



Independent Consultant Survey – overall results including data cuts by geography, age and gender

December 2018



eden
mccallum

Survey findings - Highlights

Overall results

- Independent consultants (ICs) are highly experienced and typically the main earner. Most deliberately chose to start independent consulting (IC) and half plan to be an IC for more than 3 years
- The vast majority of ICs (c. 90%) are satisfied with working as an IC, and are more satisfied than employed consultants with their current professional life
- Most are meeting their target days and earning more/similar to when they were employed
- ICs rate their current work very highly vs when they were at traditional consulting firms – with 91% saying it is better value for money for clients
- 80% of ICs see themselves as successful (half as very/extremely) – with ability to work in ambiguity and adaptability as the two main reasons. Unsurprisingly, the downsides are volatility of work, having to pursue business development, and sometimes not feeling part of a 'team'

Women vs. Men

- IC radically reduces the gender pay gap, and women are more likely to be meeting their target work days and income expectations vs when last employed
- Women are as satisfied overall as men, but rate many factors of satisfaction more highly than men (including flexibility, intellectual challenge, work-life balance, time for other interests, personal development and financial security)
- They also rate their current IC work more strongly than when employed, particularly efficiency and gratification; and they primarily define success by being energised, relatively more than money (which is the key factor for men)

Millennials: Under vs over 40 years

- Millennials are most likely to have made a deliberate choice to become an IC, particularly to have more control over their time and support new projects, with an entrepreneurial move as the most likely next step if/when they stop being an IC
- Millennials are more satisfied overall and against many factors, particularly financial security and personal development; and are generally more positive about their current IC projects vs when they were employed in a traditional firm
- Linked to this, they are typically billing more days, more likely to be billing at least their target days, and 84% are earning the same or more (71% are earning more) than when employed (twice as many as older ICs)

Europe vs North America

- There are few geographical differences – while North American ICs are somewhat less likely to have deliberately chosen to start IC they are just as satisfied, are particularly satisfied with intellectual challenge and contribution to society, and are even more likely to perceive themselves as extremely/very successful

Contents



- 1. Overview of survey findings: Independent consultants and employed consultants**
- 2. Independent consultants – Women vs men**
- 3. Independent consultants – Millennials vs over 40**
- 4. Independent consultants – Europe vs North America**

The survey respondents were split c. 60% Europe and 40% North America (mostly the USA)

SAMPLE BY SOURCE AND GEOGRAPHY: CURRENT INDEPENDENTS (SURVEY A)

	Eden McCallum	LBS	B2E	HighPoint	Total
Europe	116	42	32	1	191
North America	0	6	0	110	116
Total	116	48	32	111	307

	Eden McCallum	LBS	B2E	HighPoint	Total
Europe	38%	14%	10%	0%	62%
North America	0%	2%	0%	36%	38%
Total	38%	16%	10%	36%	100%

The survey was conducted from 5 October 2018 to 21 October 2018 as an online questionnaire. The sample comes from four sources:

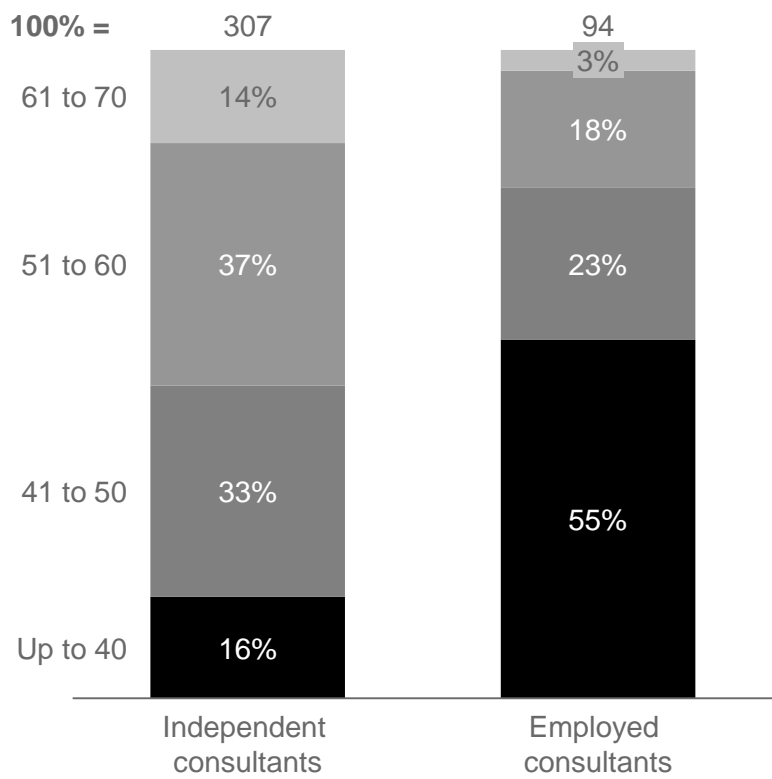
- Eden McCallum (Europe)
- B2E Solutions (Europe)
- HighPoint Associates (North America)
- London Business School alumni

Note: Based off links sent to different source groups

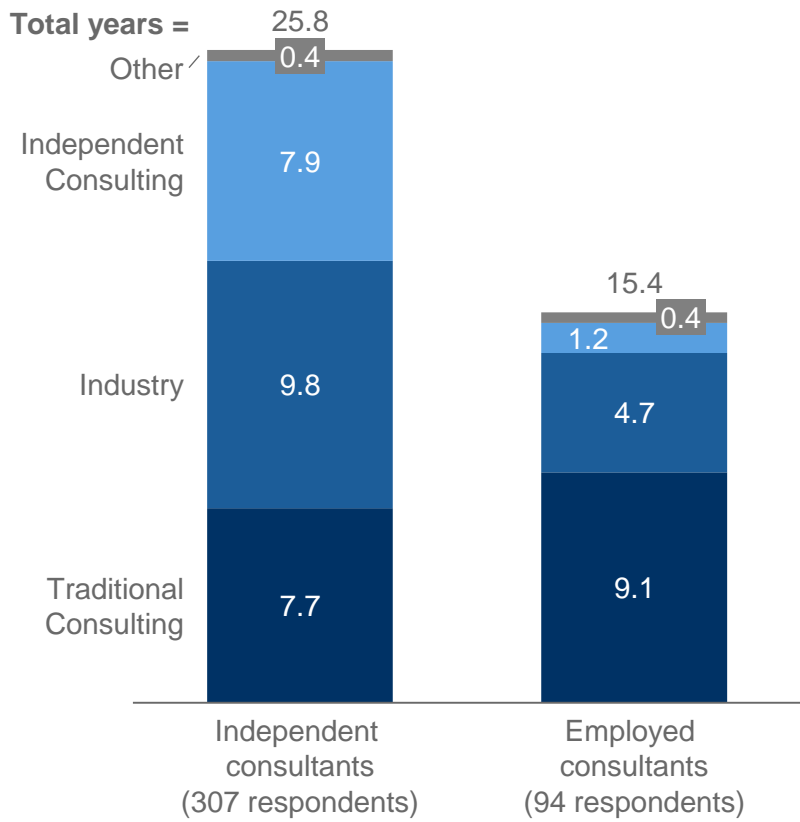
Independents are older and more experienced

KEY FACTS ABOUT THE SAMPLE – AGE AND YEARS OF PROFESSIONAL EXPERIENCE

Split of respondents by age, %



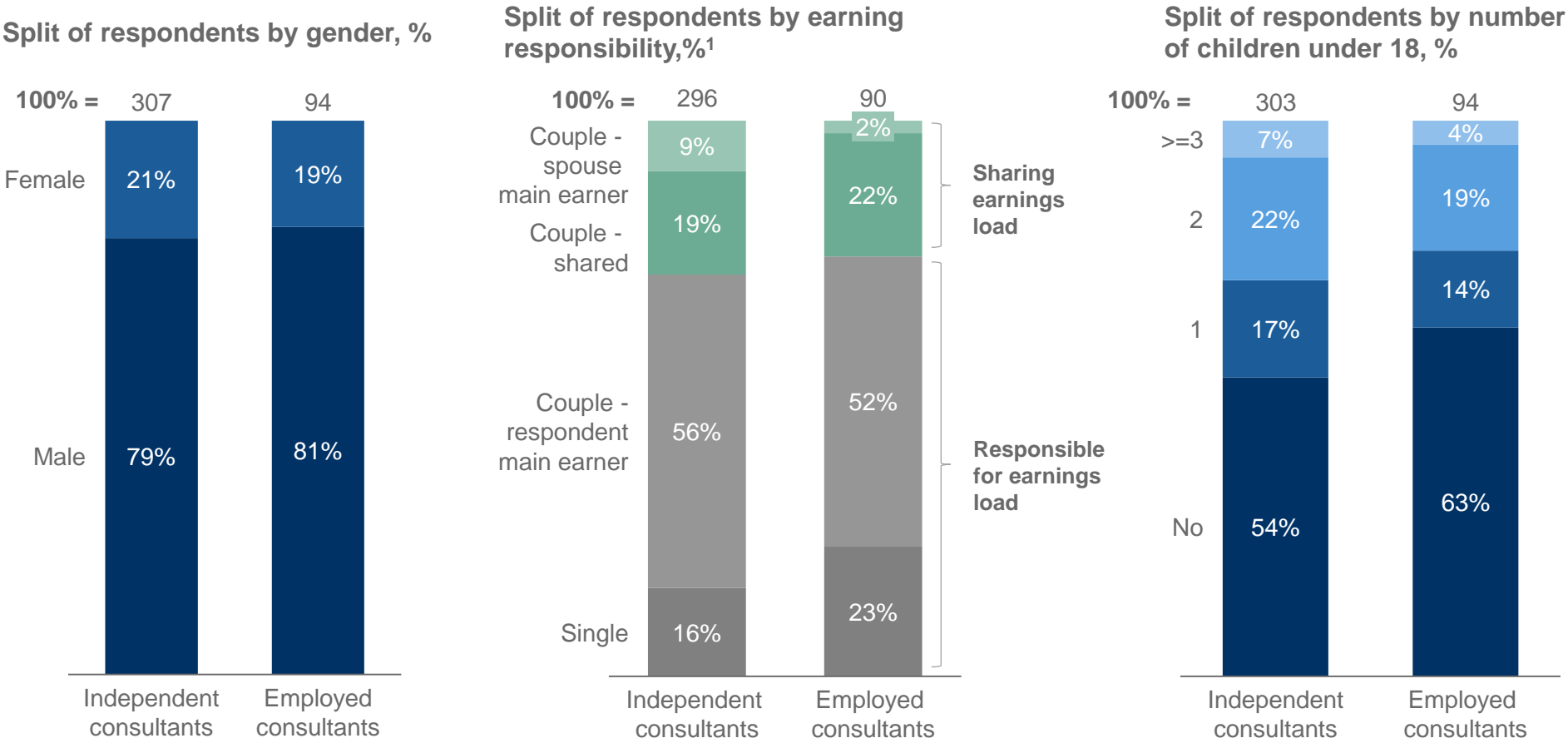
Number of years of professional experience



Note: QA9 and QB2: Looking at your total professional experience, please list the approximate number of years you have spent in each type of the following (traditional consulting, industry, independent consulting, other (please specify)); QAge: How old are you?

The male-female split for both ICs and employed consultants is 80-20; three-quarters are the main earner; less than half have young children

KEY FACTS ABOUT THE SAMPLE – GENDER, MAIN EARNER AND CHILDREN UNDER 18

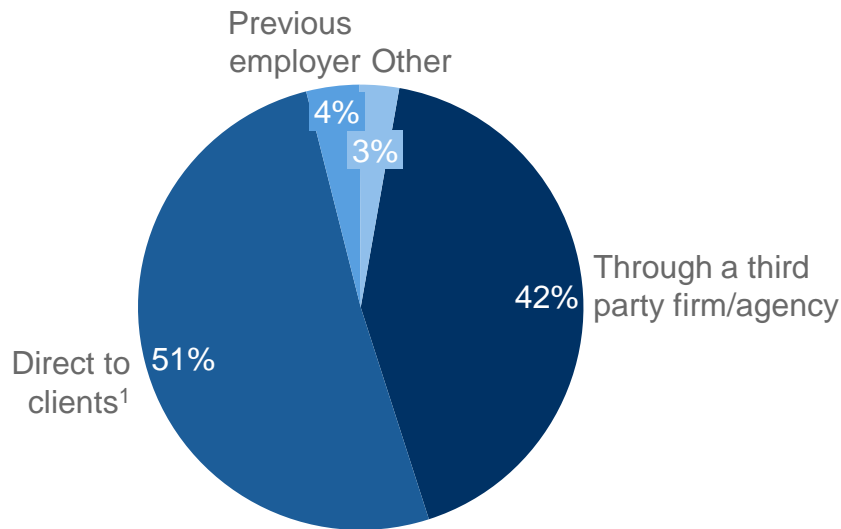


¹ Combines two questions
Note: QGender: What is your gender?; QA36 and QB36 Are you the sole provider of income in your household?; QA37 and QB37 Are you the main earner of income in your household?; QA38 and QB38 Do you have children under the age of 18?

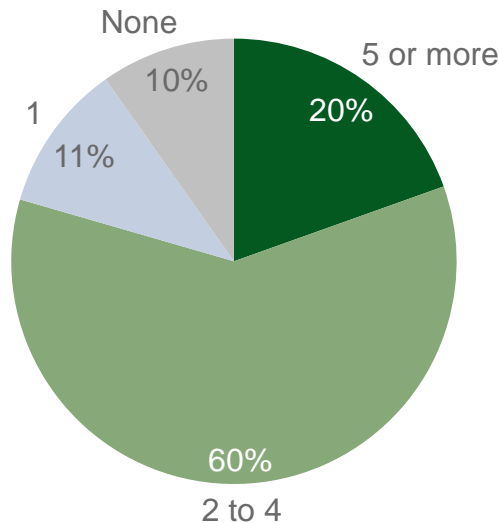
Nearly 60% of IC work is direct and relatively little work is for previous employers; most are signed up to 2 or more third party firms/agencies

SOURCES OF WORK AND THIRD PARTY FIRMS/AGENCIES SIGNED UP WITH

Sources of work for ICs, %
100% = 307 respondents



Number of third party firms/agencies ICs are signed up with, %
100% = 307 respondents



Of those signed up to at least one third party firm/agency, 78% have worked with at least one in the last two years

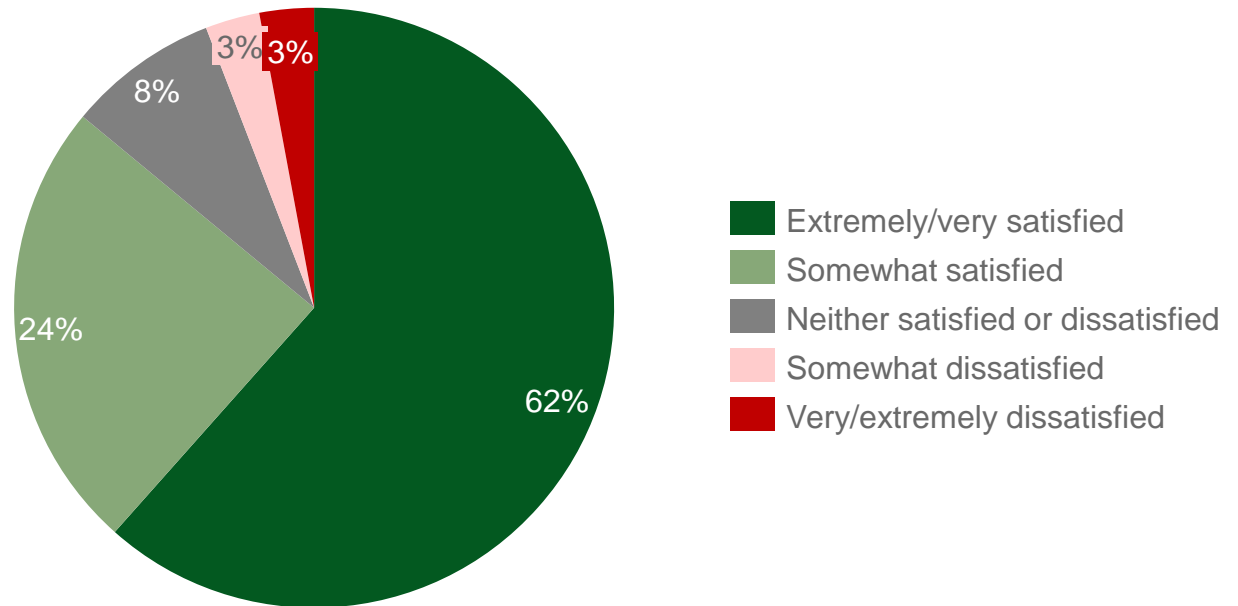
1: 'Direct to clients' excludes previous employers
Note: QA4 Still thinking about your billable time as an independent consultant, how often do you work with the following? Your best estimate will do. The total should be 100%
QA5 How many 3rd party firms or agencies (companies that connect freelancers with project work) have you signed up with as an independent consultant?; QA6c Please tick the names of the 3rd party firms or agencies (companies that connect freelancers with project work) with which you have worked in the last 2 years.

c. 90% are satisfied with working as an independent consultant, and nearly two-thirds very/extremely

OVERALL SATISFACTION – INDEPENDENT CONSULTANTS

Overall satisfaction with working as an independent consultant, %

100% = 307 respondents

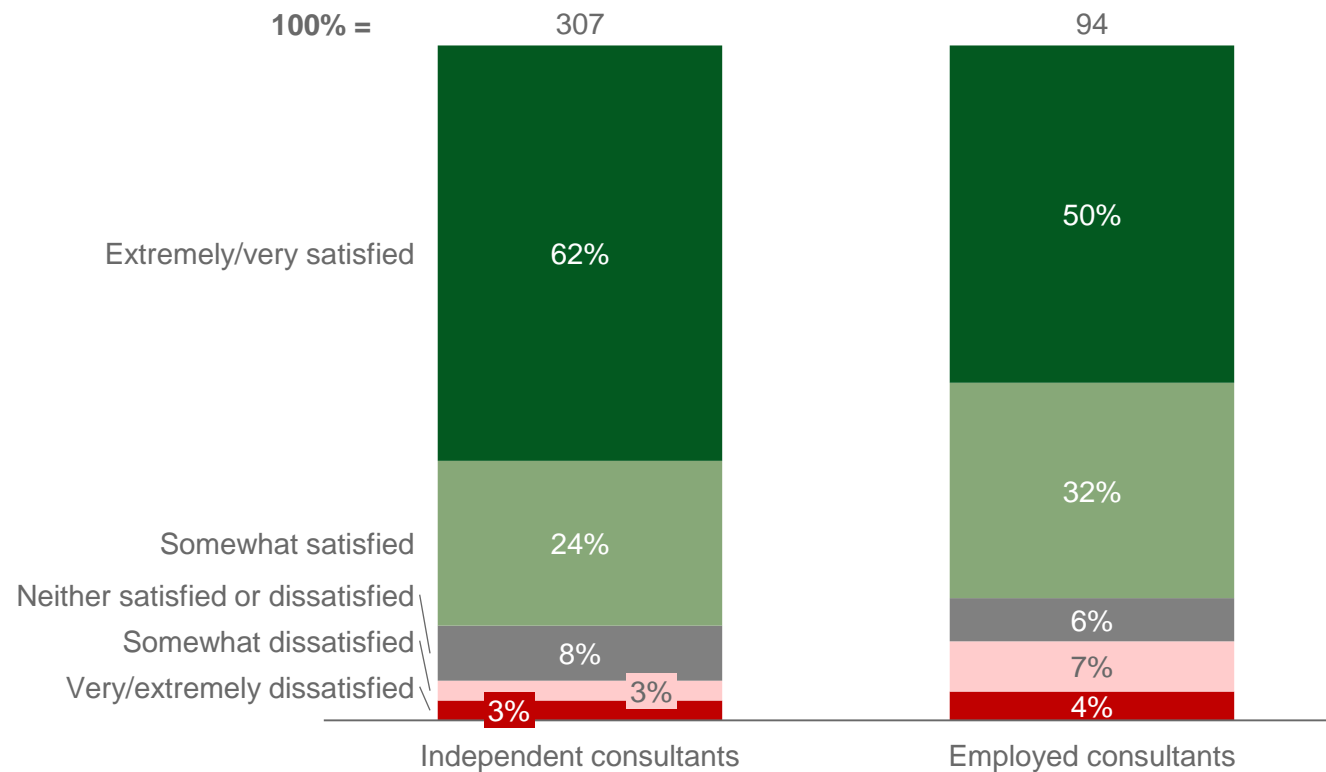


Notes: Scoring on a 1-7 scale: 6-7: Extremely/very satisfied; 5: Somewhat satisfied, 4: neutral; 3: Somewhat dissatisfied; 1+2: Very/extremely dissatisfied
Note QA16 In general, how SATISFIED are you with working as an independent consultant – on a scale from 1 to 7, where 1 is 'extremely dissatisfied'

Independents are more satisfied than employed consultants are with their current professional life

OVERALL SATISFACTION – INDEPENDENT VS EMPLOYED CONSULTANTS

Overall satisfaction with working as an independent consultant vs satisfaction with current professional life for employed consultants, %



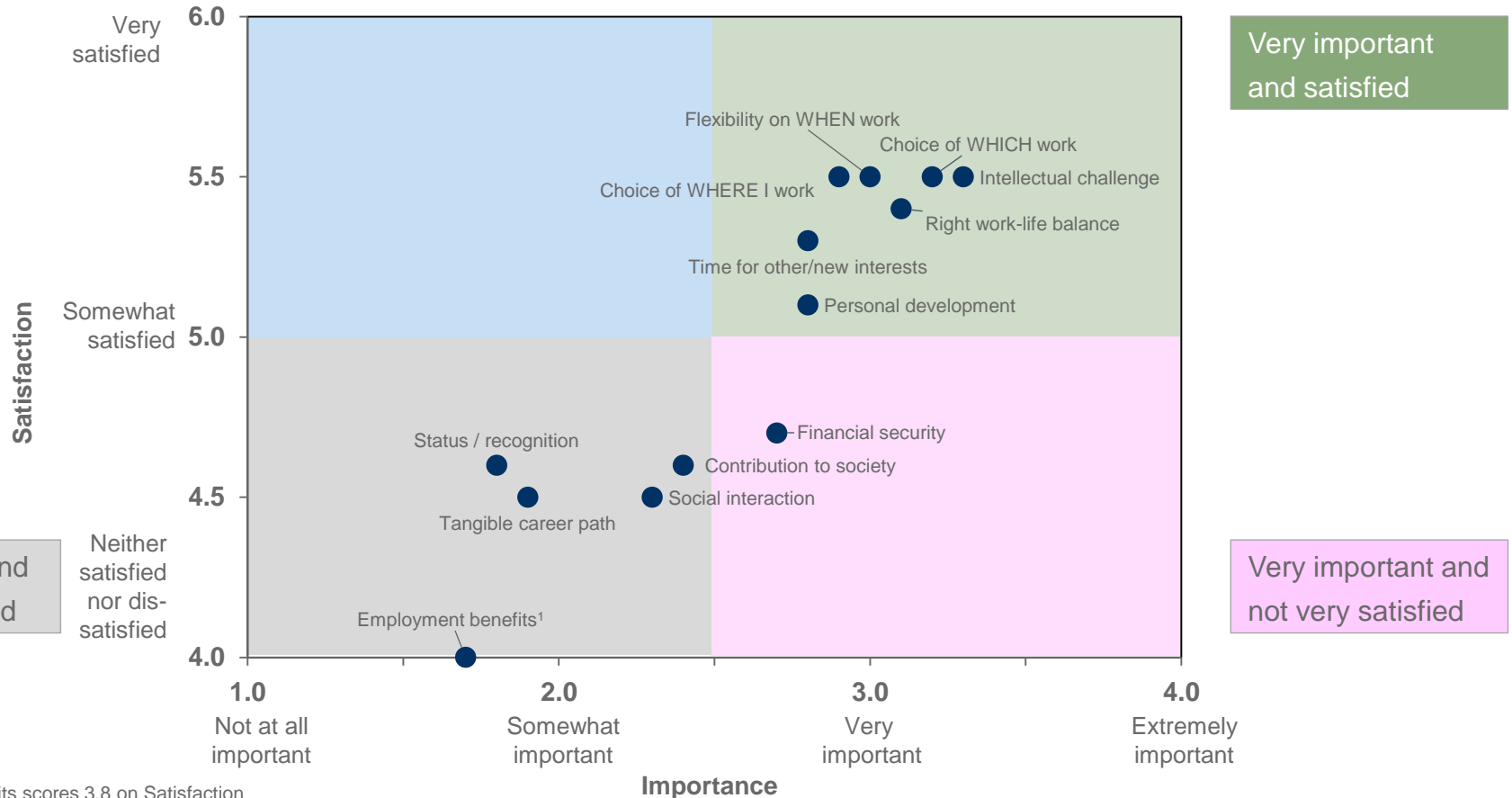
Notes: Scoring on a 1-7 scale: 6-7: Extremely/very satisfied; 5: Somewhat satisfied, 4: neutral; 3: Somewhat dissatisfied; 1+2: Very/extremely dissatisfied

Note QA16 In general, how SATISFIED are you with working as an independent consultant – on a scale from 1 to 7, where 1 is 'extremely dissatisfied'; QB4aA1: In general, how SATISFIED are you with your current professional life – on a scale from 1 to 7, where 1 is 'extremely dissatisfied' and 7 is 'extremely satisfied'

Overall, independents are highly satisfied with the most **important** aspects of their professional lives...

IMPORTANCE AND DRIVERS OF SATISFACTION – INDEPENDENT CONSULTANTS

All independent consultants, n=307



1 Employment benefits scores 3.8 on Satisfaction

Note: Satisfaction: (1 = Extremely dissatisfied; 7 = Extremely satisfied); Importance: (1 = Not at all important; 4 = Extremely important)

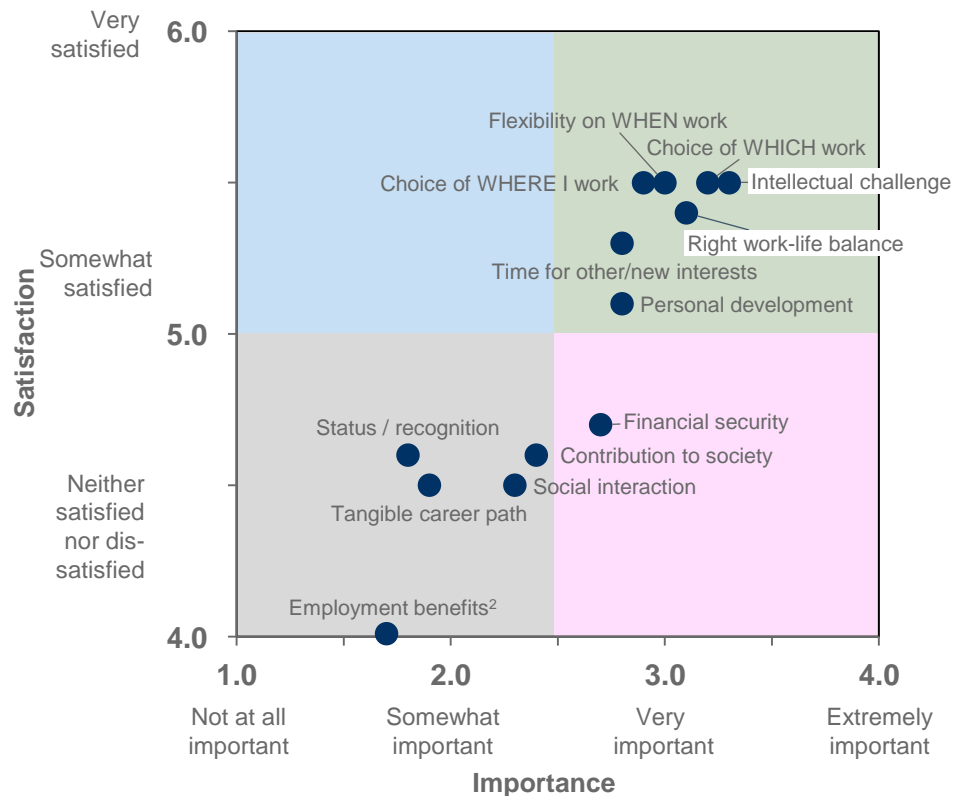
Note QA17 - At this stage of your career, how IMPORTANT are the following factors to you?; QA18 Thinking about the same criteria, how SATISFIED are you with your work as an independent consultant?

... while their employed peers are markedly less satisfied with many important aspects of their professional lives

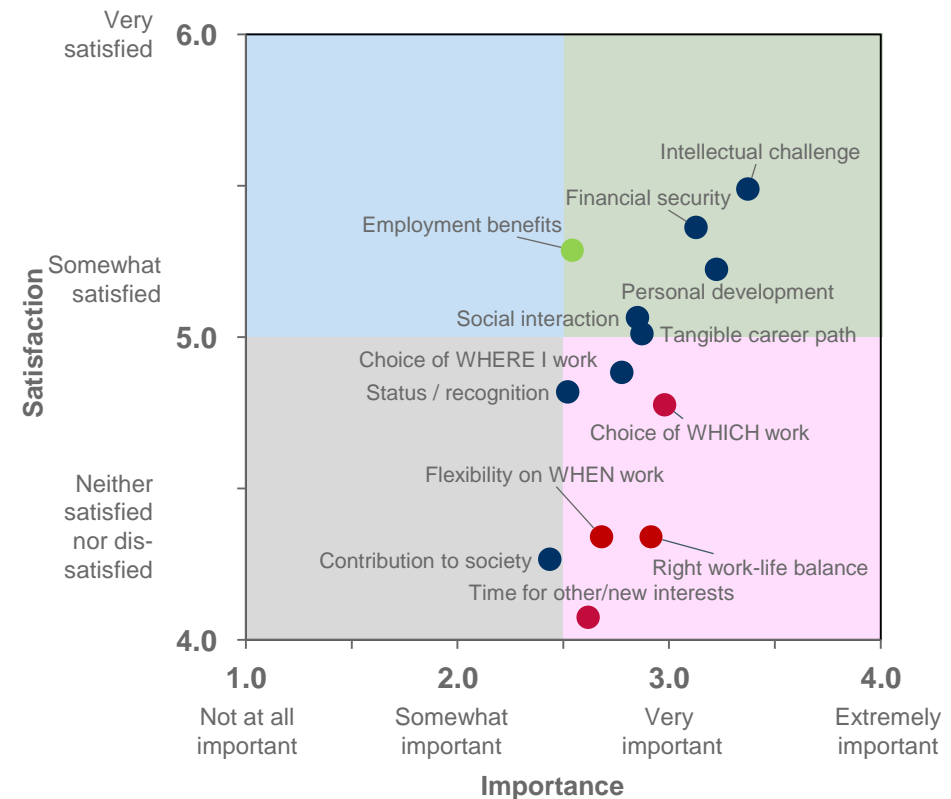
CURRENT INDEPENDENT CONSULTANTS VS THOSE AT TRADITIONAL CONSULTING FIRMS

● Satisfaction average rating varies by >0.7 points relative to current independents

Current independent consultants, n=307



Current traditional consultants, n=94¹



1 Both former ICs and those who have never been an IC

2 Employment benefits score 3.8 on Satisfaction for Current independents

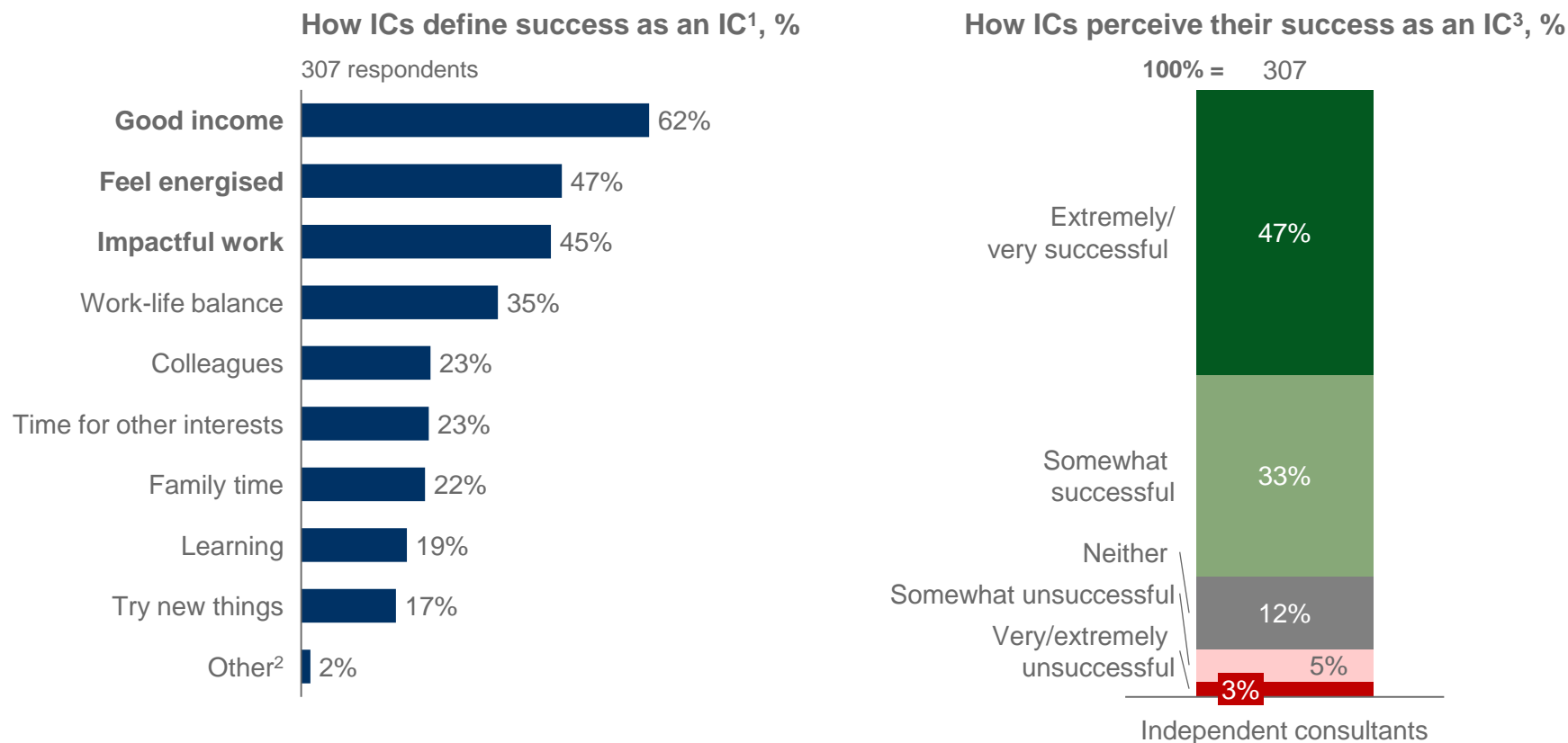
Note Satisfaction: (1 = Extremely dissatisfied; 7 = Extremely satisfied); Importance: (1 = Not at all important; 4 = Extremely important)

Note QA17 - At this stage of your career, how IMPORTANT are the following factors to you?; QA18 Thinking about the same criteria, how SATISFIED are you with your work as an independent consultant?

10 Independent Consultant Survey 2018

Most ICs define success as earning a good income, being energised and having impact; c. 80% see themselves as successful (half as very/extremely)

HOW ICs DEFINE SUCCESS AND PERCEIVE THEIR SUCCESS



1. Maximum of 3 choices allowed

2. Other includes Independence

3. Scoring on a 1-7 scale: 6-7: Extremely/very successful; 5: Somewhat successful; 4: neutral; 3: Somewhat unsuccessful; 1-2: Very/extremely unsuccessful

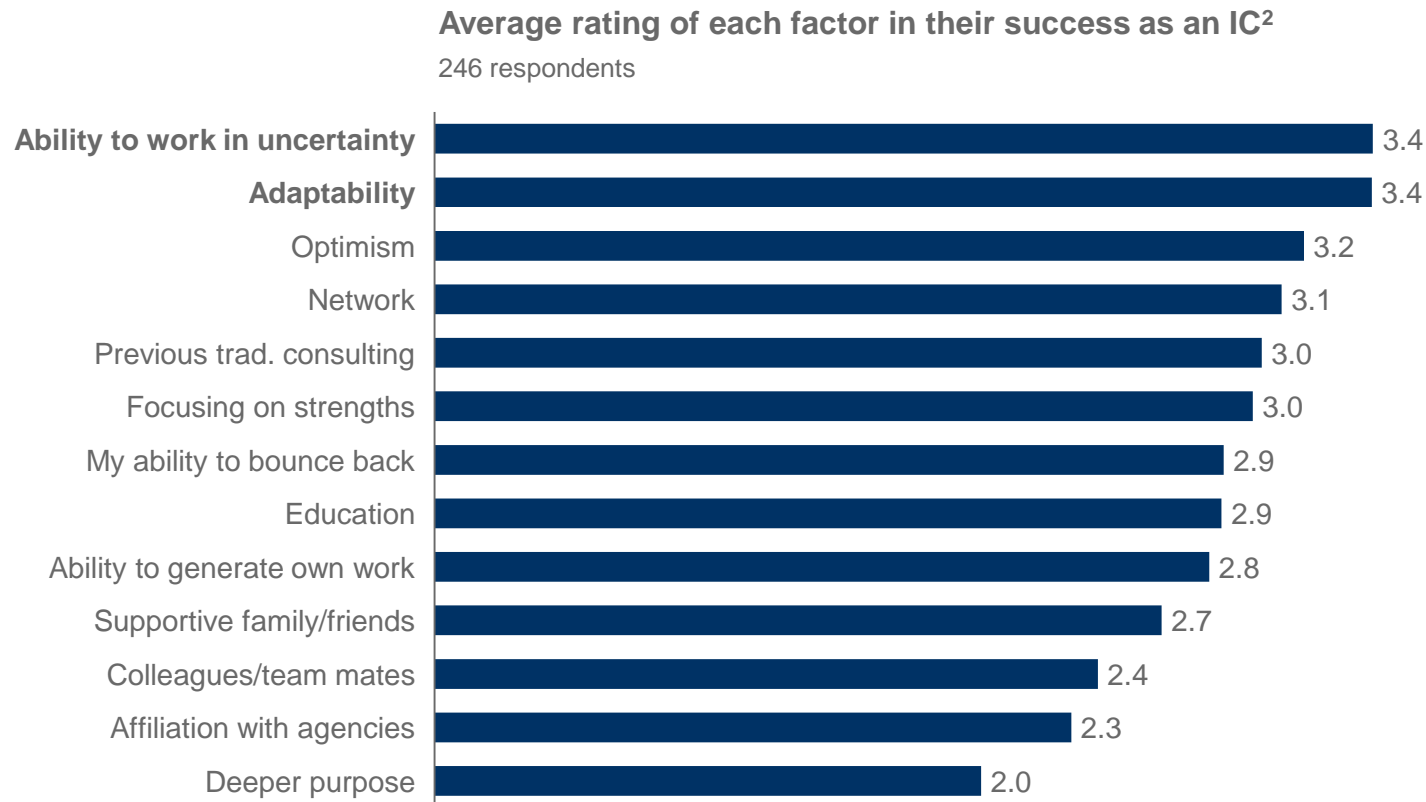
Note Current employed consultants were not asked definition of success, perception of success or factors in their success

Note QA19 - How would you personally DEFINE SUCCESS as an independent consultant? Tick a maximum of 3 from the list below; QA20 Overall, how SUCCESSFUL do you think you are as an independent consultant? On a scale from 1 to 7 where 1 is 'extremely unsuccessful' and 7 is 'extremely successful'.

11 Independent Consultant Survey 2018

The top two reasons for success are the ability to work in ambiguity/uncertainty and adaptability to new situations

IMPORTANCE OF FACTORS IN INDEPENDENT CONSULTANTS' SUCCESS (FOR THOSE WHO ARE SUCCESSFUL¹)



1. Somewhat/very/extremely successful

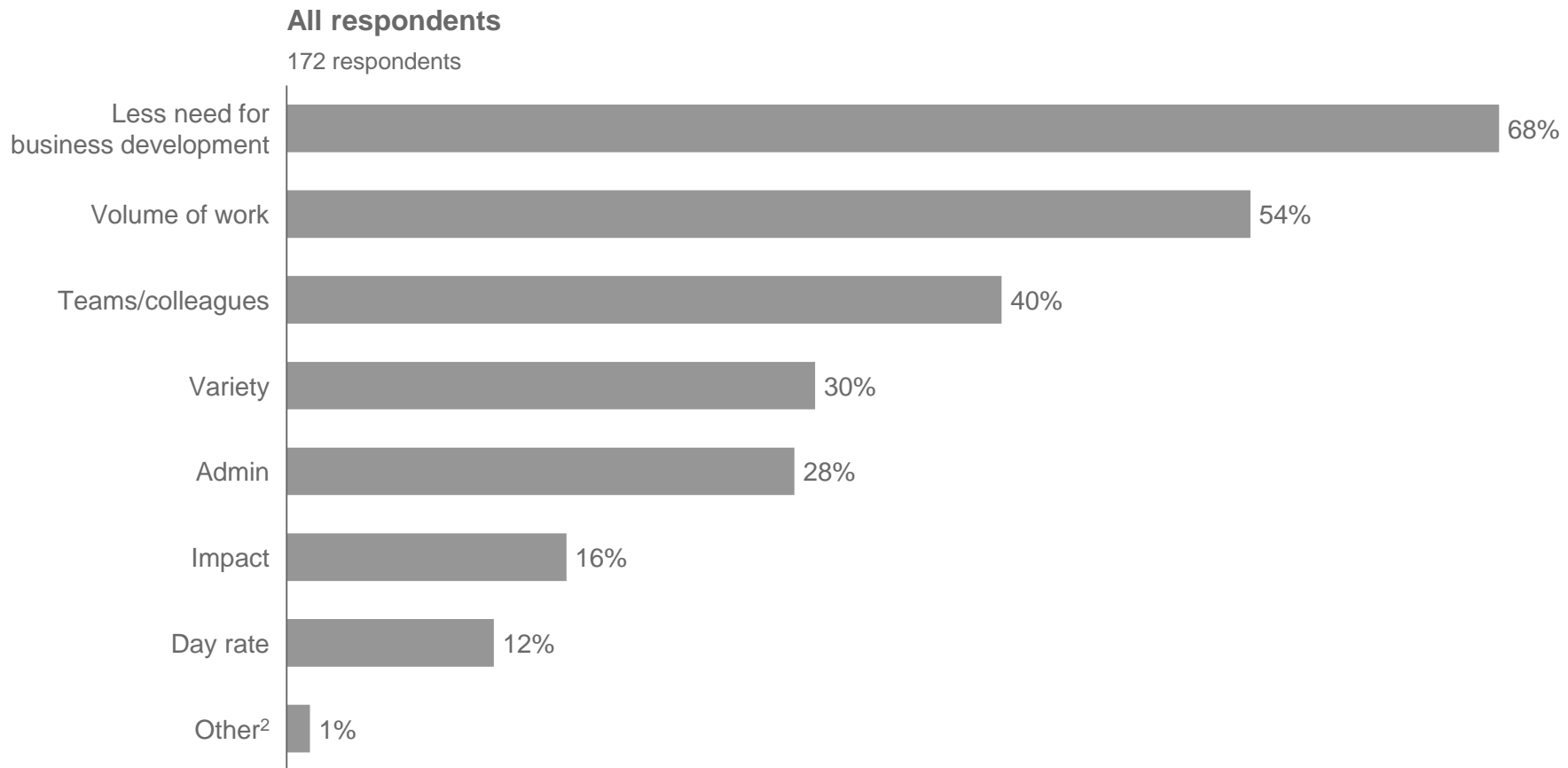
2. Where 1 = not at all important; 4 = extremely important

Note QA21 How important do you think the following factors have been in your success as an independent consultant?

Where working with a third party is a driver of success, the key benefit is less need for business development, followed by greater volume of work and opportunities to work in teams

BENEFITS OF WORKING WITH A THIRD PARTY FIRM OR AGENCY TO THEIR SUCCESS

% of respondents¹



1. For those who are at least somewhat successful and see affiliation with third party firms/agencies as somewhat/very/extremely important to their success

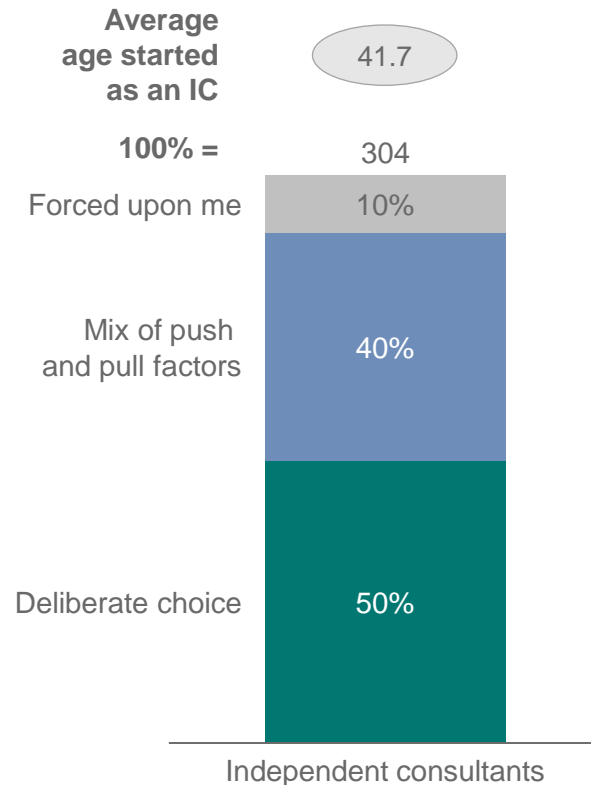
2. Other includes: Reduces uncertainty, Access to larger clients that require Master Service Agreements

Note QA22 - What have been the benefits of working with a 3rd party firm or agency that finds work for independent consultants? (tick a maximum of 3)

Starting independent consulting is an active choice for most, driven by a desire to have more control over their time, a better work-life balance and to work differently with clients

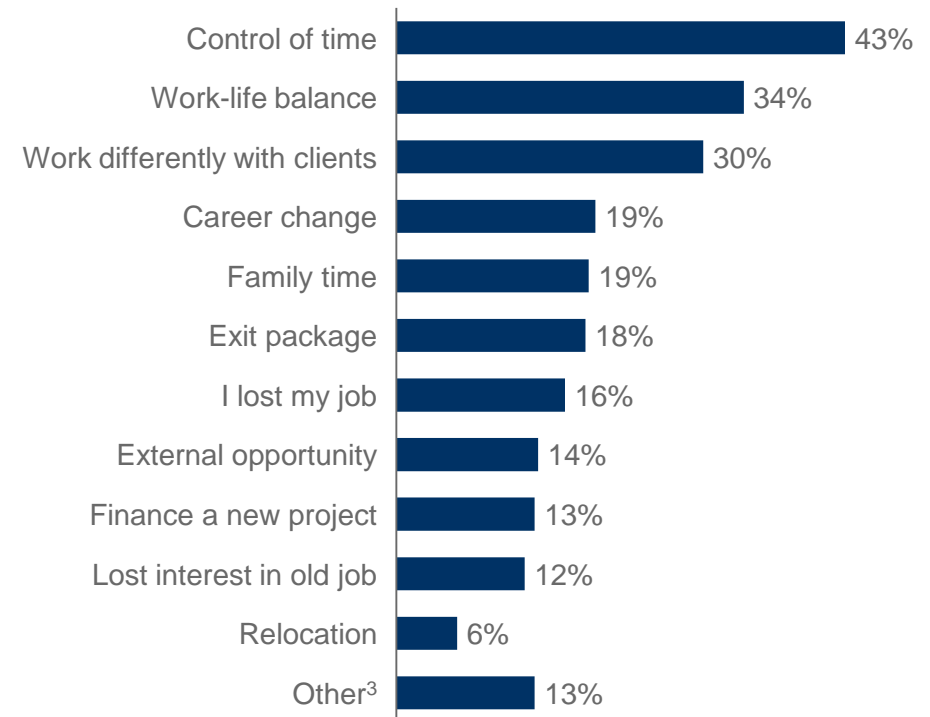
BECOMING AN INDEPENDENT CONSULTANT

What drove the move to IC¹, %



Specific triggers in starting independent consulting, %²

307 respondents



¹ Excluding 'n/a'

² Maximum of 3 choices allowed

³ Other includes: Frustration with corporate environments, Circumstances, Specific motives for career change, Attraction to being an IC, Portfolio career, Desire to choose which projects, Another opportunity falling through, To study for a PhD

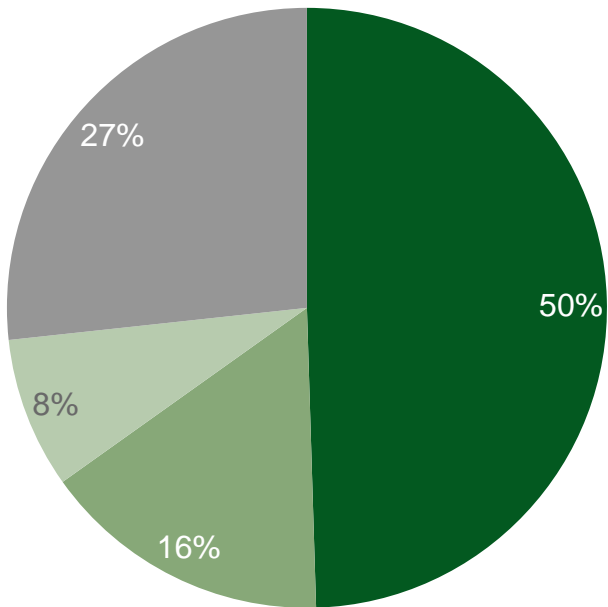
Note QA13 How would you describe your move from working as an employee at a company to independent consulting?; QA15A1 How old were you when you made the move from employment to independent consulting? QA14A - What specifically triggered you to start working as an independent consultant? (Maximum 3 answers)

Half plan to be independent for over 3 years with many likely to go into something entrepreneurial should they leave independent consulting

FUTURE INTENTIONS OF INDEPENDENT CONSULTANTS

Years intending to remain an independent consultant

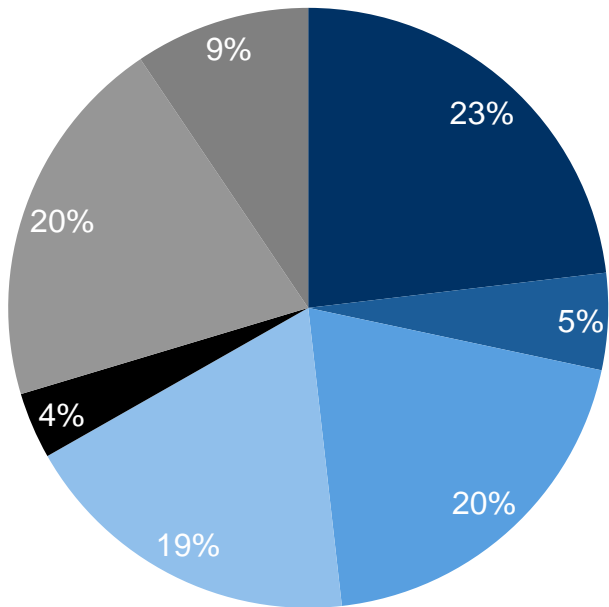
100% = 307 respondents



More than 3 years
1-3 years
<12 months
I don't know

Next move if they were to stop being an independent consultant

100% = 307 respondents



Corporate role
Trad. Consulting
Join start up
Start own business
Career break
No longer work/retire
Other

1. Other includes: Teach/work in a non-profit, Focus on start-ups/business interests, Career change, Private Equity, Directorships, Not sure, Investment management, Any job, Poetry
Note QA27 How long do you intend to remain an independent consultant?; QA28 If you were to stop being an independent consultant, what are you most likely to do?


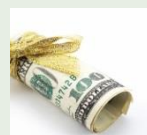
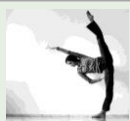

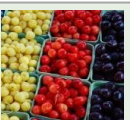



Independent consultants think the best thing about being independent is the freedom and control that it brings along with flexibility

INDEPENDENT CONSULTANT RESPONDENTS

X

respondents providing response in this area¹

What do you find to be the best thing(s) about being an independent consultant?

 <p>Independence/ Freedom/ Control/Choice</p> <p>131</p>	<ul style="list-style-type: none"> • “Doing the work I want with the clients I want in the way that I want” • “Freedom to choose the projects and people I work with. Being true to my beliefs/values in how I do my work. Being able to see the value I can add and surpassing expectations.” 	 <p>The financial return</p> <p>36</p>	<ul style="list-style-type: none"> • “Doing work that I love and being paid well for it” • “Interesting work, good rate, flexibility” • “Good income level vs level of stress”
 <p>Flexibility in timings and locations</p> <p>103</p>	<ul style="list-style-type: none"> • “Flexibility, choice, balance” • “Flexibility (to build the work/life balance that works for you)” • “Freedom and flexibility, ability to pause between projects and to follow other projects between jobs” • “Time to combine with entrepreneurship” 	 <p>No internal politics to deal with</p> <p>32</p>	<ul style="list-style-type: none"> • “Independence and control over working life, and less politics” • “Freedom from politics and admin associated with large consulting firms” • “No ‘bosses’ to worry about” • “Lack of need to engage in personal development and people management, plus the ‘office politics’ tends to pass me by”
 <p>Variety of projects and new challenging situations</p> <p>40</p>	<ul style="list-style-type: none"> • “Variety of work and potential clients” • “Working on a wide range of projects; being able to define my own working style” 	 <p>The work-life balance</p> <p>31</p>	<ul style="list-style-type: none"> • “Own decision when to work. Better work-life balance.” • “Flexibility to have the work-life balance I want” • “Flexibility over time leading to ability to pursue other interests” • “Work-life balance combined with new, inspiring challenges”
 <p>Impact of the work and the focus on results</p> <p>36</p>	<ul style="list-style-type: none"> • “Sense of ownership for what I do (which generates a different sort of client relationship and higher level of integrity)” • “Ability to develop/scope most suitable solution” • “Closer to rewards, and visibility of client impact” • “Feeling of making a difference” • “Your opinion, expertise and work is valued differently than if you were employed” 	 <p>Intellectual interest and development</p> <p>27</p>	<ul style="list-style-type: none"> • “Own my professional development and progress” • “Opportunity to offer expert and valued advice to people who really want it” • “Variety of work. Interesting challenges”

¹ Responses were multi-coded

Note QA24 What do you find to be the best thing(s) about being an independent consultant?

However, they describe volatility of work and uncertainty of projects as the worst things about being independent

CURRENT INDEPENDENT RESPONDENTS

X

respondents providing response in this area¹

What do you find to be the worst thing(s) about of being an independent consultant?



**Volatility
of work and
uncertainty**

159

- “Unpredictable”
- “Worrying about landing next project”
- “Uncertainty of cash flow”
- “High uncertainty over occupation makes it hard to make long term personal plans”
- “Fewer PT projects with limited/no travel”



**Lack of support
services**

30

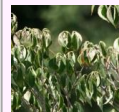
- “Limited support for ‘chores’ (admin, planning of meetings, etc)”
- “Support systems (e.g., IT)”
- “Doing everything from Business Analyst to Partner - hard to switch mindset and check own work.”
- “The back office: taxes, getting paid, diary management”



**Having to actively
pursue business
development**

45

- “Time consuming to build business and income streams”
- “Constant selling mode and very unpredictable billing”
- “Uncertainty... business development”
- “Procurement process - more difficult for independents than traditional consultancy firms, especially in public sector”



**Lack of professional
development**

16

- “More recently: a sameness to projects; roles typically less than I’m capable of and/or typically working for someone whose job I could easily do”
- “Lack of progress or at least limited progress”
- “Making sure I don’t only get hired for what I’ve done before but [also] develop in the direction I want to develop in”



**Isolation,
no feeling of
being part of a ‘team’**

39

- “Can be a bit lonely sometimes.. even if working in client teams you can’t completely relax the way you would with your own team”
- “Lack of community”
- “... Sometimes you are ‘alone’”
- “Not having colleagues to share problem solving with”
- “Have to develop your own methodologies and frameworks. Not being surrounded by super bright people”

¹ Responses were multi-coded

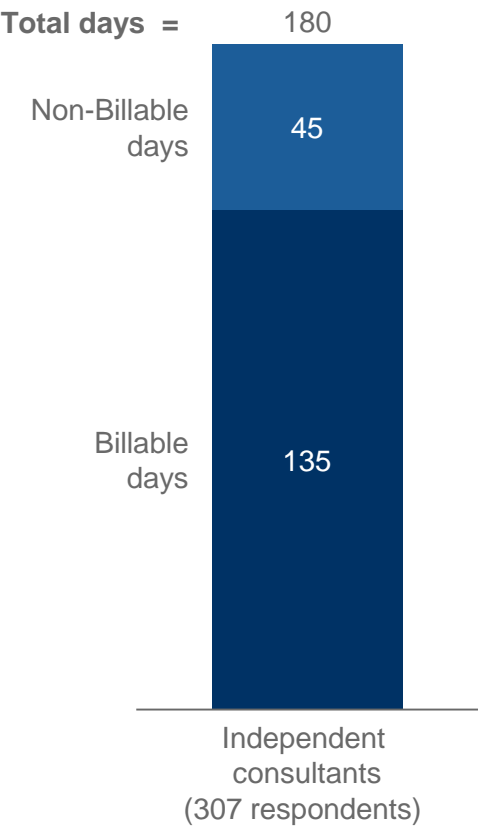
Note QA24 What do you find to be the worst thing(s) about being an independent consultant?

17 Independent Consultant Survey 2018

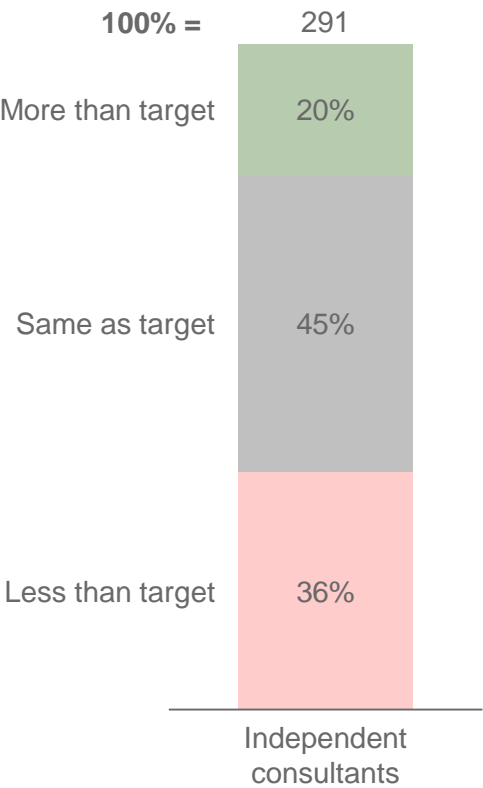
Independent consultants work ~180 days/year; most are working more/the same as their target days and earning more/similar to when they were employed

DAYS WORKED AS AN INDEPENDENT CONSULTANT

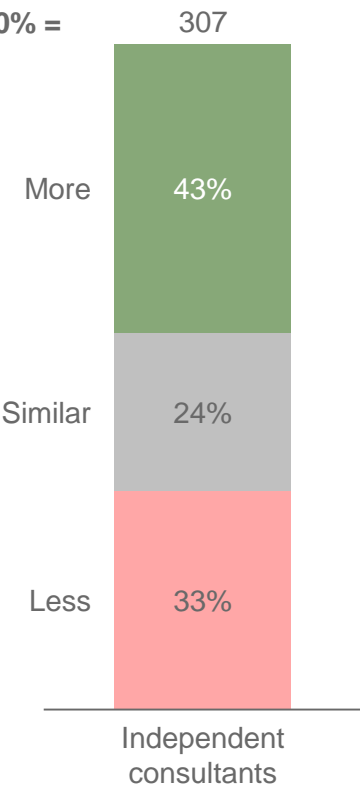
Billable/Non-Billable Days worked as an IC



Billed Days vs Target, %



Earnings as an IC vs while employed, %



Note QA3a Thinking about the past year: How many days in total did you work as an independent consultant? Of that total, how many were billable days (in other words, you invoiced a client for them) and how many were non-billable?; QA3b Thinking about the past year: How did the actual number of billable days compare to the number of days you were targeting? QA26 From a pure financial point of view, do you make more or less money as an independent consultant compared to when you were employed?

Independent consulting radically reduces the gender pay gap

GENDER PAY GAP - OVERALL

Last FTE salary before becoming an IC

Index : Men = 100



n=264 (53 women, 211 men)

Day rates as IC

Index : Men = 100



n=284 (59 women, 225 men)

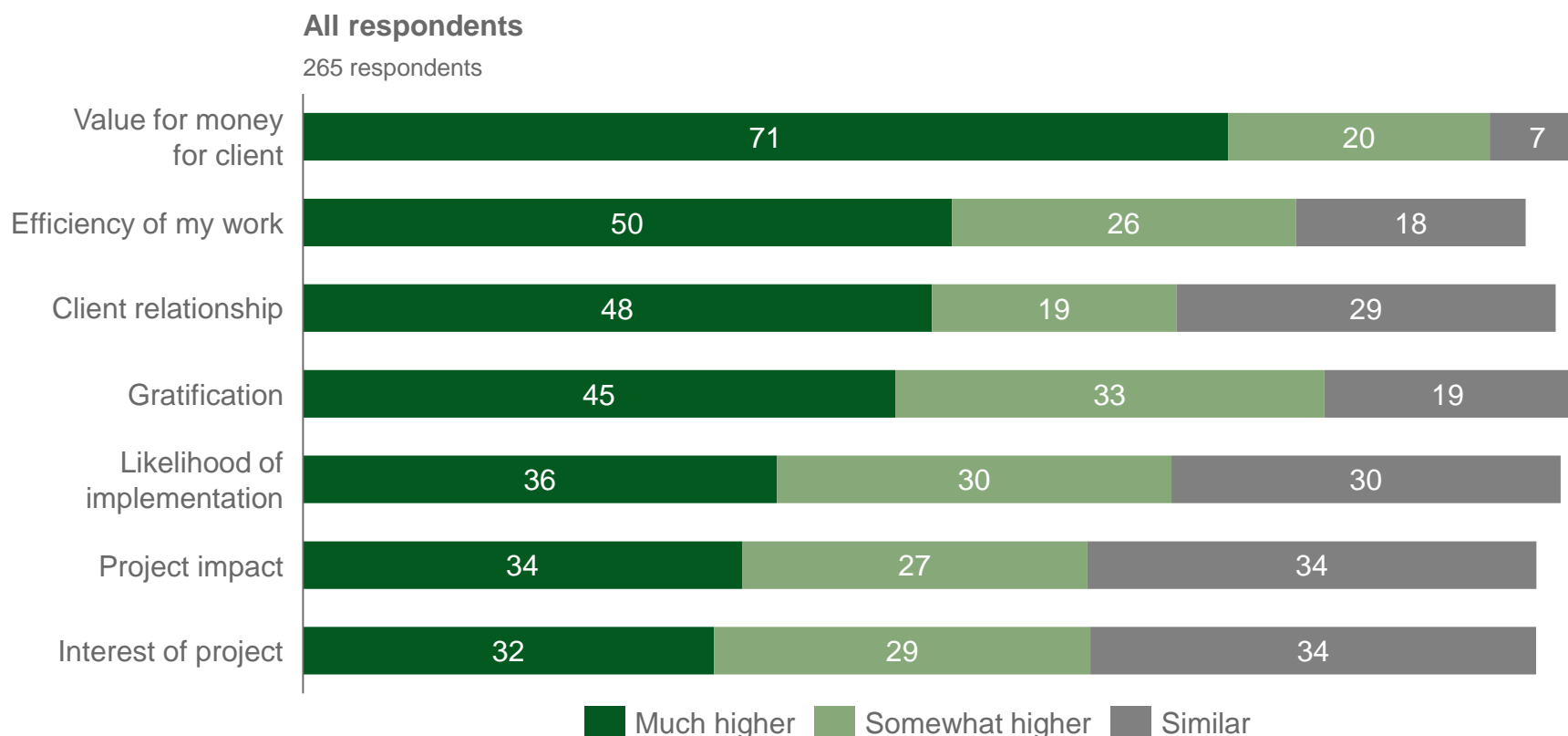
Note: Index weighted by respondents per currency to negate exchange rate effects

Note QA7a Thinking about your billable time as an independent consultant and the day rates you charge: What was the typical day rate that you charged clients over the past year? Please fill in only one currency box per question. QA12c - What was your last yearly salary before you became an independent consultant? (if part-time, then answer for the full time equivalent).

Independent consultants rate their current work very highly now versus when they were in traditional firms, particularly value for money for clients

RATING OF CURRENT WORK AS AN INDEPENDENT VS PROJECT WORK WHEN EMPLOYED IN A TRADITIONAL CONSULTING FIRM

% of respondents¹



1. Excluding those who answered "n/a"

Note QA29 Comparing your project work as an independent consultant NOW with your project work when you were employed in a traditional consulting firm, how would you rate the following factors?

Contents

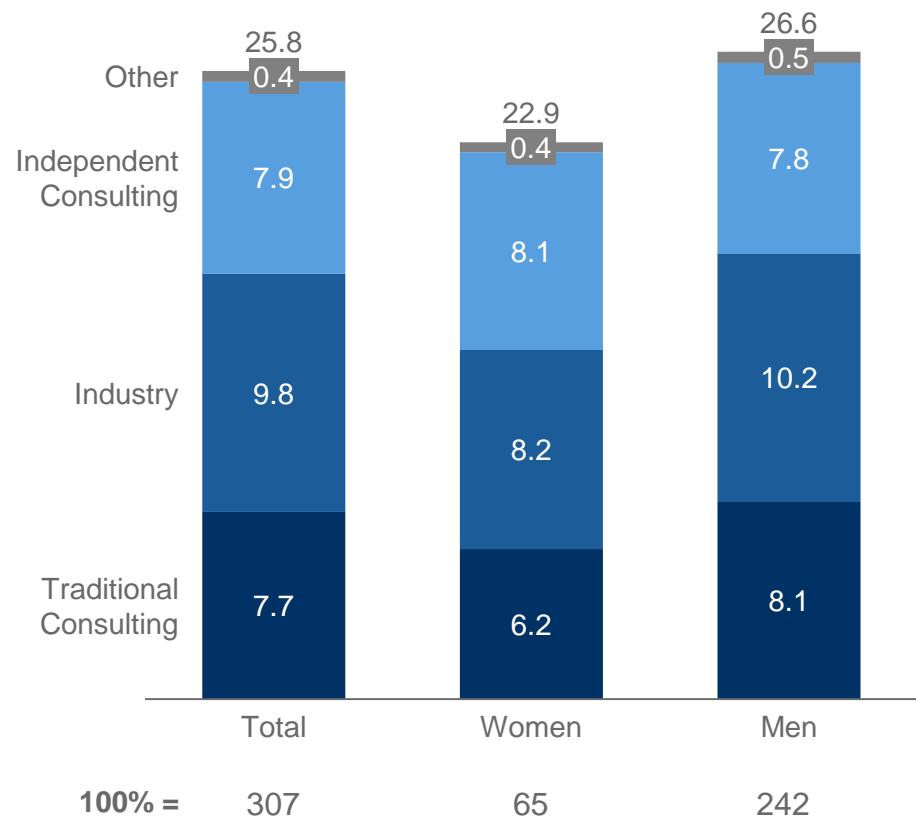


1. Overview of survey findings: Independent consultants and employed consultants
2. Independent consultants – Women vs men
3. Independent consultants – Millennials vs over 40
4. Independent consultants – Europe vs North America

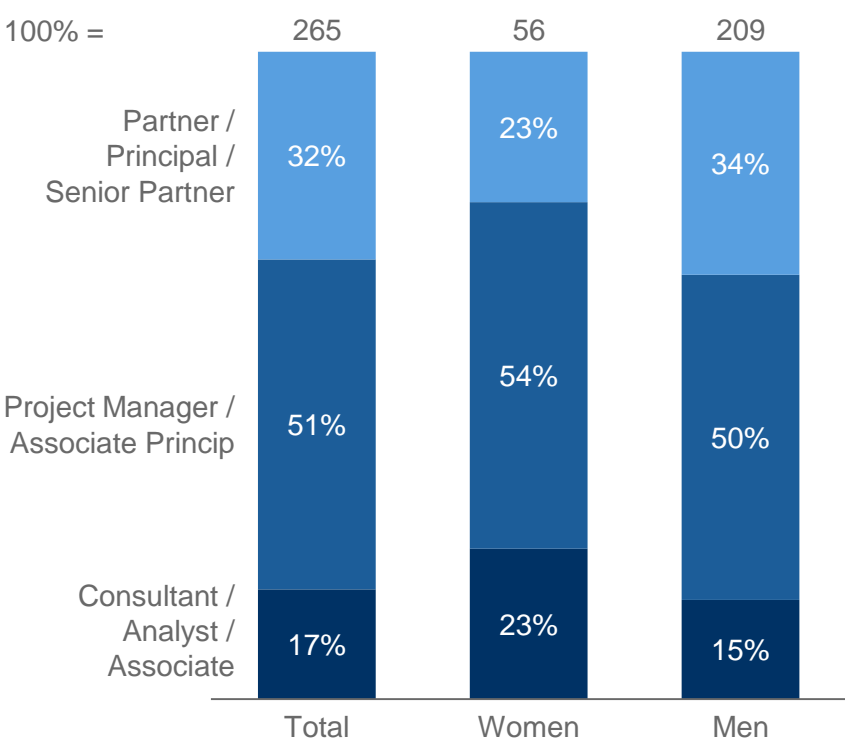
Women IC's tend to become independent earlier, having spent fewer years in traditional consulting and industry

KEY FACTS ABOUT THE SAMPLE – PROFESSIONAL EXPERIENCE

Number of years of professional experience



Level left most recent traditional consulting firm, %

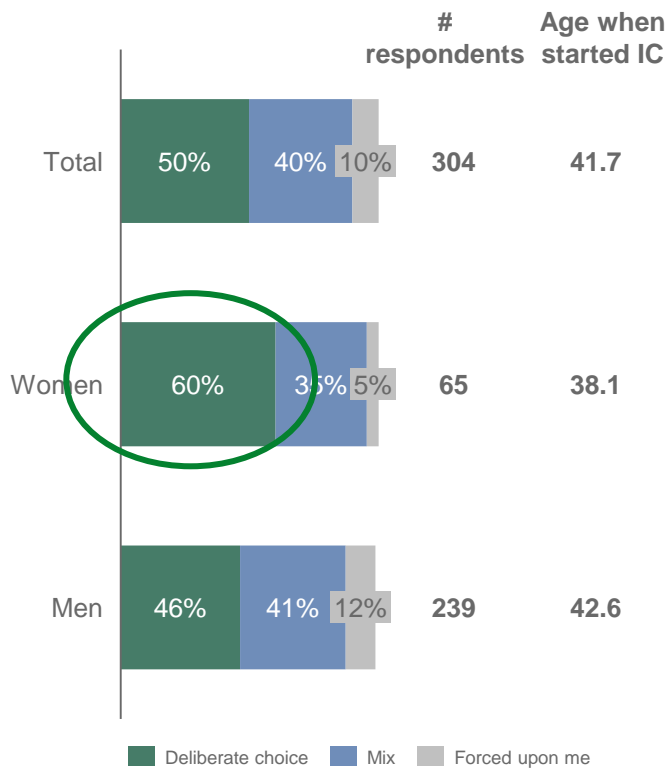


Note: QA9 Looking at your total professional experience, please list the approximate number of years you have spent in each type of the following (traditional consulting, industry, independent consulting, other (please specify)); QA11 What was the level you reached in your most recent consulting firm?

Women are most likely to have made a deliberate choice to become an IC; key reasons higher than men include control over time, work-life balance and to spend more time/support family and friends

BECOMING AN IC

What drove the move to IC¹ , %



Specific triggers in starting IC² , %



1 Excluding 'n/a'

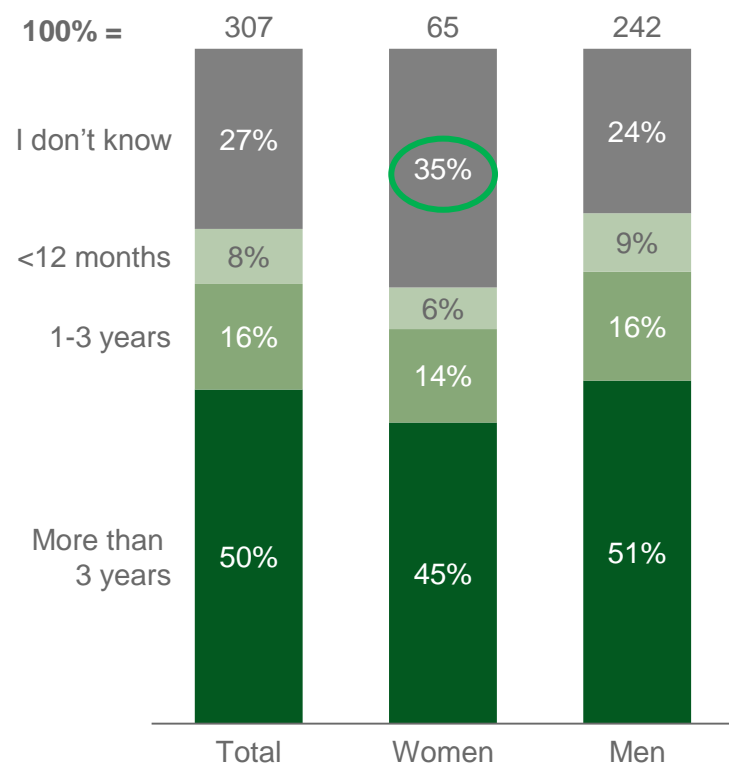
2 Maximum 3 answers allowed

Note QA13 How would you describe your move from working as an employee at a company to independent consulting?; QA15A1 How old were you when you made the move from employment to independent consulting?; QA14A - What specifically triggered you to start working as an independent consultant? (Maximum 3 answers)

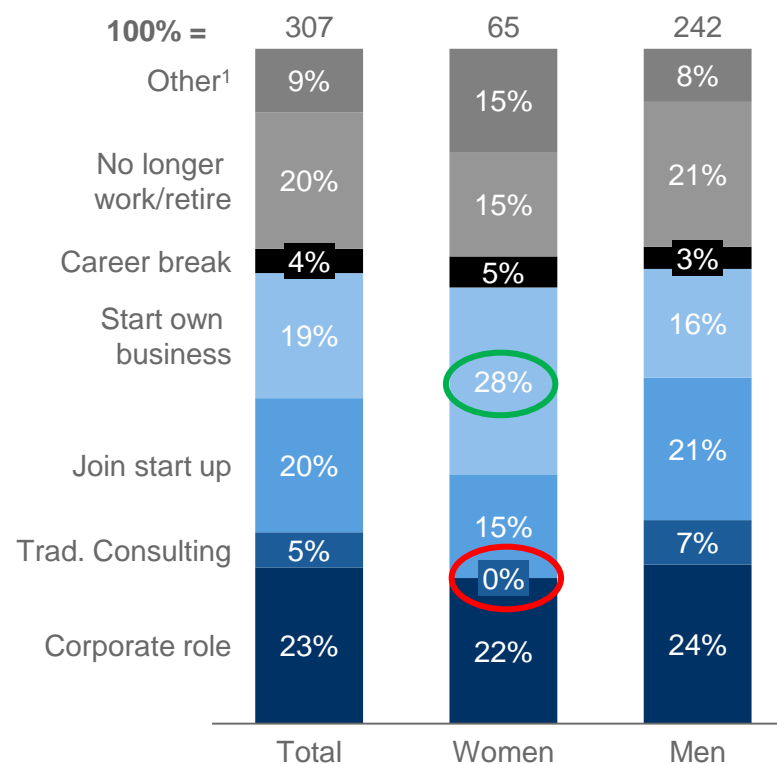
Women are more likely to be undecided about how long they will remain an IC; if they make a change, it is more likely to be to start their own business; virtually none plan to go back to traditional consulting firms

FUTURE INTENTIONS

Years intending to remain an independent consultant



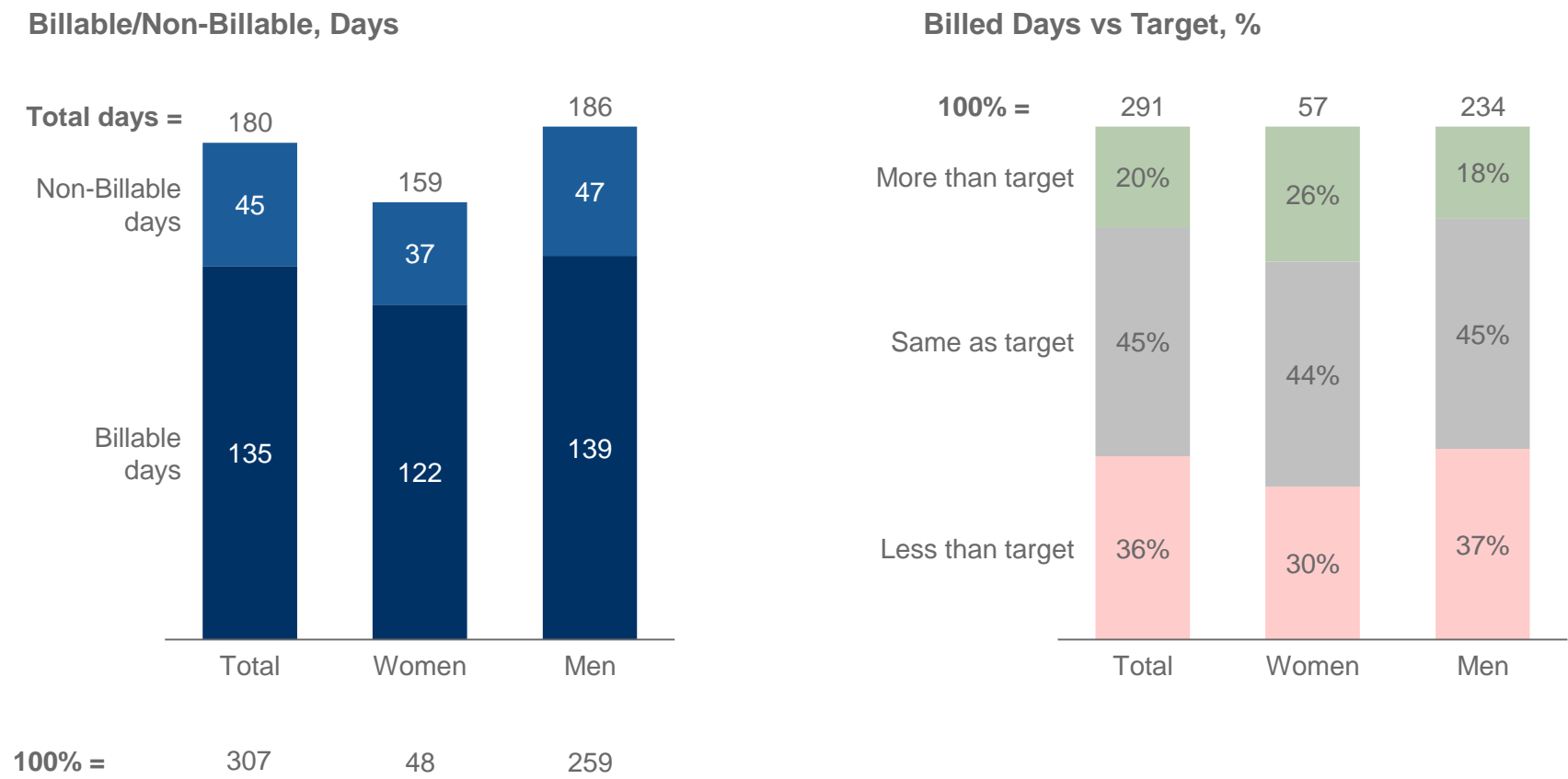
Next move if they were to stop being an independent consultant



1. Other includes: Teach/work in a non-profit, Focus on start-ups/business interests, Career change, Private Equity, Directorships, Not sure, Investment management, Any job, Poetry
 Note QA27 How long do you intend to remain an independent consultant?; QA28 If you were to stop being an independent consultant, what are you most likely to do?

Women target and bill fewer days than men and are more likely to have met their target ...

DAYS WORKED AS AN INDEPENDENT CONSULTANT

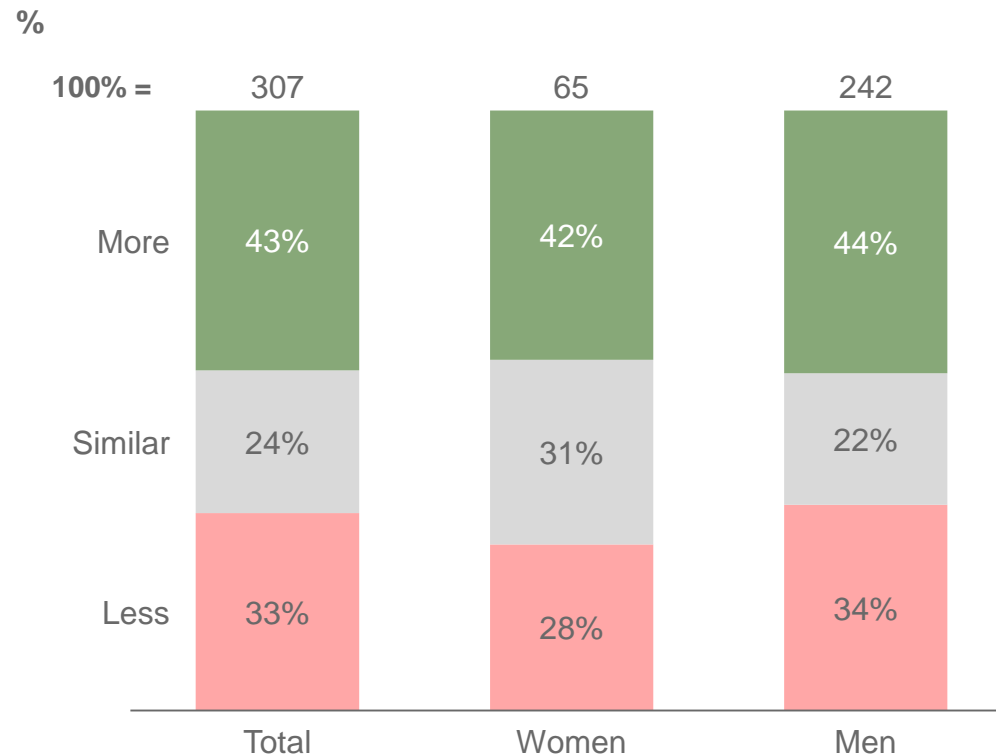


Note QA3a Thinking about the past year: How many days in total did you work as an independent consultant? Of that total, how many were billable days (in other words, you invoiced a client for them) and how many were non-billable?; QA3b Thinking about the past year: How did the actual number of billable days compare to the number of days you were targeting?

... and are more likely to earn at least the same versus when they were employed

PERCEPTION OF EARNINGS

Earnings as an IC vs while employed

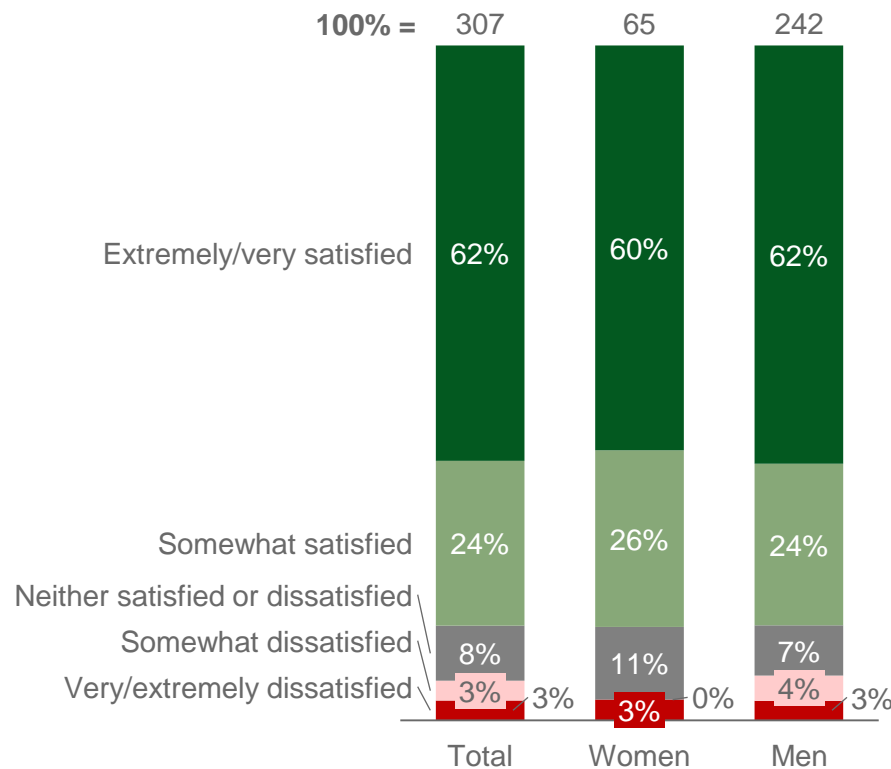


Note QA26 From a pure financial point of view, do you make more or less money as an independent consultant compared to when you were employed?

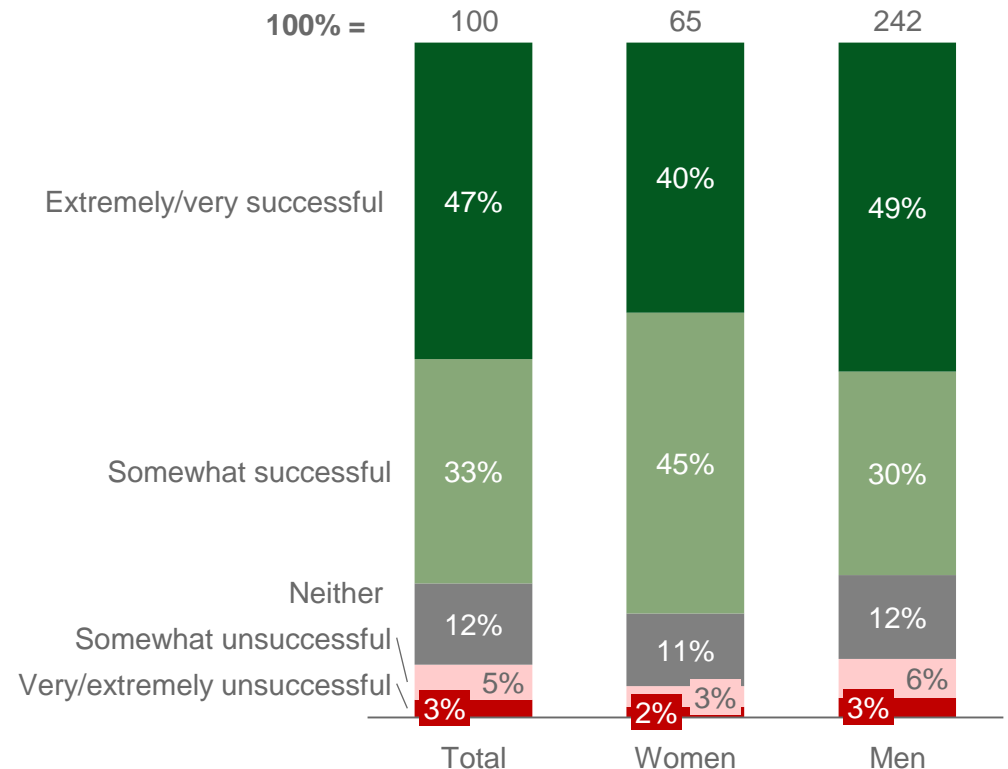
There is little difference in satisfaction; in terms of success, men are more likely to say they are 'very/extremely successful' while women are far more likely to say they are 'somewhat successful'

OVERALL SATISFACTION AND PERCEIVED SUCCESS

Overall satisfaction with working as an independent consultant¹, %



Perceived success as an IC², %



¹ Scoring on a 1-7 scale: 6-7: Extremely/very satisfied; 5: Somewhat satisfied; 4: neutral; 3: Somewhat dissatisfied; 1-2: Very/extremely dissatisfied

² Scoring on a 1-7 scale: 6-7: Extremely/very successful; 5: Somewhat successful; 4: neutral; 3: Somewhat unsuccessful; 1-2: Very/extremely unsuccessful

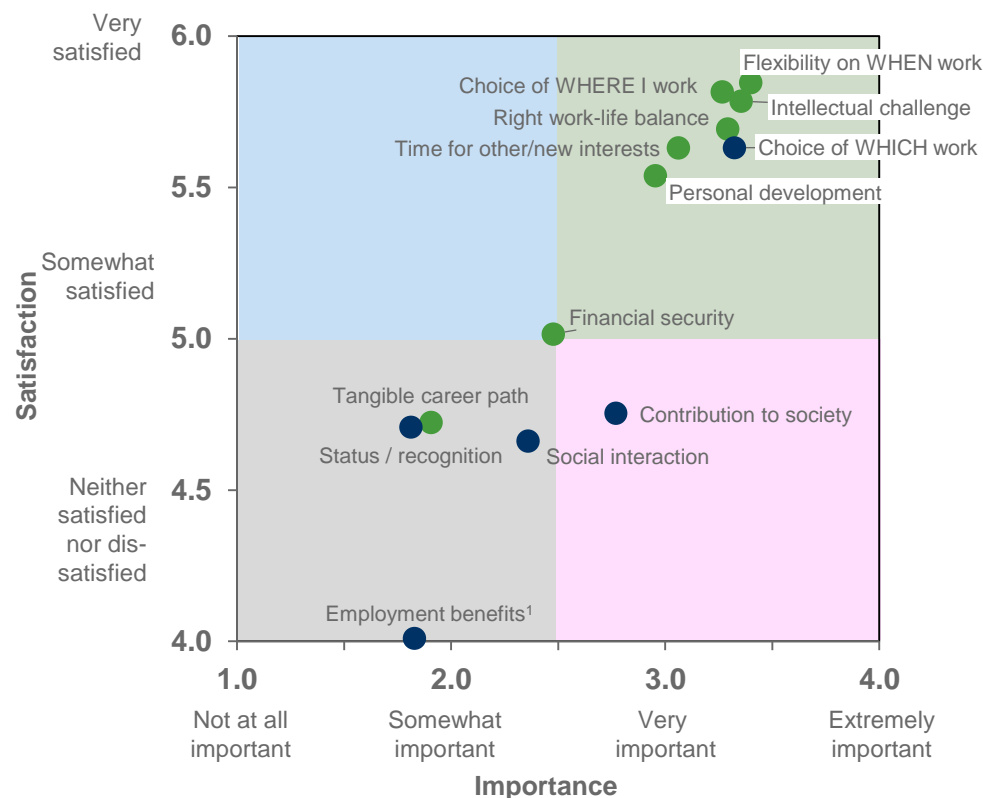
Note QA20 Overall, how SUCCESSFUL do you think you are as an independent consultant? On a scale from 1 to 7 where 1 is 'extremely unsuccessful' and 7 is 'extremely successful'; QA16 In general, how SATISFIED are you with working as an independent consultant – on a scale from 1 to 7, where 1 is 'extremely dissatisfied'

Women tend to be more satisfied on a number of specific factors that are most important to them

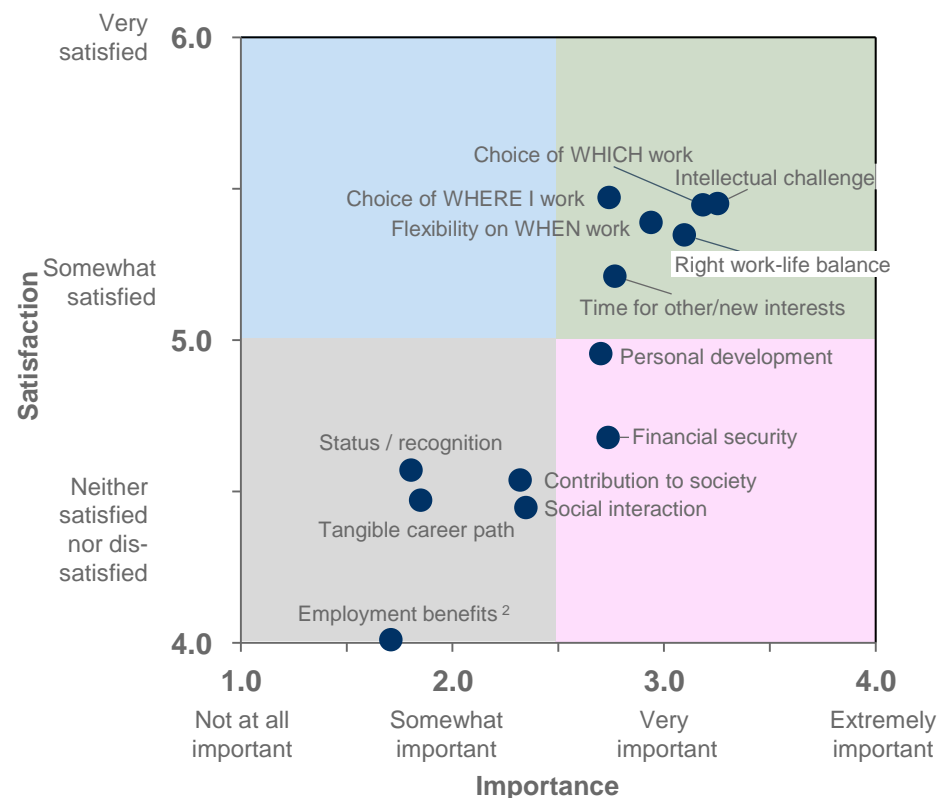
IMPORTANCE AND DRIVERS OF SATISFACTION

● Satisfaction average rating varies by >0.2 points for women versus men

Female independent consultants, n=65



Male independent consultants, n=242



1 Employment benefits score 4.0 on Satisfaction for Female independents

2 Employment benefits score 3.8 on Satisfaction for Male independents

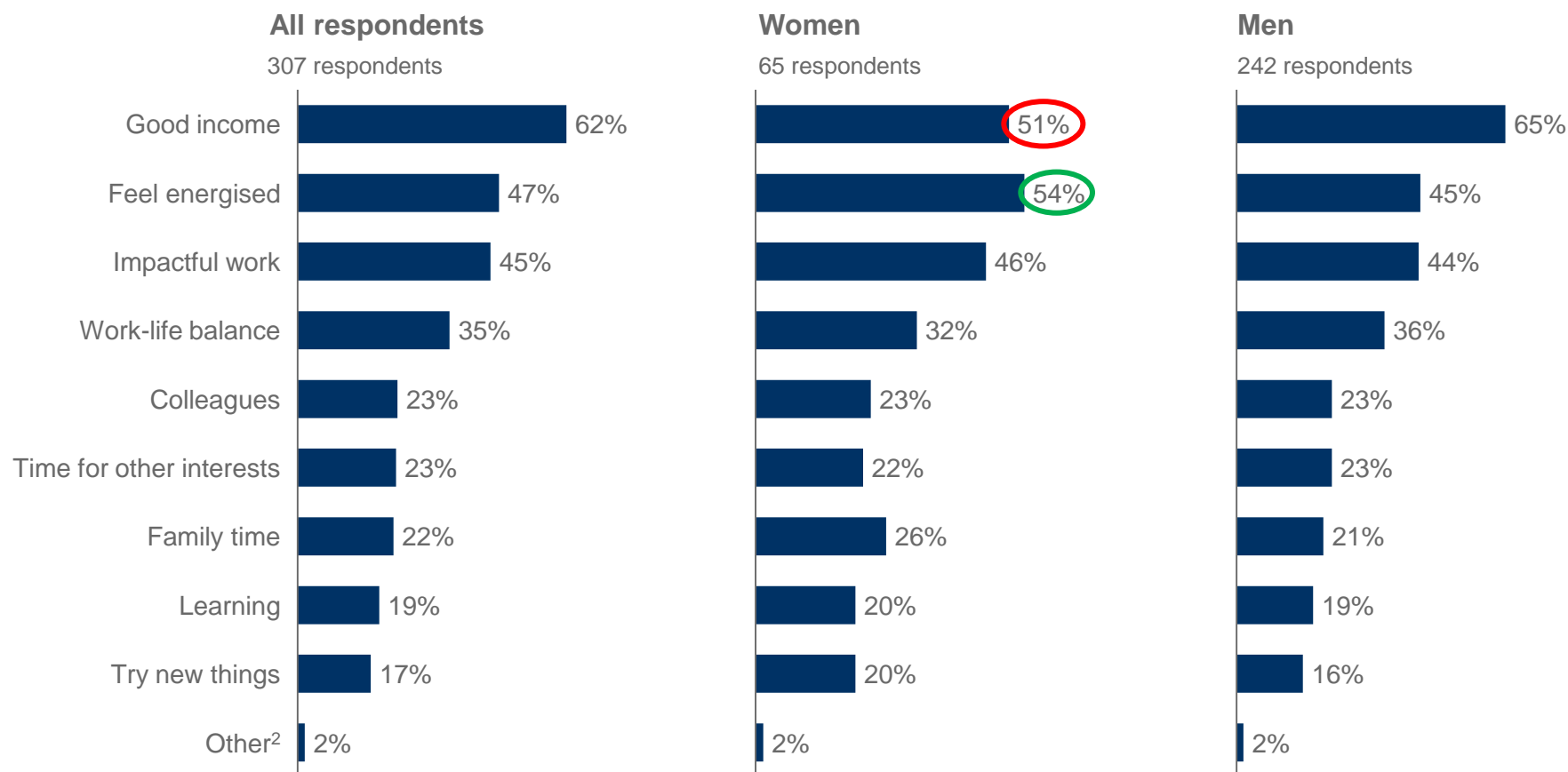
Note Satisfaction: (1 = Extremely dissatisfied; 7 = Extremely satisfied); Importance: (1 = Not at all important; 4 = Extremely important)

Note QA17 - At this stage of your career, how IMPORTANT are the following factors to you?; QA18 Thinking about the same criteria, how SATISFIED are you with your work as an independent consultant?

Women define success slightly less by income, and slightly more by feeling energised

HOW ICs DEFINE SUCCESS AS AN INDEPENDENT CONSULTANT

% of respondents¹



1. Maximum of 3 choices allowed

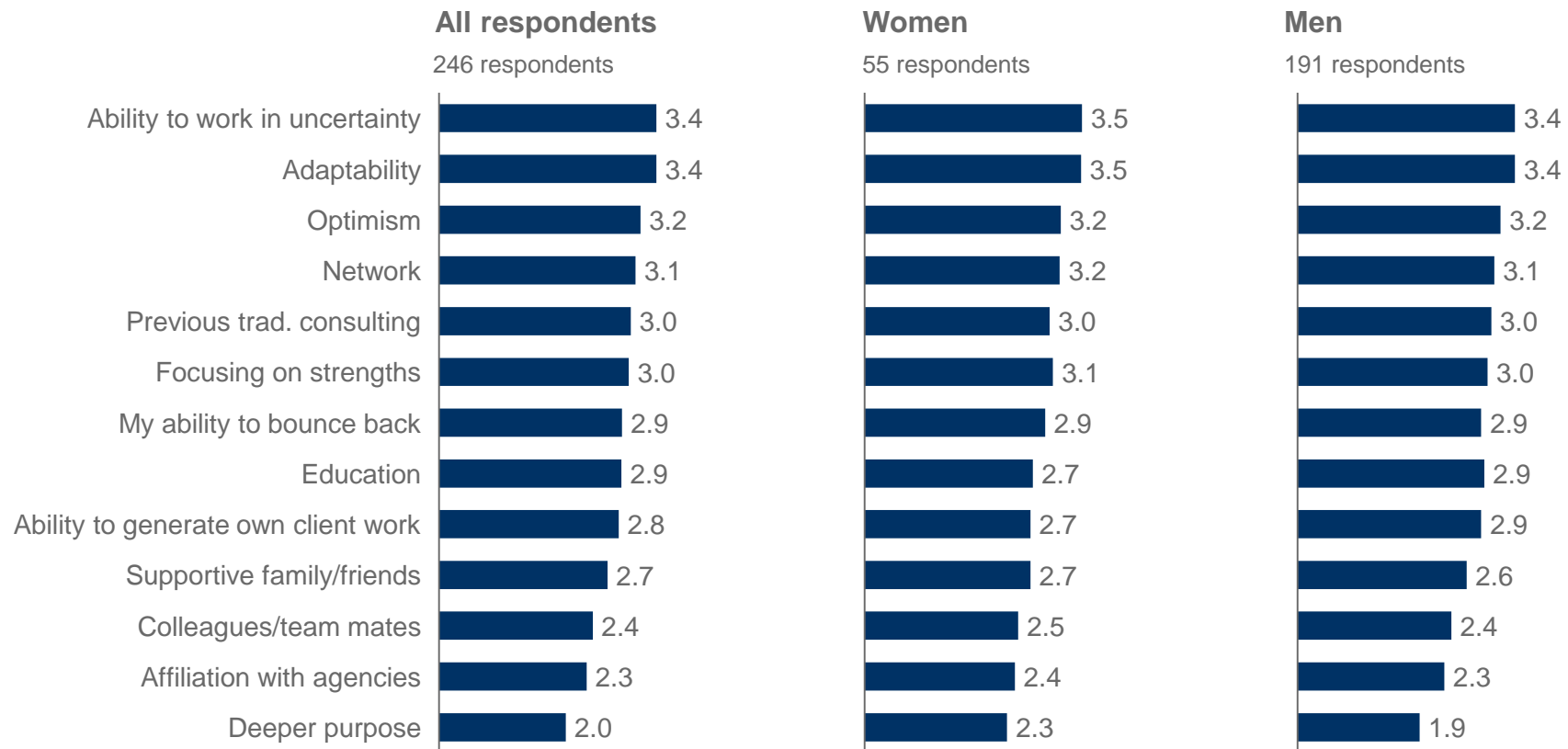
2. Other includes Independence

Note QA19 - How would you personally DEFINE SUCCESS as an independent consultant? Tick a maximum of 3 from the list below

There is little difference in perception of which factors contribute to their success

IMPORTANCE OF FACTORS IN ICs' SUCCESS (FOR THOSE WHO ARE SUCCESSFUL¹)

Average rating²



1. Somewhat/very/extremely successful

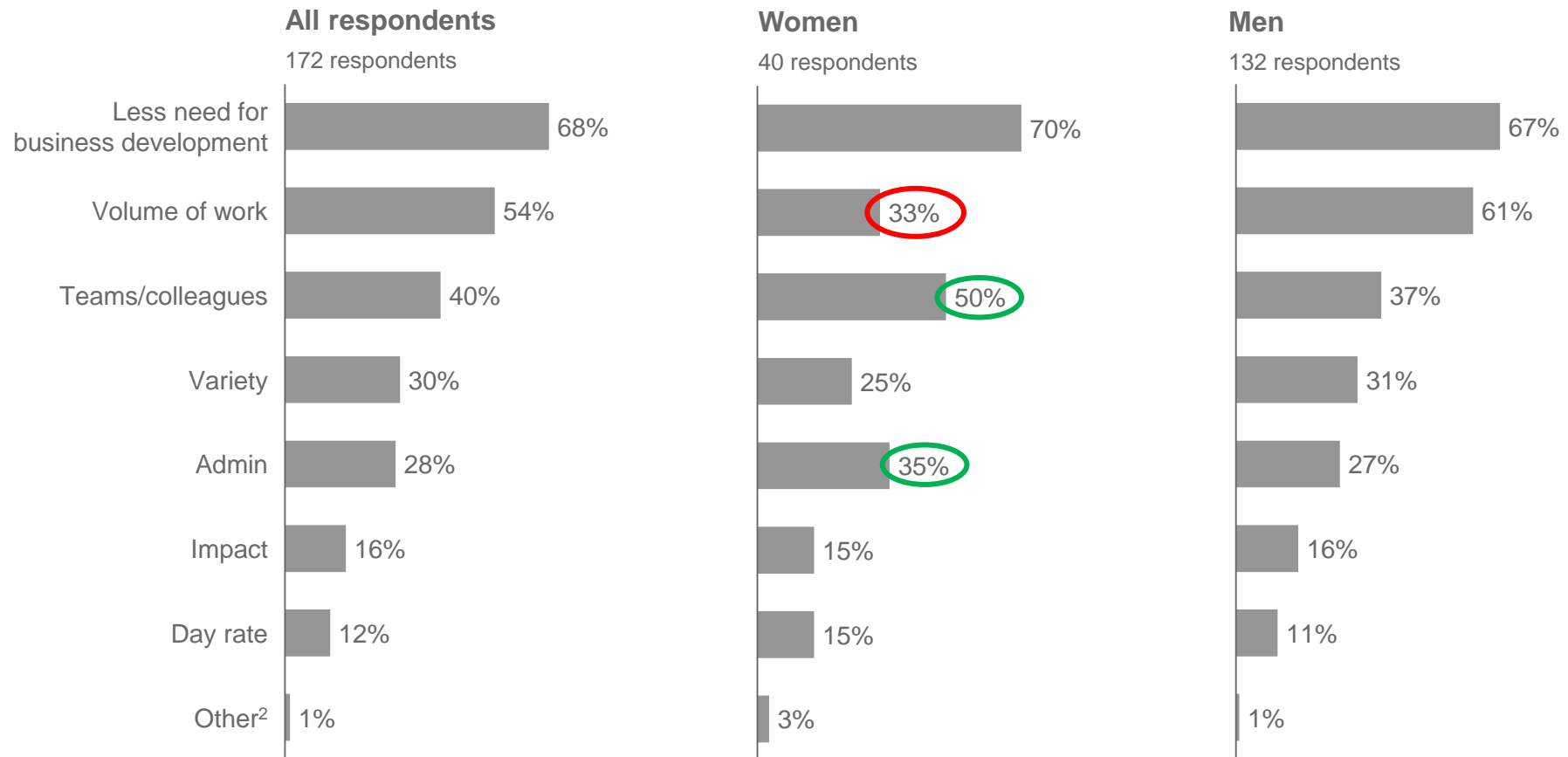
2. Where 1 = not at all important; 4 = extremely important

Note QA21 How important do you think the following factors have been in your success as an independent consultant?

Where affiliation to a third party firm is a driver of success, women are more likely to rate teams/colleagues and admin, and much less likely to value the volume of work

BENEFITS OF WORKING WITH A THIRD PARTY FIRM

% of respondents¹



1. For those who are at least somewhat successful and see affiliation with agencies as somewhat/very/extremely important to their success

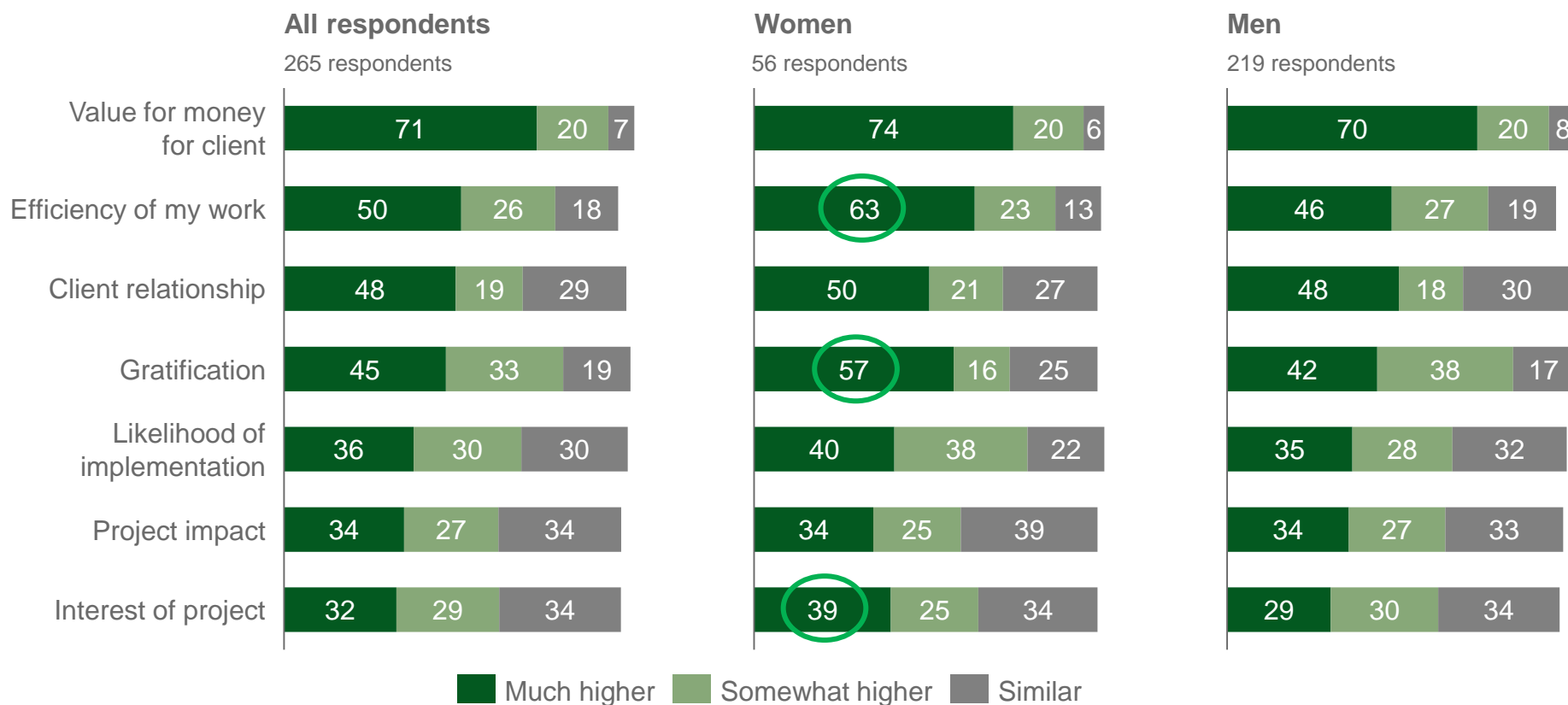
2. Other includes: Reduces uncertainty, Access to larger clients that require Master Service Agreements

Note QA22 - What have been the benefits of working with a 3rd party firm or agency that finds work for independent consultants? (tick a maximum of 3)

Women are even more positive about the benefits of their work as an IC versus in a traditional firm, particularly efficiency, gratification and interest

RATING OF CURRENT WORK AS AN INDEPENDENT VS THEIR PROJECT WORK WHEN EMPLOYED IN A TRADITIONAL CONSULTING FIRM

% of respondents¹



1. Excluding those who answered "n/a"

Note QA29 Comparing your project work as an independent consultant NOW with your project work when you were employed in a traditional consulting firm, how would you rate the following factors?

Contents



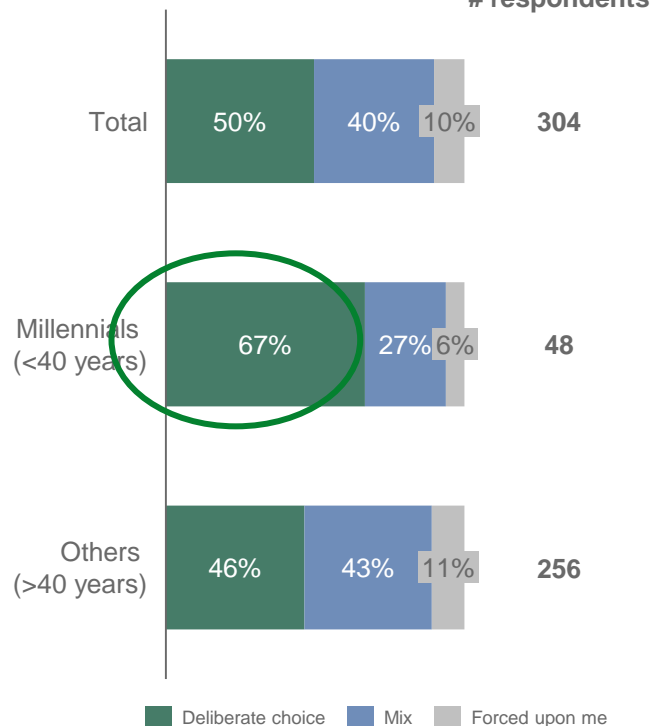
1. Overview of survey findings: Independent consultants and employed consultants
2. Independent consultants – Women vs men
3. Independent consultants – Millennials vs over 40
4. Independent consultants – Europe vs North America

Millennials were most likely to have made a deliberate choice to become an IC; and vs older ICs, they are more likely to do this to have more control over their time or to finance a new project

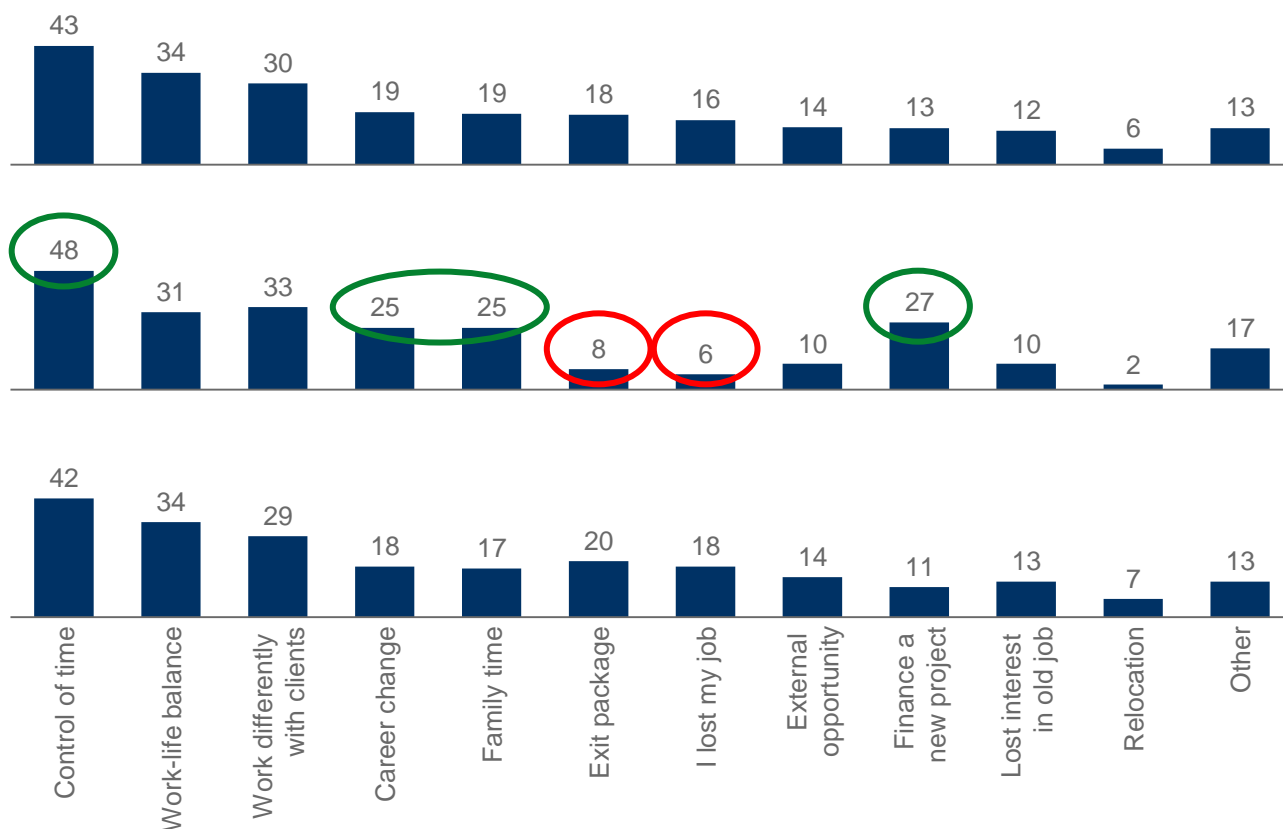
BECOMING AN IC

What drove the move to IC¹, %

respondents



Specific triggers in starting IC², %



¹ Excluding 'n/a'

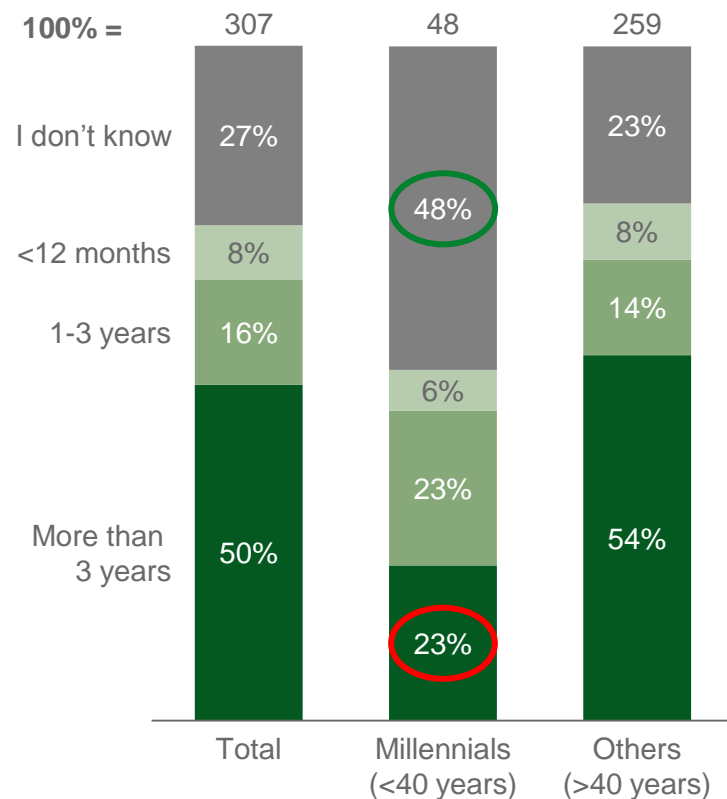
² Maximum 3 answers allowed

Note QA13 How would you describe your move from working as an employee at a company to independent consulting?; QA15A1 How old were you when you made the move from employment to independent consulting?; QA14A - What specifically triggered you to start working as an independent consultant? (Maximum 3 answers)

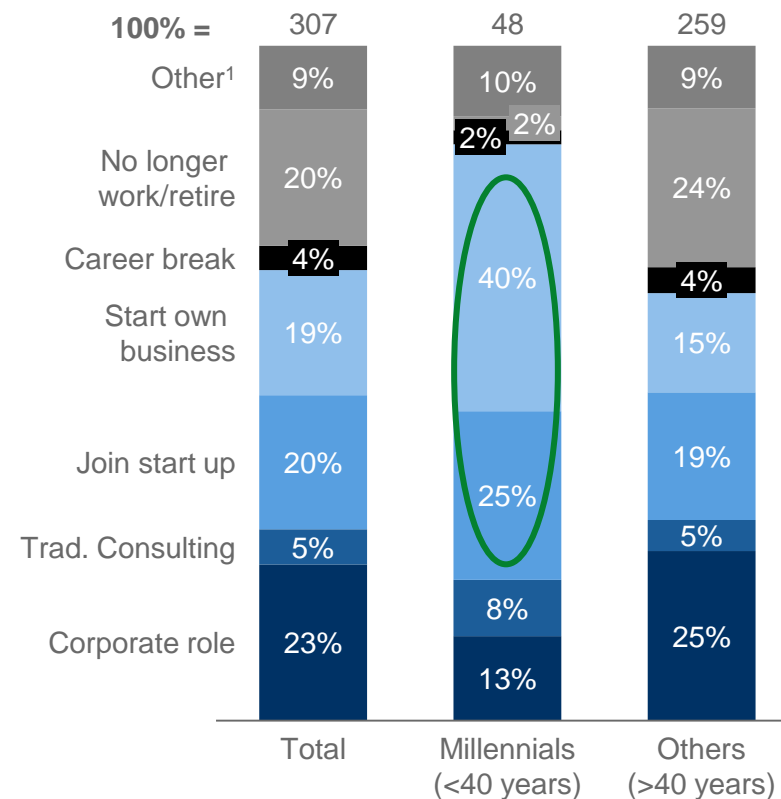
Millennials are more likely to be undecided about how long they will remain independent; an entrepreneurial move is the most likely next step

FUTURE INTENTIONS

Years intending to remain an independent consultant



Next move if they were to stop being an independent consultant

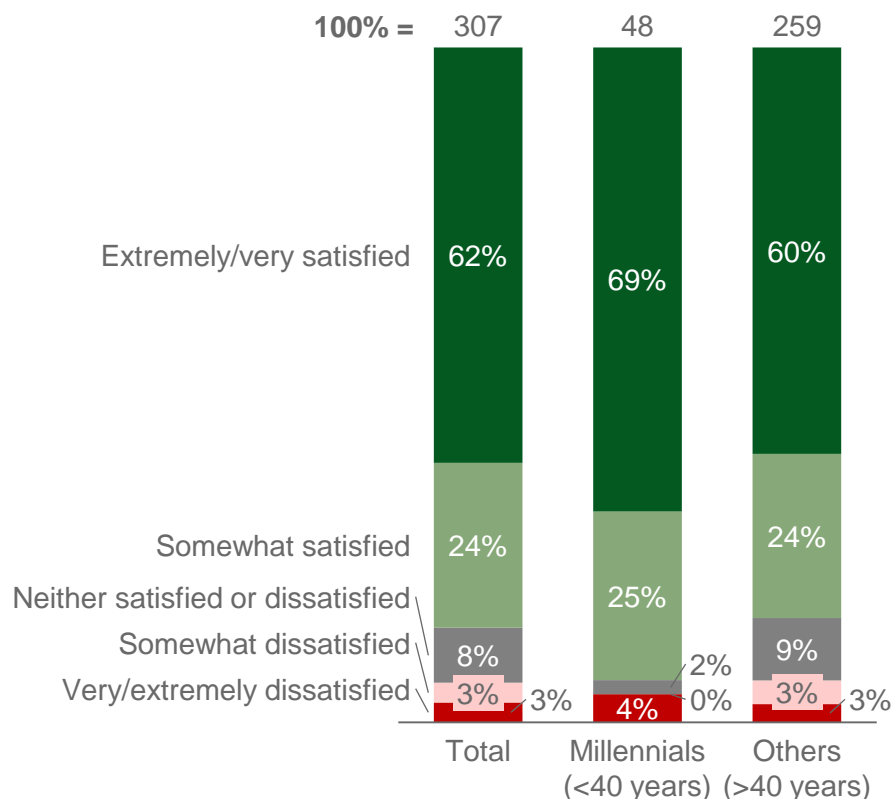


1. Other includes: Teach/work in a non-profit, Focus on start-ups/business interests, Career change, Private Equity, Directorships, Not sure, Investment management, Any job, Poetry
Note QA27 How long do you intend to remain an independent consultant?; QA28 If you were to stop being an independent consultant, what are you most likely to do?

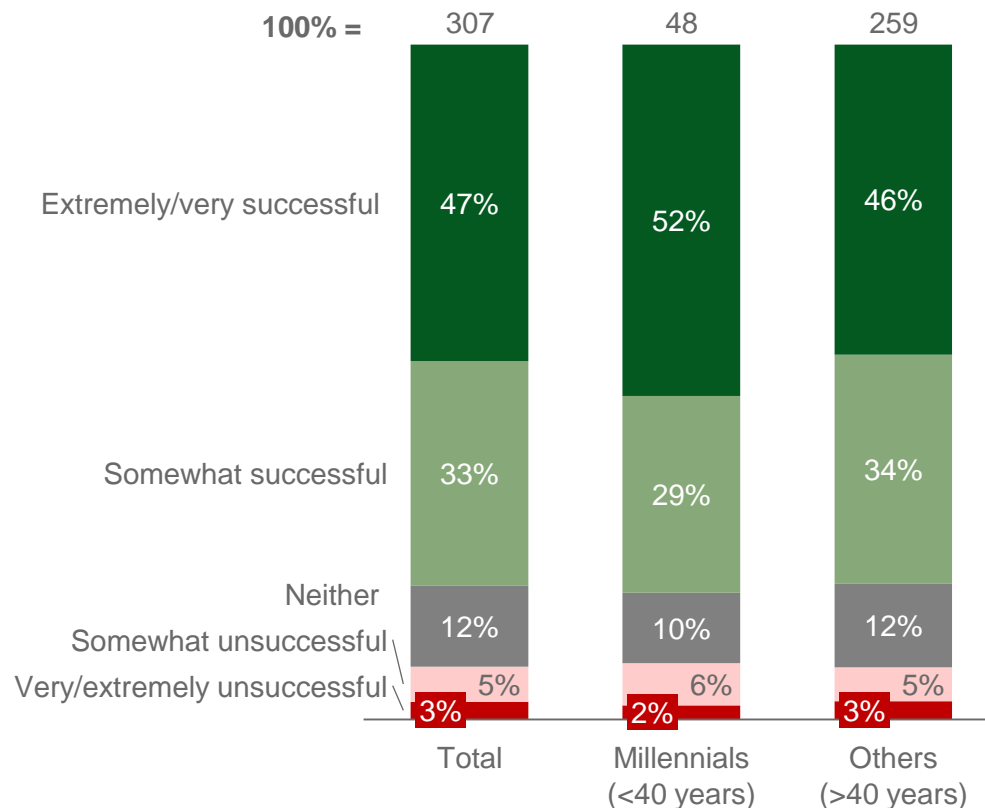
Millennials are more likely to be extremely/very satisfied, though only slightly more likely to perceive themselves as successful than older peers

OVERALL SATISFACTION AND PERCEIVED SUCCESS

Overall satisfaction with working as an independent consultant¹, %



Perceived success as an IC², %



¹ Scoring on a 1-7 scale: 6-7: Extremely/very satisfied; 5: Somewhat satisfied; 4: neutral; 3: Somewhat dissatisfied; 1+2: Very/extremely dissatisfied

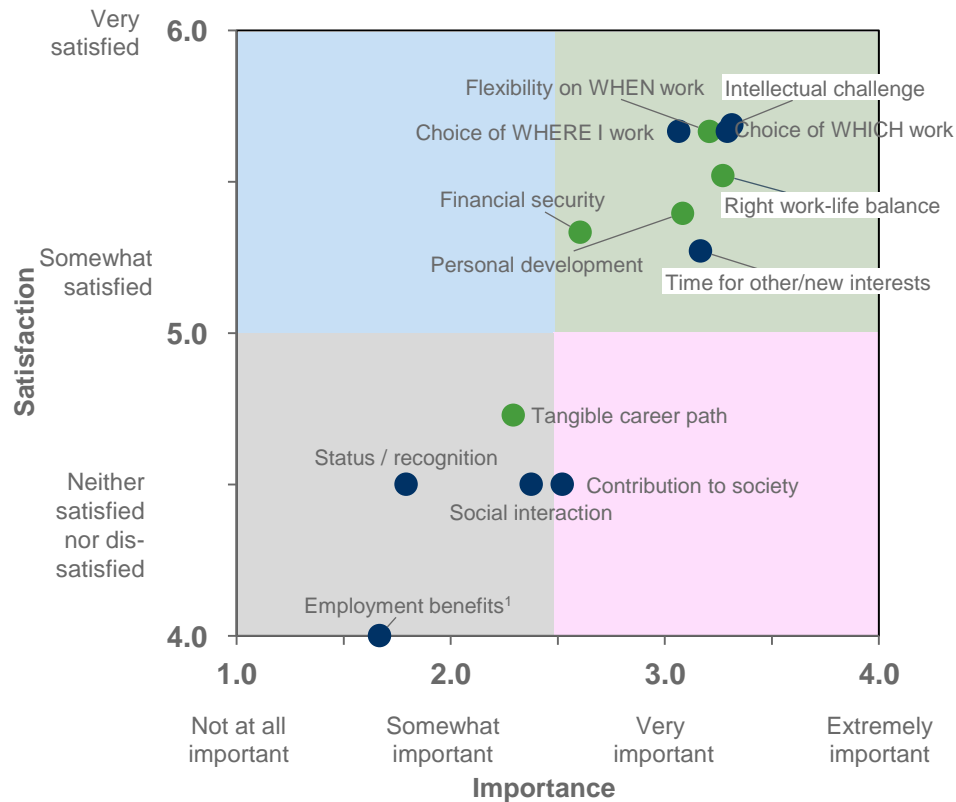
² Scoring on a 1-7 scale: 6-7: Extremely/very successful; 5: Somewhat successful; 4: neutral; 3: Somewhat unsuccessful; 1-2: Very/extremely unsuccessful

Note QA20 Overall, how SUCCESSFUL do you think you are as an independent consultant? On a scale from 1 to 7 where 1 is 'extremely unsuccessful' and 7 is 'extremely successful'; QA16 In general, how SATISFIED are you with working as an independent consultant – on a scale from 1 to 7, where 1 is 'extremely dissatisfied'

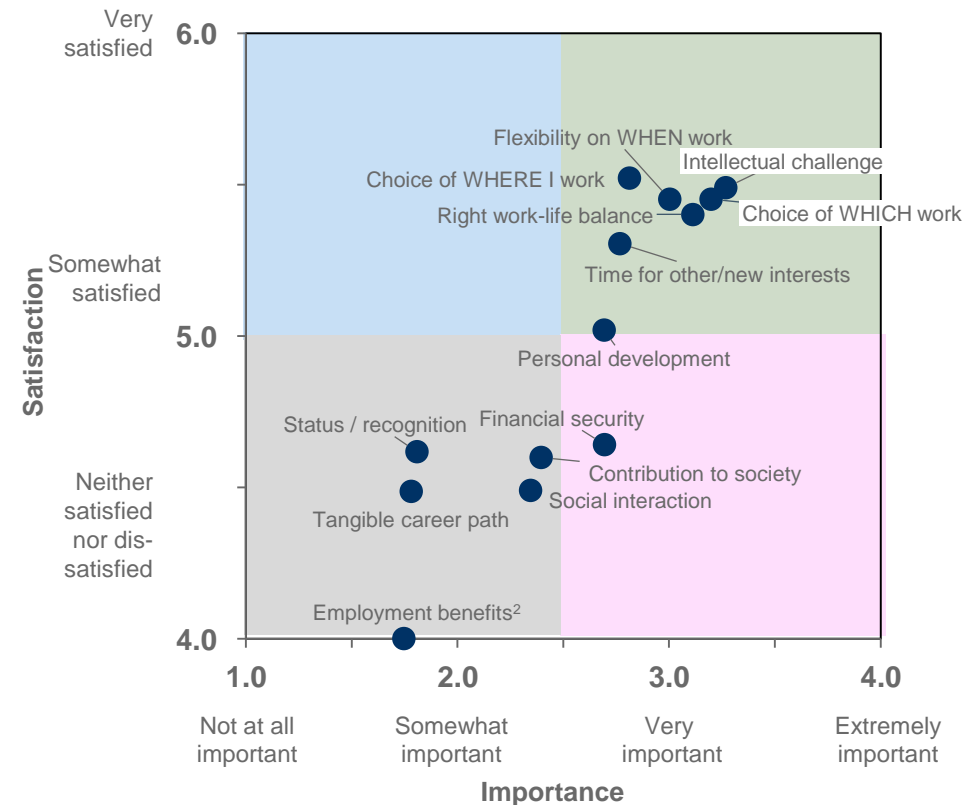
Millennials are more satisfied about most important factors, particularly financial security and personal development

IMPORTANCE AND DRIVERS OF SATISFACTION

Millennial independent consultants (<40 years), n=48



Older independent consultants (>40 years), n=259



● Satisfaction average rating varies by >0.2 points relative to older independent consultants

¹ Employment benefits scores 3.9 on Satisfaction for Millennials

² Employment benefits scores 3.8 on Satisfaction for Older independent consultants

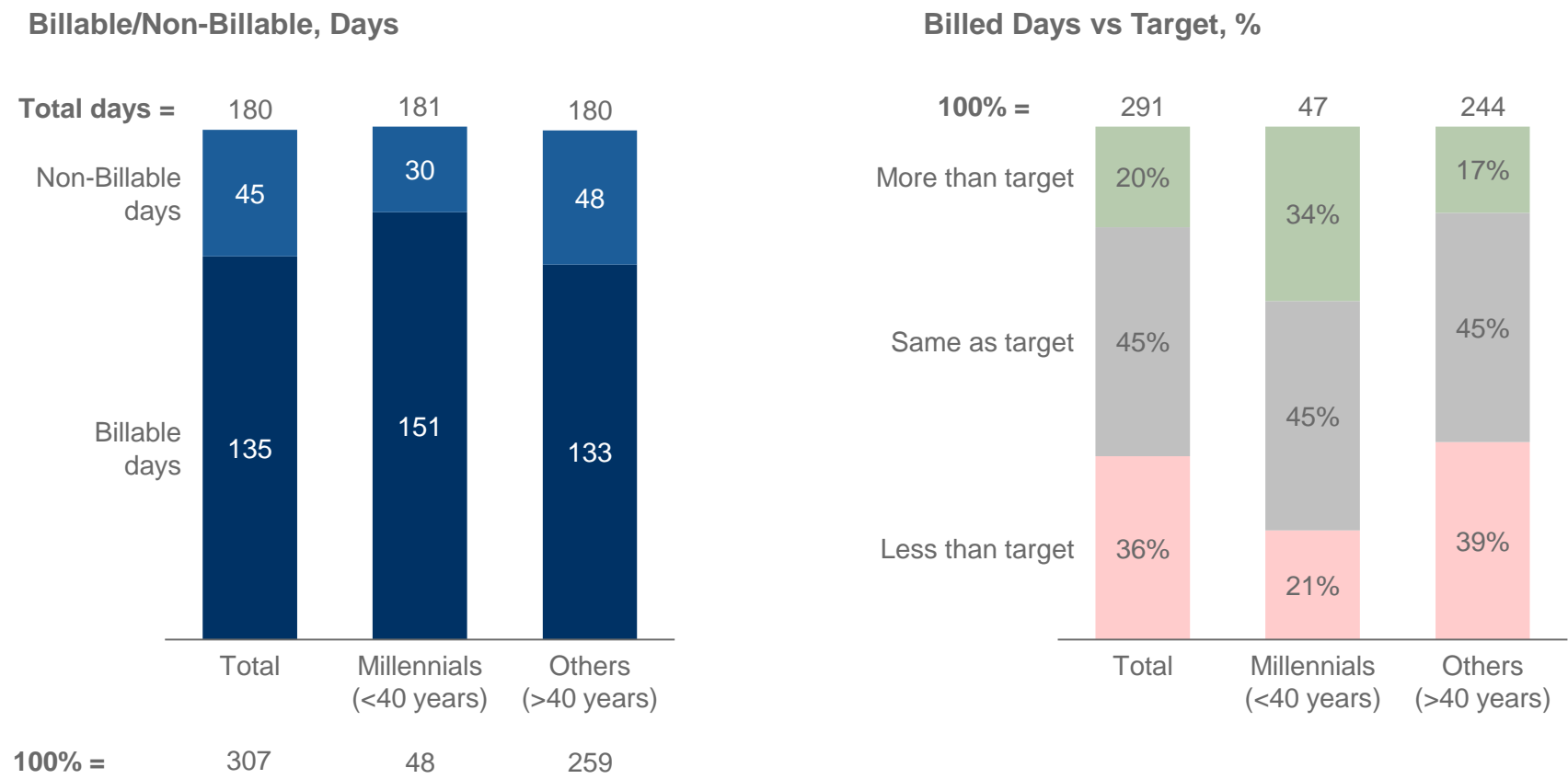
Note Satisfaction: (1 = Extremely dissatisfied; 7 = Extremely satisfied); Importance: (1 = Not at all important; 4 = Extremely important)

Note QA17 - At this stage of your career, how IMPORTANT are the following factors to you?; QA18 Thinking about the same criteria, how SATISFIED are you with your work as an independent consultant?

37 Independent Consultant Survey 2018

Millennials are working the same number of days, but more are billable versus older colleagues; 80% are working at least as many days as targeted (versus 60% for older ICs)

DAYS WORKED AS AN INDEPENDENT CONSULTANT

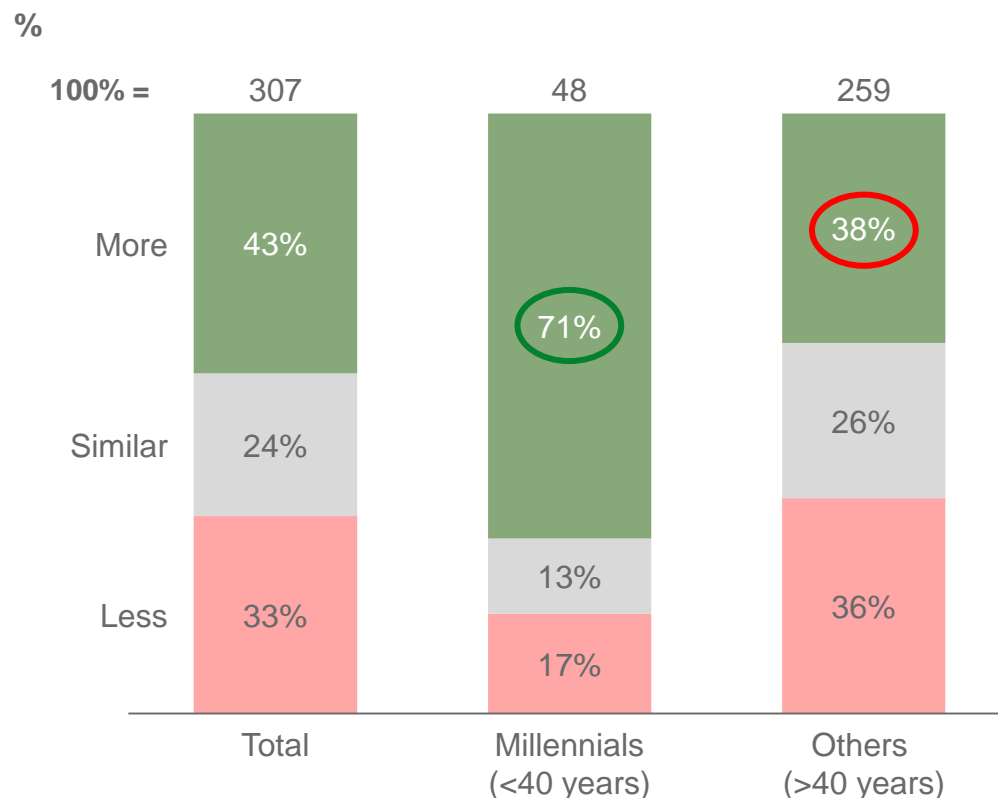


Note QA3a Thinking about the past year: How many days in total did you work as an independent consultant? Of that total, how many were billable days (in other words, you invoiced a client for them) and how many were non-billable?; QA3b Thinking about the past year: How did the actual number of billable days compare to the number of days you were targeting?

Nearly 85% of millennials are earning the same or more as an IC versus when employed; 71% are earning more – nearly twice as many as older ICs

PERCEPTION OF EARNINGS

Earnings as an IC vs while employed

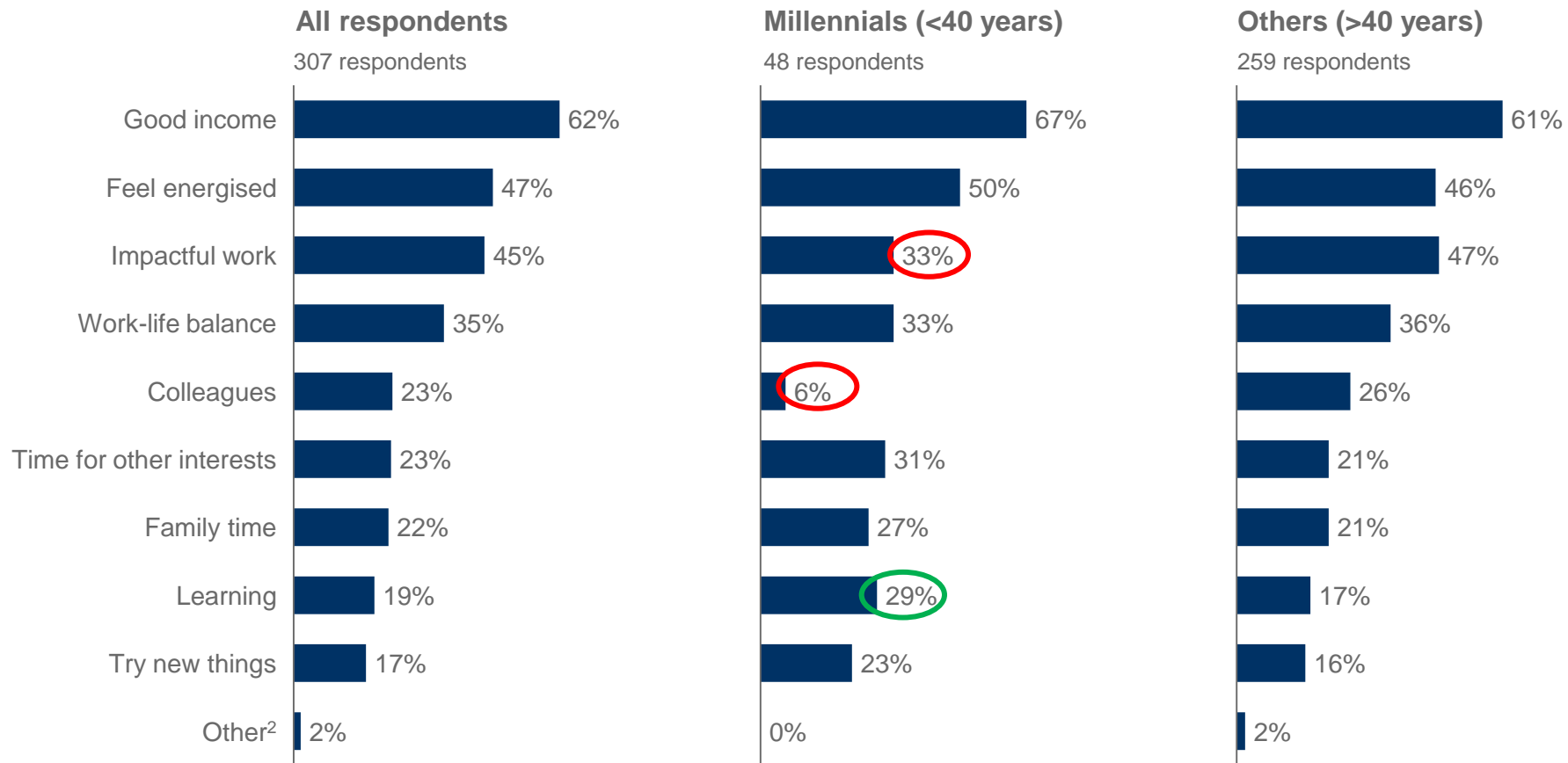


Note QA26 From a pure financial point of view, do you make more or less money as an independent consultant compared to when you were employed?

Millennials also primarily define success by having a good income and being energised, but impact and colleagues are slightly less important while learning is more so

HOW ICs DEFINE SUCCESS AS AN INDEPENDENT CONSULTANT

% of respondents¹



1. Maximum of 3 choices allowed

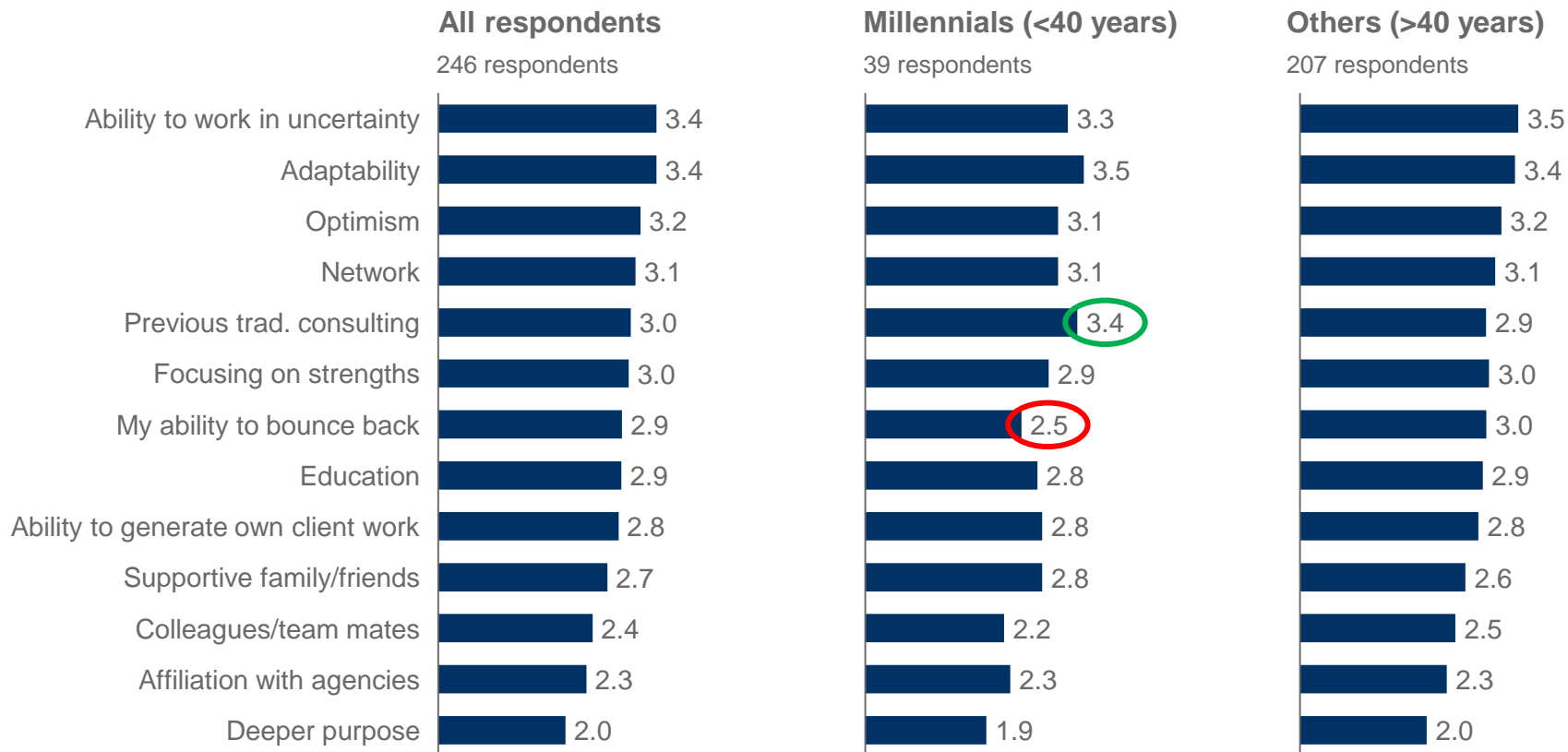
2. Other includes Independence

Note QA19 - How would you personally DEFINE SUCCESS as an independent consultant? Tick a maximum of 3 from the list below

Millennials rate adaptability, previous consulting experience and ability to work in uncertainty as the key reasons for their success; previous experience is deemed more important and resilience less important versus older ICs

IMPORTANCE OF FACTORS IN ICs' SUCCESS (FOR THOSE WHO ARE SUCCESSFUL¹)

Average rating²



1. Somewhat/very/extremely successful

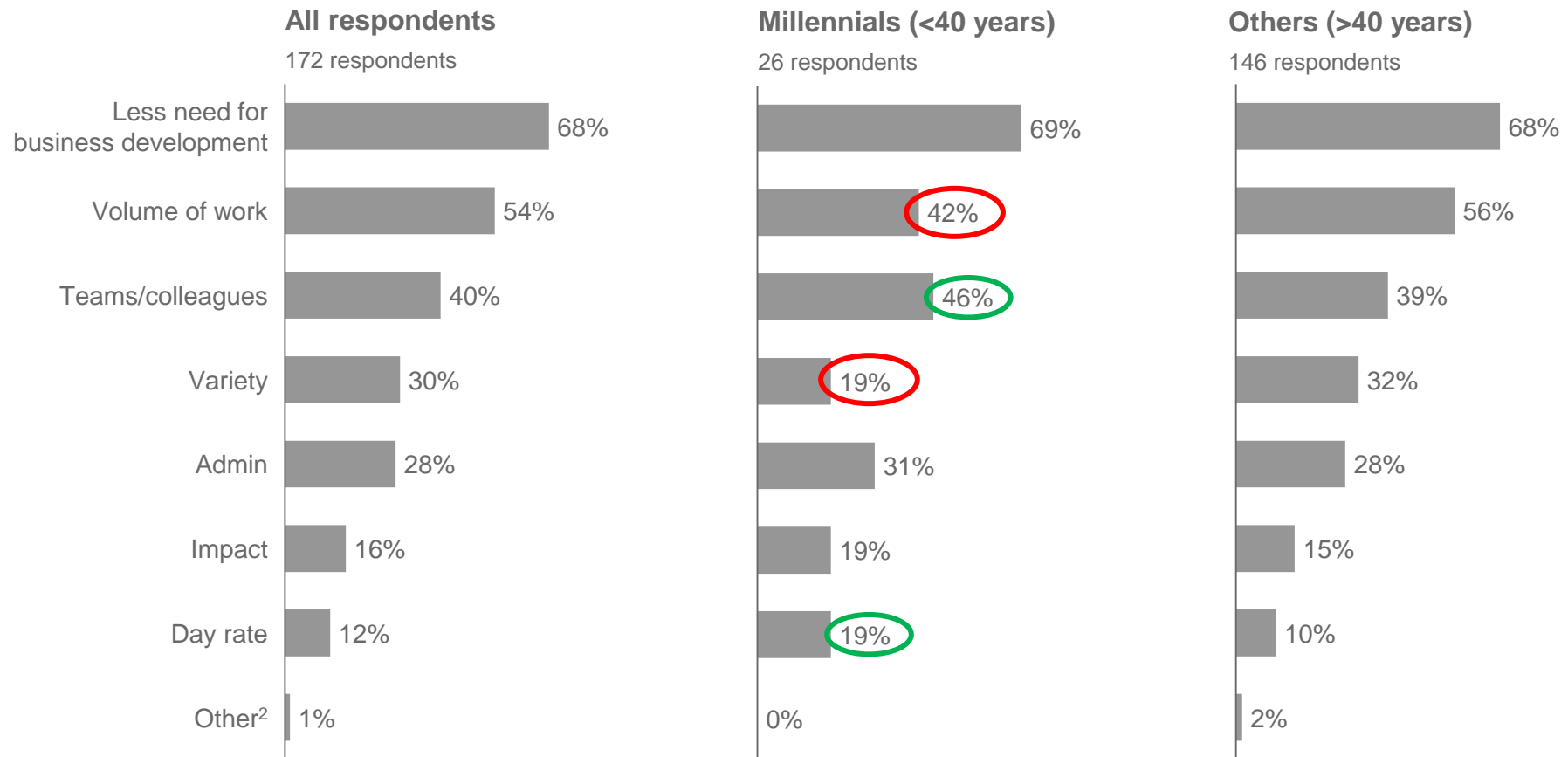
2. Where 1 = not at all important; 4 = extremely important

Note QA21 How important do you think the following factors have been in your success as an independent consultant?

Where working with a third party is a driver of success, millennials are more likely to see teams/colleagues and day rates as benefits; while volume and variety of work are less so versus older ICs

BENEFITS OF WORKING WITH A THIRD PARTY FIRM

% of respondents¹



1. For those who are at least somewhat successful and see affiliation with agencies as somewhat/very/extremely important to their success

2. Other includes: Reduces uncertainty, Access to larger clients that require Master Service Agreements

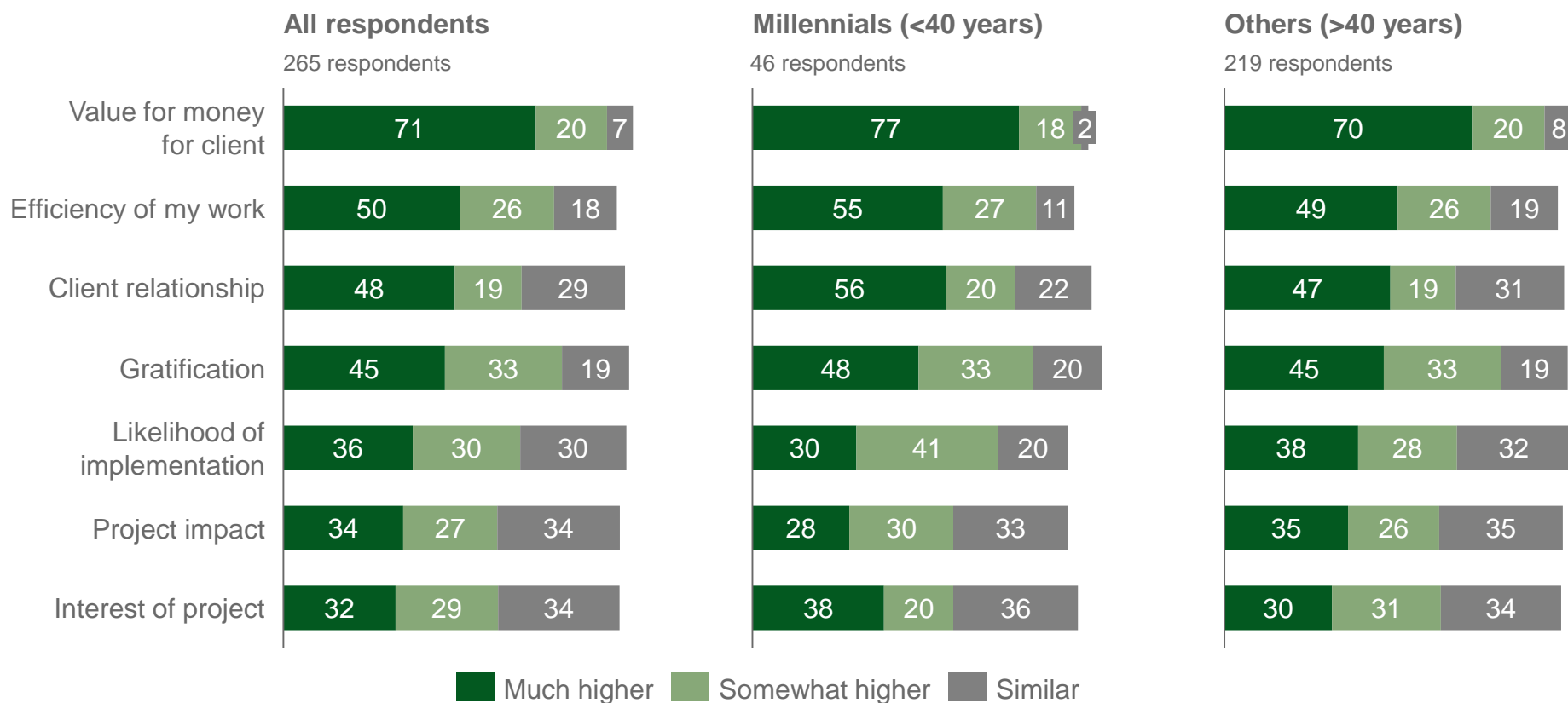
Note QA22 - What have been the benefits of working with a 3rd party firm or agency that finds work for independent consultants? (tick a maximum of 3)

42 Independent Consultant Survey 2018

Millennials are more positive about the benefits of their work as an IC versus in a traditional firm

RATING OF CURRENT WORK AS AN INDEPENDENT VS THEIR PROJECT WORK WHEN EMPLOYED IN A TRADITIONAL CONSULTING FIRM

% of respondents¹



1. Excluding those who answered "n/a"

Note QA29 Comparing your project work as an independent consultant NOW with your project work when you were employed in a traditional consulting firm, how would you rate the following factors?

Contents

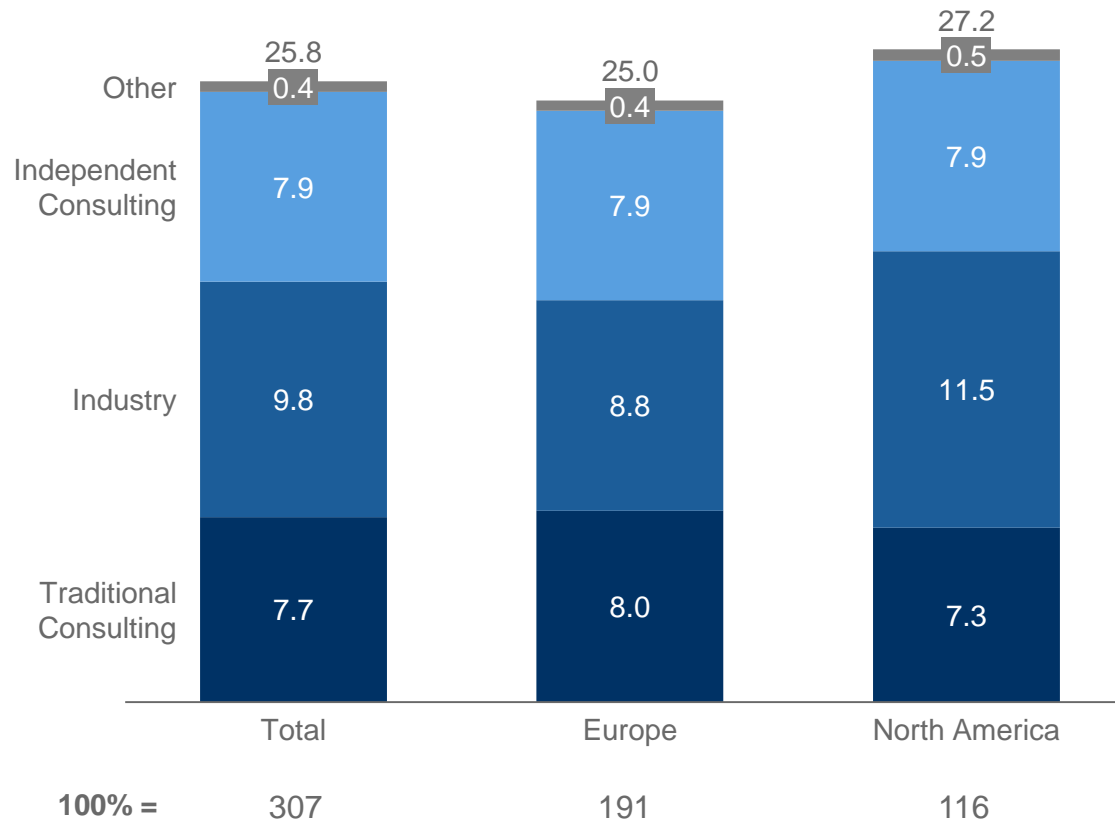


1. Overview of survey findings: Independent consultants and employed consultants
2. Independent consultants – Women vs men
3. Independent consultants – Millennials vs over 40
4. Independent consultants – Europe vs North America

North American respondents are slightly more experienced...

KEY FACTS ABOUT THE SAMPLE – YEARS OF PROFESSIONAL EXPERIENCE

Number of years of professional experience

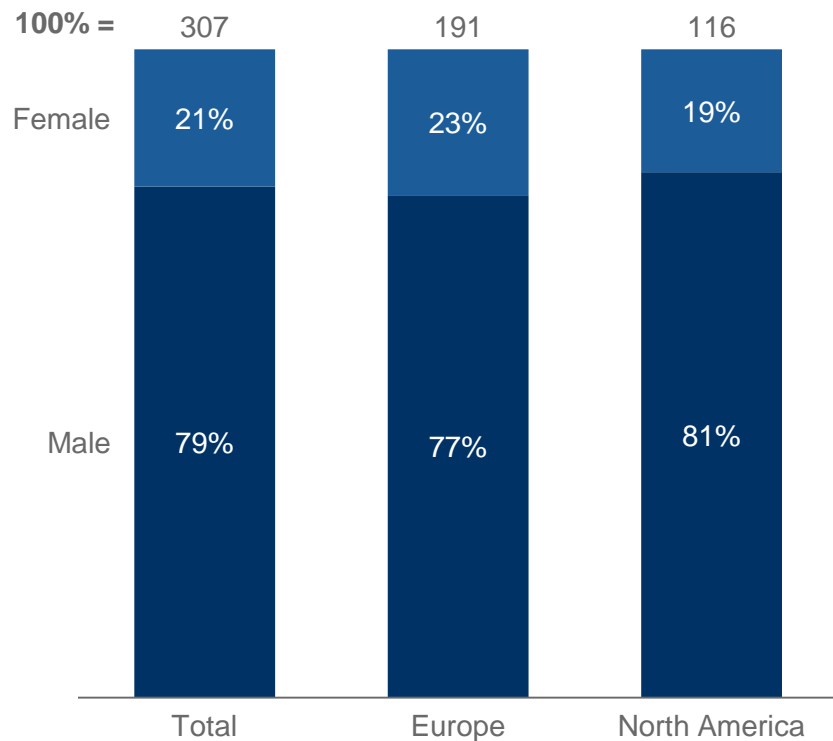


Note: QA9 Looking at your total professional experience, please list the approximate number of years you have spent in each type of the following (traditional consulting, industry, independent consulting, other (please specify))

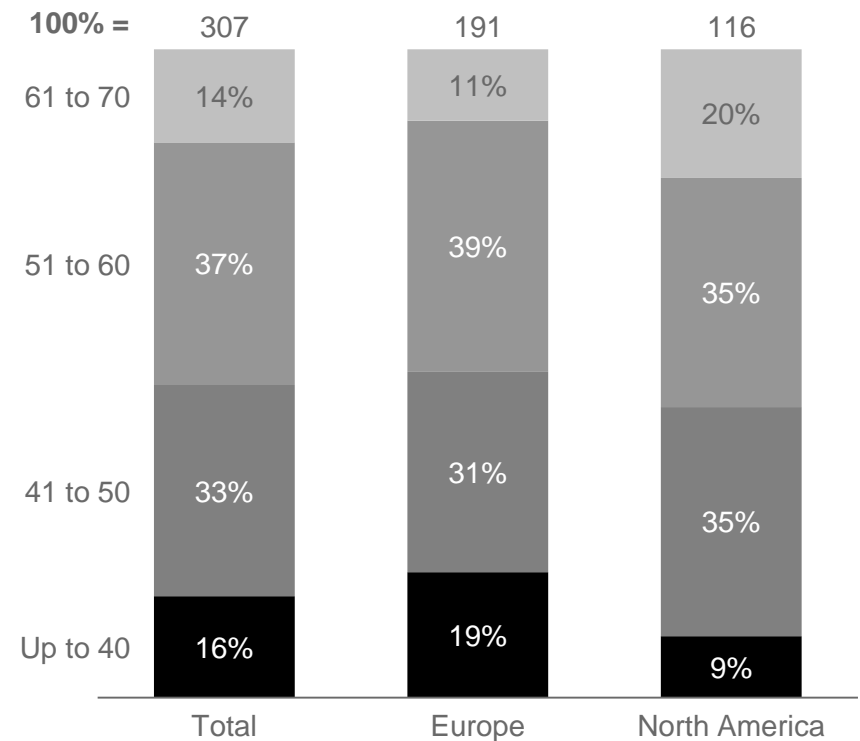
... and similarly are more likely to be over 40 years old

KEY FACTS ABOUT THE SAMPLE – GENDER AND AGE

Split of respondents by gender, %



Split of respondents by age, %

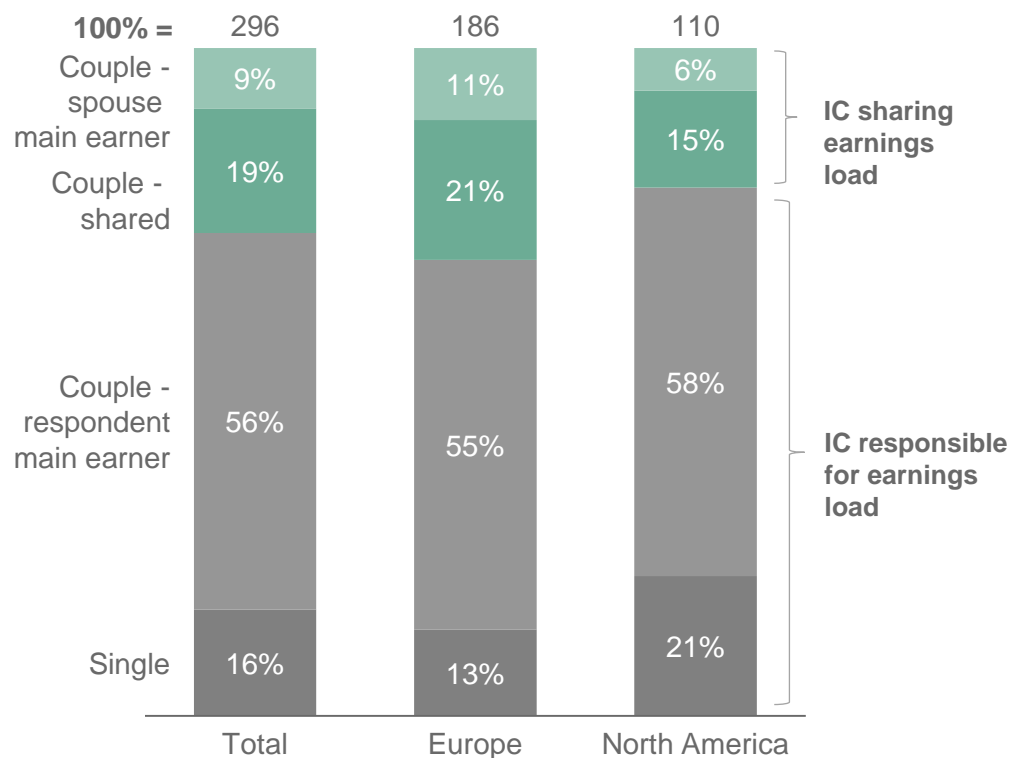


Note: QAge: How old are you?; QGender: What is your gender?

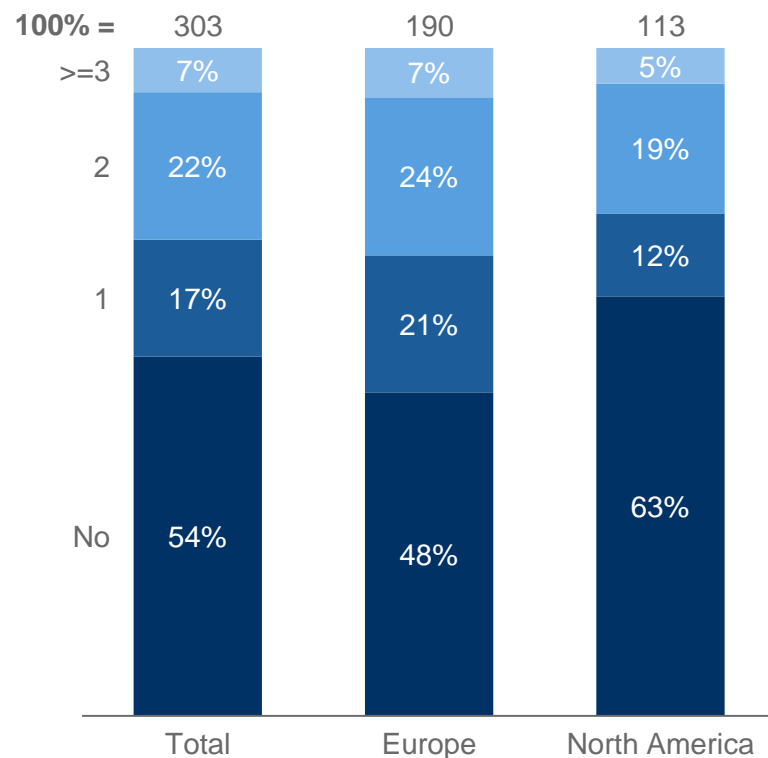
North American respondents are more likely to be the main earner; fewer IC's have young children in North America

KEY FACTS ABOUT THE SAMPLE – MAIN EARNER AND CHILDREN UNDER 18

Split of respondents by earning responsibility,%¹



Split of respondents by number of children under 18, %



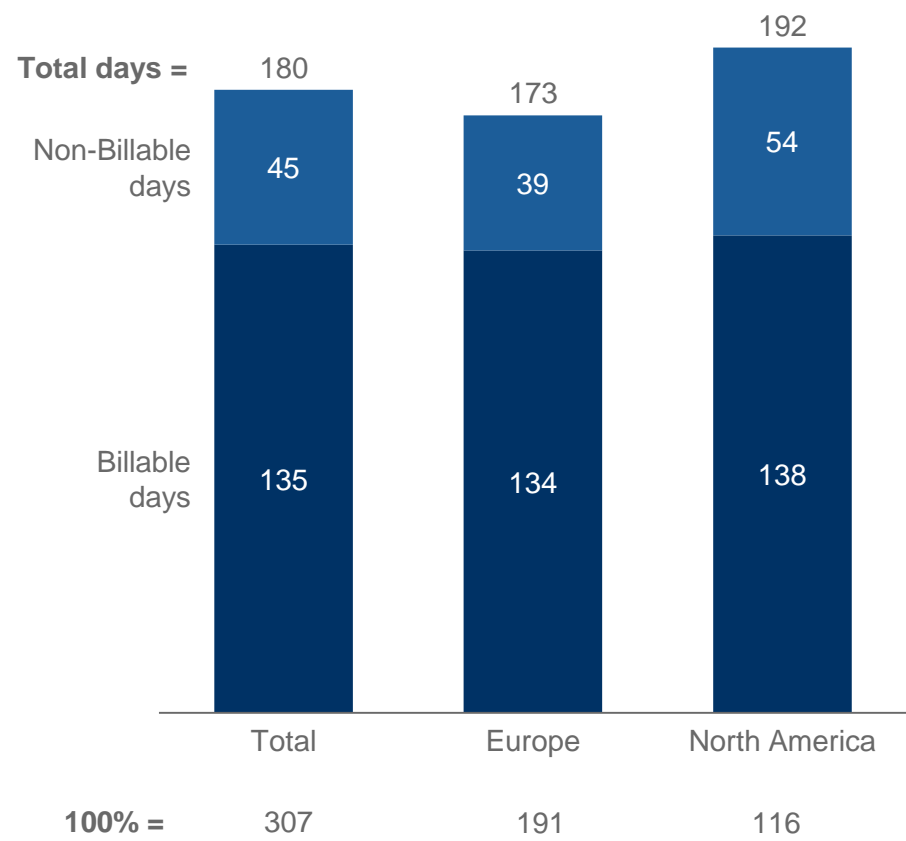
¹ Combines two questions

Note: QA36 Are you the sole provider of income in your household?; QA37 Are you the main earner of income in your household?; QA38 Do you have children under the age of 18?

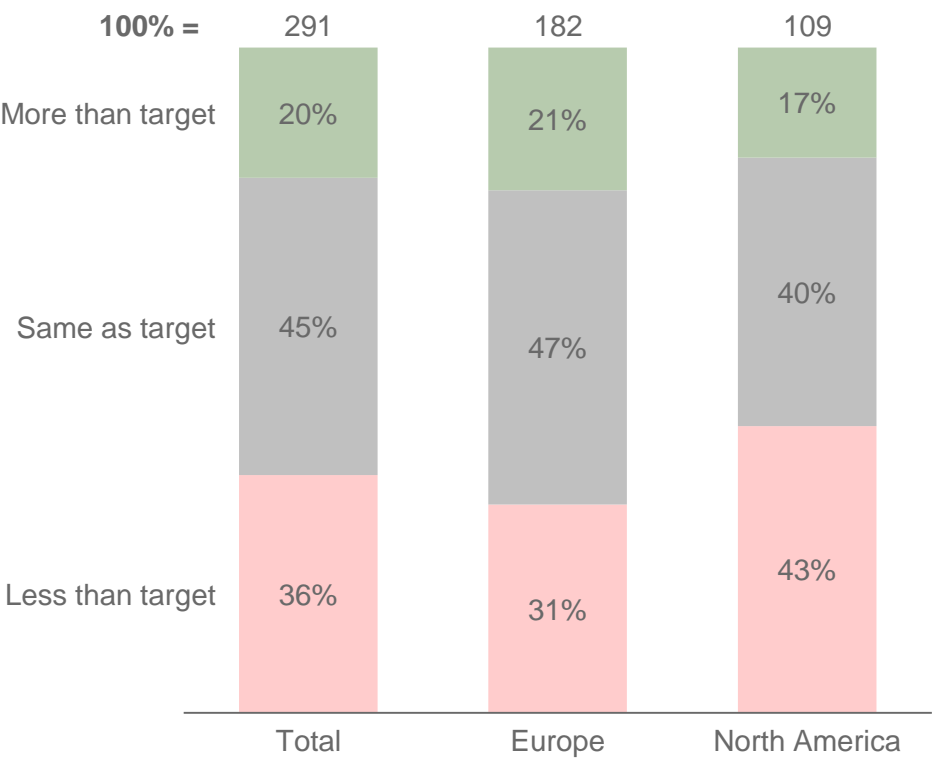
Billable days are similar across geographies, but North Americans work more unbilled time and are less likely to hit their target billable days

DAYS WORKED AS AN INDEPENDENT CONSULTANT

Billable/Non-Billable, Days



Billed Days vs Target, %



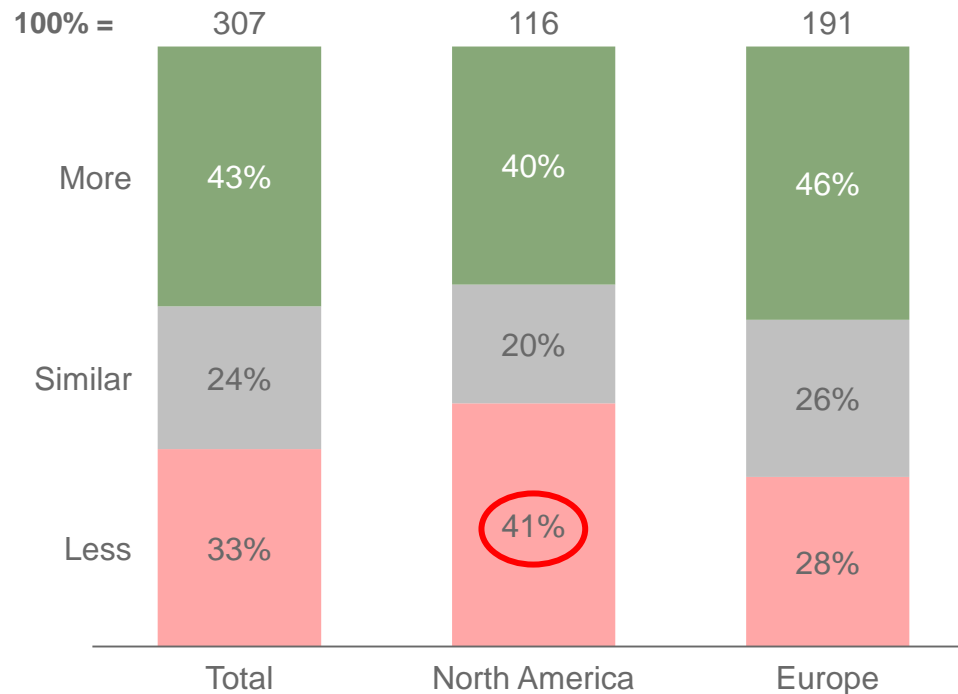
Note QA3a Thinking about the past year: How many days in total did you work as an independent consultant? Of that total, how many were billable days (in other words, you invoiced a client for them) and how many were non-billable?; QA3b Thinking about the past year: How did the actual number of billable days compare to the number of days you were targeting?

Perception of pay varies across geographies: North Americans are more likely to believe they are earning less

PERCEPTION OF EARNINGS

Earnings as an IC vs while employed

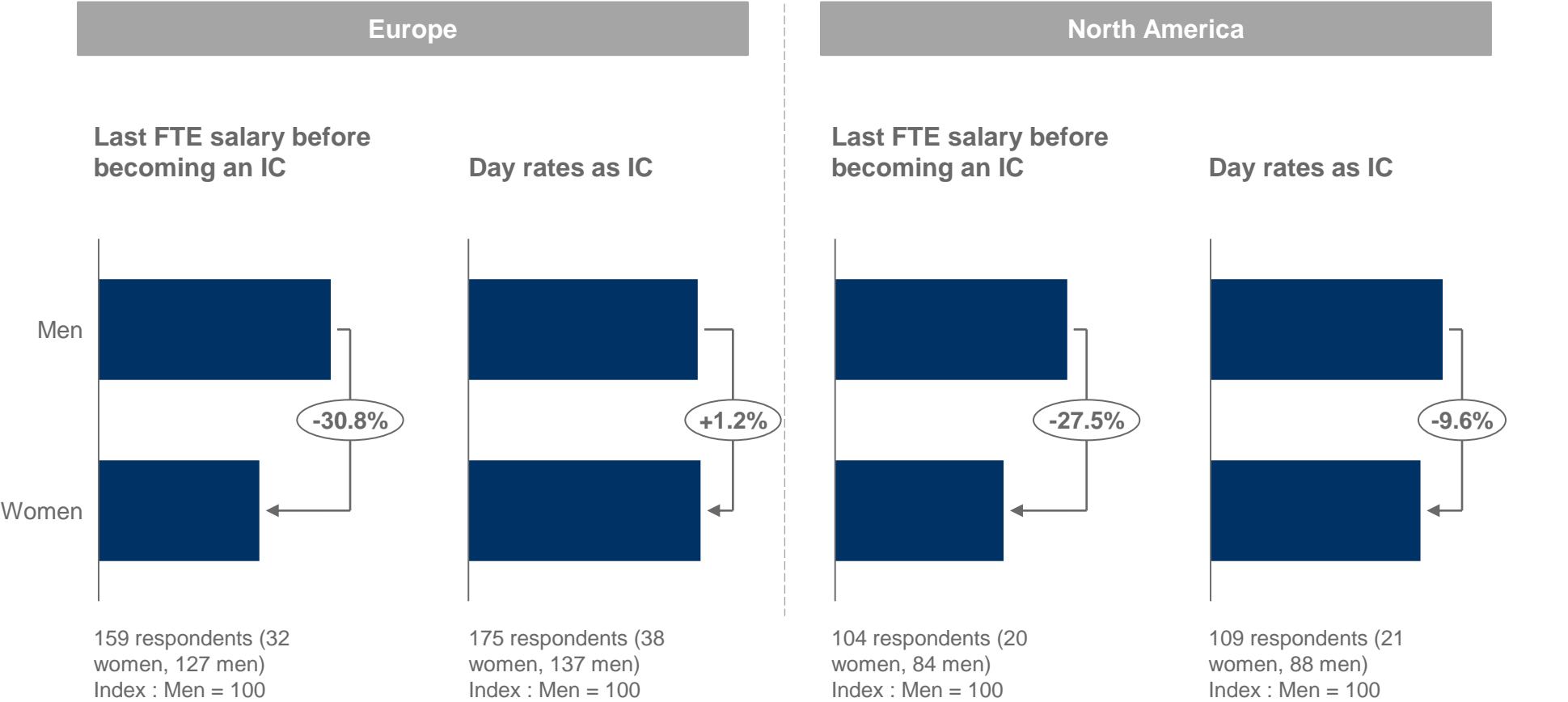
%



Note QA26 From a pure financial point of view, do you make more or less money as an independent consultant compared to when you were employed?

Independent consulting radically closes the gender pay gap, particularly in Europe

GENDER PAY GAP

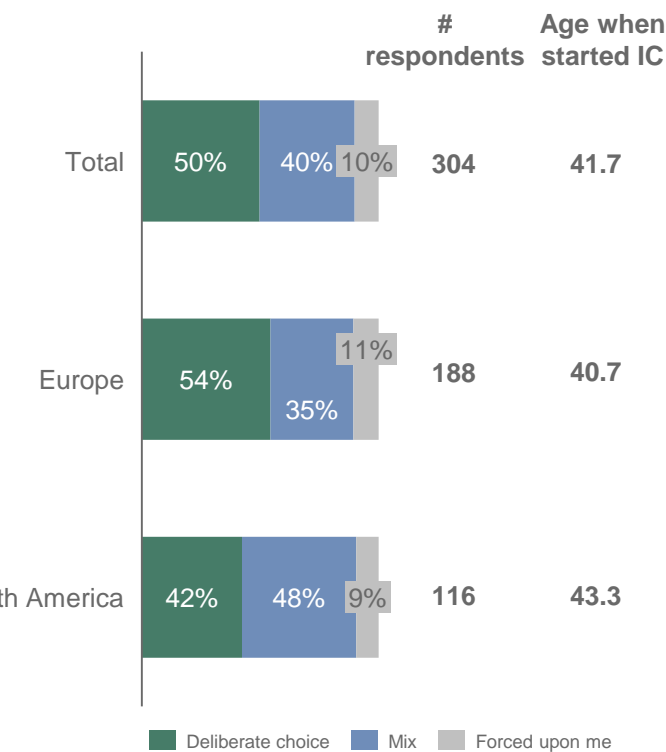


Note: Index weighted by respondents per currency to negate exchange rate effects
Note QA7a Thinking about your billable time as an independent consultant and the day rates you charge: What was the typical day rate that you charged clients over the past year? Please fill in only one currency box per question. QA12c - What was your last yearly salary before you became an independent consultant? (if part-time, then answer for the full time equivalent).

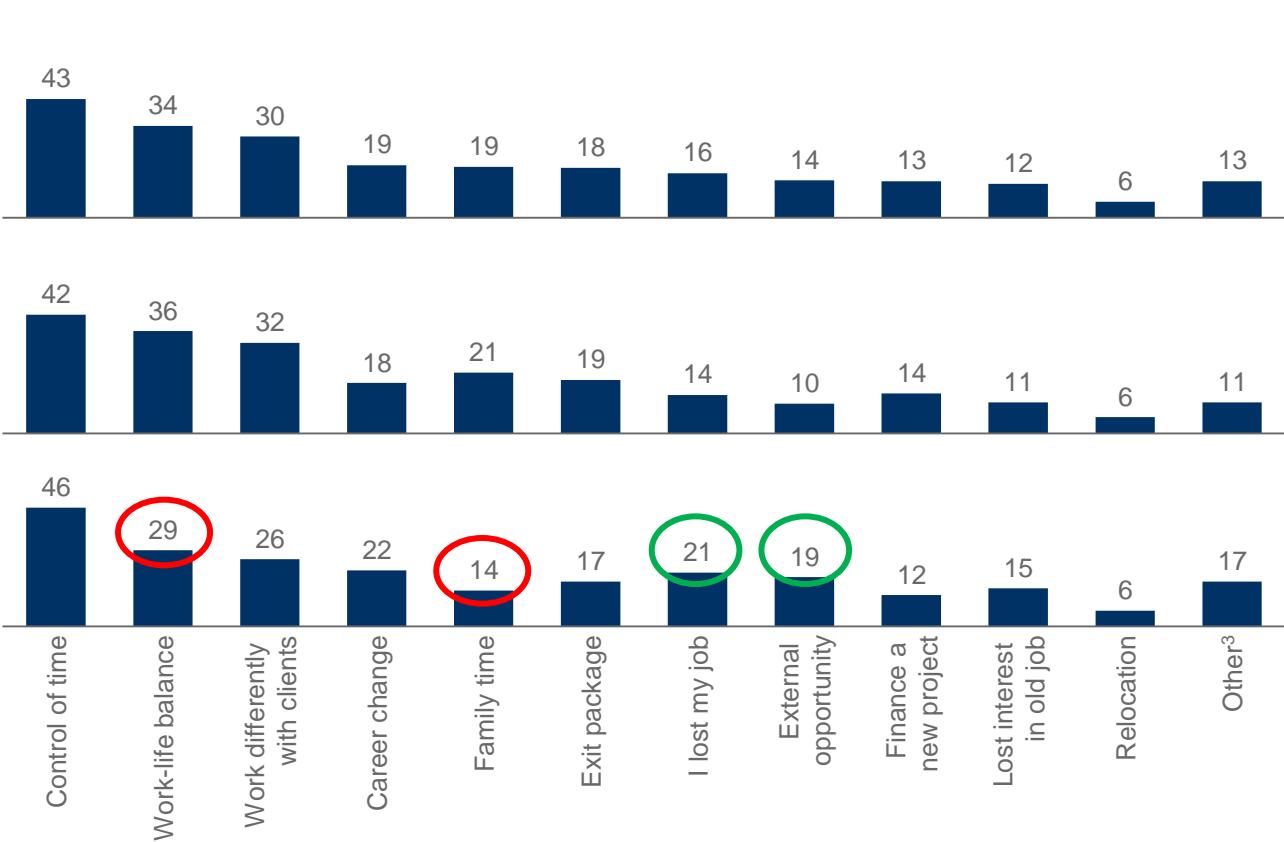
Most deliberately chose to start independent consulting, particularly in Europe

BECOMING AN IC

What drove the move to IC¹, %



Specific triggers in starting IC², %

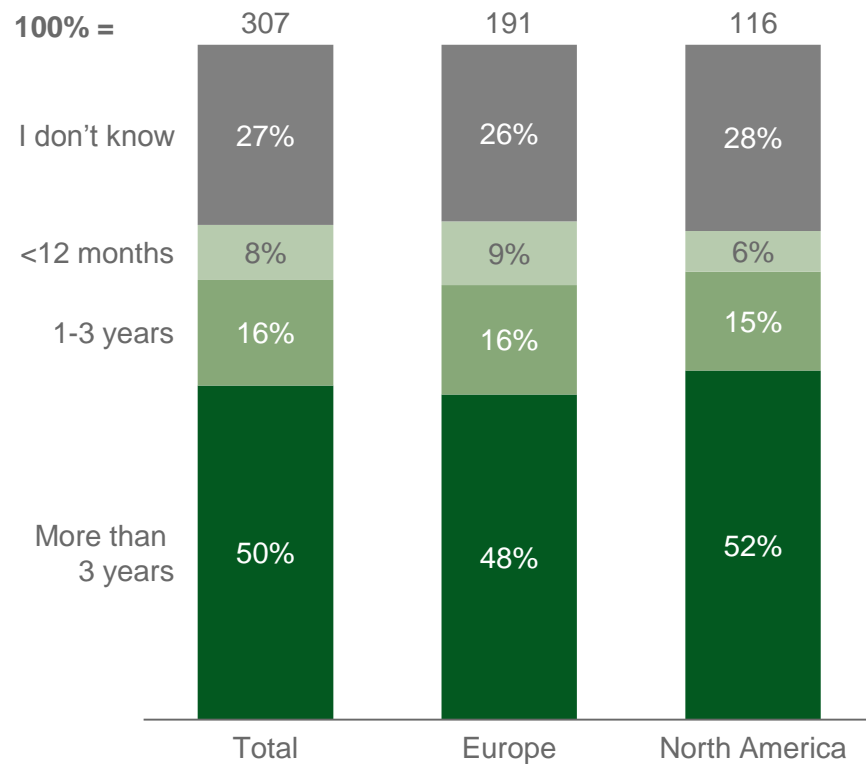


1. Excluding 'n/a'
2. Maximum of 3 choices allowed
3. Other includes: Frustration with corporate environments, Circumstances, Specific motives for career change, Attraction to being an IC, Portfolio career, Desire to choose which projects, Another opportunity falling through, To study for a PhD
Note QA13 How would you describe your move from working as an employee at a company to independent consulting?; QA15A1 How old were you when you made the move from employment to independent consulting? QA14A - What specifically triggered you to start working as an independent consultant? (Maximum 3 answers)

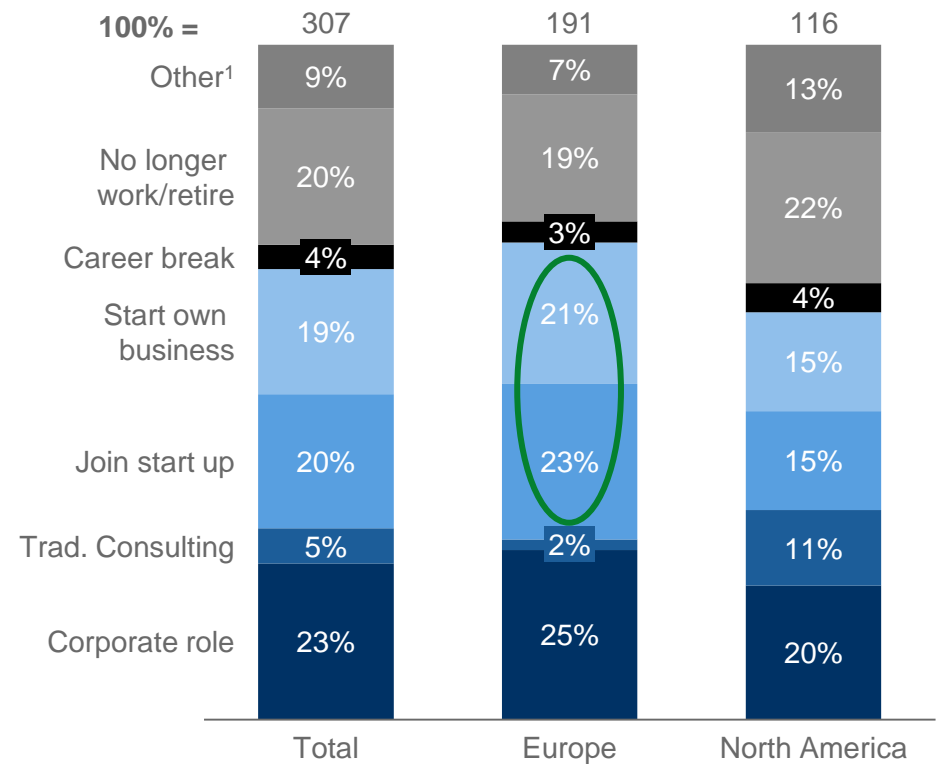
Little variation in how long they will remain an IC; North Americans are most likely to stop working, while over 40% of European ICs are likely to do something entrepreneurial next

FUTURE INTENTIONS

Years intending to remain an independent consultant



Next move if they were to stop being an independent consultant

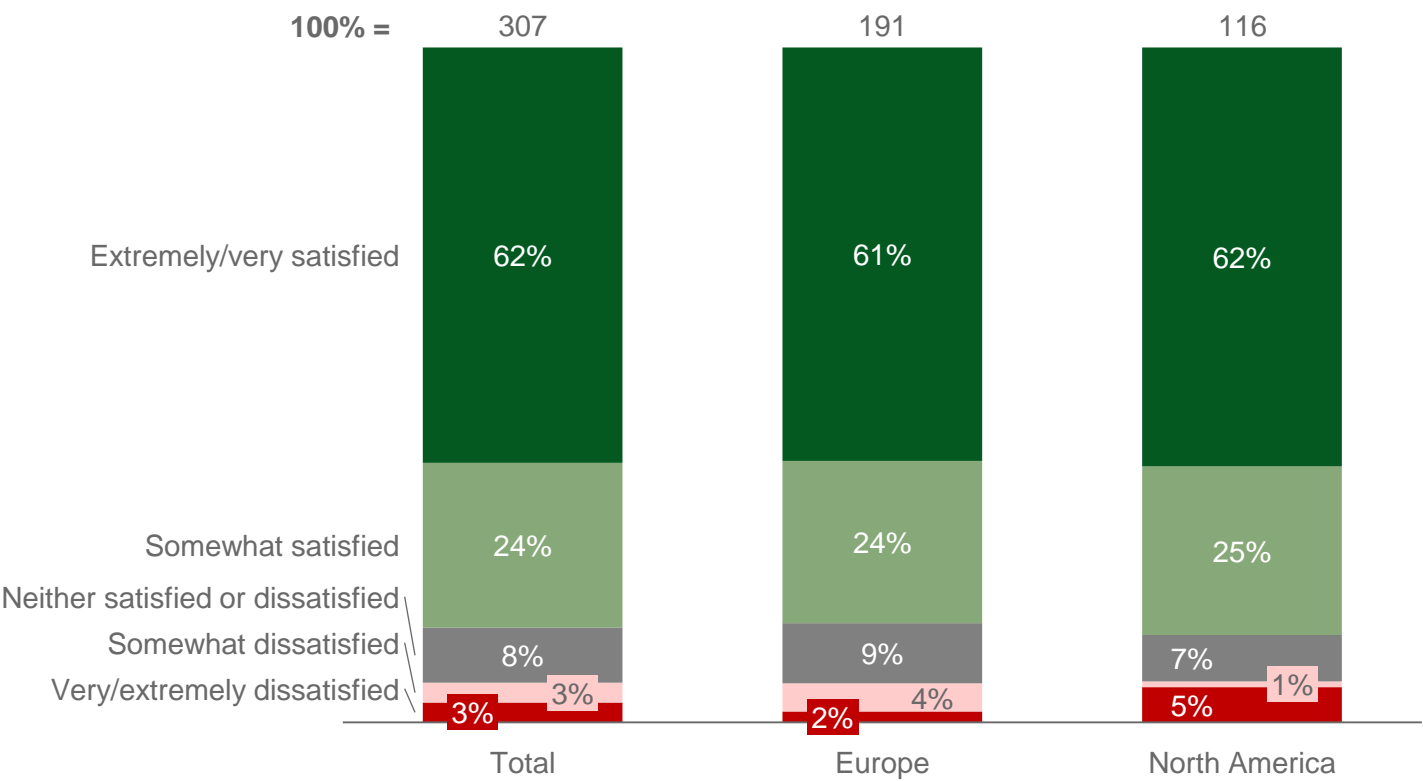


1. Other includes: Teach/work in a non-profit, Focus on start-ups/business interests, Career change, Private Equity, Directorships, Not sure, Investment management, Any job, Poetry
Note QA27 How long do you intend to remain an independent consultant?; QA28 If you were to stop being an independent consultant, what are you most likely to do?

High levels of overall satisfaction in both Europe and North America

OVERALL SATISFACTION

Overall satisfaction with working as an independent consultant, %



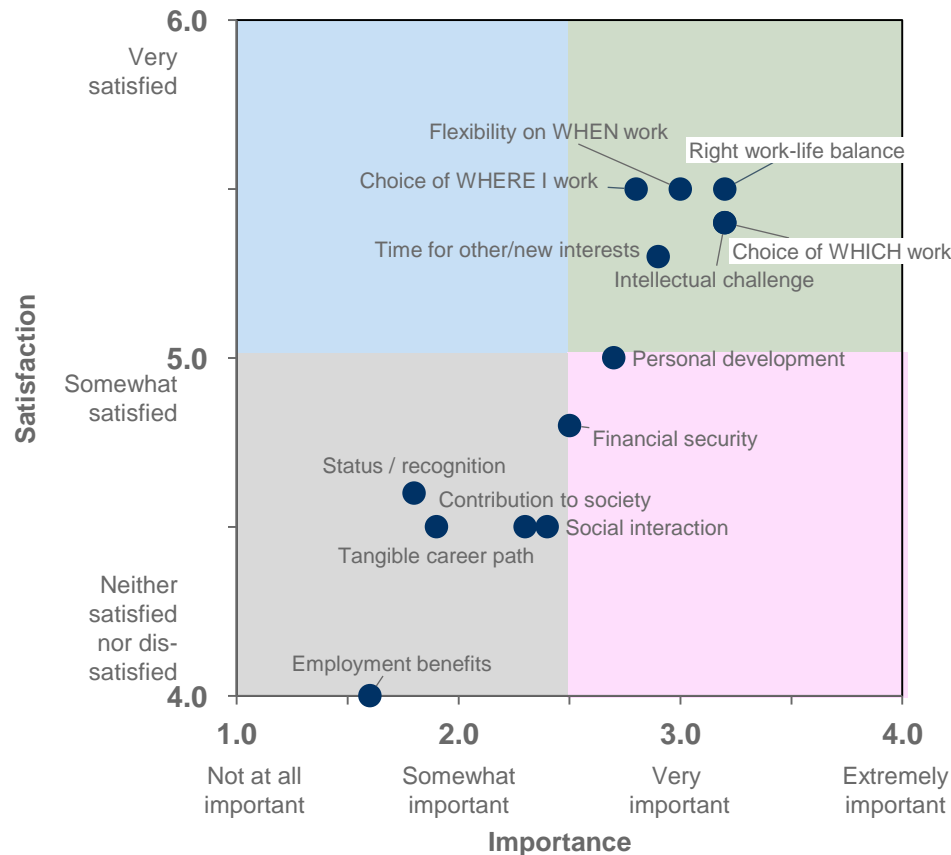
Notes: Scoring on a 1-7 scale: 6-7: Extremely/very satisfied; 5: Somewhat satisfied; 4: neutral; 3: Somewhat dissatisfied; 1+2: Very/extremely dissatisfied
Note QA16 In general, how SATISFIED are you with working as an independent consultant – on a scale from 1 to 7, where 1 is 'extremely dissatisfied'

Similarly, high levels of satisfaction with the most important factors in their careers, particularly amongst North American independents (except for employee benefits – probably linked to healthcare)

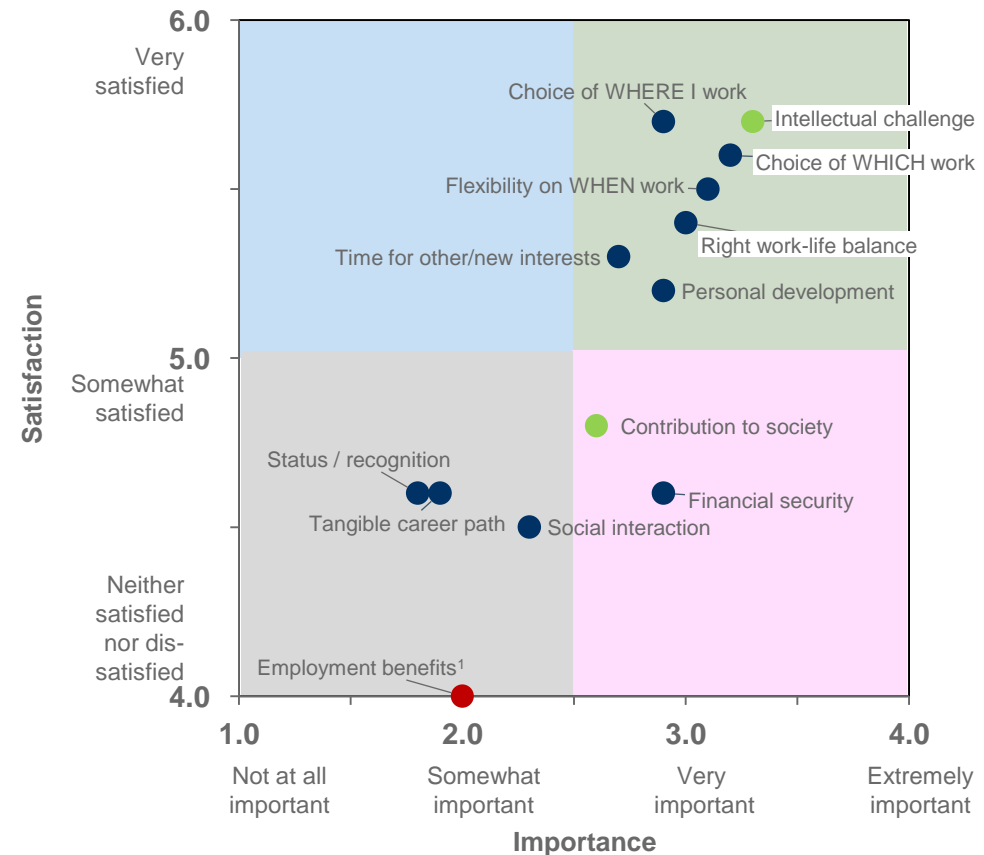
IMPORTANCE AND DRIVERS OF SATISFACTION

● Satisfaction average rating varied by >0.3 points relative to geographic comparator

European respondents, n=191



North American respondents, n=116



1 Employment benefits score 3.5 for Satisfaction for North American respondents (4.0 for European respondents)

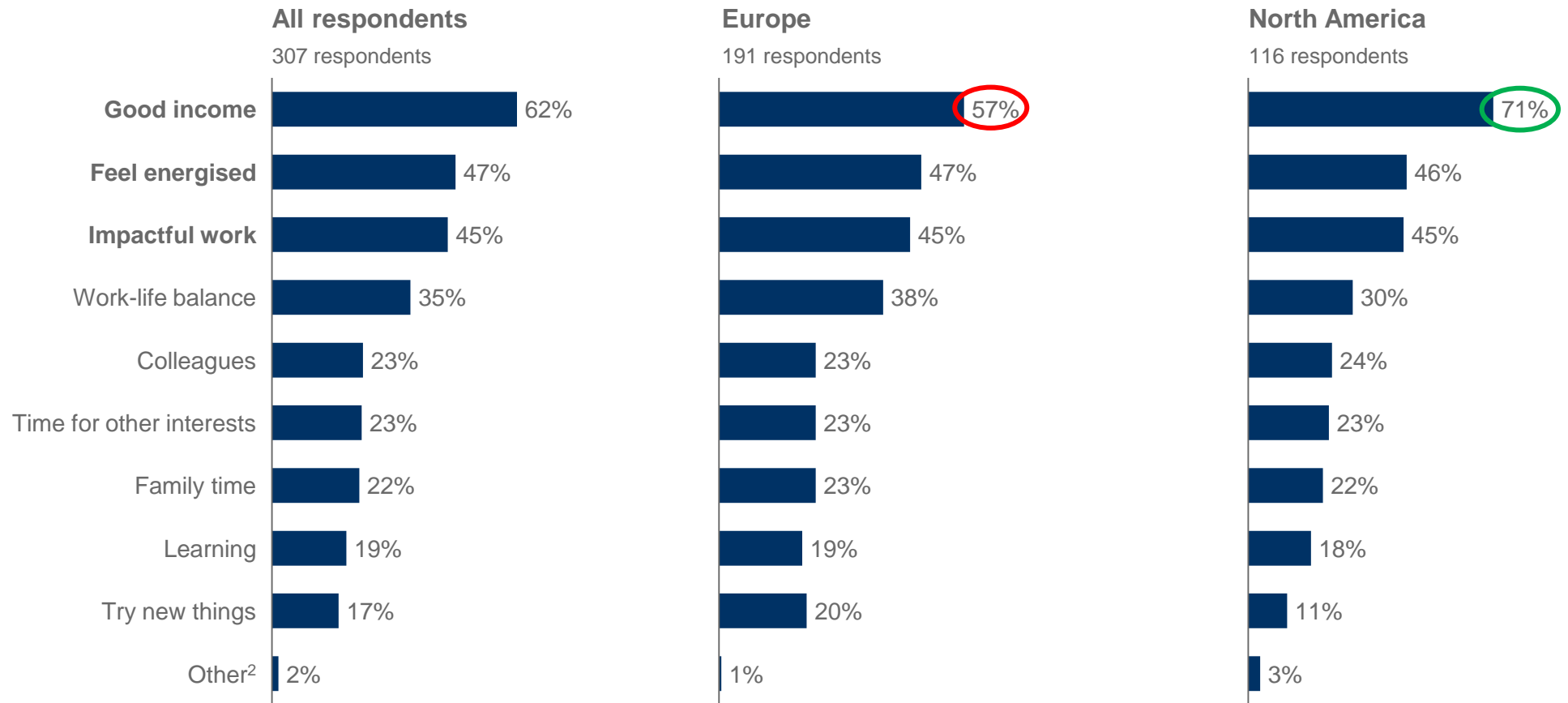
Note: Satisfaction: (1 = Extremely dissatisfied; 7 = Extremely satisfied); Importance: (1 = Not at all important; 4 = Extremely important)

Note QA17 - At this stage of your career, how IMPORTANT are the following factors to you?; QA18 Thinking about the same criteria, how SATISFIED are you with your work as an independent consultant?

Most define success as earning a good income, being energised and having impact; a good income is particularly important in N. America

HOW ICs DEFINE SUCCESS AS AN INDEPENDENT CONSULTANT

% of respondents¹



1. Maximum of 3 choices allowed

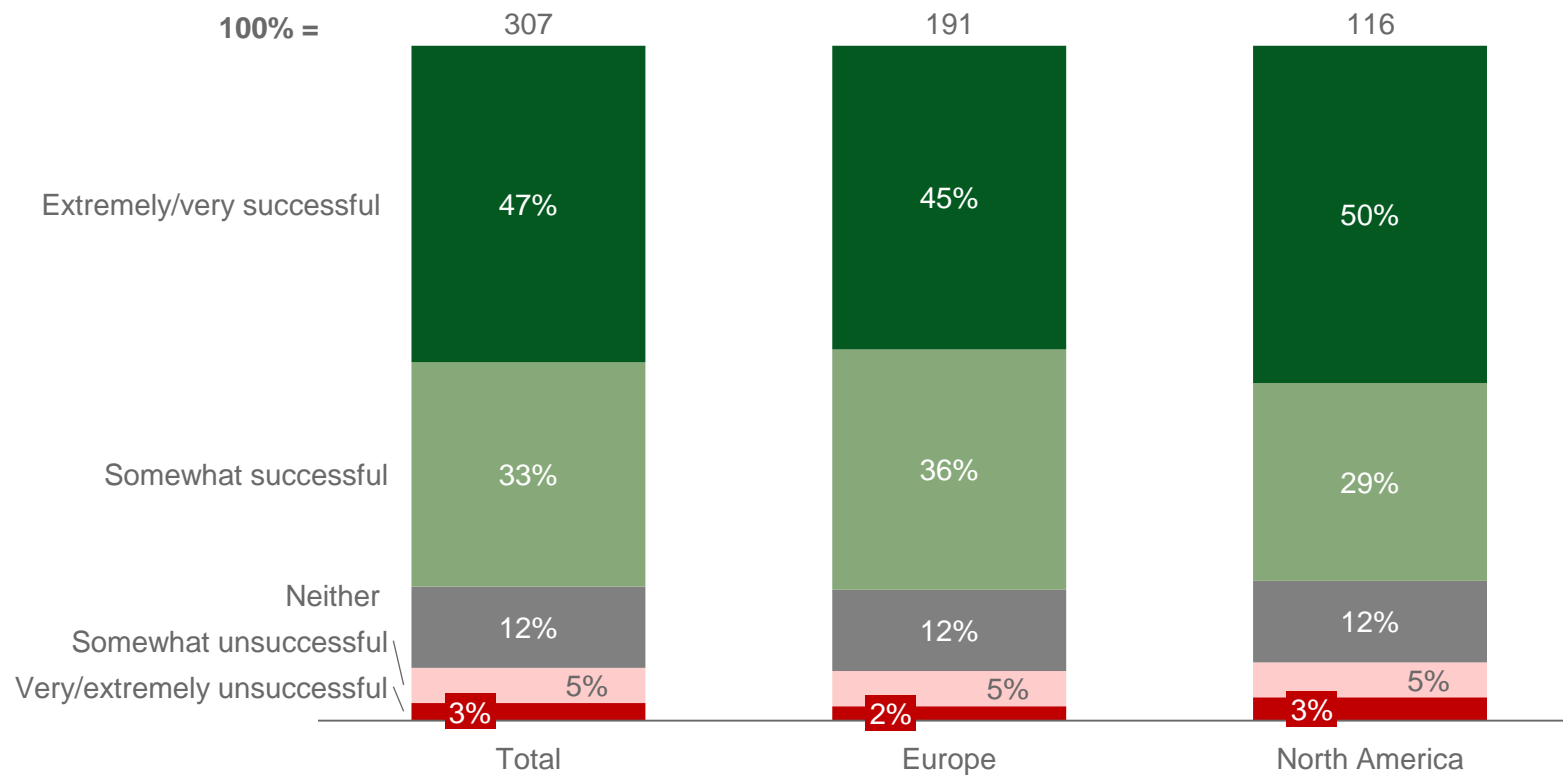
2. Other includes Independence

Note QA19 - How would you personally DEFINE SUCCESS as an independent consultant? Tick a maximum of 3 from the list below

The majority see themselves as successful in both Europe and North America

OVERALL PERCEPTION OF SUCCESS AS AN INDEPENDENT

Perceived success as an IC¹, %

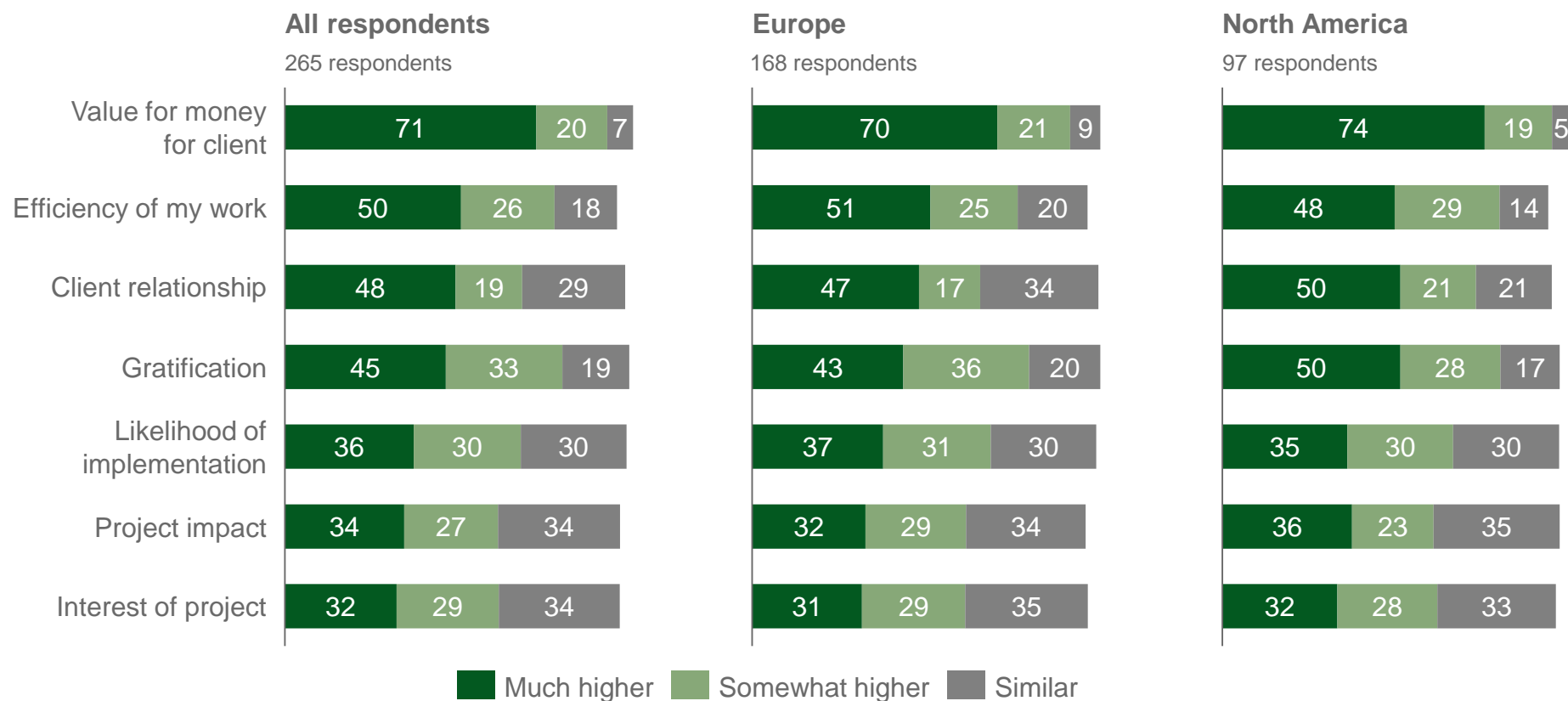


¹ Scoring on a 1-7 scale: 6-7: Extremely/very successful; 5: Somewhat successful; 4: neutral; 3: Somewhat unsuccessful; 1-2: Very/extremely unsuccessful
Note QA20 Overall, how SUCCESSFUL do you think you are as an independent consultant? On a scale from 1 to 7 where 1 is 'extremely unsuccessful' and 7 is 'extremely successful'.

Both European and North American ICs are very positive about their current work as an IC vs when they were employed in a traditional consulting firm

RATING OF CURRENT WORK AS AN INDEPENDENT VS THEIR PROJECT WORK WHEN EMPLOYED IN A TRADITIONAL CONSULTING FIRM

% of respondents¹



1. Excluding those who answered "n/a"

Note QA29 Comparing your project work as an independent consultant NOW with your project work when you were employed in a traditional consulting firm, how would you rate the following factors?