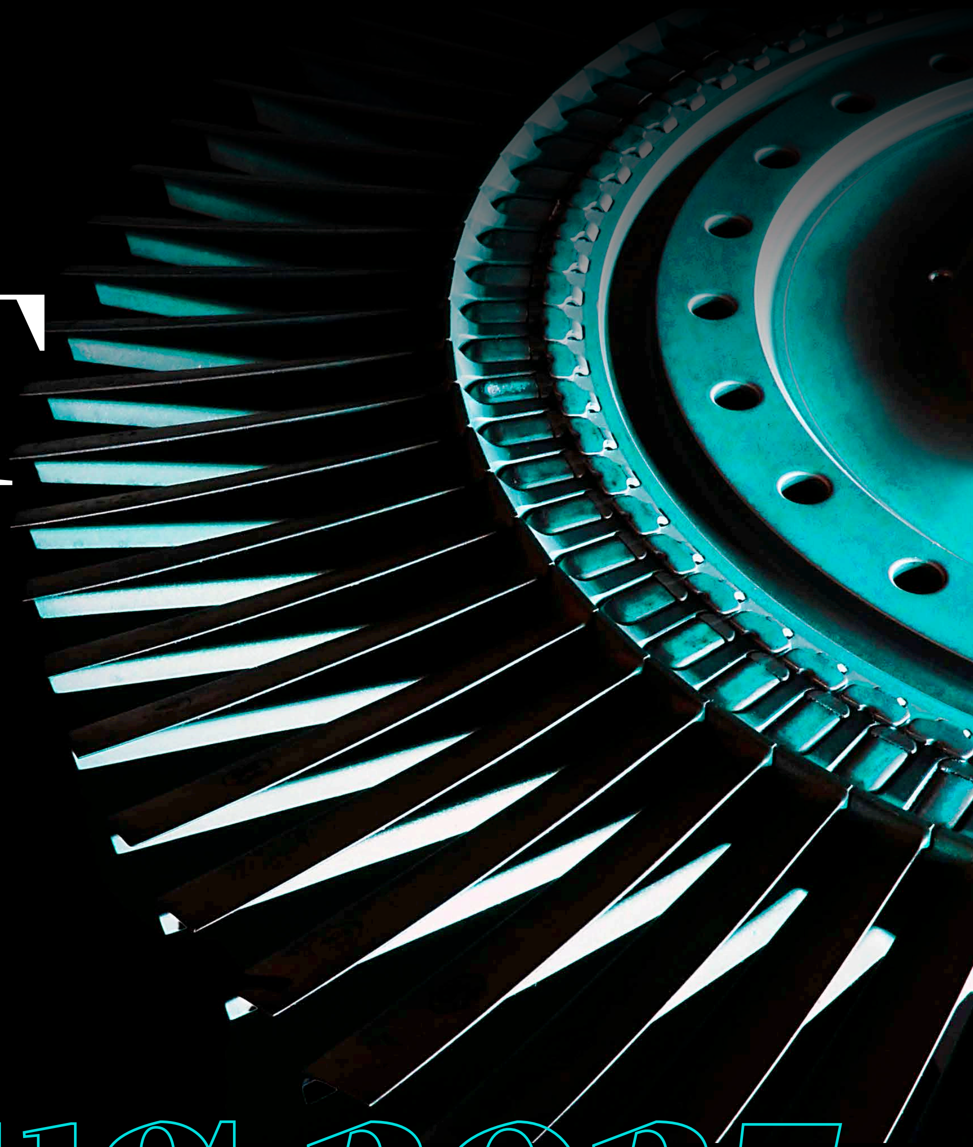
EXTRACT

SOURCE

Market Trends

MARKET



The Sustainability Consulting Market in 2025

Aug 2025

Report

About us

We partner with professional services firms to turn insight into strategic advantage. Our proprietary research and tailored, firm-specific studies provide clear, actionable guidance to inform your firm's strategic decisions.

Through our work, we help professional services firms to:

- Anticipate key industry trends
- Identify and evaluate growth opportunities in existing and emerging markets
- Understand client perceptions and competitive positioning
- Refine propositions and messaging to better align with client needs
- Maximise the reach, impact, and commercial value of thought leadership

To dig deeper into the insights in this report, explore our other publications, or learn more about bespoke research for your firm, please **get in touch**.

UK +44 (0) 20 3743 3934
sourceglobalresearch.com

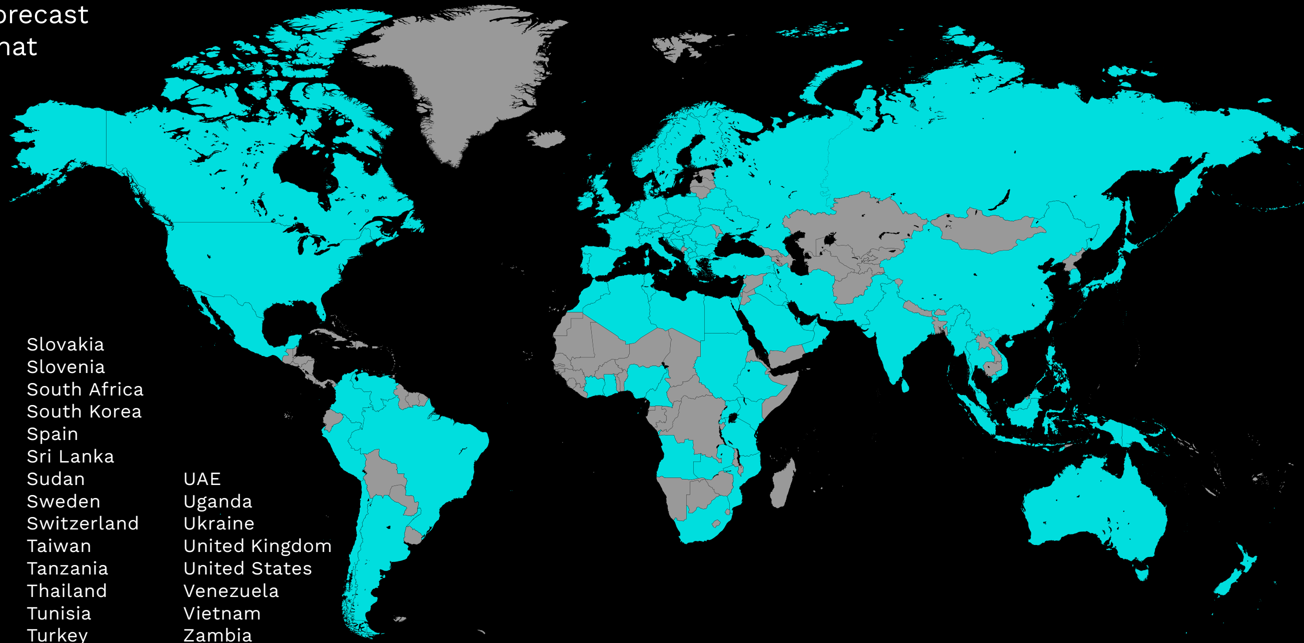
What's included in this report

Our reports offer a wealth of market sizing, growth, and forecast data alongside engaging, in-depth analysis of the trends that matter. Using our highly flexible, multidimensional model we provide firms with robust, trusted data to make informed decisions about strategic investments and plan for the future.

Geography model

Countries covered

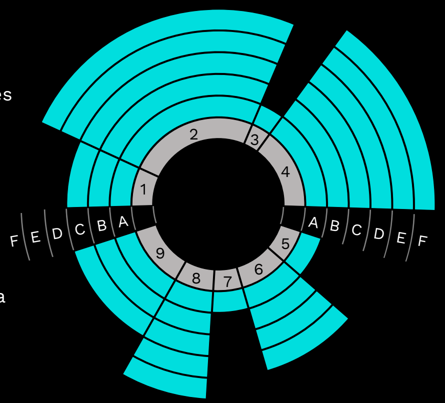
Albania, Algeria, Angola, Argentina, Australia, Austria, Bahrain, Belarus, Belgium, Bosnia, Brazil, Bulgaria, Cameroon, Canada, Chile, China, Colombia, Côte d'Ivoire, Croatia, Cyprus, Czech Republic, Denmark, Egypt, Ethiopia, Finland, France, Germany, Ghana, Greece, Hong Kong, Hungary, India, Indonesia, Iran, Iraq, Ireland, Israel, Italy, Japan, Kenya, Kuwait, Lebanon, Libya, Luxembourg, Malaysia, Mexico, Morocco, Mozambique, Myanmar, Netherlands, New Zealand, Nigeria, North Macedonia, Norway, Oman, Pakistan, Papua New Guinea, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Saudi Arabia, Serbia, Singapore, Slovakia, Slovenia, South Africa, South Korea, Spain, Sri Lanka, Sudan, Sweden, Switzerland, Taiwan, Tanzania, Thailand, Tunisia, Turkey, UAE, Uganda, Ukraine, United Kingdom, United States, Venezuela, Vietnam, Zambia



Sector model

Sectors

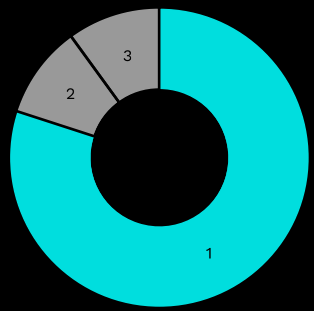
1 Energy & resources
2 Financial services
3 Healthcare
4 Manufacturing
5 Pharma & life sciences
6 Public sector
7 Retail
8 Services
9 Technology, media & telecoms



Sub-sectors

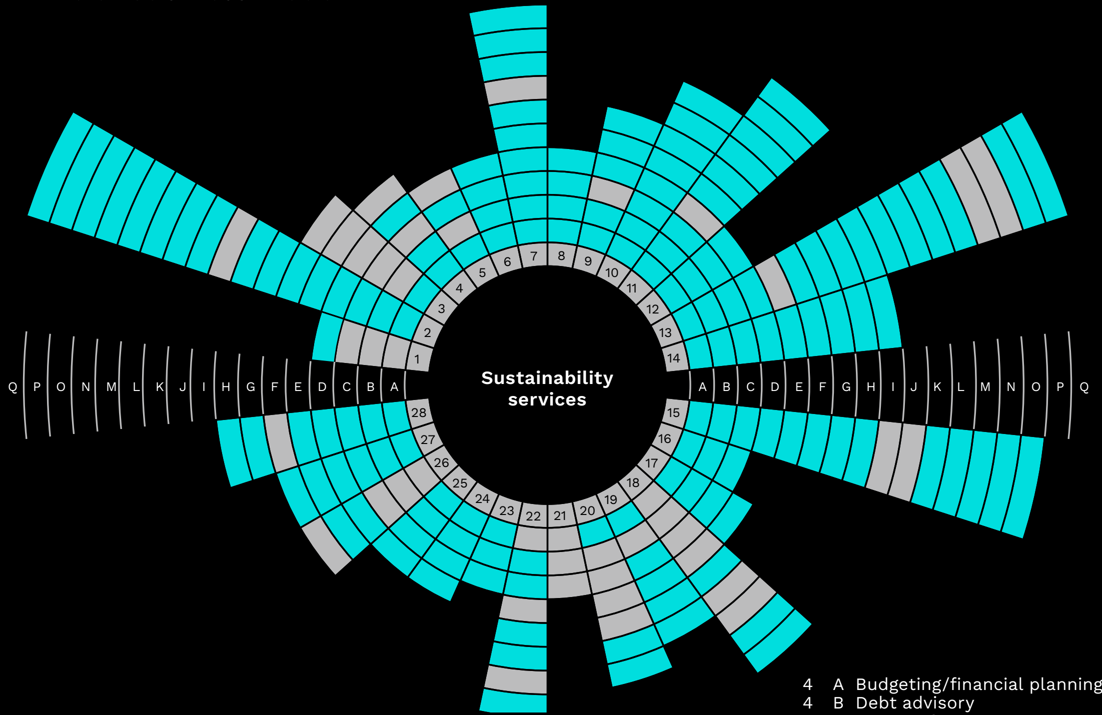
1 A Energy
1 B Primary resources
1 C Utilities
2 A Banking
2 B Capital markets
2 C Insurance
2 D Investment and wealth management
2 E Private equity
3 A Healthcare
4 A Aerospace
4 B Automotive
4 C Construction
4 D Consumer electronics
4 E Consumer packaged goods
4 F Industrial products
5 A Pharma
6 A Defence
6 B Education
6 C Not-for-profit
6 D Public sector
7 A Retail
8 A Business services
8 B Leisure
8 C Logistics
8 D Real estate
8 E Transportation
9 A High-tech
9 B Media
9 C Telecoms

The revenue-earning model



1 Consulting
2 Managed service
3 Other (contingent fees, software licensing, associate networks)

Line of business model



Line of business

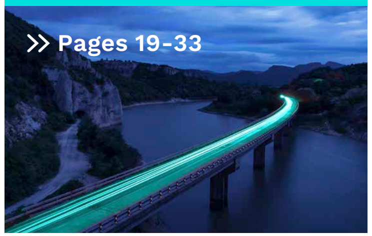
1 Cybersecurity
2 Risk
3 Forensic
4 Financial management
5 Design & UX
6 Innovation
7 Technology
8 Data & analytics
9 Research
10 Deals
11 Strategy
12 Real estate
13 Operations
14 Sustainability
15 HR & change
16 Architecture
17 Audit & assurance
18 Business process outsourcing
19 Civil engineering
20 Legal
21 Litigation
22 Marketing & creative
23 Network engineering
24 Product engineering & R&D
25 Recruitment
26 Software engineering
27 System integration
28 Tax

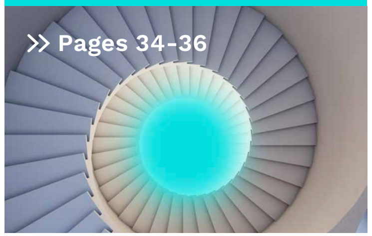
Capabilities

1 A Cybersecurity advice
1 B Cybersecurity implementation
1 C Cybersecurity incident response
1 D Penetration testing & wargaming
2 A Risk governance
2 B Actuarial
2 C Compliance risk
2 D Crisis & reputation management
2 E Environmental risk
2 F Financial assurance
2 G Internal audit
2 H Operational risk
2 I Physical security solutions
2 J Physical security strategy
2 K Programme risk
2 L Responding to regulation
2 M Risk management
2 N Technology & security risk services
2 O Third-party assurance
2 P Transactions-related risk
2 Q Treasury risk
3 A Anti-corruption services
3 B eDiscovery
3 C Forensic accounting
3 D Forensic technology solutions
3 E Fraud mitigation
3 F Investigation services
4 A Budgeting/financial planning process
4 B Debt advisory
4 C Finance function
4 D Financial advisory
4 E Financial restructuring & insolvency
5 A Corporate identity
5 B Graphic & UI design
5 C UX & service design
5 D Customer journey & UX benchmarking
6 A Ideation
6 B Innovation management
6 C Innovation strategy
6 D Strategies for growth from innovation
7 A AI advice & implementation
7 B Cloud advice
7 C Cloud implementation
7 D ERP consulting
7 E Geospatial advice & implementation
7 F IT strategy, planning & review
7 G IT training
7 H Programme management
7 I Robotics advice & implementation
7 J Vendor selection
8 A Advanced analytics
8 B Data visualisation, business intelligence & semantic layer
8 C Data warehousing & database management
8 D Machine learning
9 A Customer feedback
9 B Customer segmentation
9 C Employee feedback
9 D Environmental & social impact research
9 E Macro/microeconomic research
9 F Market research
10 A Capital allocation strategy
10 B Commercial due diligence & valuation
10 C Financial due diligence
10 D M&A transaction strategy
10 E Operational due diligence
10 F Portfolio & investment strategy
10 G Public-private partnerships
10 H Technology due diligence
11 A Business & financial modelling
11 B Category management
11 C Channel management
11 D Corporate recovery & turnaround
11 E Corporate restructuring
11 F Corporate strategy
11 G Market analysis & strategy
11 H Policy formulation
11 I Pricing
11 J Strategic sourcing/offshoring services
12 A Corporate, occupier services & facilities management
12 B Integrated real estate developer services
12 C Real estate deal/transaction services
12 D Real estate strategy
13 A Benchmarking
13 B Business continuity & recovery
13 C Cost cutting
13 D Customer service
13 E DevOps
13 F Distribution strategy
13 G Lean & Six Sigma
13 H Operational review
13 I Outsourcing advice
13 J Post-M&A integration
13 K Process design, re-engineering & automation
13 L Procurement/purchasing
13 M Property & estate management
13 N Sales & distribution planning
13 O Sales force effectiveness
13 P Supply chain management
13 Q Target operating model
14 A Clean technology
14 B Green IT
14 C Purpose-led strategy & change
14 D Resource-efficiency implementation
14 E Resource-efficiency strategy
14 F Social impact & trust
14 G Sustainable investment
14 H Sustainable supply chain
14 I Sustainable workforce
15 A Benefits, compensation & pensions, excluding actuarial & investment advice
15 B Change management
15 C Diversity & inclusion
15 D Employee engagement
15 E Governance & board effectiveness
15 F HR strategy & effectiveness
15 G Leadership
15 H Organisational design & culture
15 I Organisational training & development
15 J Outplacement
15 K Pension fund evaluation & advice
15 L Performance management
15 M Stakeholder management
15 N Talent management
15 O Team effectiveness & collaboration
16 A Exterior building design
16 B Interior building design
16 C Landscape design
17 A Accounting operations assurance
17 B Accounting systems assurance
17 C Corporate reporting
17 D IFRS & regulatory reporting
18 A Contact centre outsourcing
18 B Document management outsourcing
18 C Finance accounting outsourcing
18 D Human resources outsourcing
18 E IT outsourcing
18 F Other outsourcing
18 G Payroll outsourcing
18 H Regulation & remediation outsourcing
18 I Supply chain management & distribution outsourcing
19 A Building & engineering analytics
19 B Engineering project management
19 C Infrastructure design
19 D International development
19 E Transport infrastructure, planning & engineering
19 F Urban design & planning
20 A Corporate & transaction law
20 B Criminal law
20 C Digital & technology law
20 D Domestic & family law
20 E Intellectual property law
20 F International trade, regulatory & government law
20 G Labour & employment law
21 A Dispute advisory services
21 B Expert witness
21 C Trial services
22 A Brand activation
22 B Brand strategy
22 C Creative production
22 D Customer relationship management
22 E Marketing & communication production
22 F Marketing & communication strategy
22 G Marketing mix optimisation
22 H Public relations & affairs
23 A Network installation
23 B Network optimisation
23 C Network strategy & architecture
24 A Physical product quality assurance & testing
24 B Physical product R&D
24 C Product & industrial design
24 D Technical feasibility assessment, prototyping & mock-ups
25 A Contract staffing supply
25 B Executive interim
25 C Executive search
25 D Talent sourcing
26 A Application development
26 B Digital product quality assurance & testing
26 C Digital product R&D
26 D IoT and connected devices
26 E Solution architecture
26 F Virtual, augmented, and mixed reality
27 A Functional & industry application integration
27 B Microsoft
27 C Oracle
27 D Salesforce
27 E SAP
27 F Workday
28 A Corporate tax
28 B Global employer/mobility services
28 C Indirect tax
28 D International tax
28 E Private wealth tax
28 F Tax dispute resolution & controversy
28 G Transaction tax
28 H Transfer pricing

Contents

Underpinned by our MegaModel, our reports deliver an independent and objective understanding of the markets that matter most; including everything from key trends and growth opportunities to the latest views of consulting leaders and a detailed analysis of the buyer's voice.





1

> "There's an understanding among clients that organisations are going to have to change in the next decade to meet the demands of a lower-carbon economy."
>
> **Joel Bradbury,** Source

What really matters

2 Clients need firms to keep it simple.

23%

of clients felt that complexity in their organisational structure was acting as the foremost barrier to making their company more sustainable

Simplicity is the overarching theme for sustainability in 2025. Clients urgently need partners who can align stakeholders and help create a strategy that cuts across the business, both in the short and long term.

In the short term, clients' needs primarily revolve around regulation. Businesses are actively preparing for upcoming legislative changes, recognising the critical need for consulting expertise to interpret new laws and grasp their future business implications.

For the long term, clients face the inherent complexities of transitioning to a lower-carbon economy. They're seeking partners who can embed new processes like output measurement, new product development, and, crucially, generate increasing customer interest in green offerings. The need for the value add is incredibly important, as any new innovations and processes must balance economic growth with environmental and social care.

Firms that effectively simplify this transformation, while clearly demonstrating value creation, are likely to attract the most client attention.

2

Market overview

"The market is moving away from more 'ivory tower' aspects, instead integrating sustainability into risk management measures and real processes and structures."

Christoph Ruth, Capco

3

> “While there has been pushback on the ‘language’ of some of the social aspects of ESG, many clients continue with their programmes as they are foundationally aligned to their culture, operating principles, and values.”
>
> **Liam Walsh,** ERM

Client priorities

There remains a stable base for sustainability investment despite varying levels of business confidence globally

Sustainability practices continue to evolve, but clients believe that any initiative they undertake should be intertwined with the wider success of the business. Seventy-four percent of clients feel that sustainability is about the fusion of social and environmental care with business success. As such, the extent of sustainability investment depends on the wider stability of the organisation.

Fortunately, client confidence remains relatively stable; the only noticeable change from last year is that the share of clients who feel unaffected by turbulence has grown by two percentage points. Within the last six months, 59% feel that the economic situation has improved, again mirroring the 64% who saw improvement in 2024. The direction of travel is positive: Globally, clients are increasingly resilient, and they are optimistic about the shape of things to come.

However, though the global picture may be sunny, there are smatterings of gloom across various regions of the world. Though clients in the GCC, South America, and APAC are more bullish, clients in the large markets in Europe, the US, and the UK remain much less confident and much more cautious about their business futures.

Figure 12

To what extent have the macroeconomic situation and political tensions impacted your confidence when thinking about the future of your organisation?

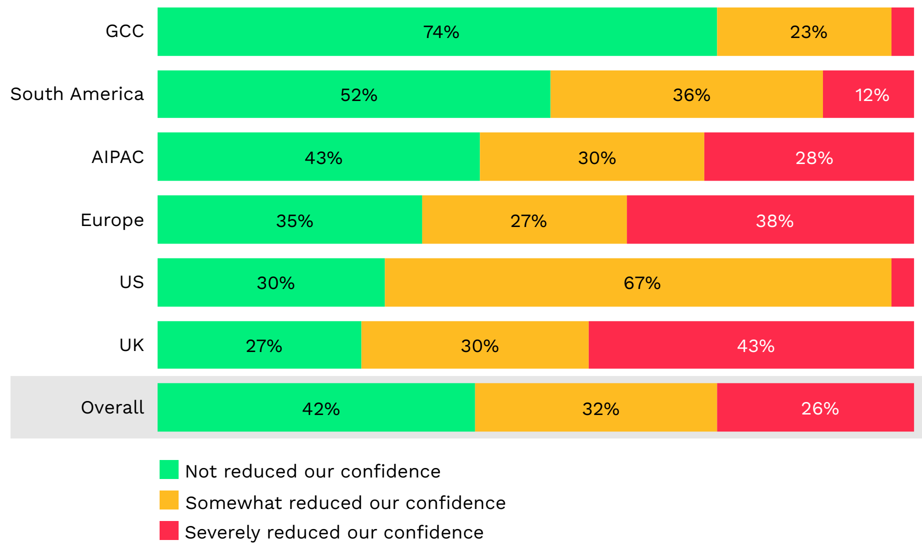


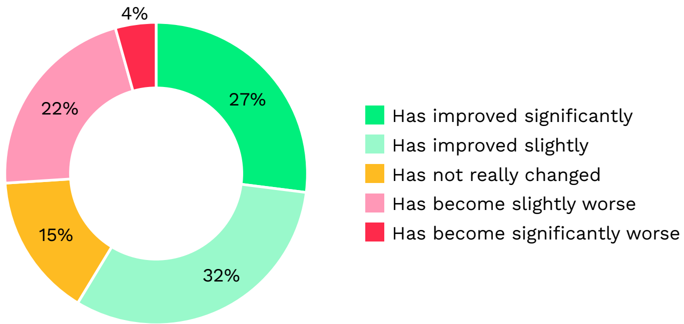
Figure 11

What does sustainability mean in your organisation? (Top three responses)

1	Balancing economic growth with environmental care	**37%**
2	Balancing economic growth with social wellbeing	**37%**
3	Doing business transparently	**25%**

Figure 13

To what extent has the overall economic environment in which your organisation operates changed in the last six months?



Clients are balancing long-term sustainable transformation with short-term regulatory compliance

A significant driver for ESG spending, cited by over 40% of clients across E, S, and G, is the understanding that transformation is a long-term process requiring continuous investment. This indicates that consulting firms can anticipate sustained commitments from clients once a project is signed off.

Regulation also plays a crucial role in motivating sustainability investment. Twenty-eight percent of clients cited environmental and social regulations as dictating their spending, while 30% said the same for responsible governance. While clients acknowledge the long-term necessity of sustainable adaptation, short-term actions are predominantly driven by regulatory compliance. Having acted on 2024's regulatory deadlines, clients are already anticipating the next wave of legislative changes.

Firms seeking to win work must understand the crucial difference between clients' short-term and long-term motivations. While longer-term engagements can focus on large-scale operational transformation, immediate client needs will likely revolve around meeting regulatory requirements.

Figure 27

Why are you spending the most on your top areas of action?

	Environmental	Social	Governance
1	Changing operations is a long-term process and we need to begin dealing with it now	Changing operations is a long-term process and we need to begin dealing with it now	Changing operations is a long-term process and we need to begin dealing with it now
2	We have to change this to comply with current regulations	We have to change this to comply with current regulations	We have to change this to comply with current regulations

Clients seek consulting expertise to simplify and embed sustainability, prioritising efficiency and regulatory knowledge

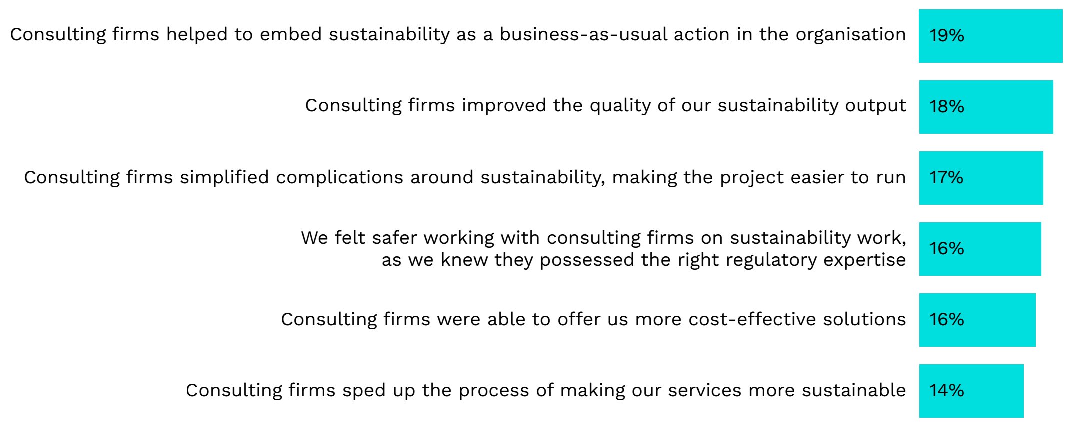
Clients are split on how consulting firms can best add value to sustainability processes, with only 5% separating the top and bottom selected options. This suggests a lack of clarity around how value can best be added, which firms should seek to remedy by coming in with a clear outline of how they can help clients achieve more than they'd be able to themselves.

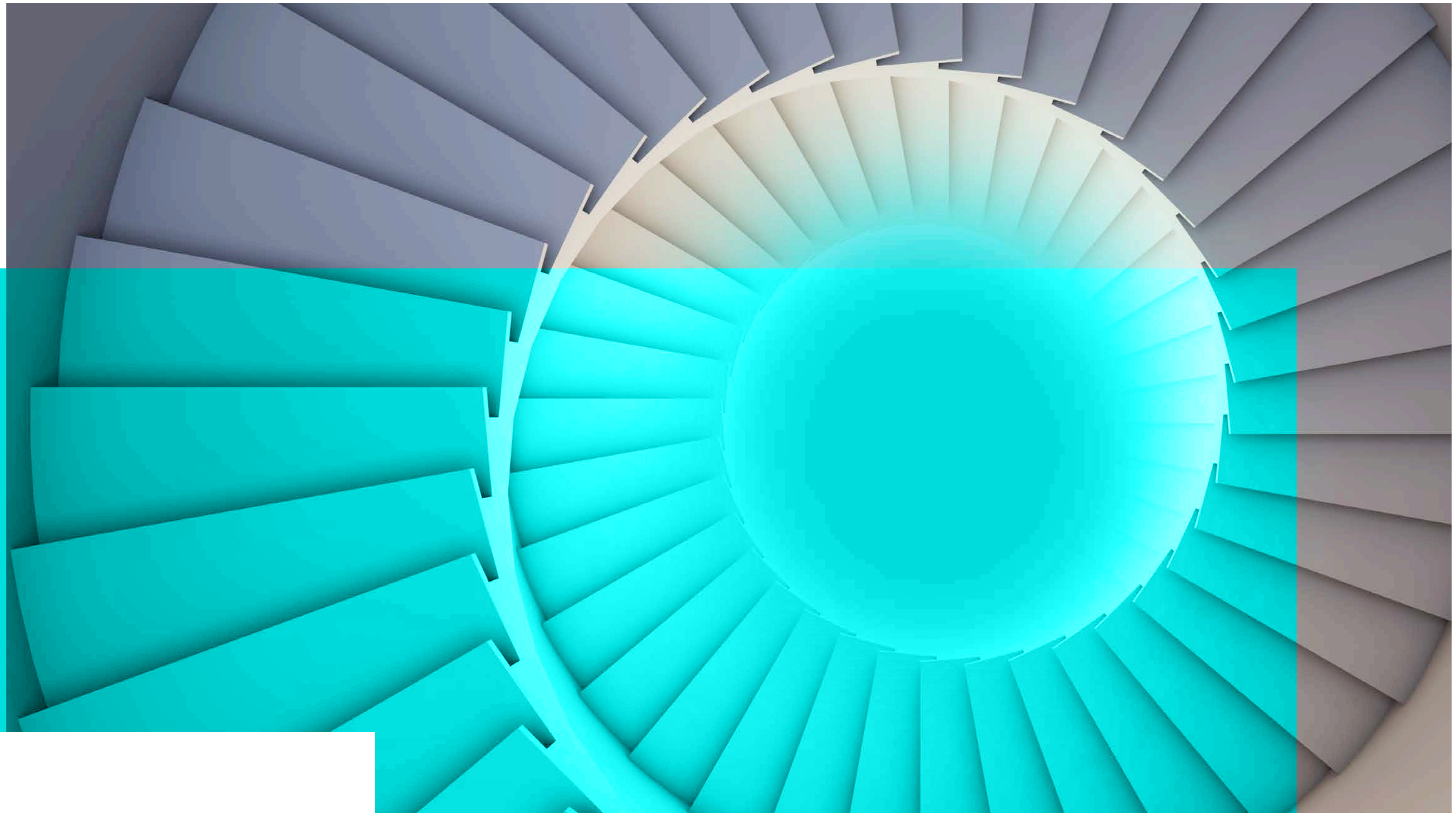
Clients want to embed sustainability into their long-term operating models and, as a result, see major value in firms that can help to implement sustainable actions into overall processes. Clients mentioned complexity earlier in the survey, and this likely applies here: They want people who can make the complicated process of adapting their services to sustainability standards as simple as possible, and firms can draw on this message of simplicity to communicate their value-add.

The other messages are also around overall business performance. As well as simplifying complexity, consultants can make things better and faster. If firms can measurably improve overall client performance, clients will be likely to look on them favourably, as they want to see sustainability addressed as part of a holistic process of business transformation.

Figure 33

Where are consultants adding the most value when it comes to sustainability?





4

“Focus has shifted toward threading the needle between value protection or value creation and driving sustainability.”

John McCalla, KPMG

Implications for firms

5

> “There’ll be a significant shift in how consulting will be procured, and smaller, more nimble businesses will move to the top quickly while larger organisations struggle to unwind volume-based models.”
>
> **Alex Bombeck,** North Highland

Insights from consultants

6

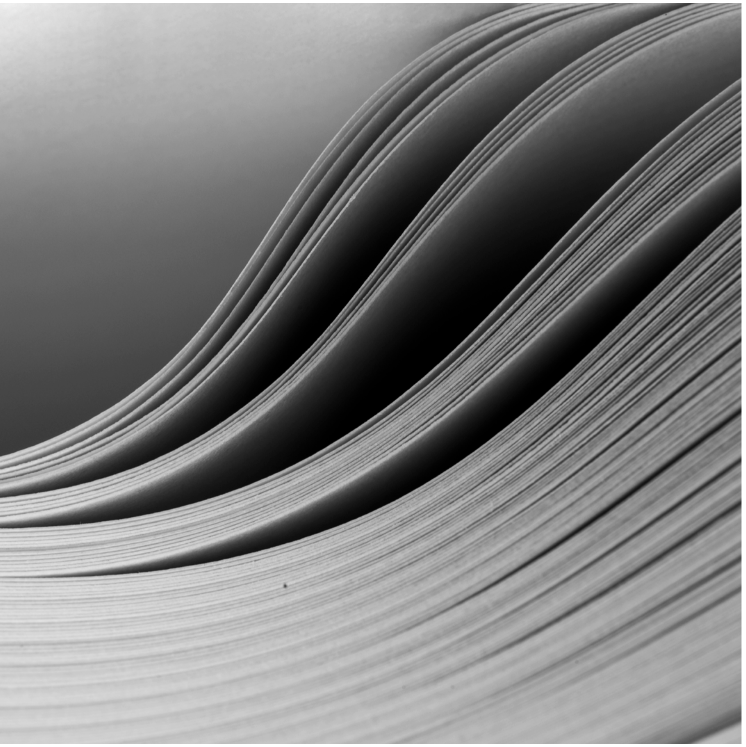
About this report

> “Sustainability is still a focus for many of our clients, but the language and policies are shifting across different regions.”
>
> **Liam Walsh,** ERM

Our approach to gathering data

The market for professional services is vast and highly dynamic, with deep roots spread out across the business world. The Source MegaModel helps you get to grips with the facts.

The MegaModel is the largest and most comprehensive database of its kind, anywhere in the world. It's used by the world's leading firms to identify where growth is coming from, which markets to invest in, and which sectors are driving demand.



Methodology—The MegaModel

MegaModel: Our Global Data Model

The quantitative market data in this report comes from our unique model of the global professional services market.

Rather than making high-level assumptions, this model has been built from the bottom up, sizing the market capability by capability—assessing how much work a firm earns delivering each professional capability within each sector and country. This results in a robust view of the size of the supply-side market, which can then be broken down to view the size of the market by country, sector, line of business, capabilities, and service.

Alongside this market segmentation, we also limit our market sizing and analysis to what we at Source call ”big consulting”—work done by mid and large-sized firms (those with more than 50 people). Please note that we don't track the long, thin tail of work done by contractors and very small firms, as most readers of this report would not seek or be able to compete in this part of the market.

All of the data in the model is calibrated through extensive interviews with, and surveys of, professional services firms and their clients, allowing us to discuss broader trends in the market alongside detailed dimensions such as headcount. These interviews and surveys are supplemented with desk research, which allows us to assess the impact of wider macroeconomic trends on professional services. This, combined with our detailed modelling, results in a long-term view of the market that is able to support both historic and forecast data.

All figures given in this report are in US dollars.

US dollar to British pound US$1 = £0.78
US dollar to euro US$1 = €0.92

The data in this report is rounded to the nearest whole number or stated decimal place. As a result, totals may display small discrepancies.

Who did we speak to

Client perspective

We carry out a client survey to help us build a rich picture of how different trends in sustainability are affecting clients' organisations and their use of consulting. Our survey focuses on trends in sustainability, providing detailed insights into the nuances of the market. For this, we surveyed 300 senior clients of consulting firms from across sustainability, all of whom work in organisations with more than 1,000 employees. This survey focuses on the following areas:

- How they expect to use consultants during 2025 and the first half of 2026
- Factors that affect the way clients work with consulting firms
- The ways consulting firms market themselves to clients and the impact this has on client decision making

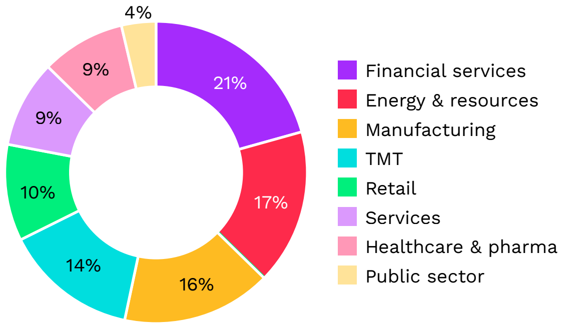
Insights from consultants

Throughout the year, Source analysts remain plugged in to the global consulting market through our bespoke research and consulting projects, adding further depth to our understanding of the consulting industry.

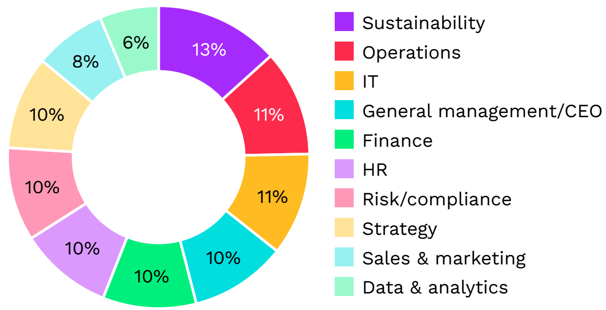
In-depth desk research

We also conducted a thorough PEST analysis in sustainability that drills down into finer macroeconomic details on a holistic and sector-by-sector basis and allows us to fit our research into a wider macroeconomic picture.

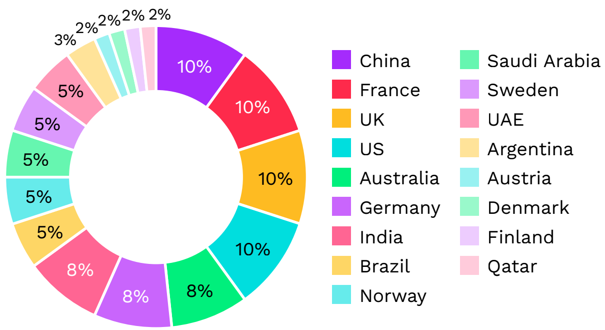
Respondents by sector



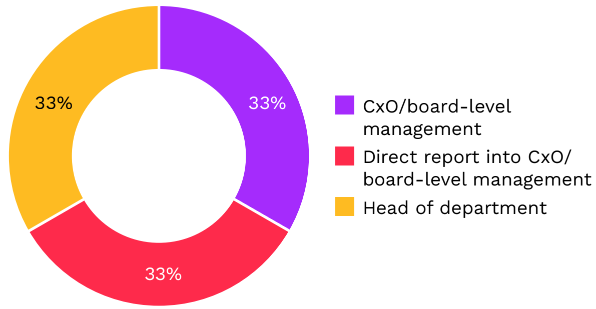
Respondents by function



Respondents by country



Respondents by seniority



Definitions of sectors and services

Sectors

Energy & resources

Energy

Includes the exploration and production of energy, including oil, gas, coal, and renewables.

Utilities

Includes the delivery of electricity, gas, water, sanitation, and other related services.

Primary resources

Includes agriculture, chemicals and chemical products, commodities, forestry, fishing, metals, mining, and plastics.

Financial services

Banking

Includes retail banking, commercial banking, and lending.

Insurance

Includes general insurance (e.g., motor, home, pets, health—anything on an annual contract), life insurance, pension products, and retirement planning.

Private equity

Includes both consulting work for private equity firms and consulting work with private equity portfolio businesses.

Capital markets

Includes investment banking, trading of stocks and financial products, corporate finance, and broking.

Investment and wealth management

Includes private banking, high net-worth banking, investment management, trust funds, the management of pension funds, and asset management.

Manufacturing

Aerospace

Includes space research and technology, the manufacture of aircraft, aircraft parts, rockets and other space equipment, and tanks and ammunition.

Automotive

Includes the manufacture of motor vehicles, industrial vehicles, and vehicle supplies and parts.

Construction

Includes surveying, architectural, and engineering services, heavy construction, house building, and the building of infrastructure.

Consumer packaged goods

Includes the manufacture of clothes, foods, alcohol, tobacco, furniture, home furnishings, cleaning products, small arms, children's toys, and sports equipment.

Consumer and industrial electronics

Includes electrical components, household and industrial appliances, commercial and professional equipment.

Industrial products

Includes industrial machinery, steel and metal products, and plastic products.

Pharma & life sciences

Includes research into and the production of drugs, biological products, medicinal chemicals, and life sciences.

Healthcare

Includes private and publicly-funded healthcare, hospitals, laboratories, and medical equipment.

Public sector

Government

Includes federal/national, state/regional, local government, emergency services, justice, social services, public transport, and conservation.

Education

Includes public and private schools, universities, and libraries.

Defence

Includes national security and consulting around defence issues.

Not for profit

Includes non-commercial research organisations, religious, political and professional membership organisations, trusts, labour unions, and business associations.

Retail

Includes the selling of clothes, food, consumer goods, and automobiles.

Services

Logistics

Includes warehousing, storage, packing and crating, and distribution including cargo, freight, and haulage.

Business services

Includes services relating to law, accountancy, IT maintenance, security systems, advertising, employment agencies, and vehicle leasing.

Leisure

Includes museums, art galleries, theatre, golf courses, hotels, hospitality, travel agencies, restaurants, and bars.

Real estate

Includes estate agencies and operators of residential and commercial buildings.

Transportation

Includes private and people-related transportation, including airlines, airport management, train operators, rail infrastructure management, water transportation, courier services, and private bus services.

Technology, media & telecoms

Telecoms

Includes telephone, mobile, digital, and other communication services.

High-tech

Includes IT-related devices, computer and computer-related devices, audio and video equipment, broadcasting and communication equipment.

Media

Includes radio, television, and digital broadcasting stations and services as well as printing and publishing of newspapers, periodicals, and books.

Services

We've taken a selection of lines of business and capabilities from our taxonomy and divided them into sustainability services. For our full line of business model, please refer to the map on page 3 of this report.

We make a distinction between pure sustainability services and embedded services. Pure sustainability capabilities are shown in **bold**. For embedded services, we take only a portion of the capability, to reflect how much of this market is related to sustainability. Please note some capabilities are included in more than one service.

ESG advisory

Functional & industry application integration, Robotics advice & implementation, Programme management, AI advice & implementation, Building & engineering analytics, ERP consulting, Cloud advice, Third-party assurance, Corporate identity, Public relations & affairs, Innovation strategy, Supply chain management & distribution outsourcing, Stakeholder management, Corporate strategy, Labour & employment law, Performance management, Technology & security risk services, Public-private partnerships, Portfolio & investment strategy, Operational due diligence, Accounting systems assurance, Financial due diligence, Regulation & remediation outsourcing, Accounting operations assurance, Indirect tax, Pricing, Capital allocation strategy, Business continuity & recovery, Post-M&A integration, Business & financial modelling, Corporate restructuring, Pension fund evaluation & advice, International trade, regulatory & government law, Customer feedback, Customer segmentation, Channel management, Market analysis & strategy, Creative production, Marketing & communication production, Market research, Treasury risk, **Environmental & social impact research**.

ESG risk & reporting

Functional & industry application integration, Robotics advice & implementation, Workday, IoT and connected devices, AI advice & implementation, ERP consulting, Third-party assurance, Technology & security risk services, Operational due diligence, Treasury risk, Risk management, International tax, Transaction tax, Transfer pricing, Internal audit, Responding to regulation, Financial advisory, Transactions-related risk, Crisis & reputation management, Technology due diligence, Compliance risk, IT outsourcing, Actuarial, Operational risk, Corporate reporting, IFRS & regulatory reporting, Penetration testing & wargaming, **Environmental risk**.

Sustainable finance

Functional & industry application integration, Oracle, Salesforce, Third-party assurance, Public-private partnerships, Portfolio & investment strategy, Operational due diligence, Accounting systems assurance, Financial due diligence, Accounting operations assurance, Pricing, Capital allocation strategy, Pension fund evaluation & advice, Risk management, International tax, Transaction tax, Transfer pricing, Internal audit, Responding to regulation, Corporate & transaction law, Corporate tax, Private wealth tax, Financial advisory, Transactions-related risk, Crisis & reputation management, Budgeting/financial planning process, Debt advisory, Governance & board effectiveness, Financial assurance, Risk governance, Physical security strategy, Global employer/mobility services, Technology due diligence, Compliance risk, M&A transaction strategy, Programme risk, Policy formulation, Commercial due diligence & valuation, Macro/microeconomic research, Anti-corruption services, Benchmarking, **Sustainable investment**.

Supply chain & operations

Functional & industry application integration, SAP, ERP consulting, Third-party assurance, Supply chain management & distribution outsourcing, Technology & security risk services, Indirect tax, Customer service, Procurement/purchasing, Cost cutting, Category management, Distribution strategy, Lean & Six Sigma, Operational review, Outsourcing advice, Process design, re-engineering & automation, Strategic sourcing/offshoring services, Supply chain management, **Sustainable supply chain**.

Sustainable workforce

Functional & industry application integration, AI advice & implementation, Change management, Innovation strategy, Stakeholder management, Labour & employment law, Performance management, Pension fund evaluation & advice, Leadership, Risk management, Ideation, Innovation management, Strategies for growth from innovation, Contract staffing supply, Executive interim, Executive search, Talent sourcing, Benefits, compensation & pensions, excluding actuarial & investment advice, Employee engagement, HR strategy & effectiveness, Organisational design & culture, Talent management, Team effectiveness & collaboration, **Diversity & inclusion, Purpose-led strategy & change, Resource-efficiency implementation, Resource-efficiency strategy, Social impact & trust**.

Business transformation

Functional & industry application integration, Oracle, Programme management, AI advice & implementation, Third-party assurance, Corporate identity, Public relations & affairs, Change management, Marketing & communication strategy, UX & service design, Brand strategy, Property & estate management, Target operating model.

Technology transformation

Microsoft, Functional & industry application integration, SAP, Oracle, Robotics advice & implementation, Solution architecture, Programme management, Salesforce, Workday, Vendor selection, IoT and connected devices, AI advice & implementation, Cloud implementation, Building & engineering analytics, ERP consulting, Cloud advice, Data visualisation, business intelligence & semantic layer, Machine learning, Geospatial advice & implementation, IT strategy, planning & review, Advanced analytics, Data warehousing & database management, **Clean technology, Green IT**.

Infrastructure services

Microsoft, Solution architecture, AI advice & implementation, Cloud implementation, Building & engineering analytics, Network installation, Network optimisation, Network strategy & architecture, Physical product quality assurance & testing, Physical product R&D, Product & industrial design, Technical feasibility assessment, prototyping & mock-ups, Real estate deal/transaction services, International development, Corporate, occupier services & facilities management, Integrated real estate developer services, Real estate strategy, Exterior building design, Interior building design, Landscape design, Infrastructure design, Transport infrastructure, planning & engineering, Urban design & planning.

Contributors

We are extremely grateful to all the people we spoke to for making this report possible. On this page is a list of individuals who have contributed (excluding those consultants who wished to remain anonymous).

Name	Job title	Organisation
Alex Bombeck	CEO	North Highland
John McCalla	Global Head of ESG & UK ESG Vice Chairman	KPMG
Christoph Ruth	Executive Director	Capco
Liam Walsh	Chief Commercial Officer	ERM

Meet the expert

Joel Bradbury

Joel is a writer specialising in the analysis of emerging trends within the professional services market. He conducts in-depth research on consulting use globally and in specific geographies and sectors, on topics ranging from crisis response to trends within the nascent sustainability consulting market. His expertise lies in the identification of new ideas and forces shaping the industry, and how they are influencing behaviours within the consulting market.

Joel Bradbury
joel.bradbury@sourceglobalresearch.com

Source Information Services Ltd
20 Little Britain | London | EC1A 7DH
UK +44 (0) 20 3743 3934
US +1 800 767 8058
info@sourceglobalresearch.com
www.sourceglobalresearch.com

Publication schedule for 2025

2025		Market Trends Reports	Market Trends Briefings	Client Perceptions Studies	Emerging Trends Programme	White Space Reports	White Space Insights
Q1	January	Forecasts for 2025 UK US GCC France		UK US GCC France			Featured thought leadership (monthly) Quarterly webinar series
	February				Pricing: Expectations vs. Reality		
	March					Quality Ratings Report (QRR)	
Q2	April	Nordics DACH Australia East Asia South East Asia Africa	India South America	Germany Australia China Japan Retail Energy & Resources Financial Services Technology, Media & Telecoms	What's next for people, HR & change consulting?		Featured thought leadership (monthly) Quarterly webinar series
	May						
	June				Client attitudes to AI and barriers to implementation today	Client Perceptions of Thought Leadership	
Q3	July	Energy & Resources Financial Services Technology, Media & Telecoms Sustainability	Healthcare & Pharma	Risk Tax			Featured thought leadership (monthly) Quarterly webinar series
	August				Delivering what clients expect when it comes to value		
	September					Thought Leadership Innovation	
Q4	October	Tax Risk Technology Planning for Growth in 2026	Public Sector	Audit Technology	ET5		Featured thought leadership (monthly) Quarterly webinar series
	November						
	December				ET6	Hot Topic Report	

UK +44 (0) 20 3743 3934
sourceglobalresearch.com

SOURCE