement Heads</u></a>	
37	23	<a href="#"><u>LHH</u></a>	
38	43	<a href="#"><u>Kingsley Search &amp; Interim</u></a>	



Rank	LY	Provider	Logo
39	19	<a href="#"><u>B2E Consulting</u></a>	
40	52	<a href="#"><u>Hunter Healthcare</u></a>	
41	56	<a href="#"><u>The Siena Partnership</u></a>	
42	54	<a href="#"><u>Marble Hill Partners</u></a>	
43	37	<a href="#"><u>Hoggett Bowers</u></a>	
44	48	<a href="#"><u>Chilworth Partnership</u></a>	
45	38	<a href="#"><u>InterQuest Group</u></a> (part of Morson Edge)	

*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 2026



Rank	LY	Provider	Logo
46	39	<a href="#">1st Executive</a>	
47	34	<a href="#">Osprey Clarke</a>	
48	46	<a href="#">Melber Flinn</a>	
49	45	<a href="#">Grichan Whitestone</a>	
50	58	<a href="#">i&amp;e Professionals</a>	
51	55	<a href="#">Barracuda</a>	
52	40	<a href="#">Venari Partners</a>	
53	NE	<a href="#">Faerfield</a>	



Rank	LY	Provider	Logo
54	NE	<a href="#">JSS</a>	
55	NE	<a href="#">Venn Group</a>	
56	NE	<a href="#">Dartmouth Partners</a>	
57	50	<a href="#">Rethink</a>	
58	51	<a href="#">Rinnova</a>	
59	59	<a href="#">Blenkin Associates</a>	

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 2026

## IIM Interim Service Provider Consultant of the Year 2026 Denise Raw, New Street Consulting Group

"I was absolutely delighted to have been awarded first place Consultant in 2022 and 2025 and incredibly proud to achieve first place again in 2026.

This year has undoubtedly been a particularly challenging market with more senior interims seeking out fewer available opportunities. Like many in our interim profession, I've seen how hard interim provider consultants are working to deliver the best outcomes for both the clients and candidates. I am also noticing how client assignment outcomes are becoming much more demanding than ever before and the focus being more so on client value for money.

It is vital that we all continue to champion professionalism, interim value and quality in our industry. Organisations like the IIM play such a key role by continuing to offer valuable insight into market trends. We are lucky to have an exceptional IIM team who work so hard in supporting the interim market to continue to develop, especially in such changing economic conditions across all the different sectors of the market.

A huge thank you to everyone who supported me as an interim Provider Consultant and also for those that voted for New Street Consulting Group achieving in the top two in the UK again.

Thank you to the IIM for their continued excellent work. I look forward with interest to seeing the 2026 report when published in June.

Thank you,  
Denise"



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

# 7. Interim Service Provider Rankings 2026

## Interim Provider Consultants 2026

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



Lorraine Payne,  
Starfish



Nik Shah,  
Tile Hill



Rory Black,  
Stanton House



Gavin Wingfield,  
New Street  
Consulting Group



Ross Dawson,  
Eton Bridge  
Partners



Sarah Bradley,  
GRG Executive  
Search



Jared Collis,  
Stanton House



Anna-Marie McGraw,  
ZRG



Claire Lauder,  
Anderson  
Quigley



Claire Lauder,  
Boyden

# 8. Conclusions



# 8. Conclusions

- This year's Survey showed a mixed bag of indicators, best summarised as **a challenging but slightly improving market**
  - Average days billed encouragingly **recovered to 148 days**, returning to earlier post Covid years
  - The "snapshot" % on assignment at the end of March rose 2% to **64%**, a small but positive step forward
  - Average day rates barely moved, **up just 1% overall**, continuing the recent trend, reflecting continued pressure on rates
  - Average assignment length up slightly to 10 months and gap down to 3.2 months offer further small positive signs
  - 45% of Interims expect **their market** to get tougher again this year (2024: 31%) and 26% expect earnings to fall (2024: 19%), with the decline from 2025 slowing. **But not much optimism out there**
  - **Public and 3<sup>rd</sup> Sector** interims showed the most sector optimism, but a very challenging market with around 40% still expecting declines
  - Unsurprisingly **Securing a new assignment is now the no1 challenge** (50%), closely followed by Reduced demand/shorter assignments (45%).
- Our first Fractional question surprised with **nearly 25%** of last assignments **provided fractionally**
- The share of remuneration via traditional day rate **fell for the fourth consecutive year**, although still dominant at 78%
- Although improved from 2025, still of great concern, is the 53% 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 improved close to 28%, the highest since 2023, but stubbornly well below the population demographic of 51%

# 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 and must not be used by any other party
- Please contact us at [moderator@iim.org.uk](mailto:moderator@iim.org.uk) if you require access

## Acknowledgements

- This Survey, first published in 2010 and updated annually in various formats, is the 17<sup>h</sup> edition.
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## 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.

