

GLOBAL HEALTHCARE INDUSTRY FREELANCING SURVEY 2024

Portrait of a flexible workforce to meet the healthcare industry challenges



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1. INTRODUCTION



INTRODUCTION

In the realm of employment, the freelance economy is expanding at an unprecedented pace, reshaping industries by offering flexibility, autonomy, and the opportunity to work on a variety of projects.

This trend is particularly evident in the healthcare sector, where the demand for specialized skills and expertise continues to grow. The healthcare industry, known for its dynamic nature and constant evolution, is increasingly embracing freelancing.

This shift not only allows professionals to take control of their careers and work-life balance but also enables healthcare organizations to adapt quickly to changing needs and challenges.

As we embarked on this survey, we aimed to delve into the nuances of freelancing within the healthcare industry, revealing the motivations, experiences, and aspirations of those who choose or aim to choose this path.

Insights from surveyed healthcare industry managers and freelance experts play a crucial role in understanding and shaping the future of freelancing in healthcare, ensuring that it continues to be a valuable workforce model to meet the industry's challenges.

This unique in-depth international survey is the first one fully exploring freelancing in the healthcare industry.



2. SURVEY OVERVIEW



SURVEY OVERVIEW



Demographics

- **1056** surveyed professionals
- **1/1 gender ratio**
- **1/3 Managers & 2/3 Freelance Experts**
- Mean **15 & 20 years of experience**
- **100+ questions**
- **40+ countries** over the world (Europe and North America++)



Data collection approach

Mixed-methods approach :

- **Quantitative** data collection through structured questionnaires
- **Qualitative** insights through 1:1 interviews & meta-analysis of literature



Data analysis approach

- **150+ analyses**
- Descriptive analyses : **Univariate & Multivariate** explorations
- **Longitudinal** approach : **pharmatch.co 2020** preliminary survey **vs. 2024** in-depth survey to capture the market dynamic
- **Exploratory predictive analyses**



3. SURVEY KEY VALUE MESSAGES



SURVEY KEY VALUE MESSAGES – DEMOGRAPHICS (1/1)

CATEGORY	Value Message
<u>RESPONDENT TYPE</u>	1/3 of respondents are "Managers / Project Owners" and 2/3 are "Freelance Experts"
<u>GENDER RATIO</u>	Interest in freelancing seems of "equal interest for men and women" healthcare industry professionals (52% and 48% of 1000+ respondents, respectively)



SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (1/10)

CATEGORY	Value Message
<u>FUNCTIONS OF SURVEYED FREELANCERS</u>	“Commercial Functions“ are the most represented functions among surveyed healthcare industry freelance experts (6/10). Then “R&D“ (3/10) and “Manufacturing“ (1/10)
<u>MOST REPRESENTED FIELD OF EXPERTISE</u>	“Clinical Research” is the most represented “field of expertise” among freelance expert respondents (14%). Then, “Quality” and “Medical Writing” (9% each)
<u>EXPERIENCE IN EXPERTISE</u>	Surveyed healthcare industry freelance experts have an average of "21 years of experience in their field of expertise" (median 20 years)
<u>EXPERIENCE AS FREELANCER</u>	Surveyed healthcare industry freelance experts have an average of "7 years of experience as freelancer" in the healthcare industry (median 5 years)
<u>MOST REPRESENTED AGE GROUP</u>	“50-60” represent 1/3 of healthcare industry “freelance expert respondents”
<u>MOST REPRESENTED LOCATIONS</u>	The “majority” of healthcare industry “freelance expert respondents” are from “Europe and North America” (>9/10)
<u>FREELANCERS KEYWORDS TO DEFINE FREELANCERS</u>	"Independent", "Flexible", "Expert" and "Autonomy" are keywords that healthcare industry freelance experts most frequently use to define a freelancer
<u>REASONS TO START FREELANCING</u>	"Time Flexibility" is the main reason why healthcare industry freelance experts started a freelancing career (64%)
<u>FREELANCER VS. EMPLOYEE</u>	Healthcare industry professionals gain "Autonomy" and "Freedom" being a freelancer versus. being an employee (63%)
<u>PROJECT SELECTION CRITERIA</u>	"Interest of the project" (i.e. project scope) is the key criteria for freelance experts when choosing a project (84%)
<u>PROJECT SOURCING</u>	"Professional Network" is the main way for healthcare industry freelance experts to identify new projects (74%)
<u>PLATFORM REGISTRATION</u>	2/5 healthcare industry freelance experts are "already registered on freelancing platforms"

SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (2/10)

CATEGORY	Value Message
<u>DIFFICULTY GETTING PROJECTS</u>	"Difficulty to get freelance projects" is rated 3/5 by freelance experts in the healthcare industry
<u>BARRIERS TO MATCH PROJECTS</u>	"Budget" and "Project fit" are key barriers for healthcare industry freelance experts to match with projects (47% each)
<u>COMPANY TYPE TOP HIRER</u>	1/2 healthcare industry freelance experts declare to mainly work with "pharma companies" (vs. Biotech, Medtech, e-health, CRO, Consulting...)
<u>COMPANY SIZE TOP HIRER</u>	3/5 healthcare industry freelance experts mainly work within "smaller healthcare companies (<1000)"
<u>MAIN REASON TO HIRE FREELANCERS</u>	"Fill skill gaps" is the top reason why healthcare industries hire freelance experts (according to freelance experts) (56%)
<u>COLLABORATION BEST PRACTICES</u>	Define "Clear Roles & Responsibilities" and "Clear Project Brief" are identified as best practices by healthcare industry freelance experts for an efficient collaboration with clients (70% and 68%)
<u>KEY VALUE TO CLIENTS</u>	Freelance experts see "Expertise" as the greatest value they bring to teams and healthcare industries (87%)
<u>KEY CHALLENGE FOR FREELANCERS</u>	Having "Consistent flow of projects" is the main challenge for healthcare industry freelance experts (100%)
<u>EASINESS TO CREATE ENTITY</u>	9/10 healthcare industry freelance experts reported "no major issues when setting up their legal entity" (92%)
<u>SATISFIED FREELANCERS</u>	3/4 of healthcare industry freelance experts are "satisfied with their freelancing venture" (76%)
<u>NB OF PROJECTS PER YEAR</u>	Healthcare industry freelance experts achieve a median of "4 projects per year" (mean=7)

SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (3/10)

CATEGORY	Value Message
<u>RECURRING COLLABORATIONS</u>	Healthcare industry freelance experts collaborate with almost half of their clients on a "recurring basis" (44%)
<u>PROJECTS DURATION</u>	Most healthcare industry freelance experts projects are "mid to long term" (2/5 : 3-6months, 2/5 : 12 months or more)
<u>ONBOARDING AND PAYMENT TIME</u>	"It takes “1.5 months” for healthcare industry freelance experts “to be onboarded” & “1 month” to “receive payment from timesheet validation”(median : 1 month for candidate selection, 0,5 month for contracting, 1 month for payment)
<u>SELECTION TIME</u>	The "selection process time" for healthcare industry freelance experts takes 1 month (median 28 days / mean 30 days)
<u>CONTRACTUALIZATION TIME</u>	The "contracting process time" for healthcare industry freelance experts takes 2 weeks (median 14 days / mean 17 days)
<u>PAYMENT TIME</u>	Healthcare industry freelance experts wait 1 month for "payment" (median 30 days / mean 30 days)
<u>BUSINESS DEVELOPMENT TIME</u>	Healthcare industry freelance experts invest 3 days per month for "business development" (median 3 days / mean 5,5 days)
<u>SKILLS DEVELOPMENT TIME</u>	Healthcare industry freelance experts invest 1 day per month for "skills development / training" (median 1,25 days / mean 1,75 days)
<u>FTE / PROPORTION OF FULL TIME</u>	2/5 healthcare industry freelance experts work "full time"
<u>AVERAGE DAILY RATE</u>	"Average daily rate" of healthcare industry freelance experts is ~ 1000€ (mean 1030€, median 900€)
<u>RATE NEGOTIATION</u>	3/5 healthcare industry freelance experts report that clients “accept the suggested rate” (i.e. no rate negotiation needed)

SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (4/10)

CATEGORY	Value Message
<u>RATE ADJUSTMENT REASON</u>	"Project length" is the main reason healthcare industry freelance experts "adjust their daily rates" (55% vs. Client size 32% and Client location 13%)
<u>EARNINGS FREELANCE VS EMPLOYEE</u>	The majority of healthcare industry freelance experts report "earning more as freelancers" than as employees (55% vs. 26% more as employee and 19% the same)
<u>PROJECTS VOLUME OVER 5 YEARS</u>	Most healthcare industry freelance experts have observed an "increase in the volume of freelance projects" over the past 5 years (25% significant increase, 30% slight increase, 45% no increase)
<u>NEW WAY TO SOURCE PROJECTS</u>	Half of healthcare industry freelance experts are seeking "new ways to find projects and clients" (52%)
<u>3RD PARTY VALUE FOR FREELANCERS</u>	"Sourcing suitable projects" is the main reason why healthcare industry freelance experts primarily rely on third parties (~4/5)
<u>STILL FREELANCING IN 5 YEARS</u>	The vast majority (4/5) of healthcare industry freelance experts are "likely to continue freelancing" over the next 5 years (50% very likely, 30% likely)
<u>FREELANCERS WORKPLACE</u>	Healthcare industry freelance experts "primarily work from home" (>3/5)
<u>30-40 REASON TO START FREELANCING</u>	"Control on career direction" is a significant reason why 30-40 want to start freelancing (p<0,05)
<u>30-50 REASON TO CHOOSE PROJECTS</u>	"Work-life balance" is a significant aspect for healthcare industry freelance experts under 50 years old when choosing project (p<0,05)
<u>60-70 REASON TO CHOOSE PROJECTS</u>	"Collaborative environment" is a significant aspect for healthcare industry freelance experts between 60 and 70 years old when choosing projects (p<0,05)



SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (5/10)

CATEGORY	Value Message
<u>30-60 FREELANCE VS. EMPLOYEE</u>	"Negotiation skills" is what freelancer status "bring more versus employee status" according to healthcare industry freelance experts between 30 and 60 years old (p<0,05)
<u>50-60 FREELANCE VS. EMPLOYEE</u>	"Open mindedness" is a significant dimension for healthcare industry professionals 50-60 years old to switch from employee to freelance satus (p<0,05)
<u>40-50 WHAT MATTERS</u>	"Financial conditions" & "Increasing incomes" are significant aspects for healthcare industry freelance experts 40-50 years old (p<0,05)
<u>REGISTRATION RATE PER AGE</u>	"Registration rate" on freelancing platforms is "more or less the same" among healthcare industry freelance experts "whatever the age" (~2/5)
<u>COMPANY TYPE PER AGE</u>	30-40 healthcare industry freelance experts mainly work for "CRO", 40-50 for "Consulting", 50-60 for "Medtech" and 60-70 for "Biotech"
<u>COMPANY SIZE PER AGE</u>	Whatever the age, freelance experts mainly work within "smaller healthcare companies (<1000) » (>50%)
<u>30-40 REASON TO HIRE FREELANCER</u>	"Accelerate projects" is the main reason why healthcare industry companies hire freelance experts according to freelance experts aged 30 to 40 years old (p<0,05)
<u>40-60 REASON TO HIRE FREELANCER</u>	"Extend workforce capabilities" is the main reason why healthcare industry companies hire freelance experts according to freelance experts aged 40 to 60 years old (p<0,05)
<u>60-70 REASON TO HIRE FREELANCER</u>	"Bring in fresh perspectives" is the main reason why healthcare industry companies hire freelance experts according to freelance experts aged 60 to 70 years old (p<0,05)



SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (6/10)

CATEGORY	Value Message
<u>50-60 SIGNIFICANT CHALLENGE</u>	"Finding consistent flow of projects" is a significant challenge faced by healthcare industry freelance experts aged 50 to 60 years old (p<0,05)
<u>40-60 SIGNIFICANT CHALLENGE</u>	"Negotiating fair rate" is a significant challenge faced by healthcare industry freelance experts aged 40 to 60 years old (p<0,05)
<u>30-40 SIGNIFICANT CHALLENGE</u>	"Dealing with administrative tasks" is a significant challenge faced by healthcare industry freelance experts aged 30 to 40 years old (p<0,05)
<u>40-70 SIGNIFICANT CHALLENGE</u>	"Team integration" is a significant challenge faced by healthcare industry freelance experts aged 40 to 70 years old (p<0,05)
<u>30-60 SIGNIFICANT CHALLENGE</u>	"Finance management" is a significant challenge faced by healthcare industry freelance experts aged 30 to 60 years old (p<0,05)
<u>NB PROJECTS PER YEAR BY AGE</u>	Whatever the age, healthcare industry freelance experts complete "more or less the same number of projects per year" (median ~4 and mean ~7)
<u>DAILY RATE OVER YEARS</u>	The "average daily rate" of healthcare industry freelance experts increases with experience, peaking for those over 60 years old (close to 1500€)
<u>FTE / DAYS WORKED PER WEEK OVER YEARS</u>	Healthcare industry freelance experts "work less" at the "end of their career" (FTE 4 when 30-60 then less 3 60-70, 2>70)
<u>SKILL DEV. TIME BY AGE GROUP</u>	Healthcare industry freelance experts are investing more in "training and development" as they "progress in their careers" (starting ~10 up to 20 hours on average at the end of their career)
<u>EARNINGS FREELANCERS VS. EMPLOYEE BY AGE</u>	Whatever the age, healthcare industry freelance experts declare "earning more as freelancers than as employees" (e.g. 40-50 : ~60% vs ~20%)
<u>FIND MISSIONS BY EXPERTISE</u>	"Medical Writing" projects are considered the "easiest to get" in the healthcare industry (2,5/5)



SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (7/10)

CATEGORY	Value Message
<u>WORKED DAYS PER WEEK PER FIELD OF EXPERTISE</u>	Healthcare industry freelance experts in “Medical Writing” have the “highest average number of days worked per week” (4,2)
<u>EARNINGS FREELANCERS VS. EMPLOYEE PER EXPERTISE</u>	Healthcare industry freelance experts declare earning more as “freelancers” than as “employees” across most fields of expertise (e.g. Quality 60% vs. 15%)
<u>TOP DAILY RATE PER EXPERTISE</u>	Healthcare industry freelance experts in “Executive Management ” have the highest average daily rate (>1600€)
<u>TOP NB PROJECTS PER EXPERTISE</u>	Healthcare industry freelance experts in “Medical Writing” are the one achieving the highest number of projects per year (~30)
<u>REASONS TO FREELANCE BY EXPERTISE</u>	Among all expertise, “time flexibility” is the main reason why healthcare industry professionals “started freelancing”
<u>PROJECTS DURATION PER EXPERTISE</u>	Projects in “Clinical Research” are the longest ones according to surveyed healthcare industry freelance experts (close to 20 months on average)
<u>EXPERIENCE PER EXPERTISE</u>	Healthcare industry freelance experts with “Top Management” functions are the most experienced (close to 30 years on average)
<u>FREELANCE EXPERIENCE PER EXPERTISE</u>	Healthcare industry freelance experts in “Biostatistics / Data Management” are the pioneers of freelancing (more than 10 years on average)
<u>BD TIME PER YEARS OF EXPERIENCE</u>	"Less experienced" healthcare industry freelance experts invest "more time in business development" than the more experienced ones
<u>SKILLS DEVELOPMENT TIME PER YEARS OF EXPERIENCE</u>	“Whatever their seniority”, healthcare industry freelance experts invest “more or less the same time for their skills development”
<u>REGISTRATION RATE PER COUNTRY</u>	“Germans and Italians” healthcare industry freelance experts are the “most active on freelancing platforms” (~60% registration rate)



SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (8/10)

CATEGORY	Value Message
<u>PROJECT SOURCES PER COUNTRY</u>	“Professional Network” remains the main way for healthcare industry freelance experts to identify new projects across countries
<u>REASON TO FREELANCE PER COUNTRY</u>	“Among all countries”, “time flexibility” is the main reason why healthcare industry experts started freelancing
<u>EASINESS TO FIND PROJECT PER COUNTRY</u>	“Canada” and “Belgium” are the countries where healthcare industry freelance experts most often report finding projects with ease
<u>CHALLENGES TO MATCH PROJECTS PER COUNTRY</u>	In most locations, "project fit" and "budget fit" are the main challenges “to match with healthcare industry freelance projects”
<u>CLIENT COMPANY TYPE PER COUNTRY</u>	“Whatever the location”, healthcare industry freelance experts report primarily working for “pharma companies” (vs. biotech, medtech, e-health, CRO, consulting...)
<u>CLIENT COMPANY SIZE PER COUNTRY</u>	“Whatever the location”, majority of freelance experts primarily work for “smaller healthcare companies (<1000)”
<u>WORKED DAYS PER WEEK PER COUNTRY</u>	“Whatever the country”, healthcare industry freelance experts work an average of “4 days per week”
<u>TOP HIGHEST EARNINGS LOCATIONS</u>	“USA” and “Switzerland” are the top highest-earning locations for healthcare industry freelance experts (USA close to 2000€ and Switzerland close to 1500€/day)
<u>NB PROJECTS PER COUNTRY</u>	“Canada” has the “highest average number of freelance projects per year” (12). Then Italy (11), USA & UK (10)
<u>REASON TO HIRE FREELANCERS PER COUNTRY</u>	“Filling skill gaps” is the main reason healthcare industry freelance experts are hired in most countries. Other main reasons : “Raise of activity” in Italy, “Extend workforce capabilities” in Spain & “Cover permanent hiring time” in Germany
<u>PROJECTS DURATION PER COUNTRY</u>	"Belgium" and "Canada" are the countries with the "longest average freelance project durations" in the healthcare industry (24 months or more)



SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (9/10)

CATEGORY	Value Message
<u>SELECTION TIME PER COUNTRY</u>	"Canada" has the "shortest selection time" for healthcare industry freelance experts (median ~14 days). 2 nd is UK (20 days) and 3 rd is Netherlands (25 days)
<u>CONTRACTUALIZATION TIME PER COUNTRY</u>	"Canada" has the "shortest contractualization time" for healthcare industry freelance experts (median ~3 days) 2 nd are Germany and USA (10 days)
<u>PAYMENT TIME PER COUNTRY</u>	"Switzerland" has the "shortest payment time" for healthcare industry freelance experts (median ~25 days). Other countries (30 days)
<u>5-YEAR PROJECT INCREASE BY COUNTRY</u>	"Canada" is where healthcare industry freelance experts have observed the largest increase in project volume over the last 5 years (followed by countries like Germany, Italy, Belgium and Switzerland)
<u>FIELD OF EXPERTISE PER COUNTRY</u>	"Clinical research" is the "most represented field of expertise" among surveyed healthcare industry freelance experts in most countries
<u>DIFFICULTY TO SOURCE PROJECTS 2020-2024</u>	Since 2020, it remains "quite hard for healthcare industry freelance experts to find projects" (difficulty rated 3/5)
<u>SELECTION TIME 2020-2024</u>	"Selection time" for healthcare industry freelance experts "has doubled over the last 4 years" (increasing from a median of 15 days to 28 days)
<u>CONTRACTUALIZATION TIME 2020-2024</u>	"Contracting time" for healthcare industry freelance experts "increased by +50% over the last 4 years" (rising from a median of 10 days to 14 days)
<u>PAYMENT TIME 2020-2024</u>	"Payment time" for healthcare industry freelance experts "remained stable over the last 4 years" (median 30 days)
<u>NB PROJECTS 2020-2024</u>	Over the past 4 years, healthcare industry freelance experts have completed around "4 projects annually", with a slight upward trend (median 3,5 to 4, mean 6,8 to 7,1 projects / year)
<u>DAILY RATES 2020-2024</u>	"Average daily rate" of healthcare industry freelance experts has "increased by 20%" over the last 4 years (+175€ : mean 855€ to 1030€) (p<0,01)



SURVEY KEY VALUE MESSAGES – FREELANCE EXPERTS (10/10)

CATEGORY	Value Message
<u>WORKED DAYS PER WEEK 2020-2024</u>	"Most healthcare industry freelance experts have worked full-time" over the last 4 years, but a "growing shift toward a 4-day workweek" is emerging (14% to 26%)
<u>PROJECTS DURATION 2020-2024</u>	Over the last 4 years, the healthcare industry has seen a "shift from short to longer-term freelance projects"
<u>PREDICTIVE RATE F (EXPERIENCE)</u>	Predictive model of the "daily rate" over "experience" for healthcare industry freelance experts
<u>PREDICTIVE RATE F (EXPERIENCE & COUNTRY)</u>	Predictive model of the "daily rate" over "experience" "by country" for healthcare industry freelance experts
<u>PREDICTIVE RATE F (EXPERIENCE & EXPERTISE)</u>	Predictive model of the "daily rate" over "experience" by "field of expertise" for healthcare industry freelance experts
<u>PREDICTIVE RATE F (EXPERIENCE & CLIENT TYPE)</u>	Predictive model of the "daily rate" over "experience" by "type of client" for healthcare industry freelance experts

SURVEY KEY VALUE MESSAGES – MANAGERS (1/4)

CATEGORY	Value Message
<u>COMPANY TYPES OF SURVEYED MANAGERS</u>	“Half” of surveyed healthcare industry managers work for “pharmaceutical companies” (46%).
<u>COMPANY SIZES OF SURVEYED MANAGERS</u>	“One-third” of surveyed managers work for “big healthcare companies (>5000)” (34%)
<u>FUNCTIONS OF SURVEYED MANAGERS</u>	“Commercial Functions” are the most represented functions among surveyed healthcare industry managers (3/5). Then “Manufacturing” (1/5) and “R&D” (1/5)
<u>MANAGERS FIELD OF EXPERTISE</u>	“Marketing” and “Quality” are the top expertise fields among surveyed healthcare industry managers (1/10 each)
<u>MANAGERS YEARS OF EXPERIENCE</u>	Average “years of experience” of surveyed healthcare industry managers is “15 years” (median 13 years)
<u>MANAGERS AGE DISTRIBUTION</u>	“One-third” of surveyed healthcare industry managers are “30-40 years old”, one quarter 40-50 and one quarter 50-60
<u>COUNTRIES OF SURVEYED MANAGERS</u>	The majority of surveyed healthcare industry managers are coming from “Europe and North America”
<u>MANAGERS DIFFICULTY FOR PERMANENT HIRES</u>	Healthcare industry managers report a “quite high difficulty in hiring for permanent roles” (3,4/5)
<u>MANAGERS EXTERNAL RESOURCES HIRES Y/N</u>	More than 9/10 of surveyed healthcare industry managers “have already worked with external resources”
<u>DIFFICULTY HIRING EXTERNAL RESOURCES</u>	Healthcare industry managers find “hiring external resources somewhat challenging” (2,8/5)
<u>DIFFICULTY HIRING PERMANENT VS. EXTERNAL</u>	Healthcare industry managers find it “easier to hire external resources than permanent employees” (56% vs. 32%)



SURVEY KEY VALUE MESSAGES – MANAGERS (2/4)

CATEGORY	Value Message
<u>HIRING SPEED PERMANENT VS. EXTERNAL</u>	“Recruiting external resources” is “3 times faster” than “hiring employees” in the healthcare industry (median 30 days vs. 90 days, mean ~50 days vs ~100 days)
<u>MANAGERS’ REASONS TO HIRE FREELANCERS</u>	“Fill skill gaps” and “meet temporary needs” are the main reasons why healthcare industry managers onboard external resources (50% and 49%)
<u>HOW MANAGERS SOURCE EXTERNAL RESOURCES</u>	“Professional network” is the main way for healthcare industry managers to source external resources (70%)
<u>MANAGERS’ BARRIERS TO HIRE EXTERNAL RESOURCES</u>	“Budget constraints” and “Accurate sourcing” are the main barriers for healthcare industry managers to recruit external resources (46% and 45%)
<u>KEYWORDS MANAGERS TO DEFINE FREELANCERS</u>	“Independent”, “Expert”, “Skilled” and “Flexible” are keywords that healthcare industry managers most frequently use “to define a freelancer”
<u>MANAGERS’ SOLUTIONS FOR TEMPORARY NEEDS</u>	“Freelance Experts” are the “preferred choice” for healthcare industry managers “to address temporary needs” (3/5) (vs. consultants from consultancies / CROs, fixed-term contracts and interim agencies)
<u>% MANAGERS WORKING WITH FREELANCERS</u>	3/5 healthcare industry managers have “already integrated freelancers into their teams”
<u>NB OF FREELANCERS PER YEAR PER MANAGER</u>	Healthcare industry managers who have integrated freelancers into their teams typically “hire an average of 3 freelancers per year” (median 2)
<u>MANAGERS’ BARRIERS IN ENGAGING FREELANCERS</u>	“Unawareness” & “Perceived cost” of freelancing are the main hurdles for healthcare industry managers to engage freelance experts (1/5 each)
<u>MANAGERS WILLINGNESS TO BECOME FREELANCERS</u>	2/3 healthcare industry managers are “interested in becoming freelancers” (68%)
<u>MANAGERS TO BECOME FREELANCERS TIMEFRAME</u>	Half of healthcare industry managers interested in “becoming freelancers” aim to achieve this “within the year”, one third “within 5 years” (44% and 28%)



SURVEY KEY VALUE MESSAGES – MANAGERS (3/4)

CATEGORY	Value Message
<u>MANAGERS' EXPECTATIONS AS FUTURE FREELANCERS</u>	As future freelancers, healthcare industry managers would mainly expect to “expand their professional network” (55%)
<u>MANAGERS' CONCERNS TO BECOME FREELANCER</u>	The “difficulty of finding projects” is a concern for all healthcare industry “managers looking to become freelancer” (100%)
<u>MANAGERS' REASONS TO BECOME FREELANCER</u>	“Location flexibility” is the main reason why healthcare industry managers would start a freelancing career (63%)
<u>HOW MANAGERS WILL FIND MISSIONS AS FREELANCER</u>	Healthcare industry managers planning to become freelancer would rely on “peer-to-peer collaborations” (i.e. professional network) to “find their future missions” (70%)
<u>FUTURE FREELANCERS WHY USING 3RD PARTY</u>	As future freelancers, healthcare industry managers would primarily rely on third parties “to source suitable projects” (72%)
<u>MANAGERS' NEEDS TO START FREELANCING</u>	Healthcare industry managers consider “networking” and “freelance platform services” as key to help them transitioning to freelancing (>70%)
<u>MANAGERS CONFIDENCE AS FUTURE FREELANCER</u>	Healthcare industry managers are “pretty confident” in their ability to “succeed as freelance experts” (3,6/5)
<u>FUTURE FREELANCERS BY COMPANY TYPE</u>	Healthcare industry managers employed by “consulting firms” are the most interested in “starting a freelancing career” (4/5)
<u>PERMANENT HIRING TIME PER COMPANY TYPE</u>	“Consulting companies” have the “fastest average hiring time” for “permanent contracts” (mean ~2,5 months vs. e.g. ~4,5 months for Biotech)
<u>PERMANENT HIRING TIME PER COMPANY SIZE</u>	“Small healthcare industry companies (100-1000)” take “longer to hire for permanent positions” (mean ~4 months vs. e.g. ~2,5 months for “Middle (1000-5000)”)
<u>PERMANENT HIRING TIME PER EXPERTISE</u>	“Sales” is the healthcare industry field of expertise with the “fastest permanent contract hiring time” (average ~60 days vs. e.g. ~160 days for “Pharmaceutical Product Development”)



SURVEY KEY VALUE MESSAGES – MANAGERS (4/4)

CATEGORY	Value Message
<u>EXTERNAL RESOURCE HIRING TIME PER EXPERTISE</u>	“Marketing“ is the healthcare industry field of expertise with the “fastest external resource hiring time“ (average ~30 days vs. ~>60 days for “Clinical Research“)
<u>EXTERNAL RESOURCE HIRING TIME PER COMPANY TYPE</u>	“Biotech“ is the healthcare industry company type with the “fastest external resource hiring time“ (average ~30 days vs. ~50 days for “Medtech“)
<u>EXTERNAL RESOURCE HIRING TIME PER COMPANY SIZE</u>	“Very small healthcare industry companies (<100)“ are the “fastest to hire external resource“ (average ~>30 days vs. ~>40 days for “Big > 5000“)
<u>TOP HIRERS OF FREELANCERS PER COMPANY SIZE</u>	"Smaller companies" (< 1000) in the healthcare industry are the top hirers of freelance experts (+65%)
<u>NB OF FREELANCERS HIRED PER YEAR PER COMPANY SIZE</u>	"Smaller companies" (< 1000) onboard the largest number of healthcare industry freelance experts per year (average 4 per year per manager)
<u>MAIN FREELANCE HIRERS BY FUNCTIONS</u>	“Commercial and R&D functions“ are the “top hirers“ of healthcare industry freelance experts (+50%)
<u>NB OF FREELANCERS HIRED PER YEAR PER DEPARTMENT</u>	“Clinical Research“ is the department with the “highest number of freelance experts onboarded per year per manager“ in the healthcare industry (average ~7 vs. <2 for “Pharmaceutical Product Development“)
<u>TOP HIRERS OF FREELANCERS PER COUNTRY</u>	"All" healthcare industry managers from "Germany and Italy" have already "integrated freelancers" into their team
<u>NB OF FREELANCERS HIRED PER YEAR PER COUNTRY</u>	“Germany“ is the country with the “highest number of freelance experts onboarded per year per manager“ in the healthcare industry (average ~5 vs. <2 for “Switzerland“)
<u>FREELANCE HIRING VOLUME OVER YEARS</u>	Healthcare industry managers “increased freelance hires by 55%“ over the last 4 years (40% in 2020 to 62% in 2024) (p<0,05)



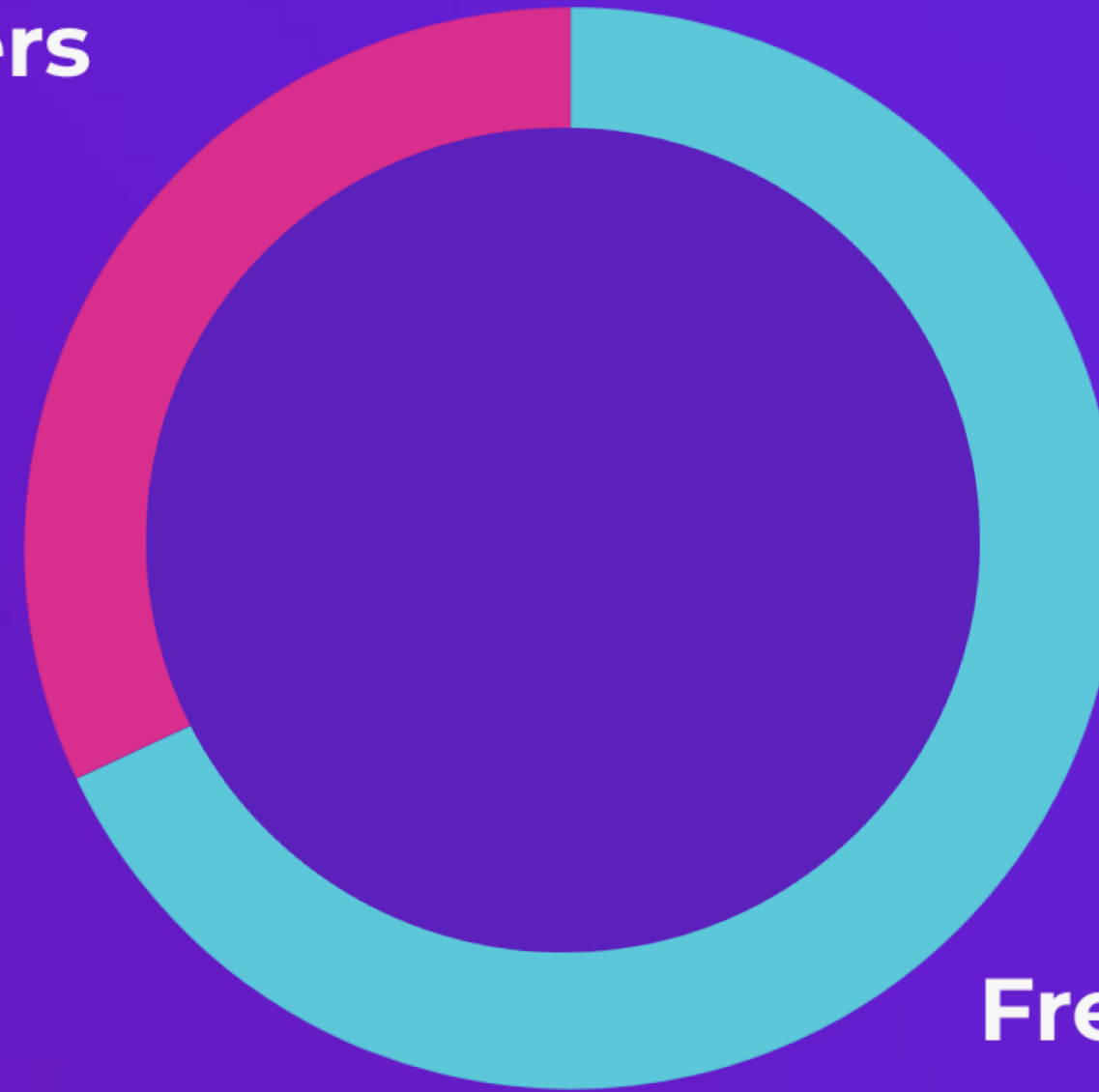
4. SURVEY OVERALL DEMOGRAPHICS



HEALTHCARE INDUSTRY RESPONDENTS STATUS

n = 1056

Managers
32%

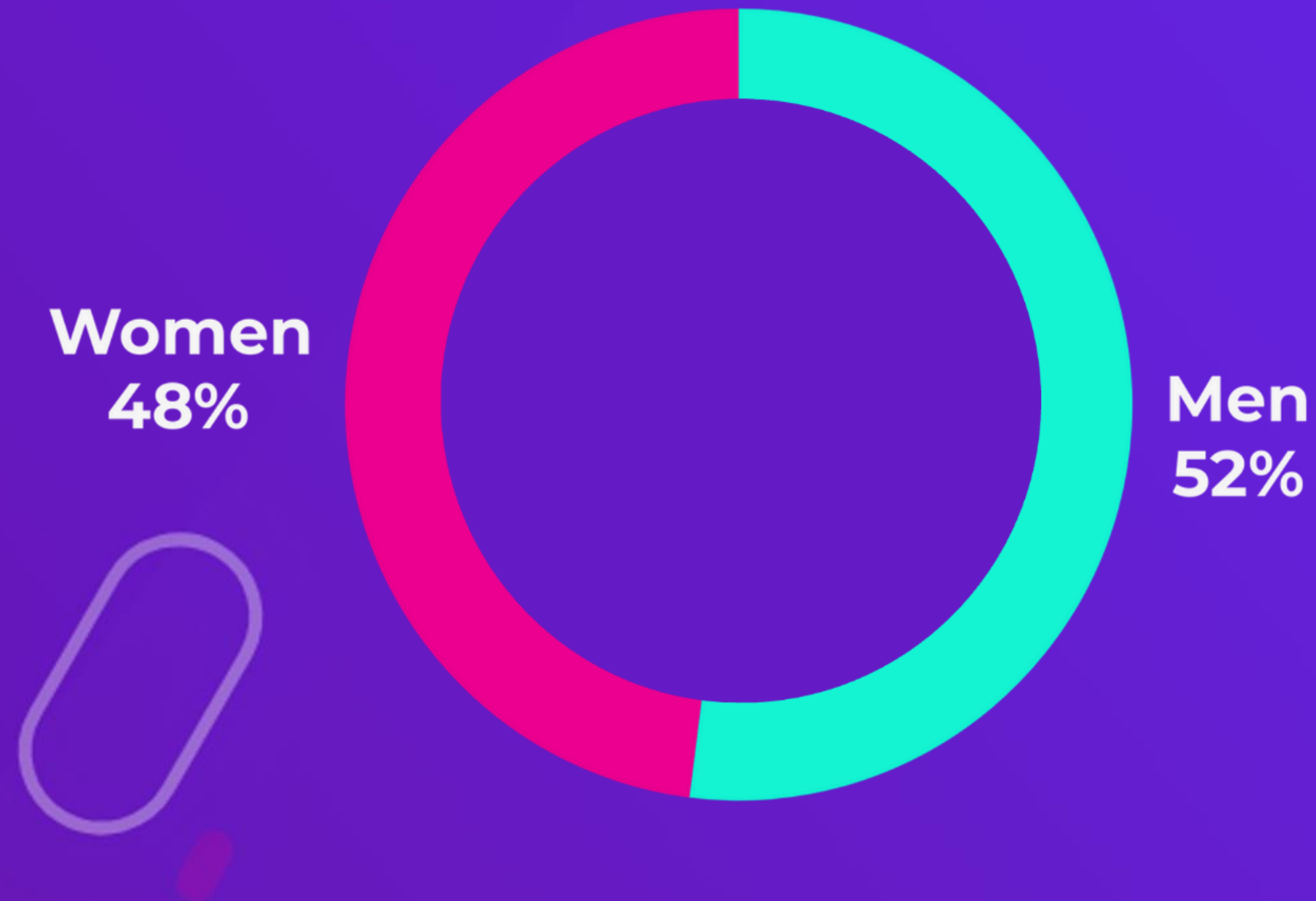


Freelance experts
68%



GENDER RATIO OF SURVEYED HEALTHCARE INDUSTRY FREELANCE EXPERTS AND MANAGERS

n = 558



5. FREELANCE EXPERT RESPONDENTS

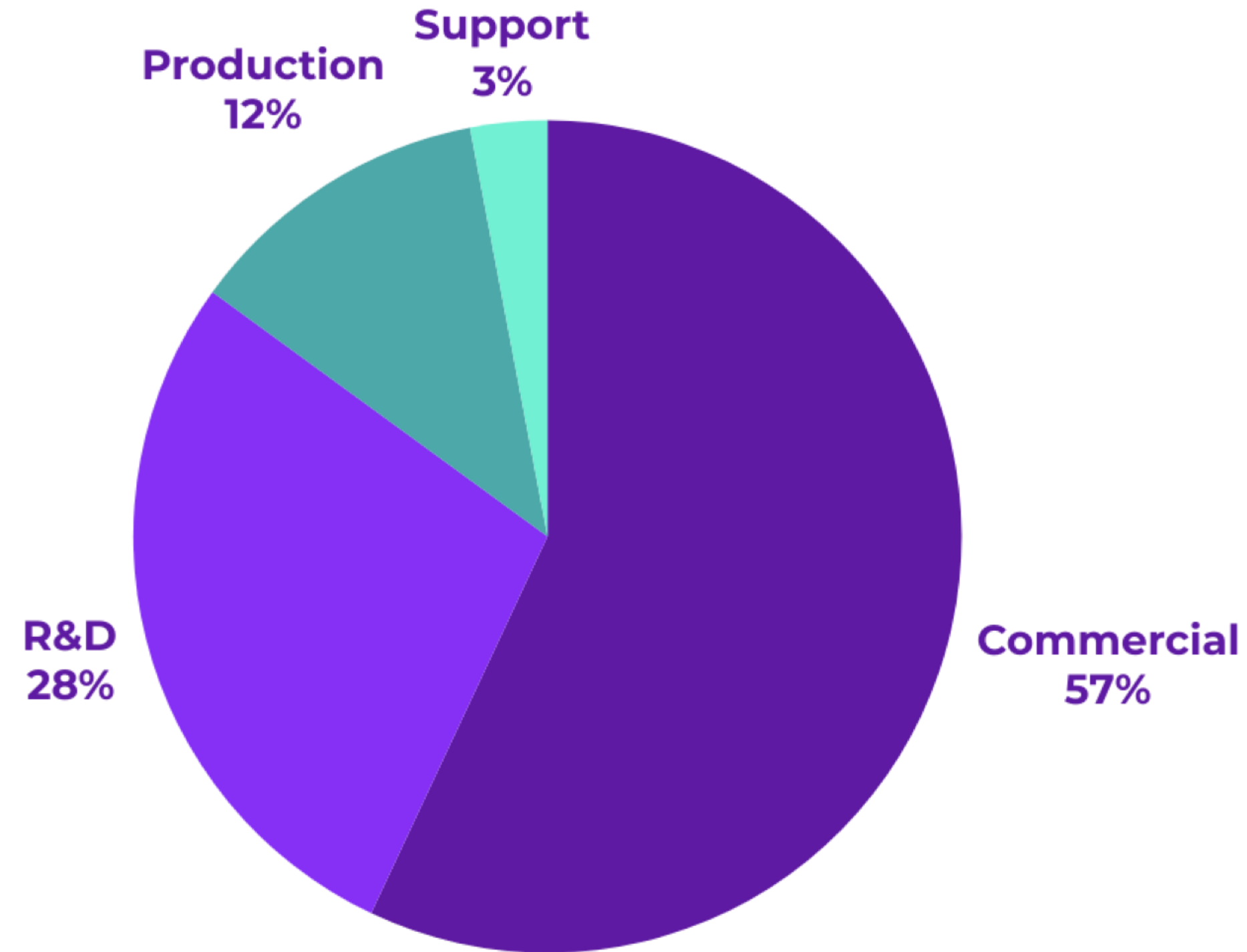


5.1. FREELANCE EXPERTS / Demographics



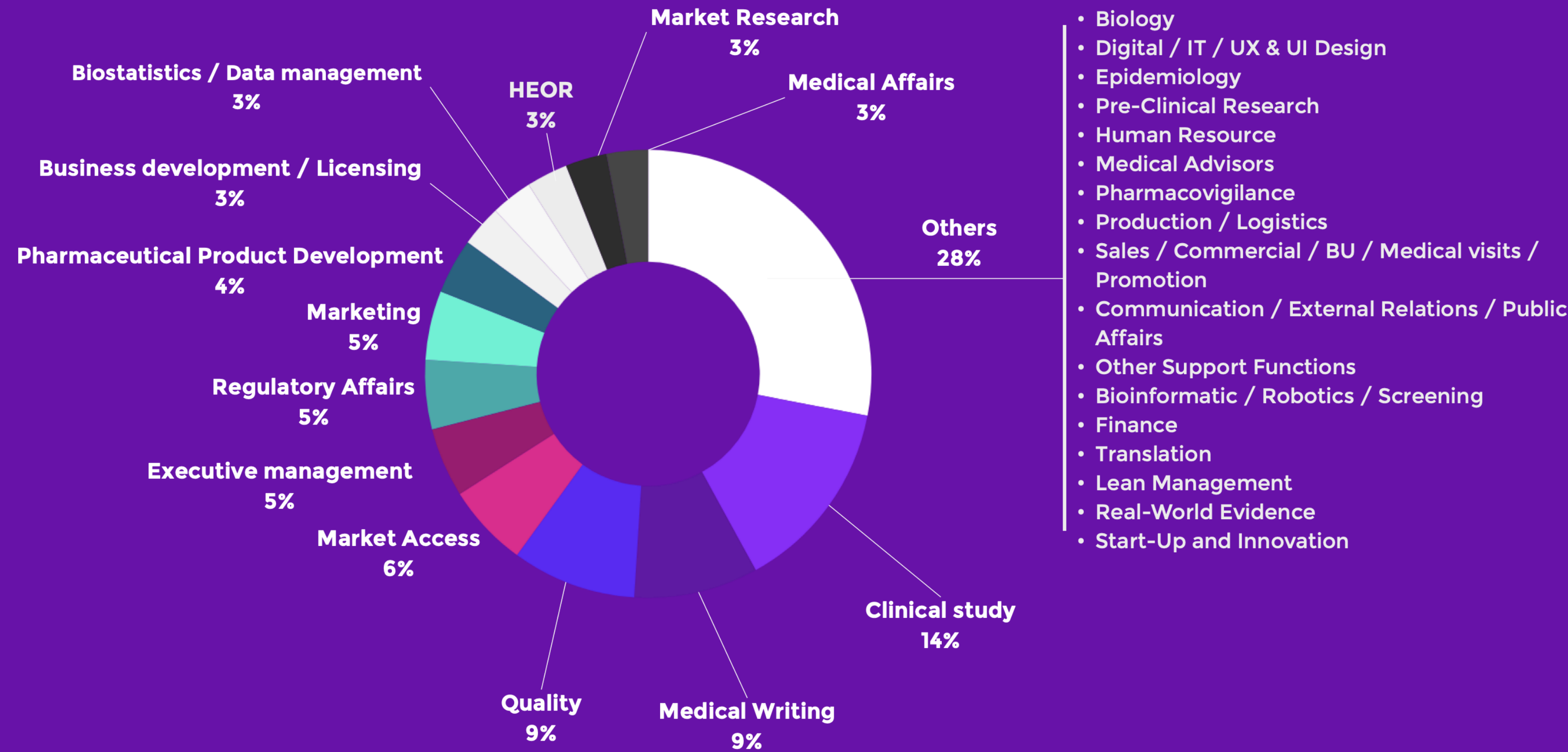
“COMMERCIAL FUNCTIONS” ARE THE MOST REPRESENTED AMONG FREELANCE EXPERT RESPONDENTS

n = 417



“CLINICAL RESEARCH” IS THE MOST REPRESENTED “FIELD OF EXPERTISE” AMONG FREELANCE EXPERT RESPONDENTS

n = 417



**n*>2.5% of total *n* for each field of expertise (Others *n*<2,5%)

21
YEARS



**AVERAGE EXPERIENCE OF SURVEYED
HEALTHCARE INDUSTRY FREELANCE EXPERTS
“IN THEIR FIELD OF EXPERTISE”**

n = 406

1 (Min), 15 (Q1), 21.11 (Mean), 20 (Median), 26 (Q3), 45 (Max)



7
YEARS



AVERAGE EXPERIENCE OF SURVEYED FREELANCE EXPERTS “AS FREELANCER” IN THE HEALTHCARE INDUSTRY

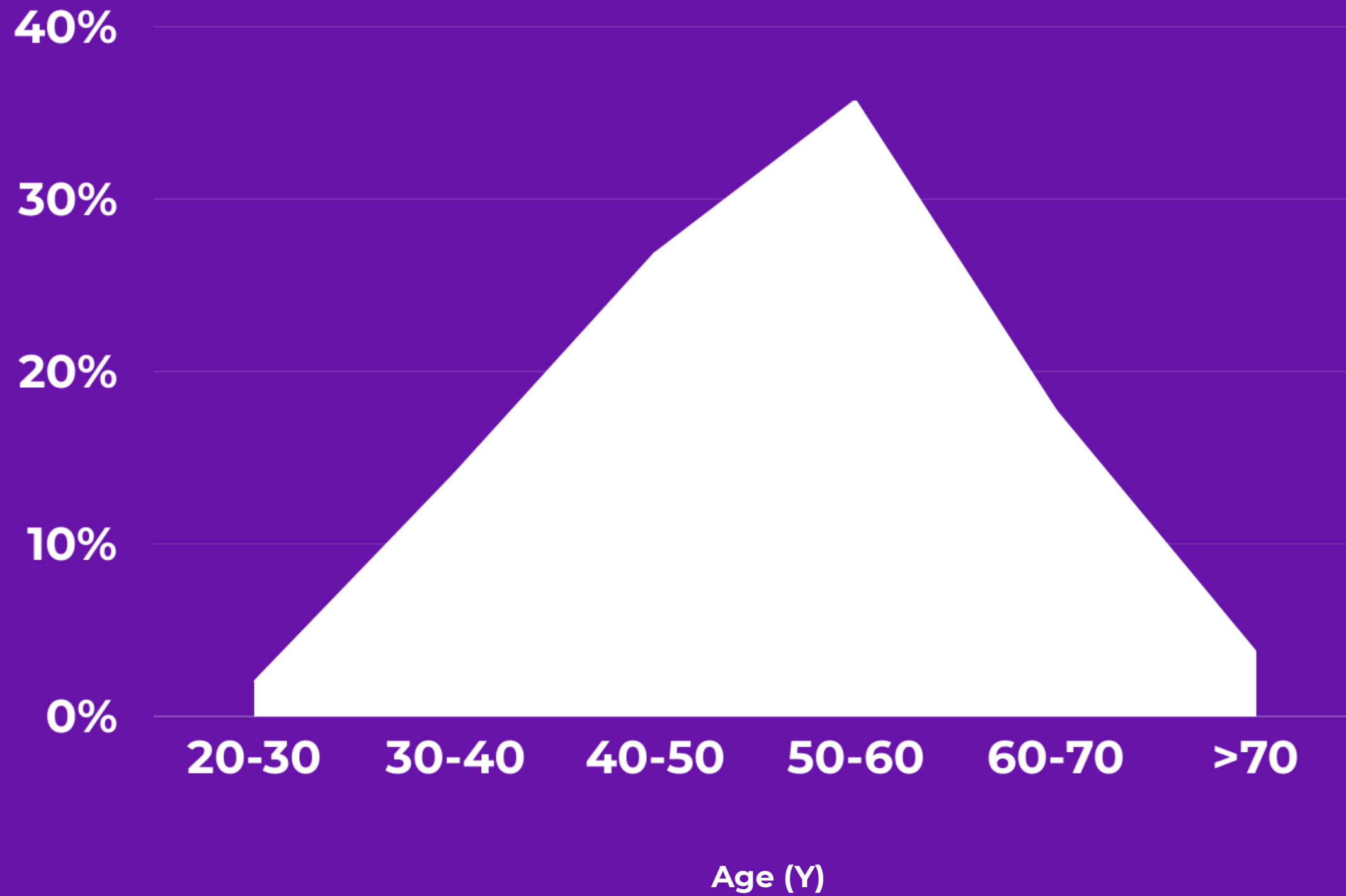
n = 405

0 (Min), 3 (Q1), 7.19 (Mean), 5 (Median), 10 (Q3), 40 (Max)



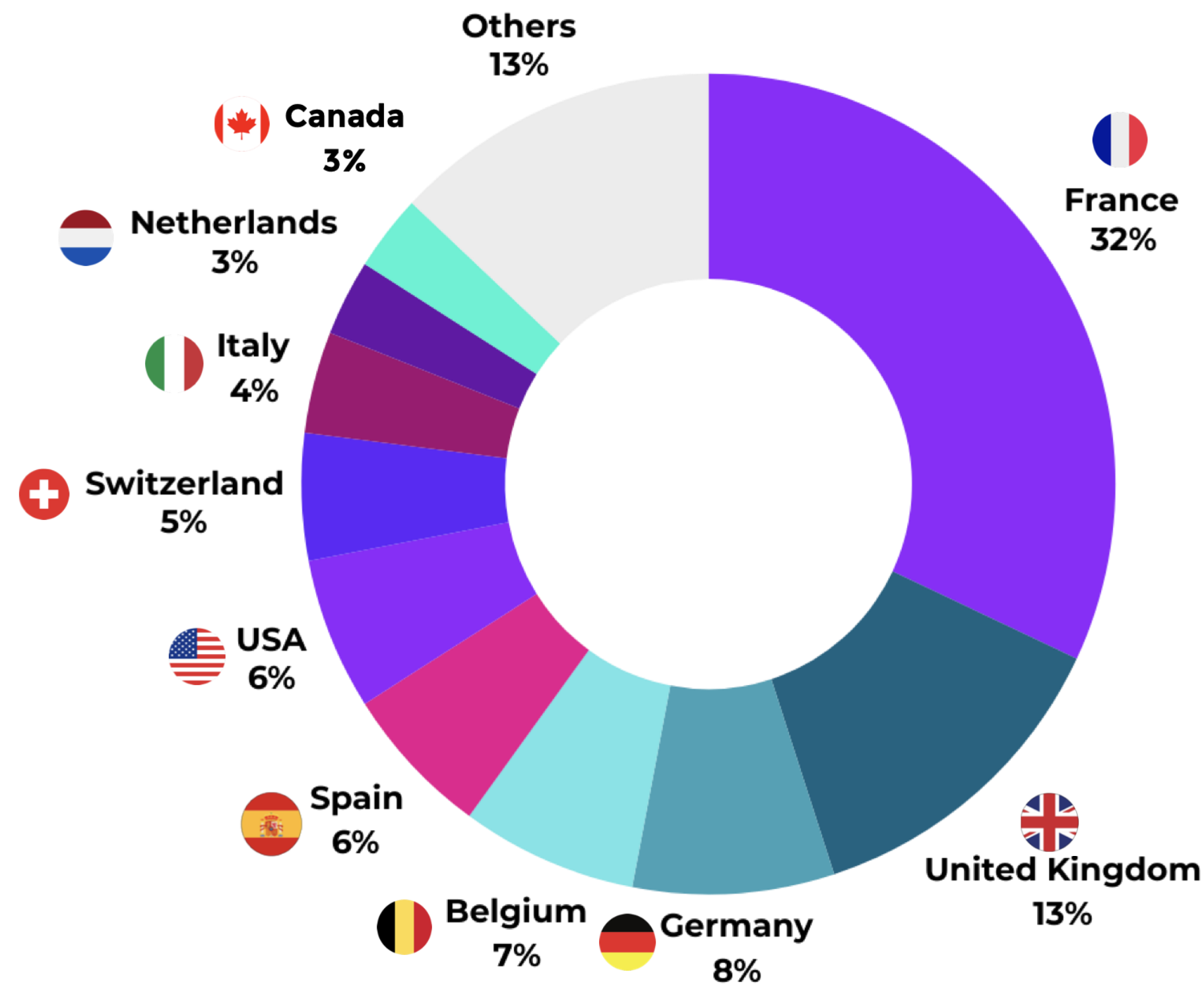
“50-60” REPRESENT “1/3” OF HEALTHCARE INDUSTRY “FREELANCE EXPERT RESPONDENTS”

n = 406



THE “MAJORITY” OF HEALTHCARE INDUSTRY “FREELANCE EXPERT RESPONDENTS” ARE FROM “EUROPE AND NORTH AMERICA”

n = 406



Others (*n*<2,5%) :

- Afghanistan
- Algeria
- Angola
- Australia
- Austria
- Bulgaria
- China
- Cyprus
- Denmark
- Egypt
- Estonia
- Eswatini
- Guatemala
- India
- Ireland
- Latvia
- Lebanon
- Mexico
- New Zealand
- Oman
- Philippines
- Poland
- Portugal
- Romania
- Saudi Arabia
- Singapore
- South Africa
- Sweden
- Thailand
- Tunisia
- Turkey
- Venezuela

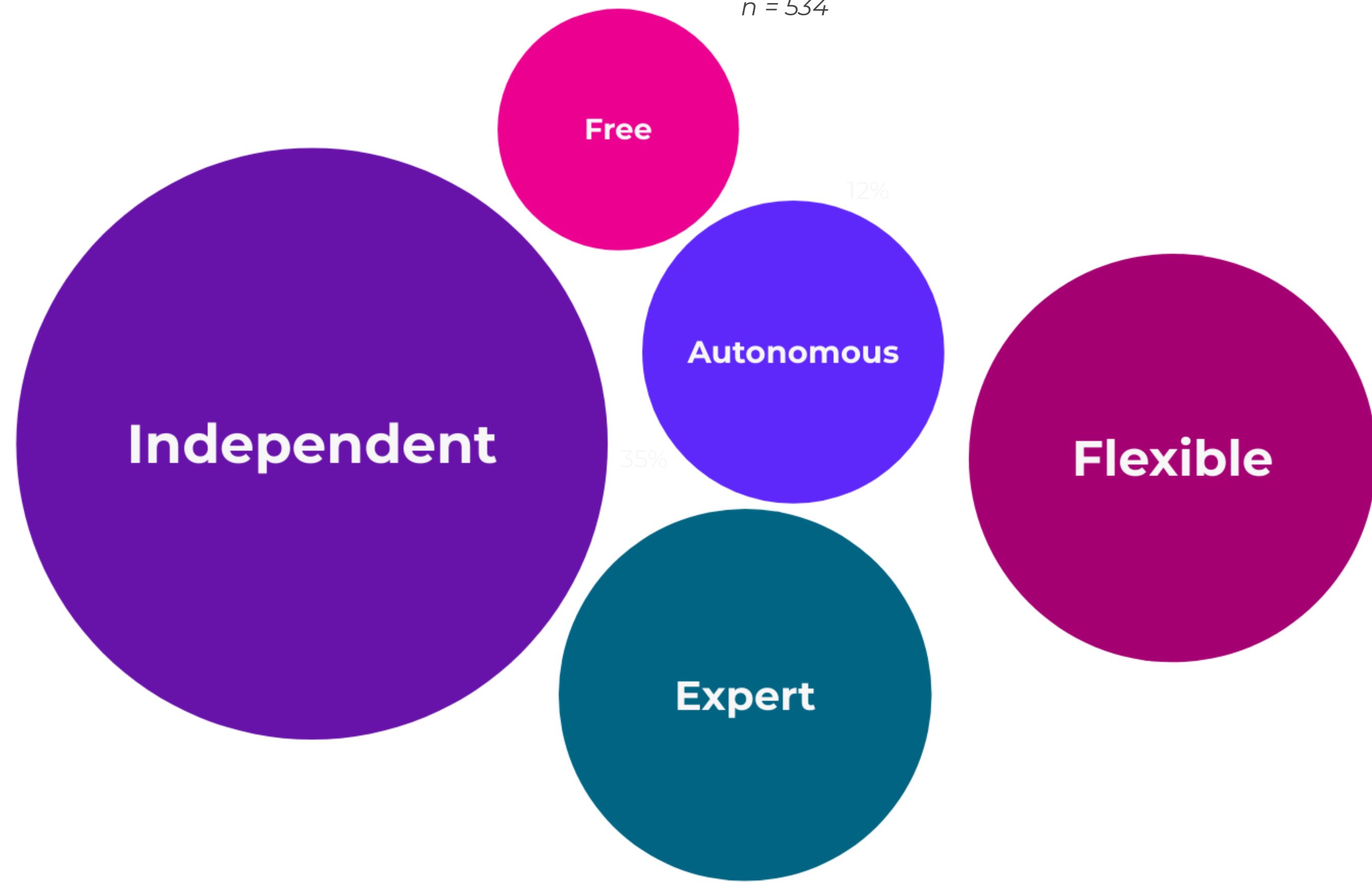
**n>2.5% of total n for each country*

5.2. FREELANCE EXPERTS / Univariate Analysis



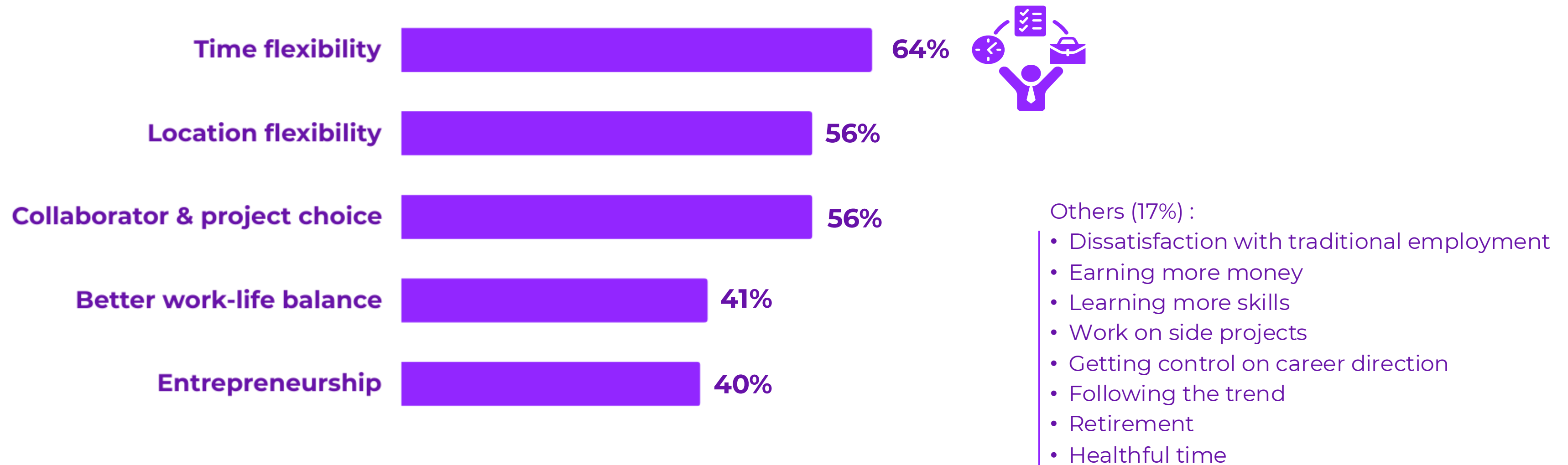
“KEYWORDS” COMING FIRST WHEN ASKING HEALTHCARE INDUSTRY
FREELANCE EXPERTS “TO DEFINE WHAT IS A FREELANCER”

n = 534



"TIME FLEXIBILITY" IS THE "MAIN REASON" WHY HEALTHCARE INDUSTRY FREELANCE EXPERTS "STARTED A FREELANCING CAREER"

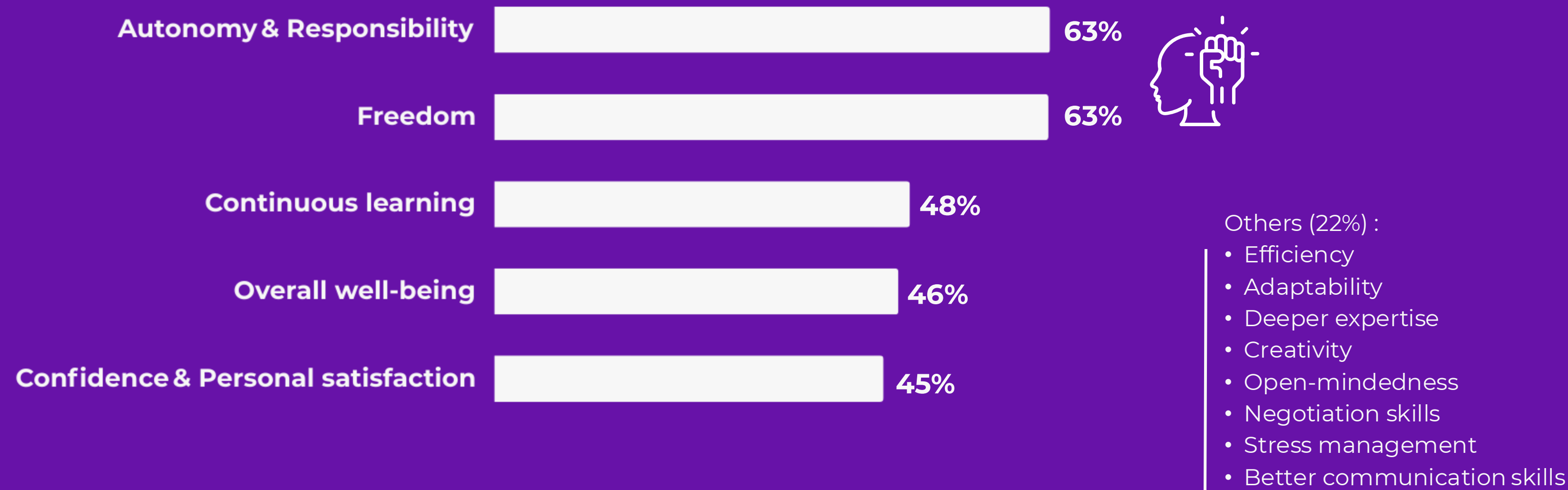
n = 531



**Total % > 100 - Respondents may submit multiple proposals*

HEALTHCARE INDUSTRY PROFESSIONALS GAIN "AUTONOMY" AND "FREEDOM" BEING A FREELANCER VERSUS. BEING AN EMPLOYEE

n = 530

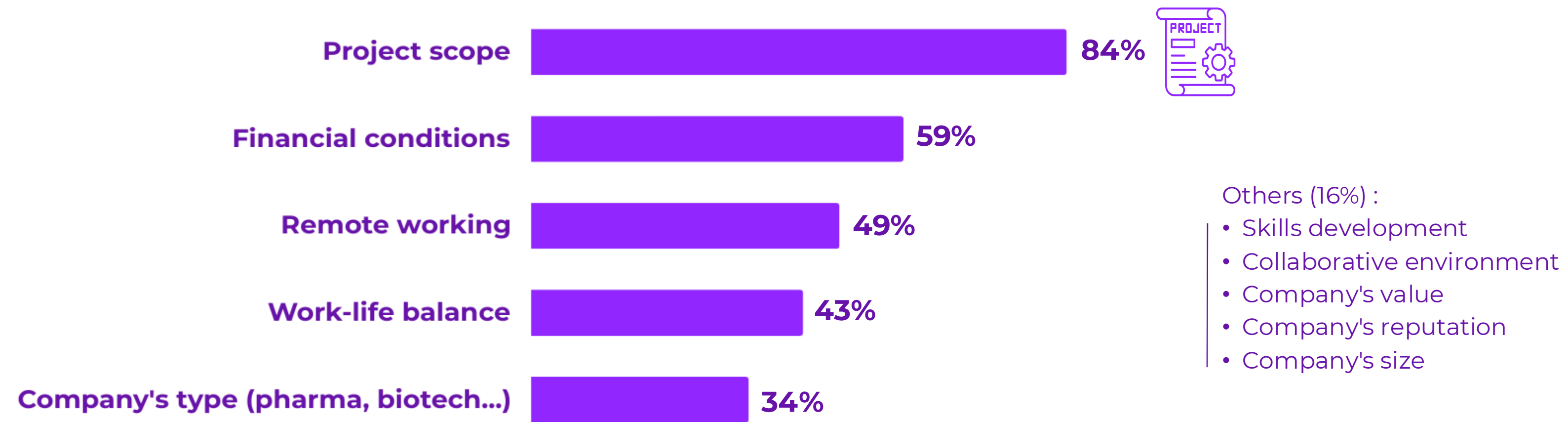


*Total % > 100 - Respondents may submit multiple proposals



"INTEREST FOR THE PROJECT" IS THE MAIN CRITERIA FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS WHEN CHOOSING PROJECTS

n = 525

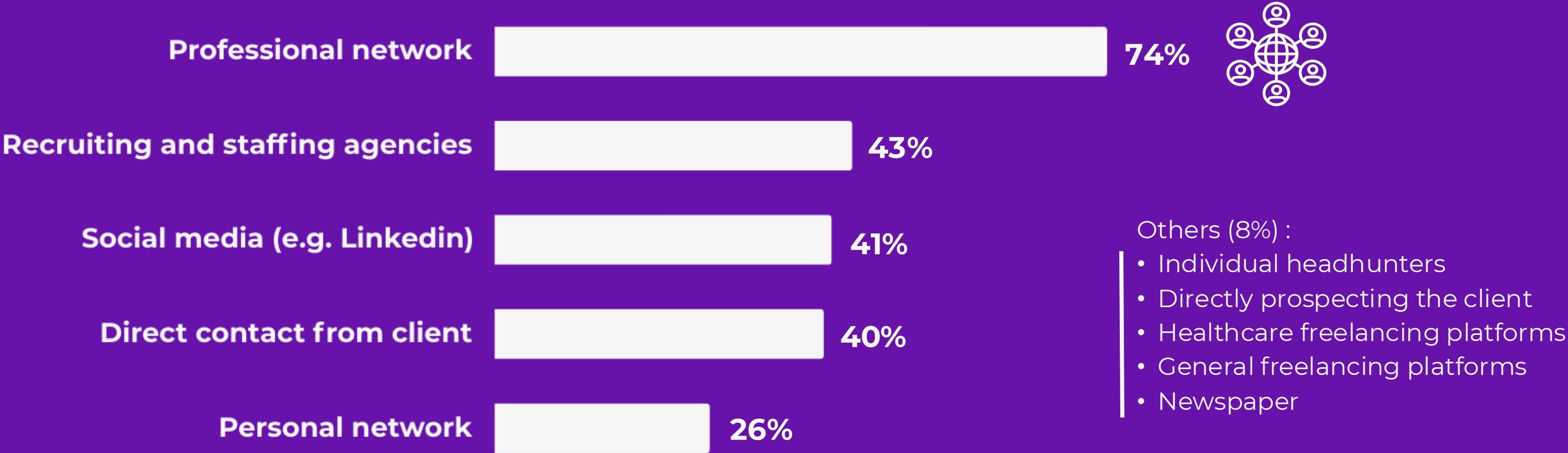


*Total % > 100 - Respondents may submit multiple proposals



"PROFESSIONAL NETWORK" IS THE "MAIN WAY" FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS "TO IDENTIFY NEW PROJECTS"

n = 521



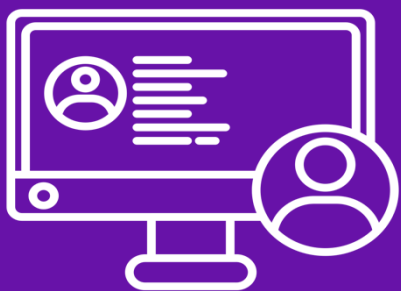
*Total % > 100 - Respondents may submit multiple proposals



41%

**2/5 FREELANCE EXPERTS IN THE HEALTHCARE
INDUSTRY ARE "ALREADY REGISTERED
ON FREELANCING PLATFORMS"**

n = 520



"DIFFICULTY TO GET FREELANCE PROJECTS" IS RATED 3/5
BY FREELANCE EXPERTS IN THE HEALTHCARE INDUSTRY

n = 520

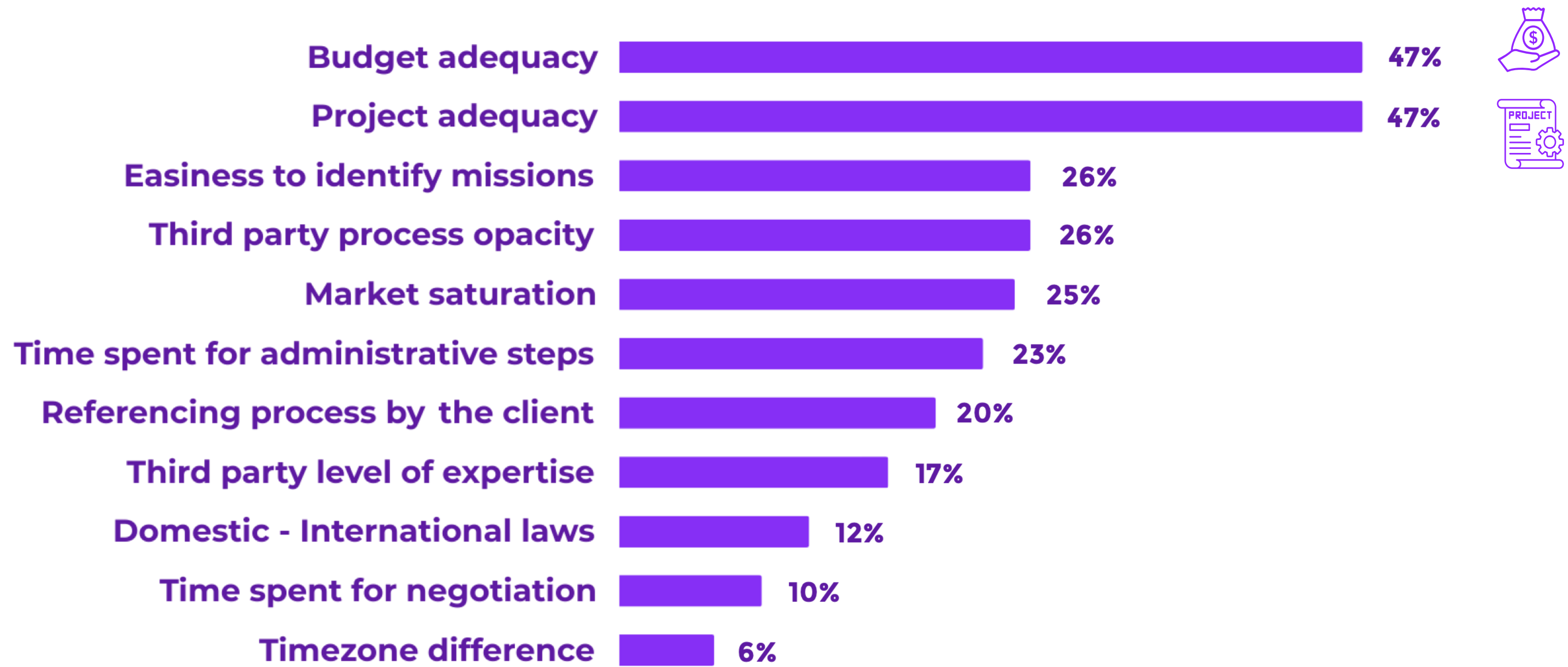


*Rate 3,1/5



"BUDGET" AND "PROJECT FIT" ARE THE MAIN CHALLENGES FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS TO MATCH WITH PROJECTS

n = 433



*Total % > 100 - Respondents may submit multiple proposals



1/2 HEALTHCARE INDUSTRY FREELANCE EXPERTS DECLARE TO MAINLY WORK WITH "PHARMA COMPANIES"

n = 518

Pharma

52%

Biotech

17%

CRO

8%

Medtech

7%

Consulting

6%

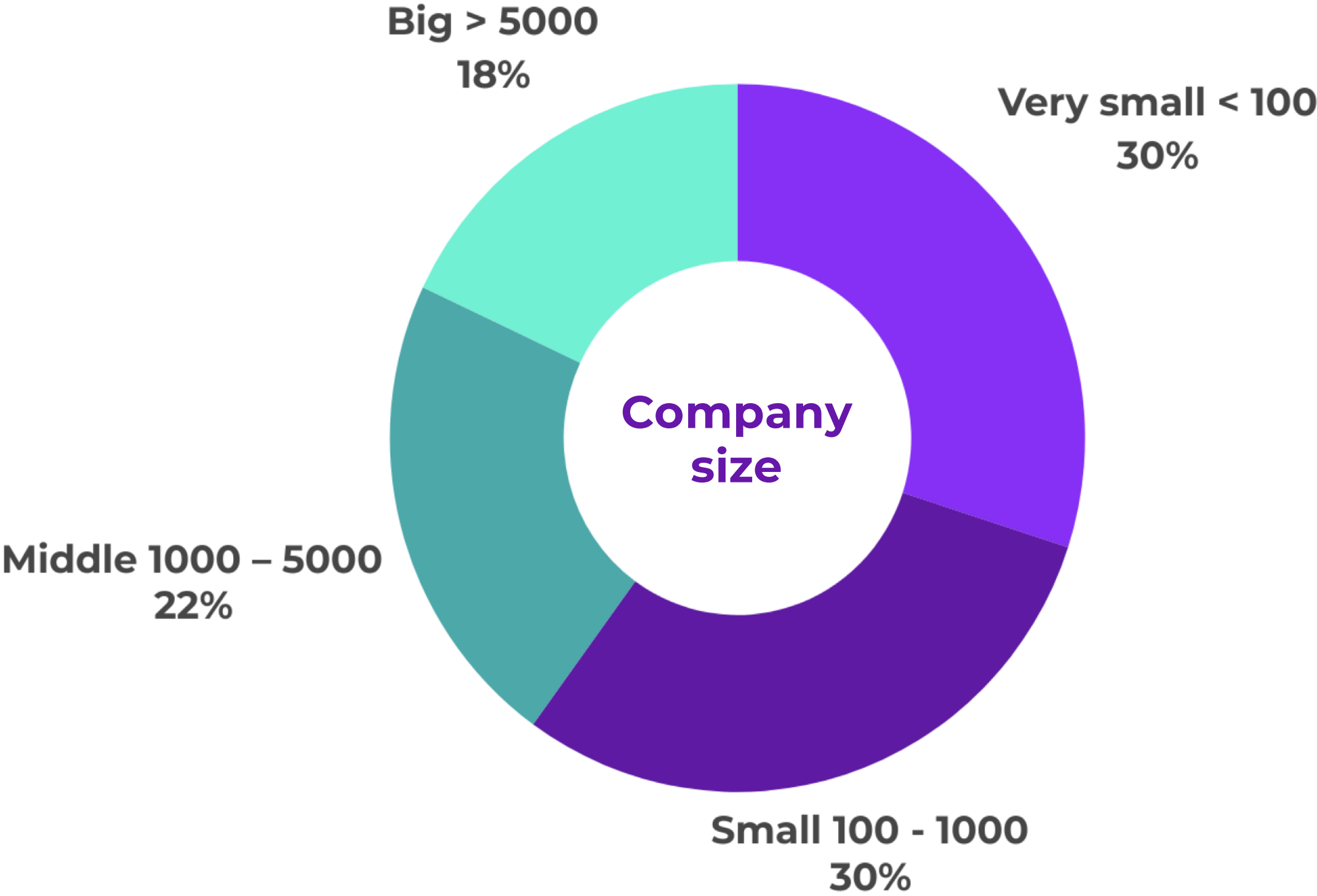
Others
10%

- e-Health
- University
- Hospital
- Association
- Animal Health
- Chemical
- Cosmetic
- Food
- Investor
- Public Institution
- Incubator / Accelerator



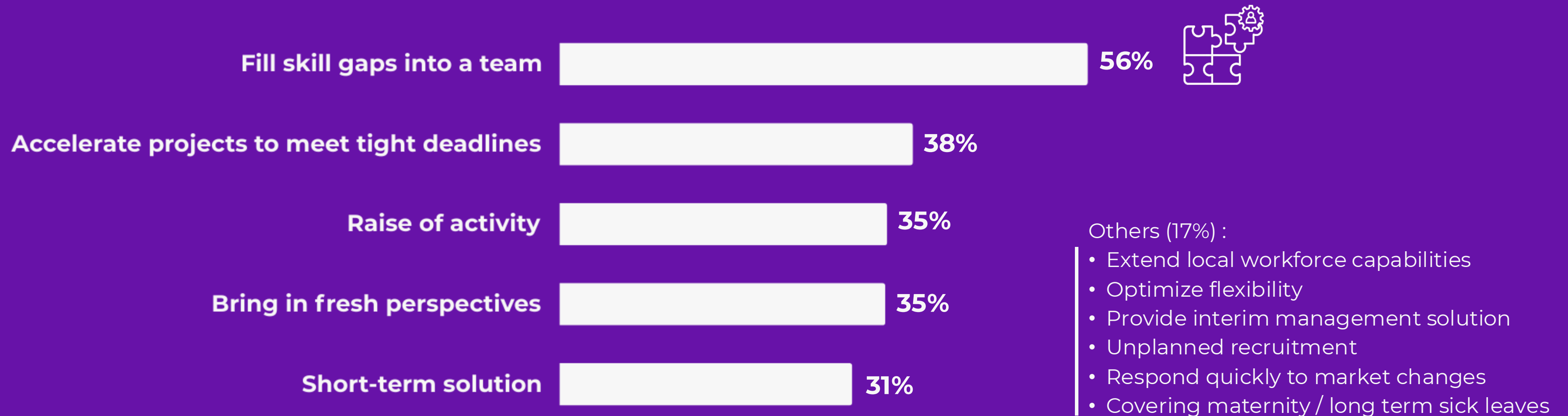
3/5 HEALTHCARE INDUSTRY FREELANCE EXPERTS WORK WITHIN "SMALLER HEALTHCARE COMPANIES (<1000)"

n = 516



"FILL SKILL GAPS" IS THE TOP REASON WHY HEALTHCARE INDUSTRIES HIRE FREELANCE EXPERTS (ACCORDING TO FREELANCE EXPERTS)

n = 509

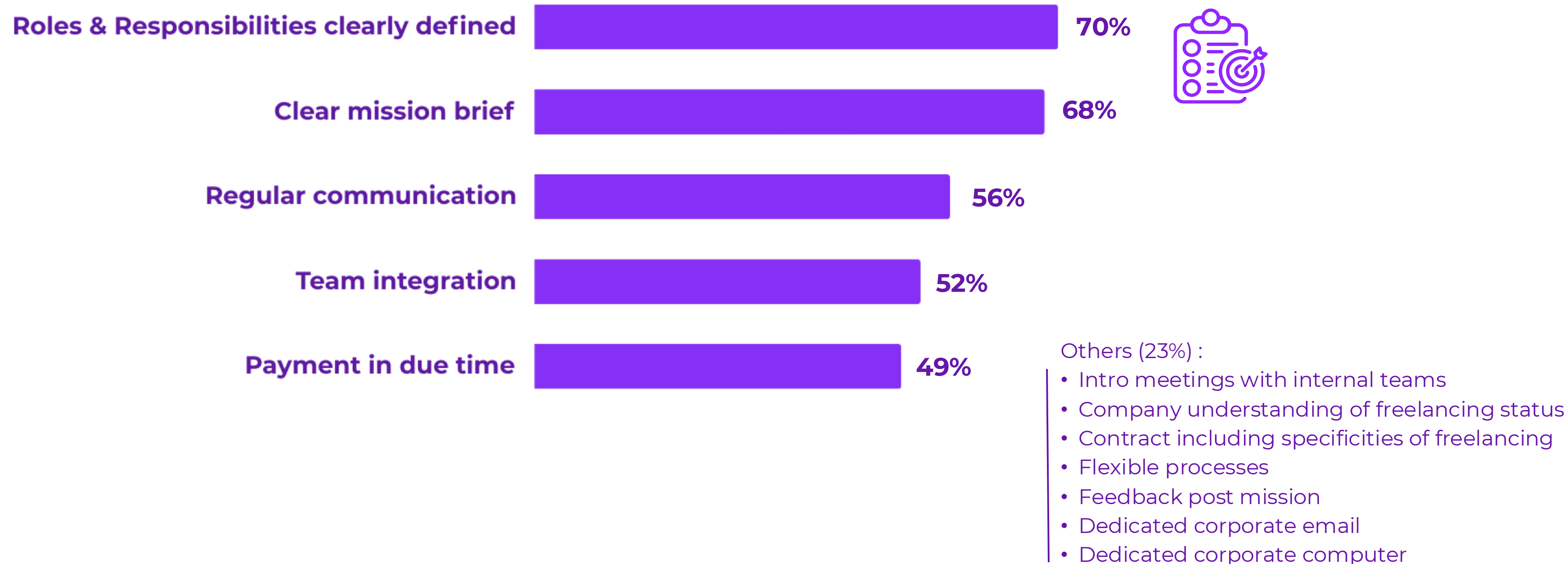


**Total % > 100 - Respondents may submit multiple proposals*



"CLEAR R&R" AND "CLEAR PROJECT BRIEF" ARE IDENTIFIED AS BEST PRACTICES BY HEALTHCARE INDUSTRY FREELANCE EXPERTS FOR AN EFFICIENT COLLABORATION WITH CLIENTS

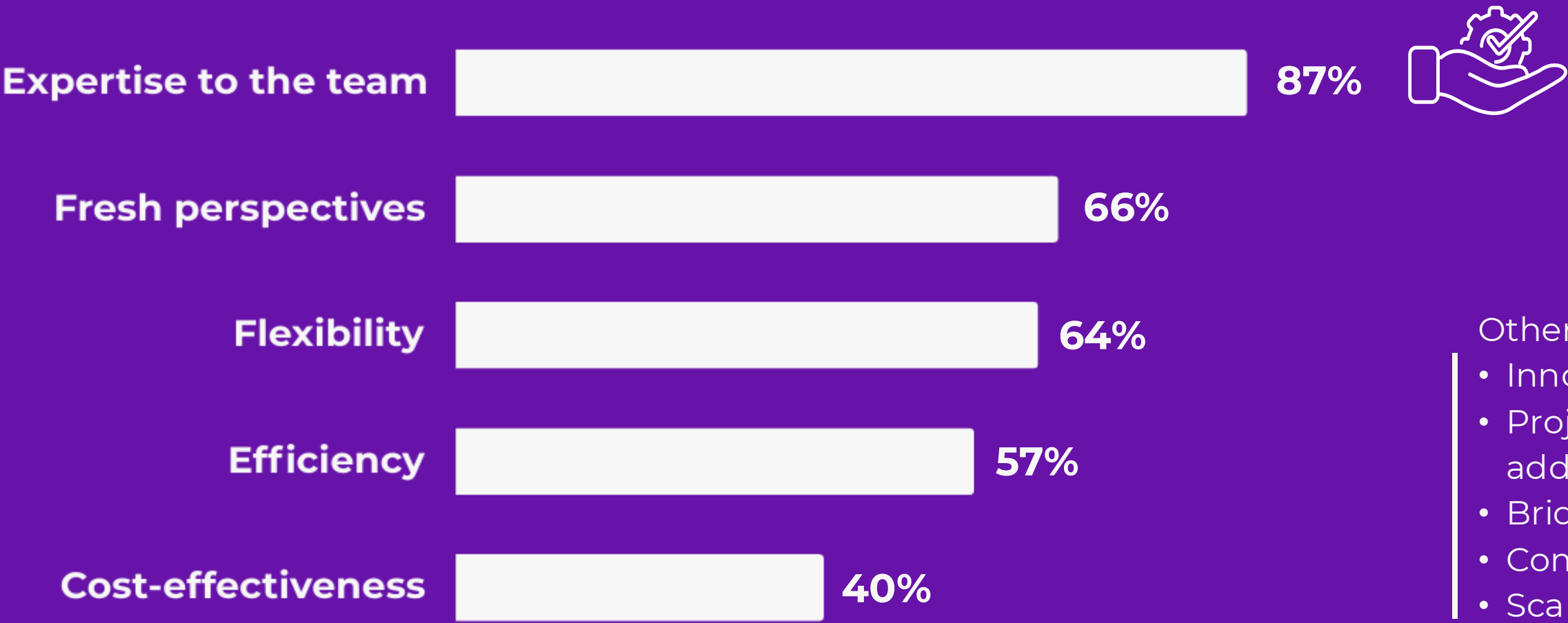
n = 501



**Total % > 100 - Respondents may submit multiple proposals*

FREELANCE EXPERTS SEE "EXPERTISE" AS THE GREATEST VALUE THEY BRING TO TEAMS AND HEALTHCARE INDUSTRIES

n = 497



- Others (15%) :
- Innovation and entrepreneurial mindset
 - Project risk mitigation (by bringing additional resource or expertise)
 - Bridge to external network
 - Competitiveness for the company
 - Scalability

**Total % > 100 - Respondents may submit multiple proposals*



“HAVING CONSISTENT FLOW OF PROJECTS” IS THE MAIN CHALLENGE FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS

n = 494



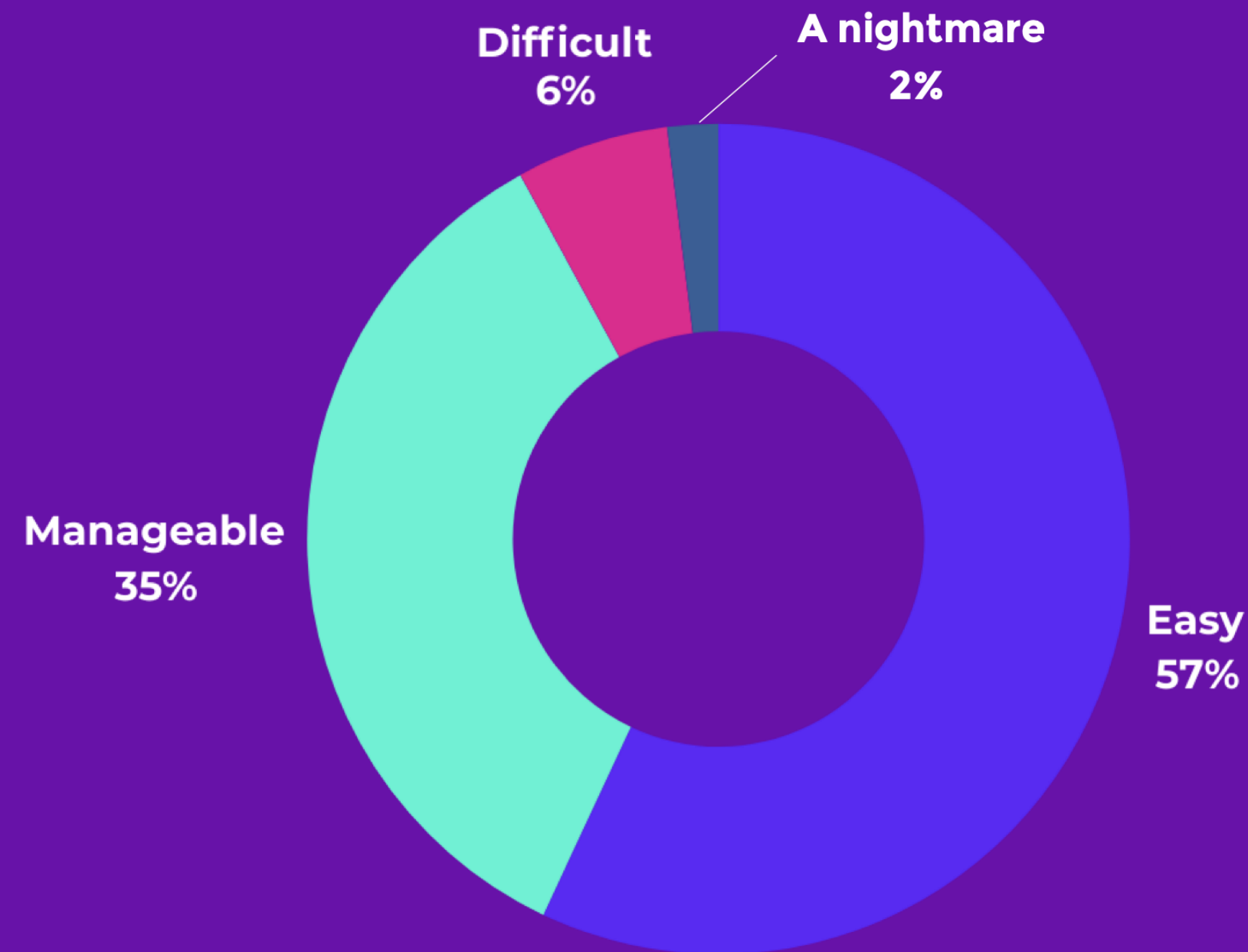
Other sporadic insights

- Lack of defined writing process SOPs
- Misunderstanding within HR process
- Maintaining up-to-date with trainings and conferences
- Dealing emotionally with the end of a contract

*Total % > 100 - Respondents may submit multiple proposals

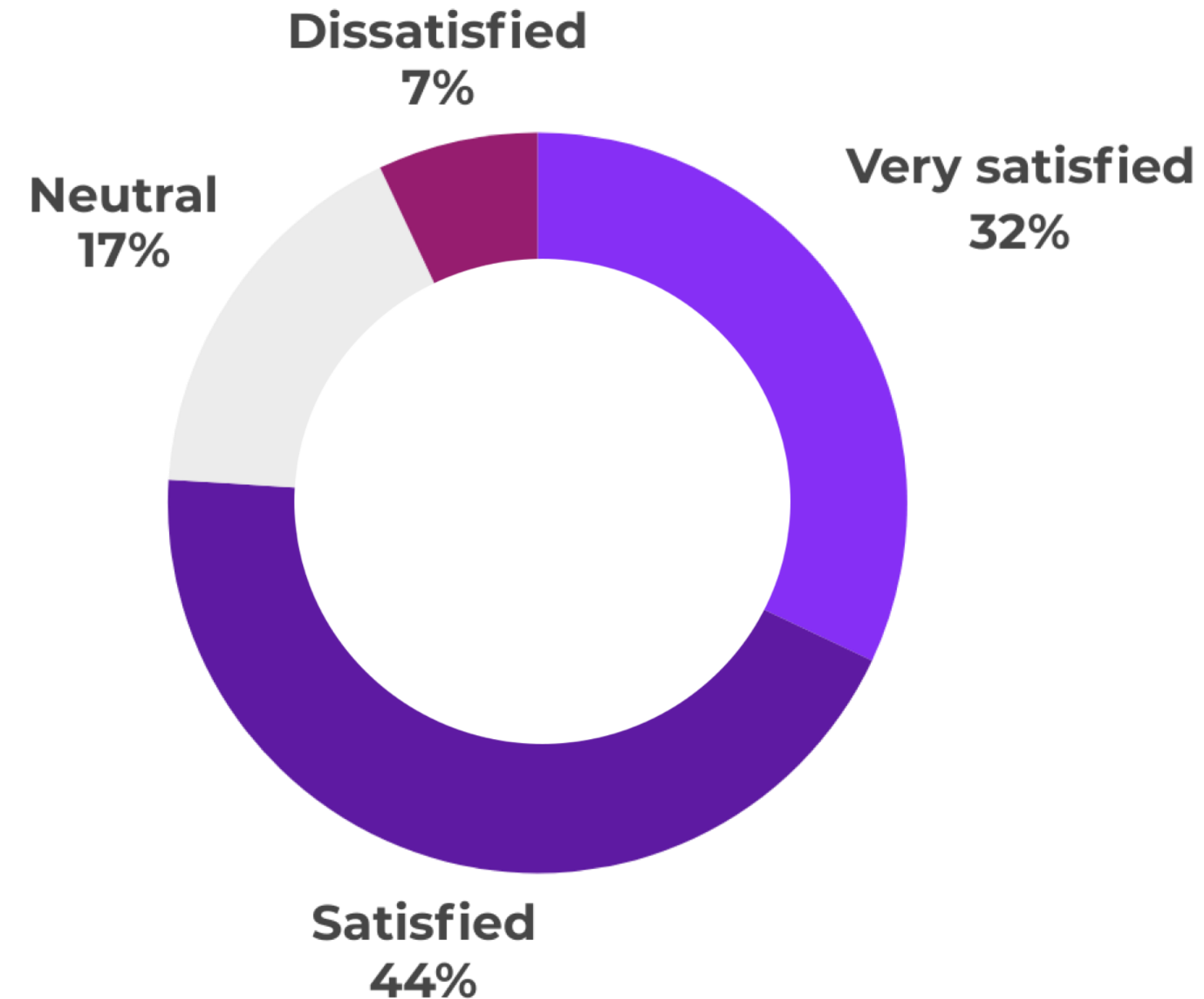
9/10 HEALTHCARE INDUSTRY FREELANCE EXPERTS REPORTED “NO MAJOR ISSUES WHEN SETTING UP THEIR LEGAL ENTITY”

n = 419



3/4 OF HEALTHCARE INDUSTRY FREELANCE EXPERTS ARE “SATISFIED WITH THEIR FREELANCING VENTURE”

n = 492





HEALTHCARE INDUSTRY FREELANCE EXPERTS ACHIEVE “4 PROJECTS PER YEAR”

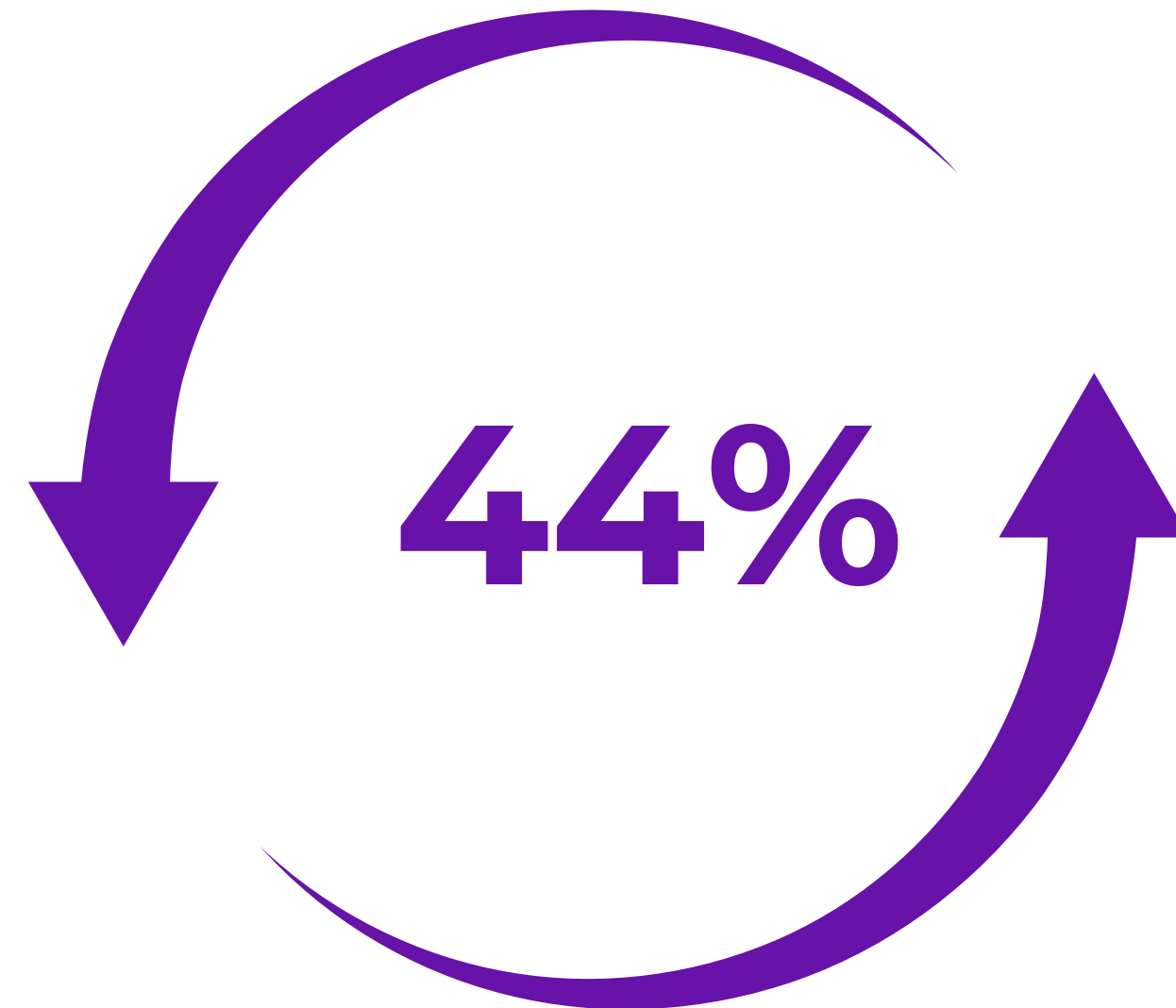
n = 460

0 (Min), 2 (Q1), 7.1 (Mean), 4 (Median), 8 (Q3), 60 (Max)



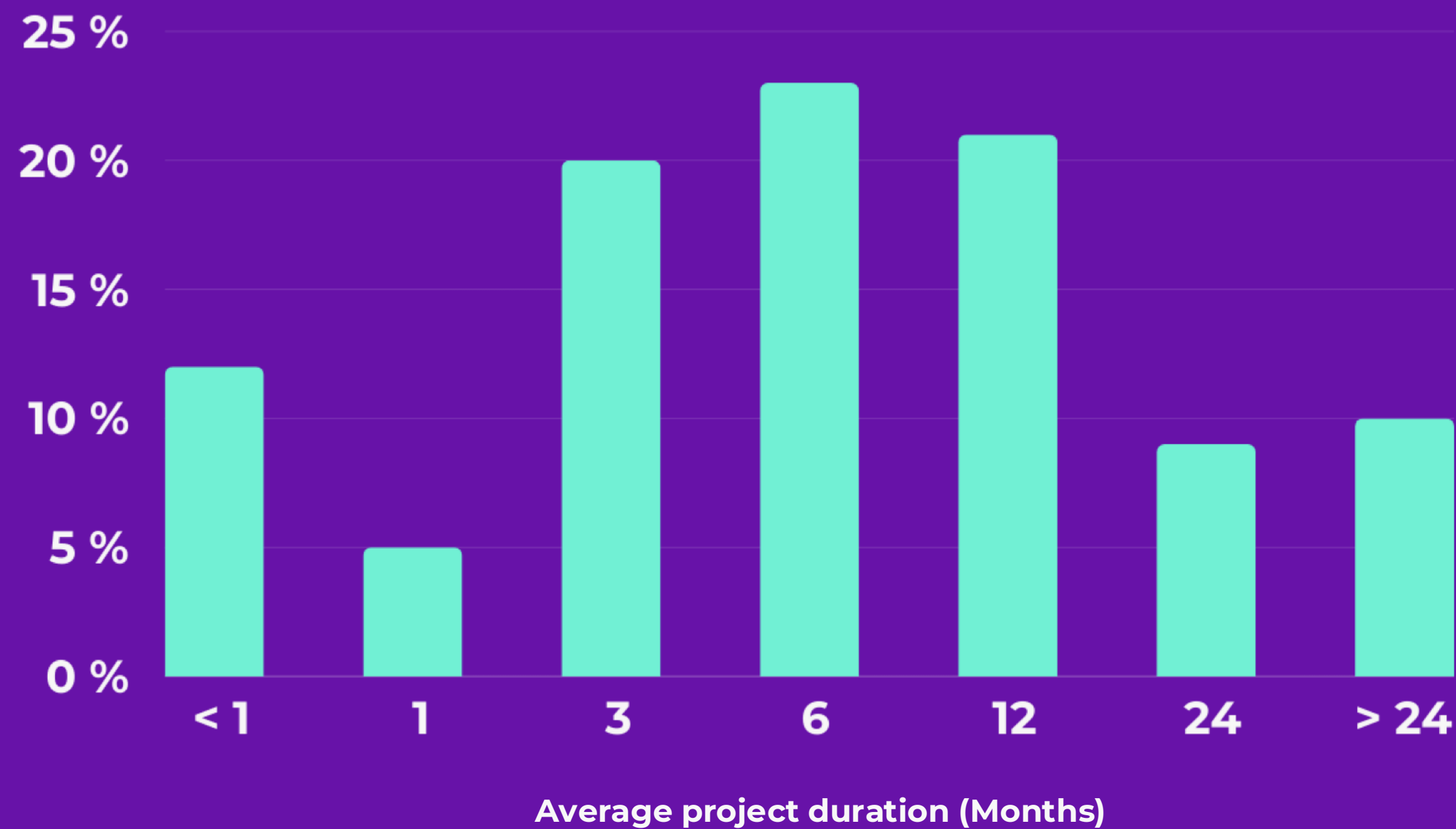
HEALTHCARE INDUSTRY FREELANCE EXPERTS COLLABORATE WITH ALMOST HALF OF THEIR CLIENTS ON A “RECURRING BASIS”

n = 462



MOST HEALTHCARE INDUSTRY FREELANCE EXPERTS' PROJECTS ARE “MID TO LONG TERM”

n = 438

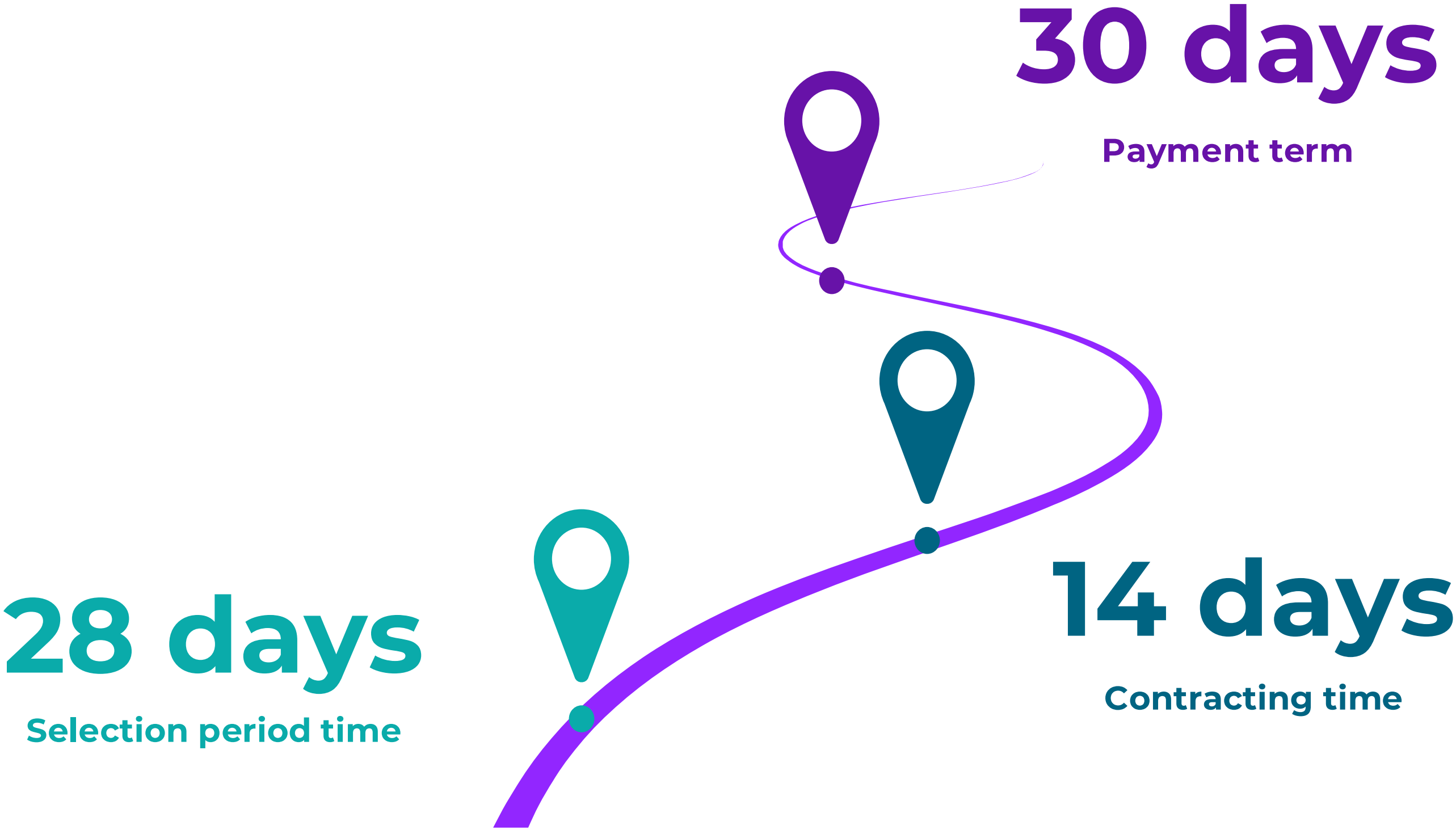


**Mid defined as 3 to 6 months, Long defined as 12 months or more*



IT TAKES “1.5 MONTHS” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS “TO BE ONBOARDED” & “1 MONTH” TO “RECEIVE PAYMENT FROM TIMESHEET VALIDATION”

n = 457



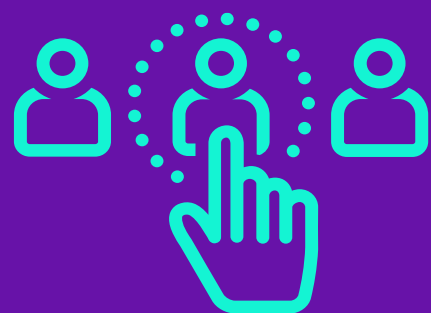
**Considered period = from 1st contact to selection (selection period), from selection to contract signature (contracting period), from timesheet / activity report validation to payment (payment term)*



28
DAYS

THE “SELECTION PROCESS” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS TAKES 1 MONTH

n = 457



0 (Min), 10 (Q1), 30.2 (Mean), 28 (Median), 30 (Q3), 180 (Max)

**Selection period = from 1st contact to selection*



14
DAYS

THE “CONTRACTING PROCESS” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS TAKES 2 WEEKS

n = 456



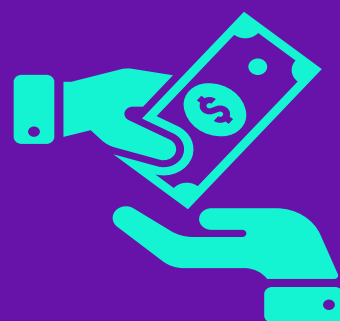
0 (Min), 5 (Q1), 17 (Mean), 14 (Median), 21 (Q3), 180 (Max)

**Contracting period = from selection to signature of the freelance contract*

30
DAYS

HEALTHCARE INDUSTRY FREELANCE EXPERTS WAIT 1 MONTH FOR “PAYMENT”

n = 441



0 (Min), 15 (Q1), 30.02 (Mean), 30 (Median), 30 (Q3), 100 (Max)

**Payment period = from timesheet / activity report validation to payment*



HEALTHCARE INDUSTRY FREELANCE EXPERTS INVEST “3 DAYS PER MONTH” FOR “BUSINESS DEVELOPMENT”

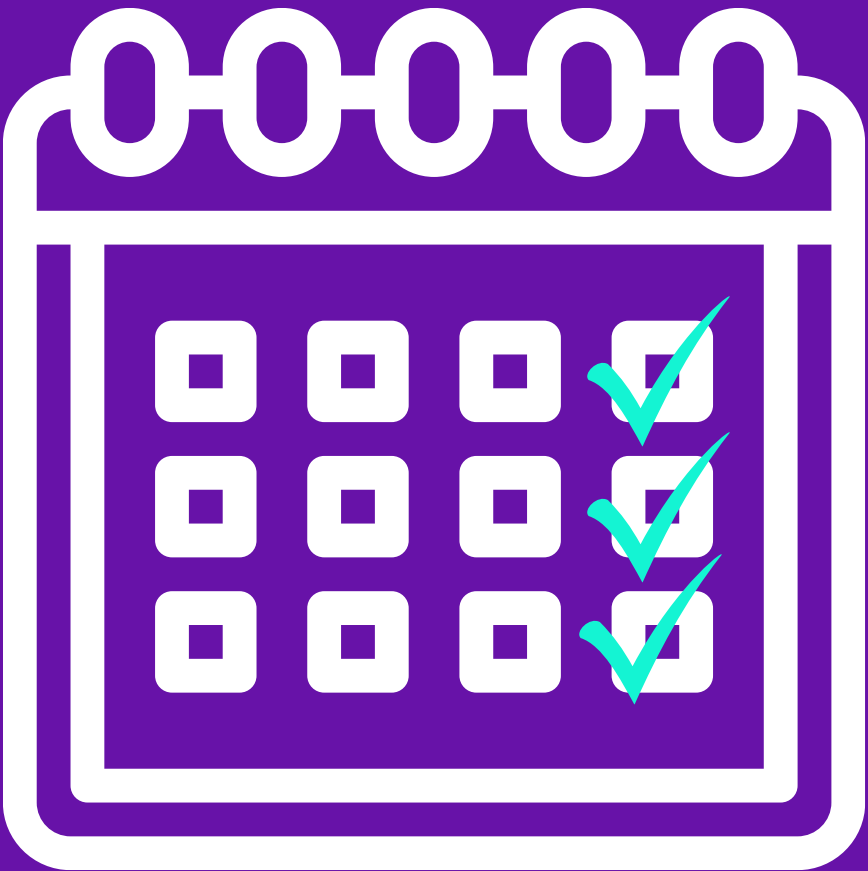
n = 454



3 days / month

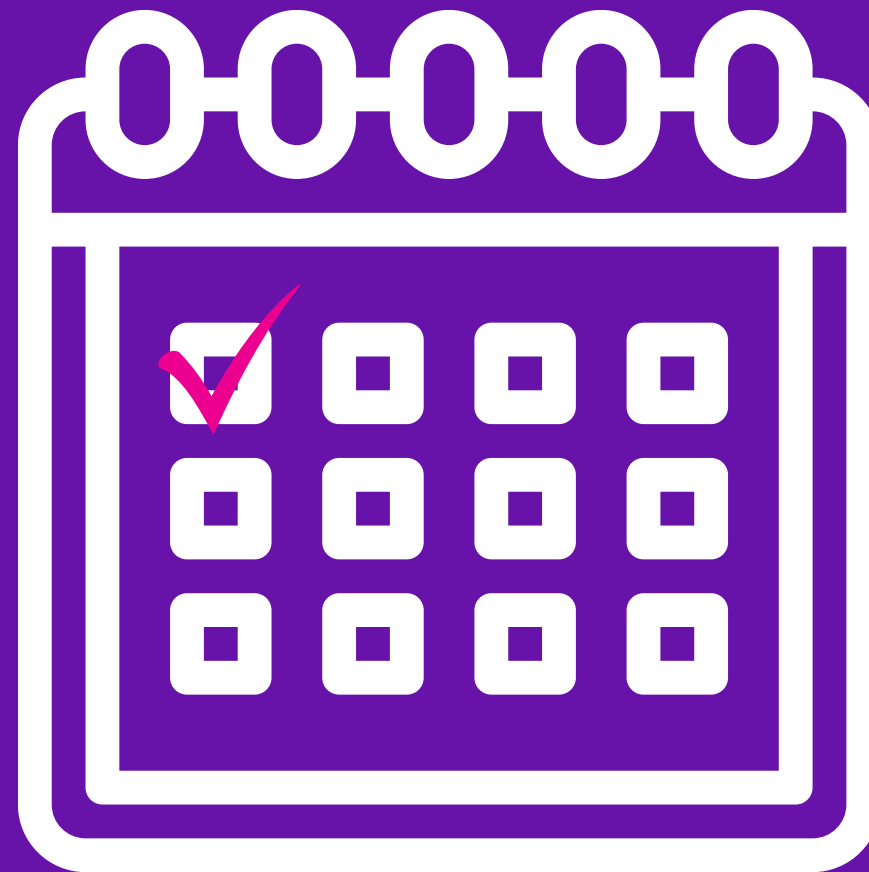
*Days monthly spent for
business development :*

0 (Min), 1 (Q1), 5.5 (Mean), 3 (Median), 7 (Q3), 31 (Max)



HEALTHCARE INDUSTRY FREELANCE EXPERTS INVEST "1 DAY PER MONTH" FOR "SKILLS DEVELOPMENT / TRAINING"

n = 448



1 day / month

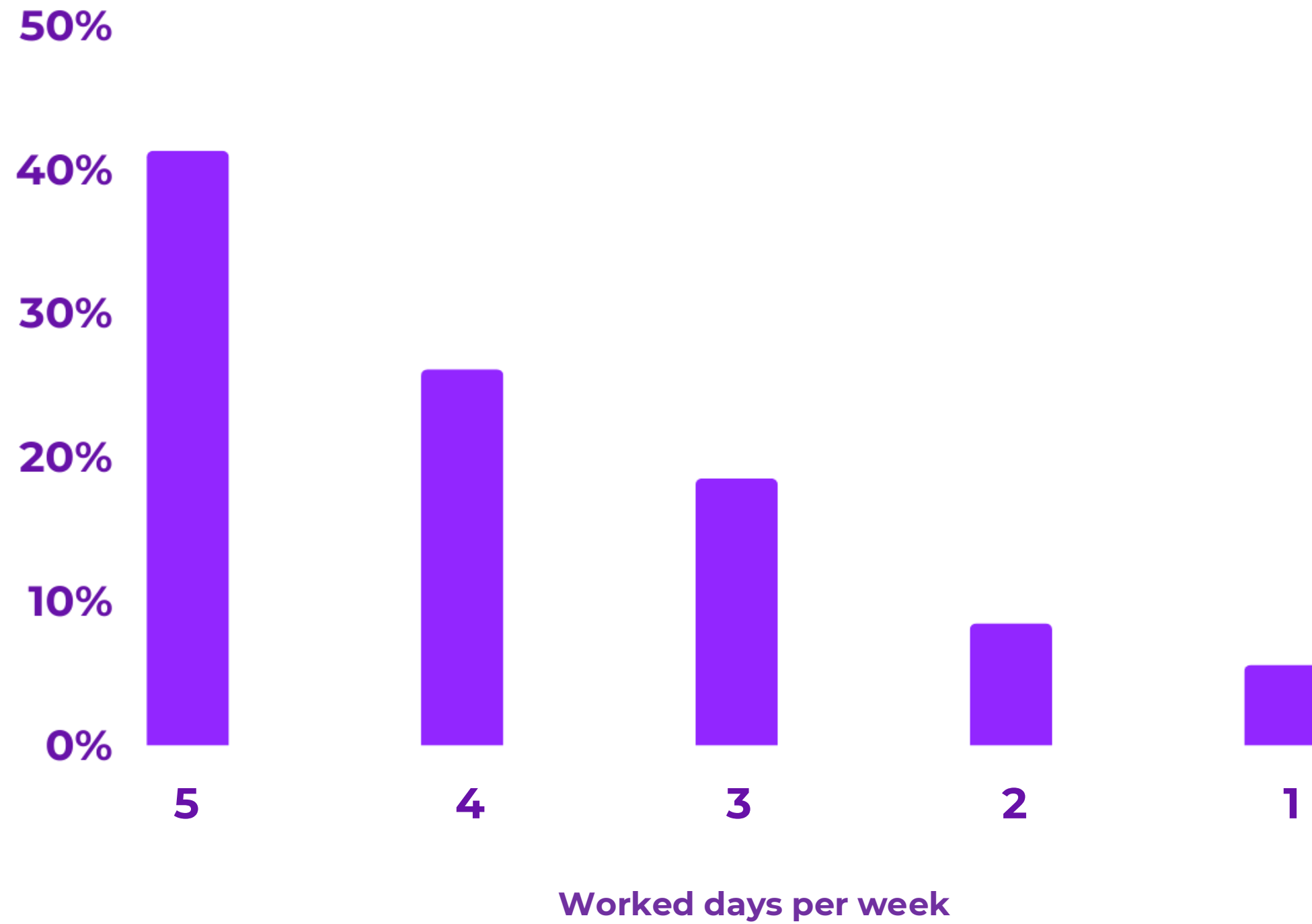
*Days monthly spent for
skills development :*

0 (Min), 0,5 (Q1), 1,75 (Mean), 1,25 (Median), 2,5 (Q3), 20 (Max)



2/5 HEALTHCARE INDUSTRY FREELANCE EXPERTS “WORK FULL TIME”

$n = 448$



1029€

**“AVERAGE DAILY RATE” OF
HEALTHCARE INDUSTRY FREELANCE EXPERTS**

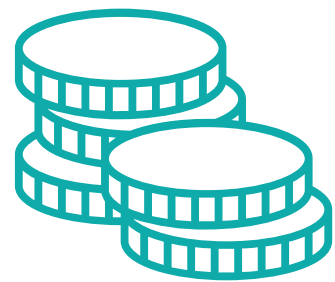
n = 334

300 (Min), 650 (Q1), 1029.43 (Mean), 900 (Median), 1200 (Q3), 3800 (Max)



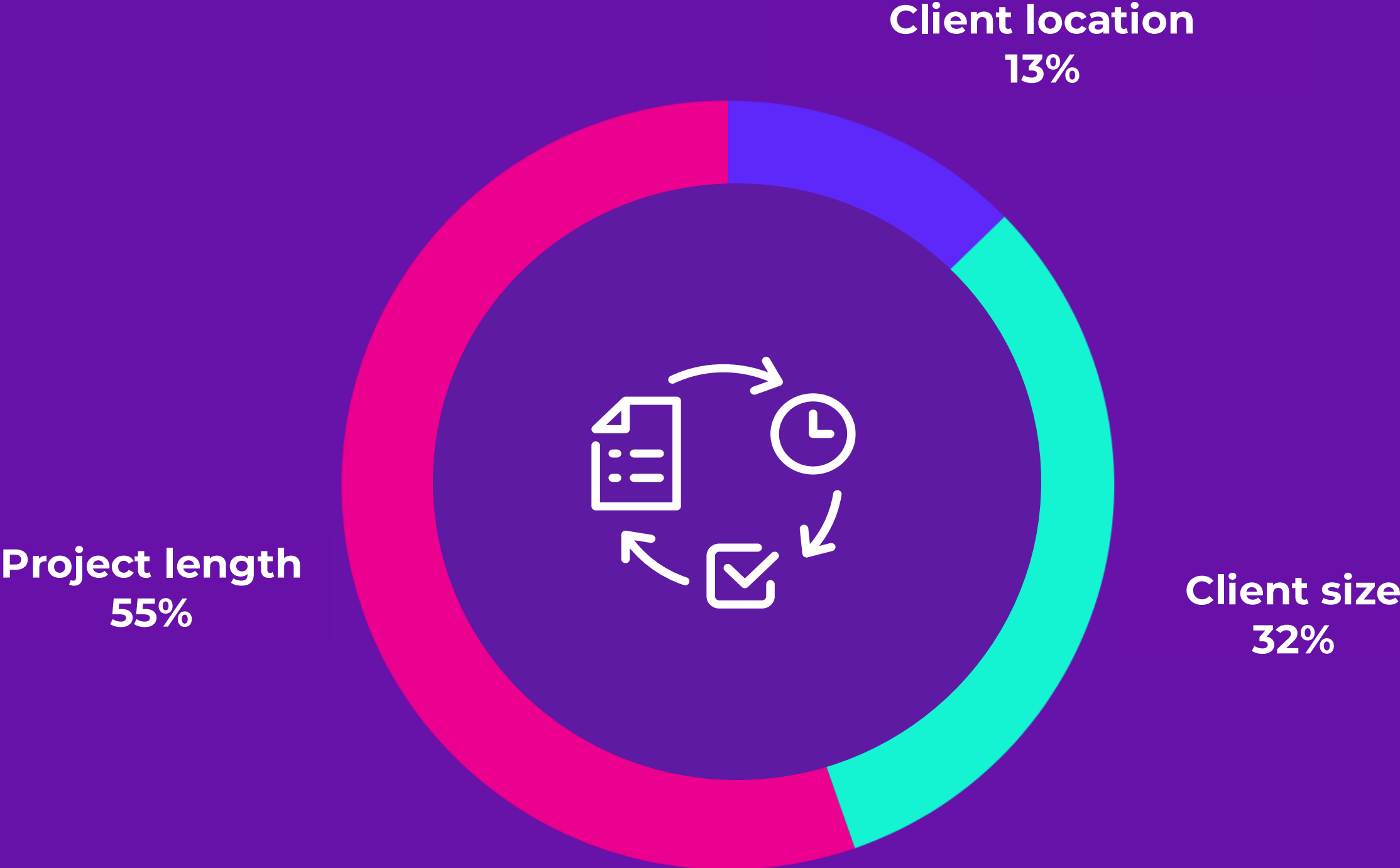
3/5 HEALTHCARE INDUSTRY FREELANCE EXPERTS REPORT THAT CLIENTS “ACCEPT THE SUGGESTED RATE” (I.E. NO RATE NEGOTIATION NEEDED)

n = 442



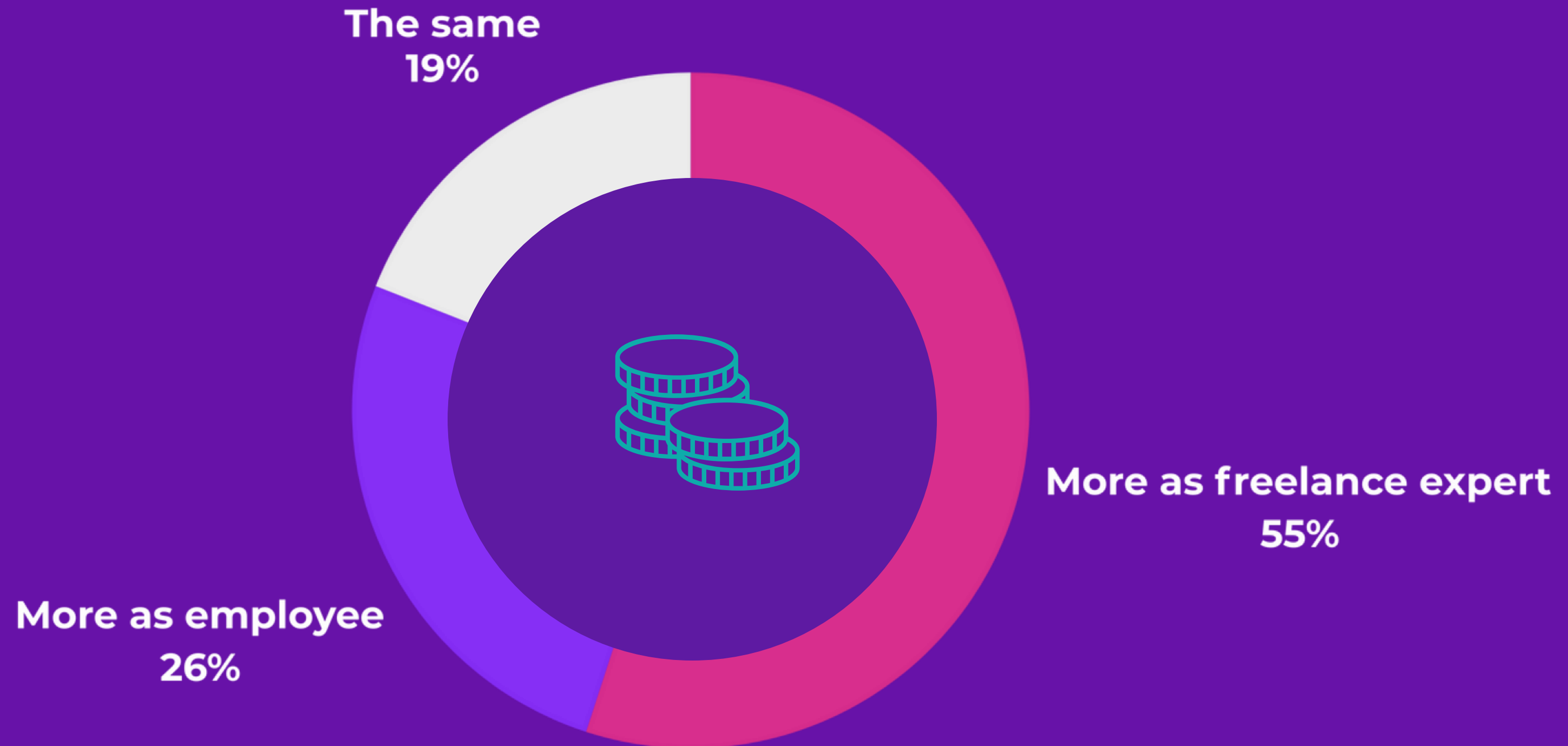
“PROJECT LENGTH” IS THE MAIN REASON HEALTHCARE INDUSTRY FREELANCE EXPERTS “ADJUST THEIR DAILY RATES”

n = 244



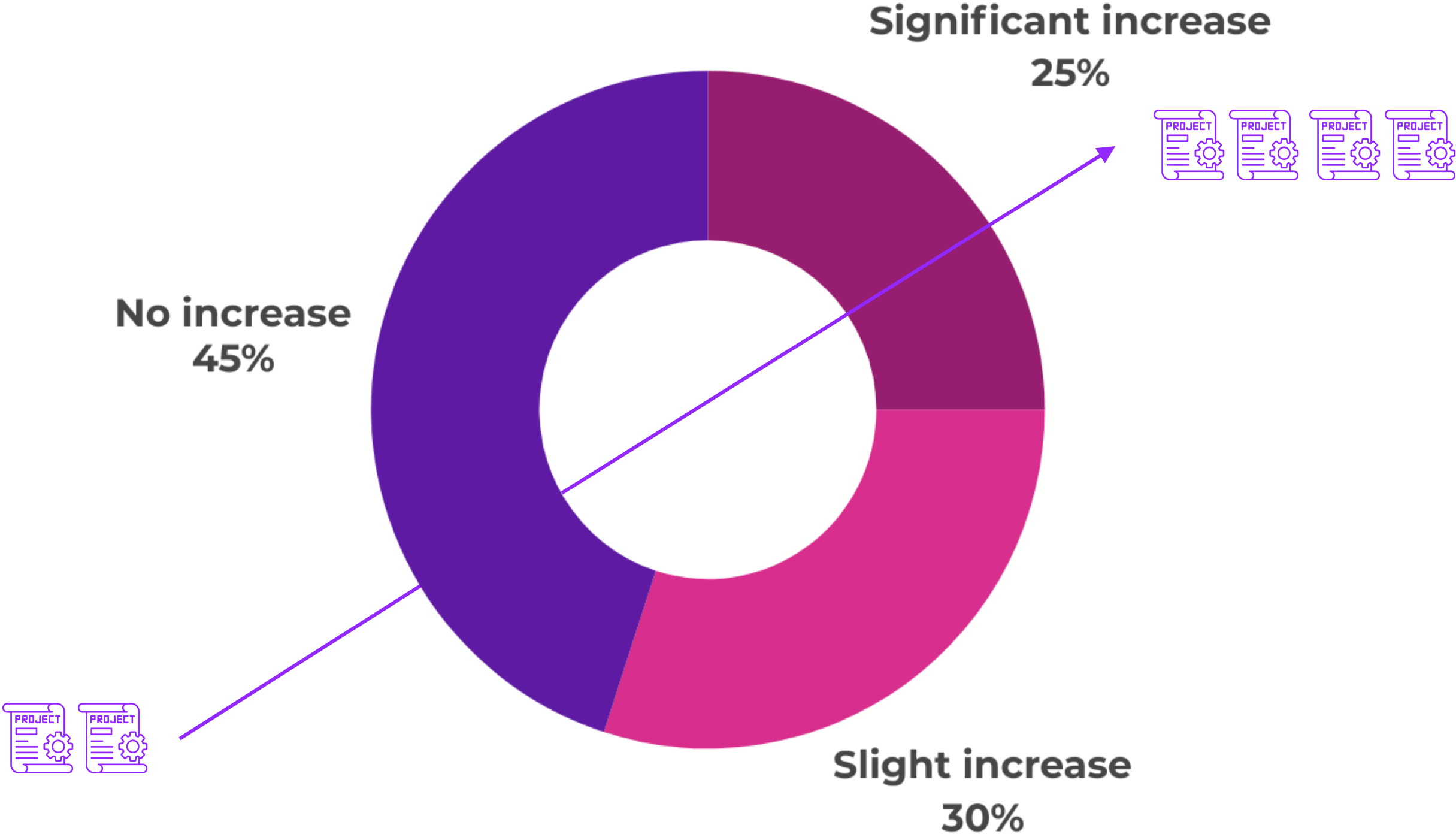
THE MAJORITY OF HEALTHCARE INDUSTRY FREELANCE EXPERTS REPORT “EARNING MORE AS FREELANCERS” THAN AS EMPLOYEES

n = 428



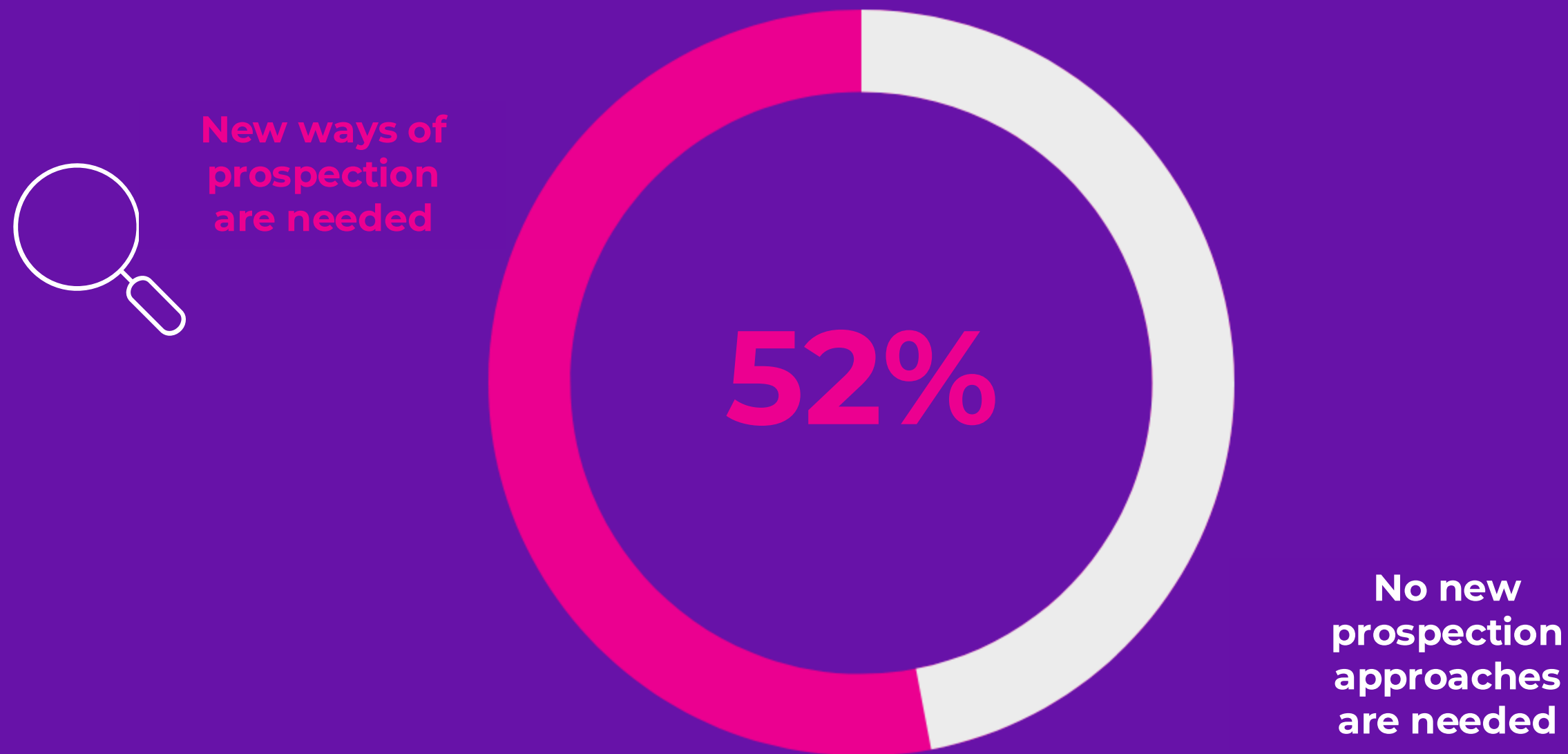
MOST HEALTHCARE INDUSTRY FREELANCE EXPERTS HAVE OBSERVED AN “INCREASE IN THE VOLUME OF FREELANCE PROJECTS” OVER THE LAST 5 YEARS

n = 369



HALF OF HEALTHCARE INDUSTRY FREELANCE EXPERTS ARE SEEKING “NEW WAYS TO FIND PROJECTS AND CLIENTS”

n = 434



“SOURCING SUITABLE PROJECTS” IS THE MAIN REASON WHY HEALTHCARE INDUSTRY FREELANCE EXPERTS “PRIMARILY RELY ON THIRD PARTIES”

n = 410

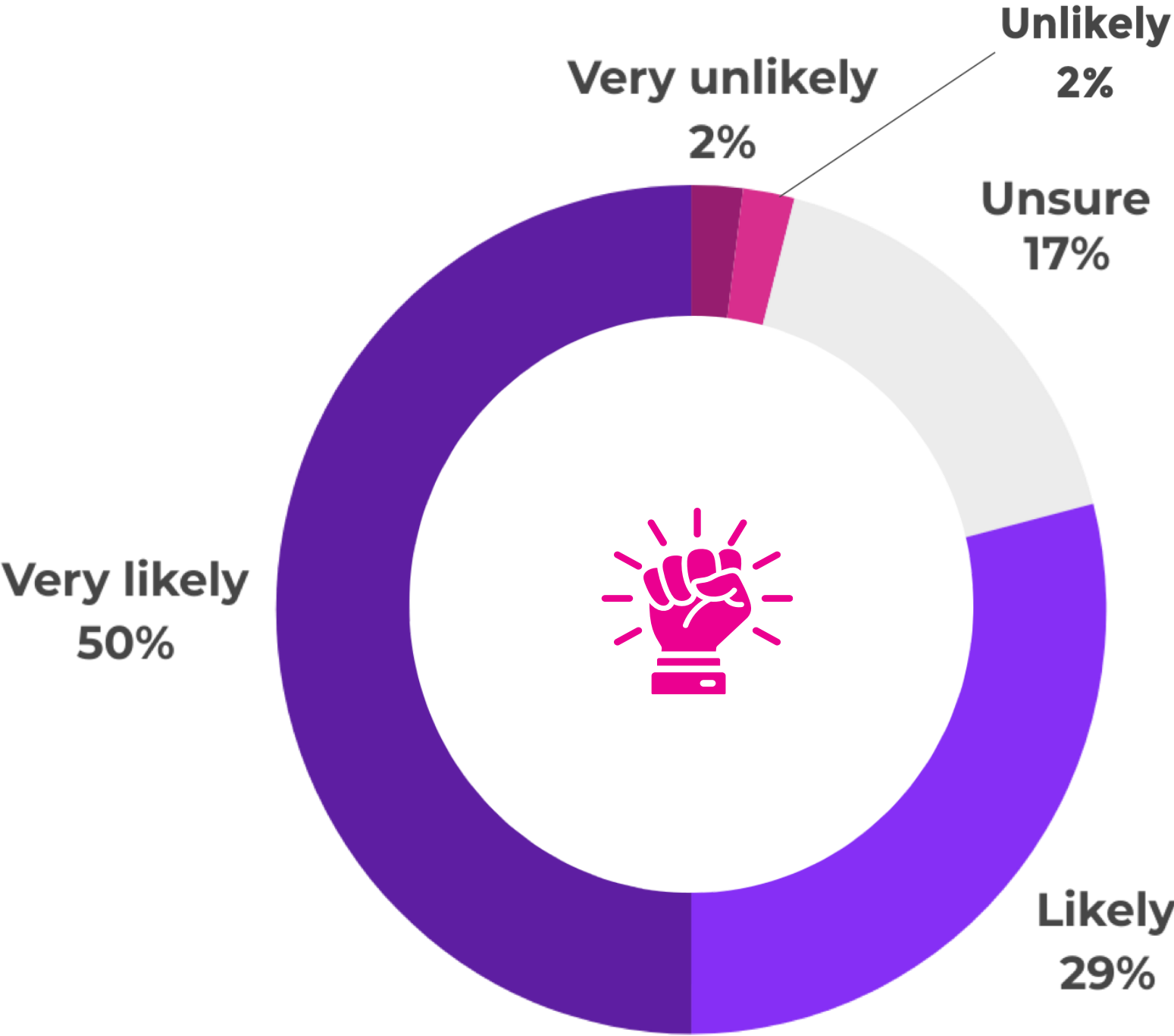


*Total % > 100 - Respondents may submit multiple proposals



THE VAST MAJORITY OF HEALTHCARE INDUSTRY FREELANCE EXPERTS ARE “LIKELY TO CONTINUE FREELANCING” OVER THE NEXT 5 YEARS

n = 423



“MAIN ACTIVITIES” ACHIEVED BY SURVEYED HEALTHCARE INDUSTRY “FREELANCE EXPERTS”

n = 408

Clinical Project Management

Health Economics Modeling and Health Technology Assessment (HTA)

Regulatory Submissions and Strategy

Preclinical and Clinical Development Support

Medical Affairs Strategy Consulting

Change Management

Literature Review and Evidence Synthesis

Clinical Trial Monitoring and Study Start-up

Product Launch Preparedness and Brand Communication

Forecasting, Revenue Modeling, and Sales Strategy

Market Access and HEOR Strategy

Quality Management System (QMS)

Competitor Landscape Assessment and Market Research

Troubleshooting and Remediation Projects

Training, Mentorship, and Coaching (Medical, GCP, Leadership)

Medical Writing (protocols, reports, manuscripts, promotional materials)

Design, Implementation, and Management

Auditing (Quality, Compliance, Regulatory)

Vendor and Site Oversight

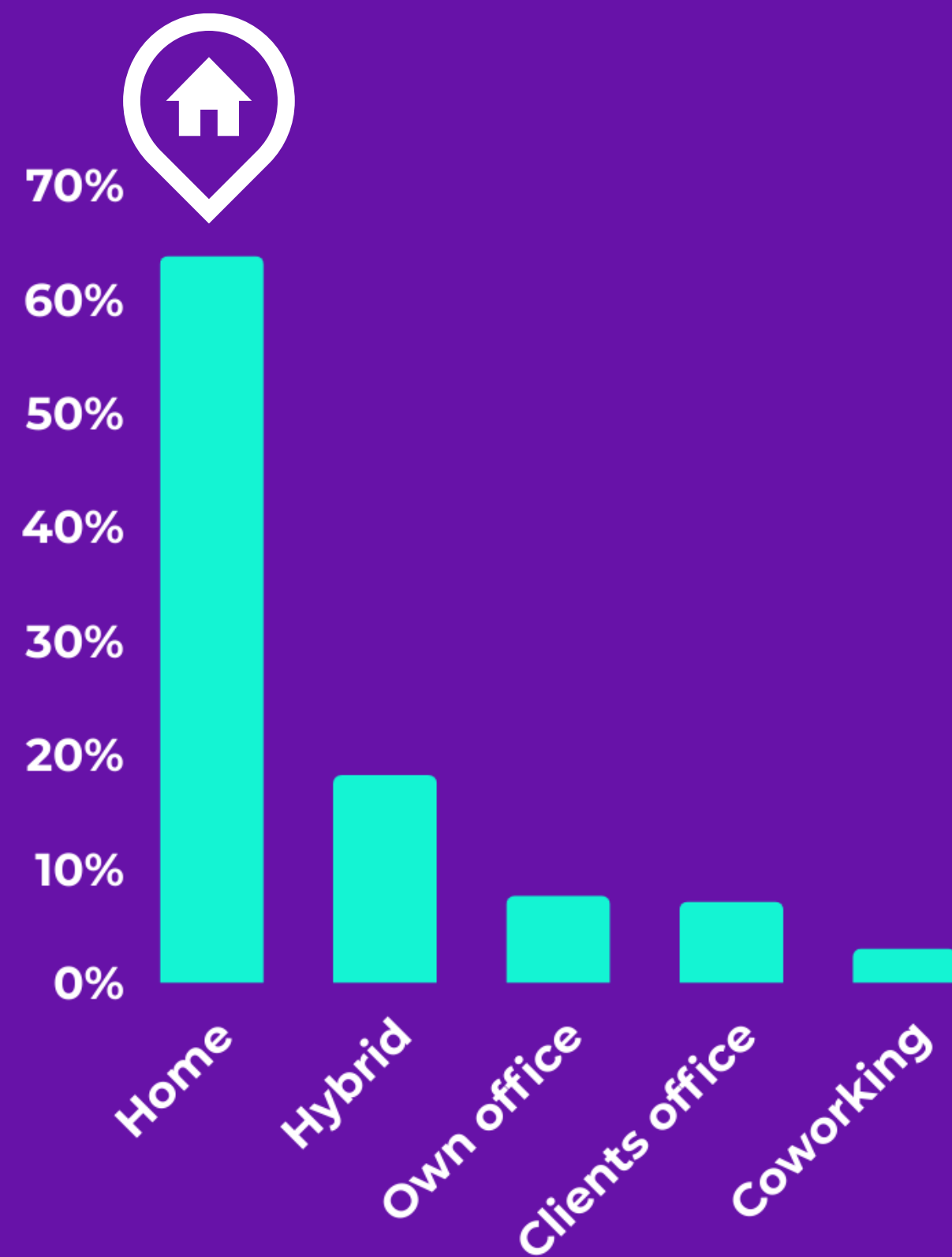
Pharmacovigilance (Data Management, Signal Detection, Consulting)

**Open question asked to respondents*



HEALTHCARE INDUSTRY FREELANCE EXPERTS “PRIMARYLY WORK FROM HOME”

n = 401

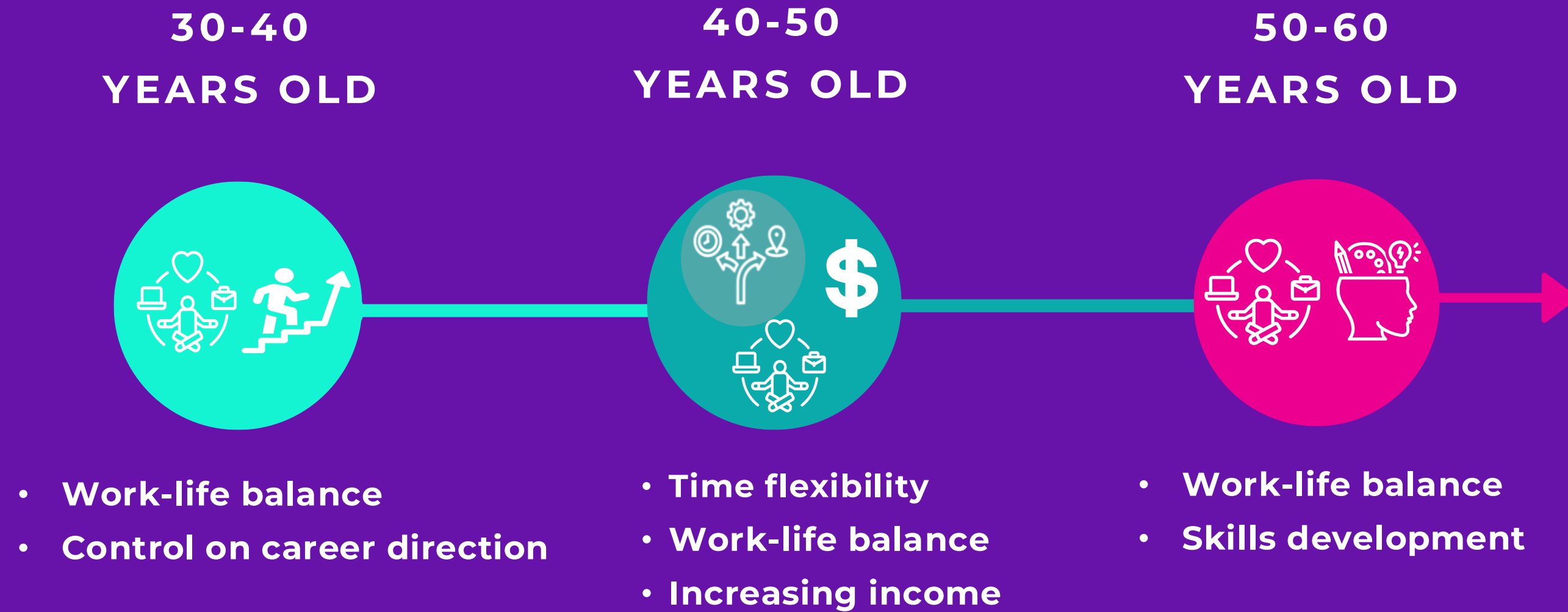


5.3. FREELANCE EXPERTS / Multivariate Analysis



“CONTROL ON CAREER DIRECTION” IS A SIGNIFICANT REASON WHY 30-40 WANT TO START FREELANCING

n = 406

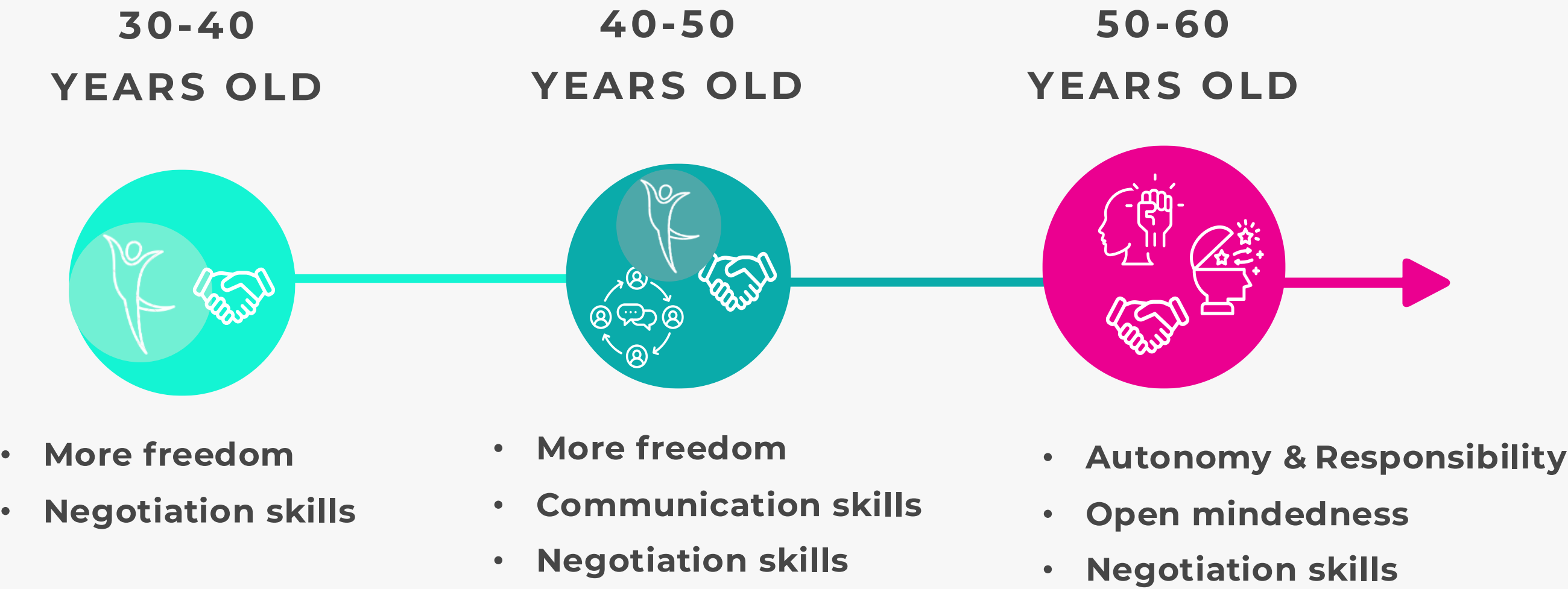


**Significant reasons across all ages : $p < 0.05$*



“NEGOTIATION SKILLS” IS WHAT “FREELANCER STATUS” BRING MORE VERSUS “EMPLOYEE STATUS” ACCORDING TO HEALTHCARE INDUSTRY FREELANCE EXPERTS BETWEEN 30 AND 60

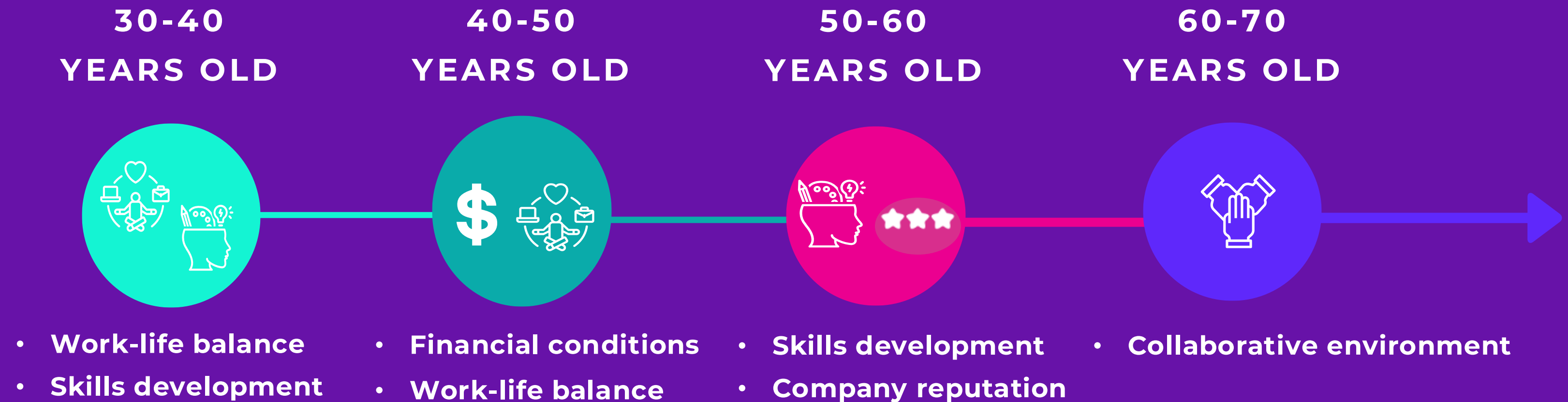
$n = 406$



**Significant advantages across all ages : $p < 0.05$*

“WORK-LIFE BALANCE” IS A SIGNIFICANT ASPECT FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS UNDER 50 YEARS OLD WHEN CHOOSING PROJECTS

n = 406

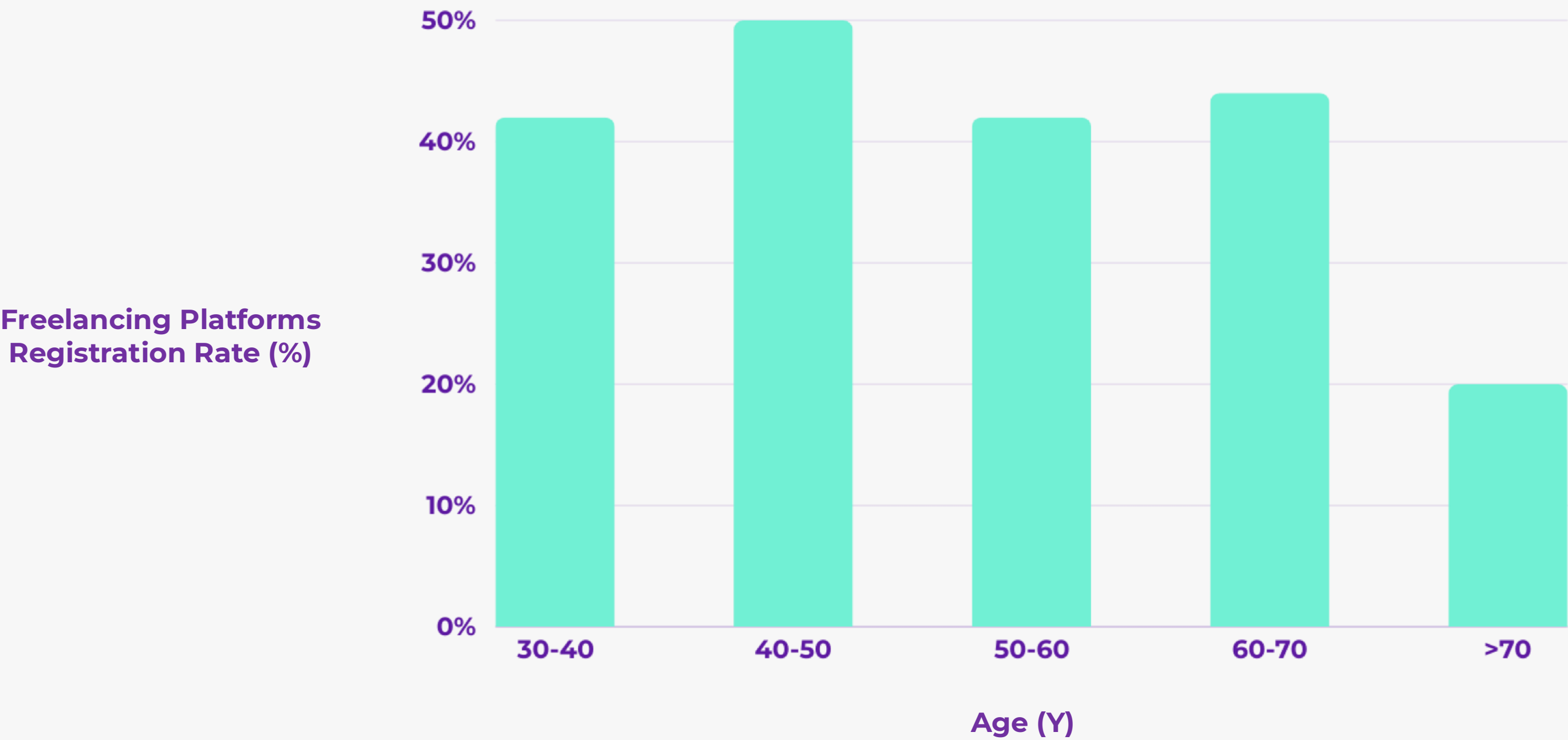


**Significant aspect across all ages : $p < 0.05$*



"REGISTRATION RATE" ON FREELANCING PLATFORMS IS "MORE OR LESS THE SAME" AMONG HEALTHCARE INDUSTRY FREELANCE EXPERTS "WHATEVER THE AGE"

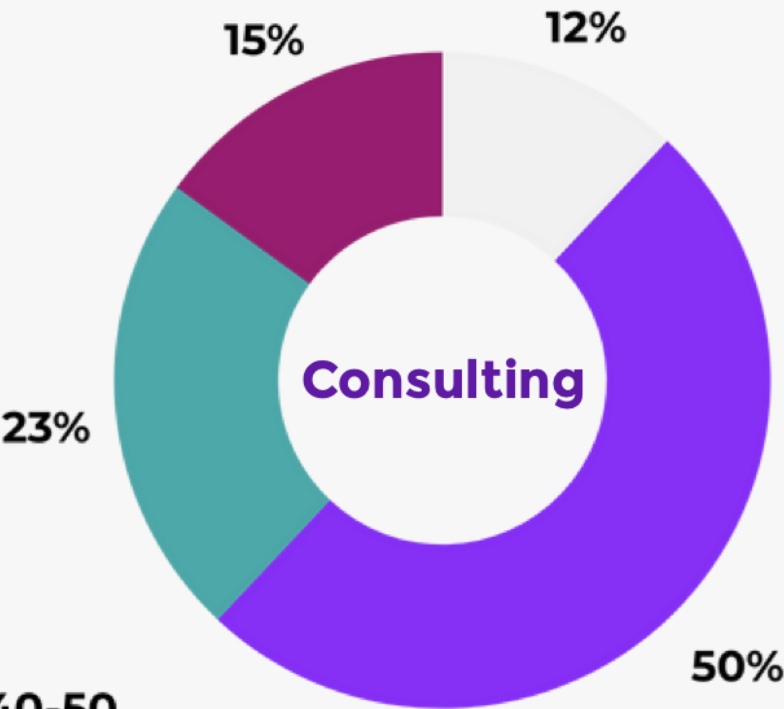
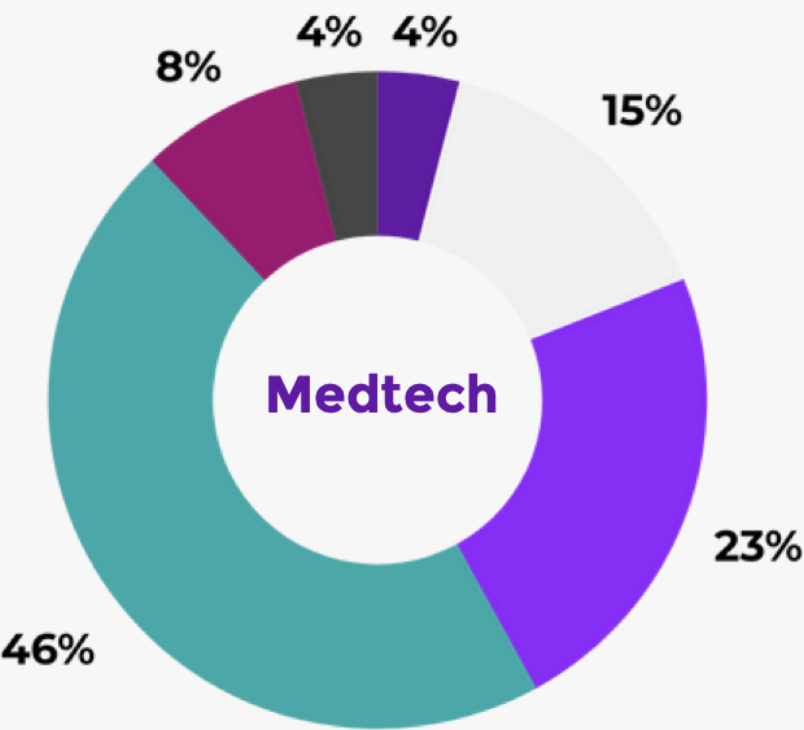
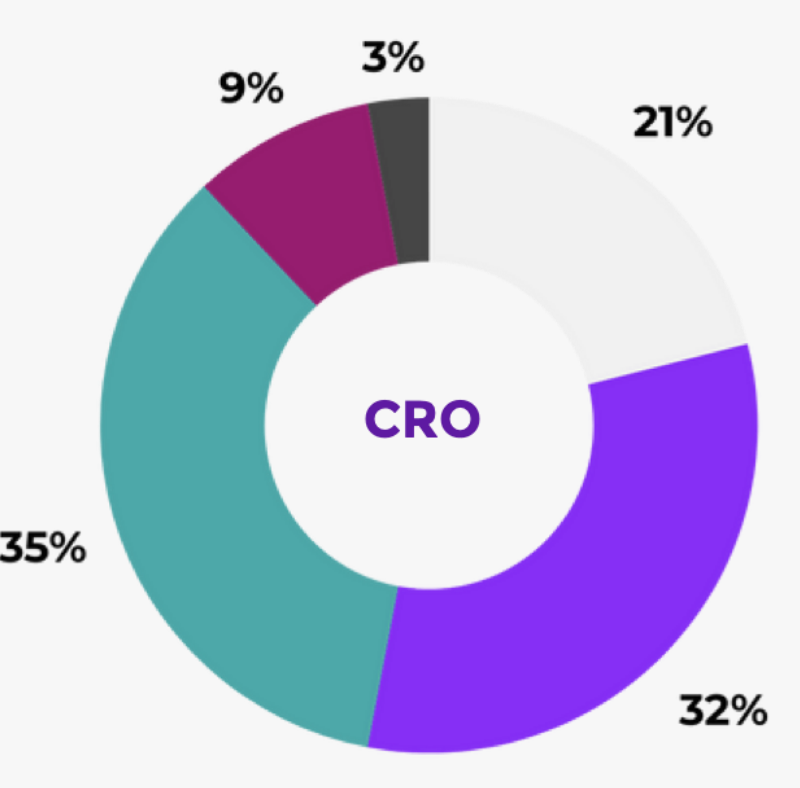
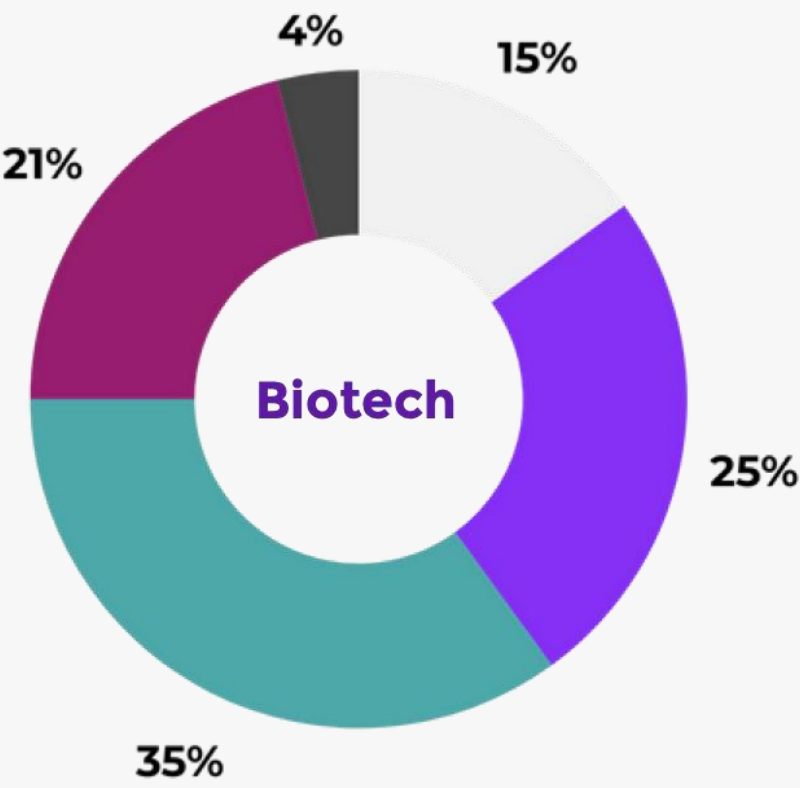
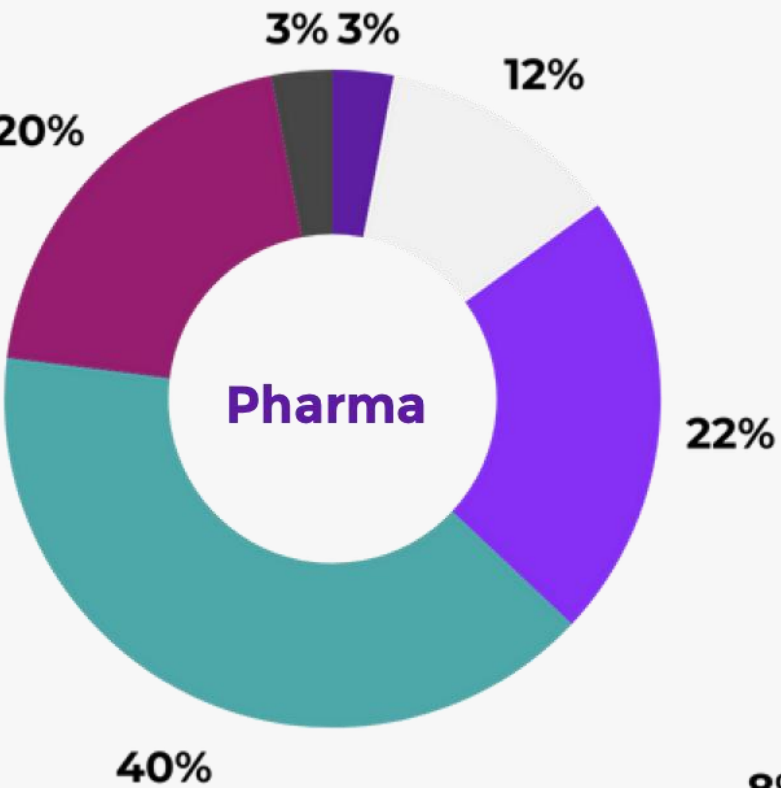
$n = 398$



* $n > 2,5\%$ of total n for each age group

HEALTHCARE INDUSTRY FREELANCE EXPERTS 30-40 MAINLY WORK FOR “CRO”,
40-50 FOR “CONSULTING”, 50-60 FOR “MEDTECH” AND 60-70 FOR “BIOTECH”

n = 406



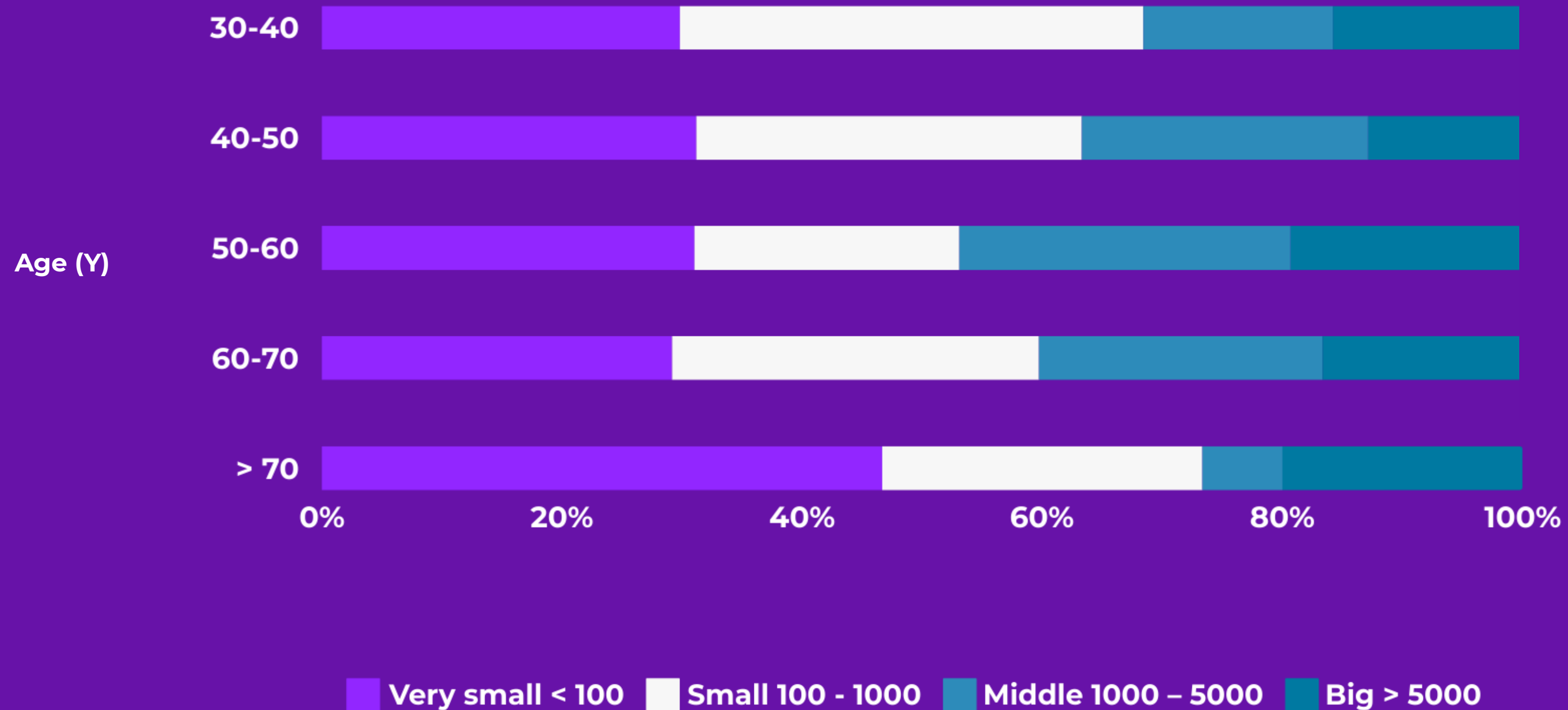
- Others (n<2,5%) :
- e-Health
 - University
 - Hospital
 - Association
 - Animal Health
 - Chemical
 - Cosmetic
 - Investor
 - Public Institution
 - Incubator / Accelerator

20-30 30-40 40-50
50-60 60-70 > 70

*n>2,5% of total n for each company type

WHATEVER THE AGE, FREELANCE EXPERTS MAINLY WORK WITHIN “SMALLER HEALTHCARE COMPANIES (<1000)”

n = 398

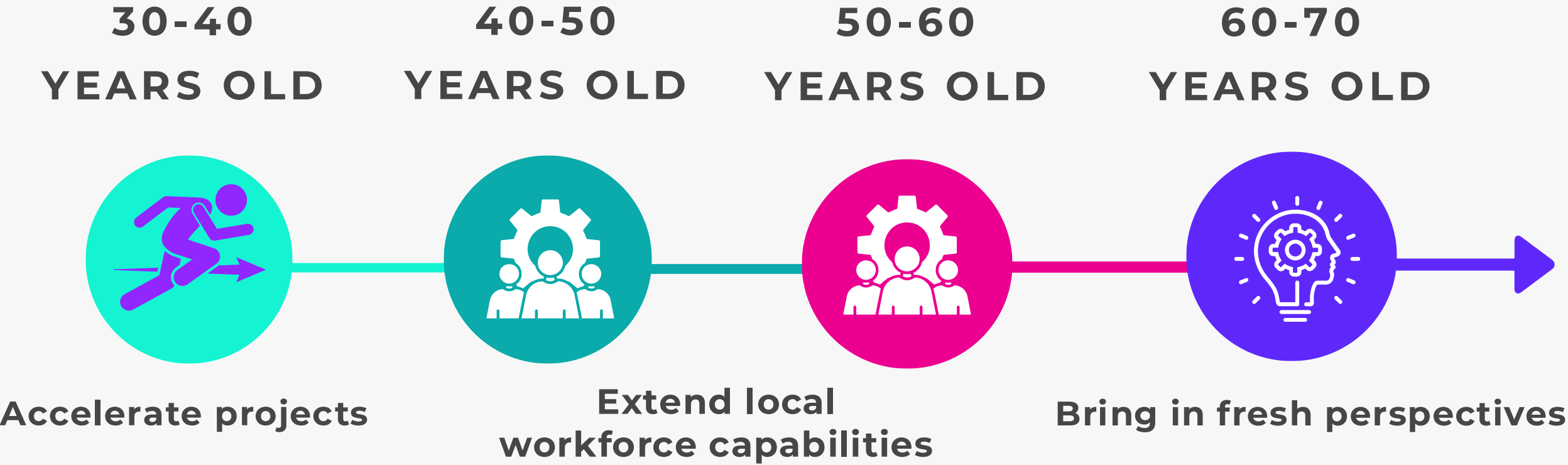


**n>2,5% of total n for each age group*



“TOP REASONS WHY” HEALTHCARE INDUSTRY COMPANIES “HIRE FREELANCE EXPERTS” (ACCORDING TO FREELANCE EXPERTS, BY AGE GROUP)

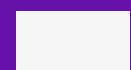
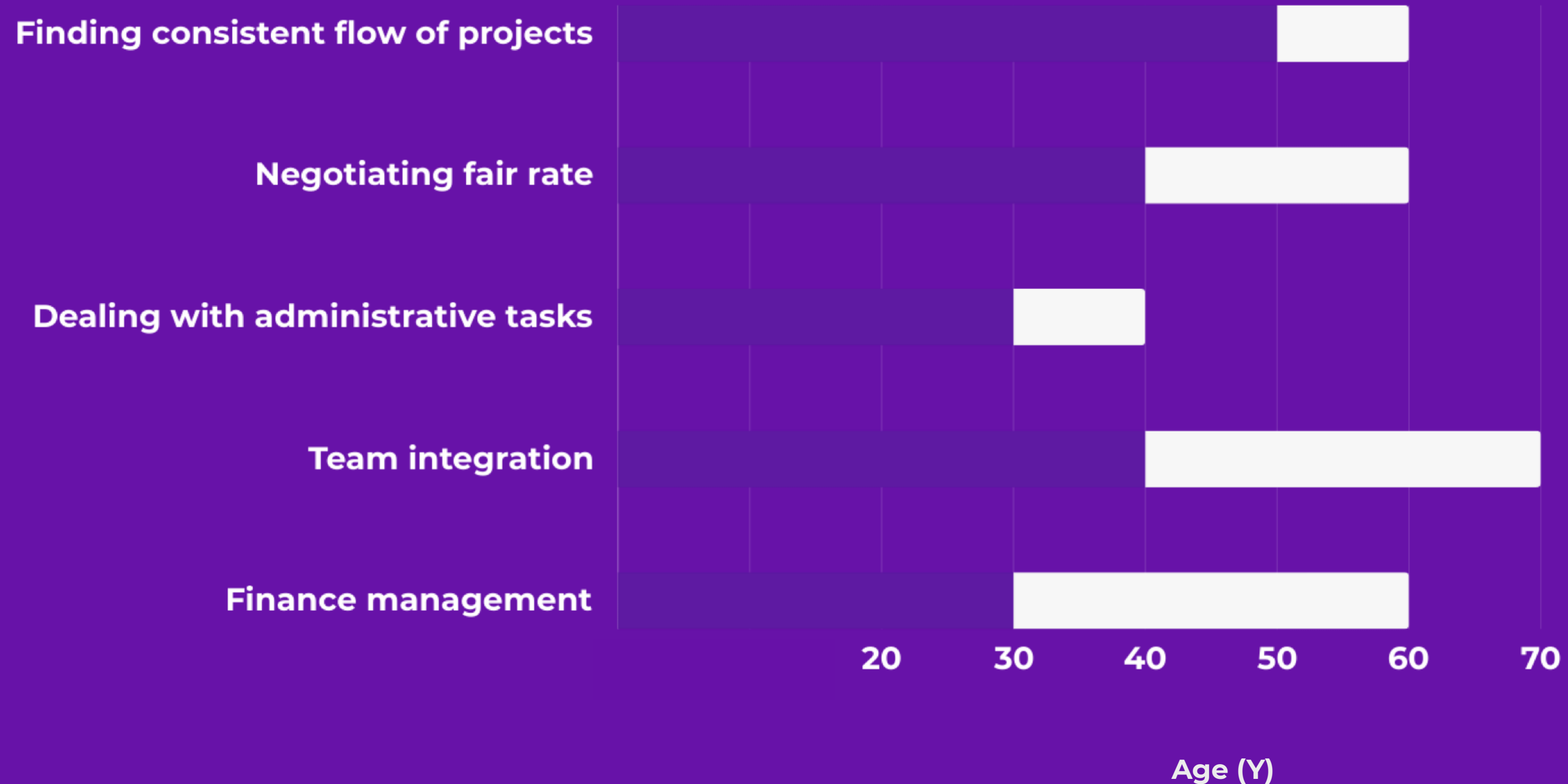
n = 406



**Significant reasons across all ages : $p < 0.05$*

“MAIN CHALLENGES” FACED BY HEALTHCARE INDUSTRY FREELANCE EXPERTS, ACROSS ALL AGE GROUPS

n = 406

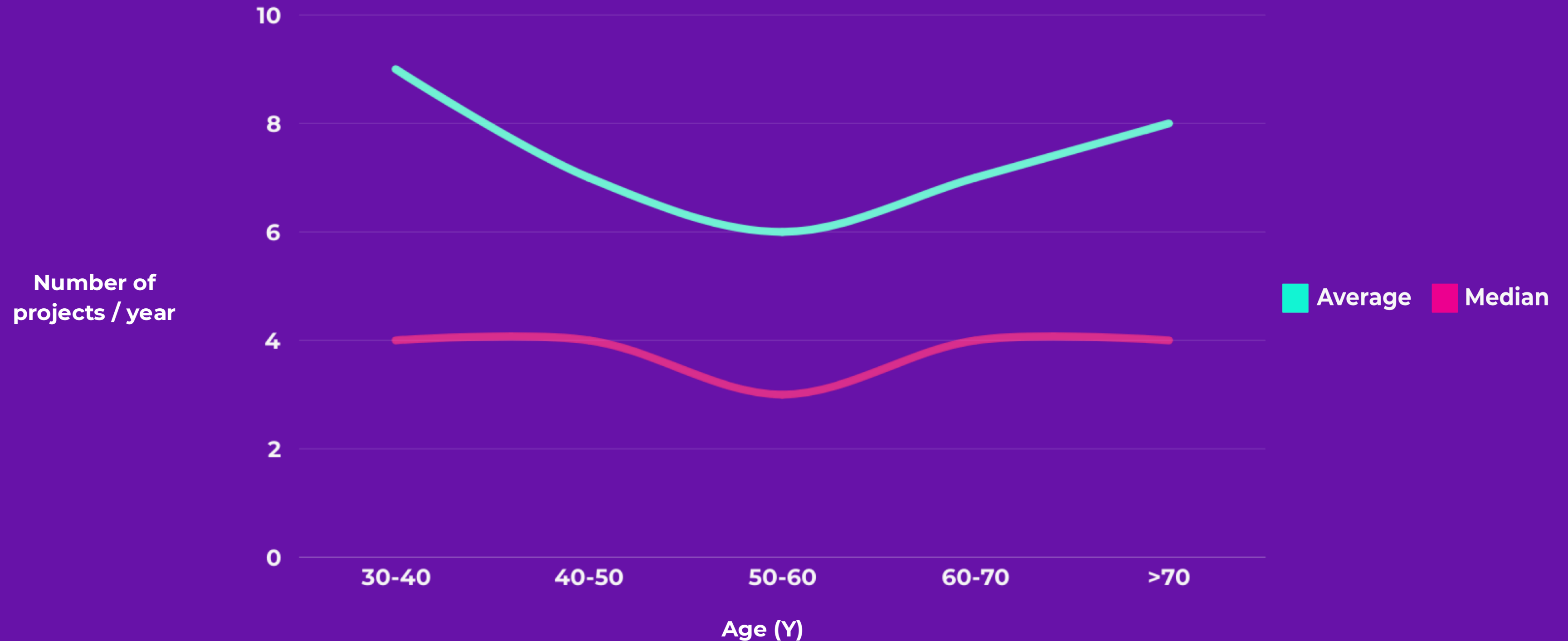


Statistically significant for this age range ($p < 0.05$)



WHATEVER THE AGE, HEALTHCARE INDUSTRY FREELANCE EXPERTS COMPLETE “MORE OR LESS THE SAME NUMBER OF PROJECTS PER YEAR”

n = 392

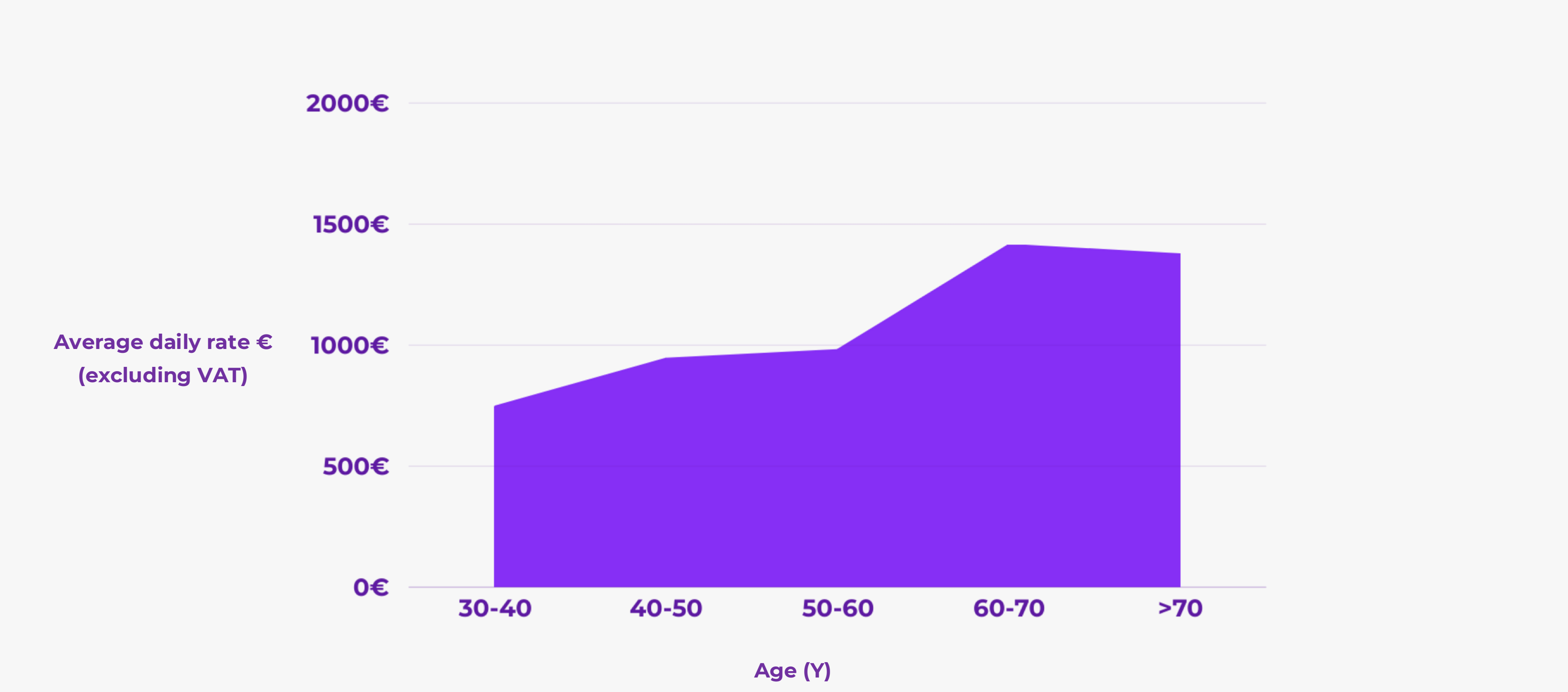


**n>2,5% of total n for each age group*



THE “AVERAGE DAILY RATE” OF HEALTHCARE INDUSTRY FREELANCE EXPERTS INCREASES WITH EXPERIENCE, “PEAKING FOR THOSE AGED 60 AND OVER”

n = 306

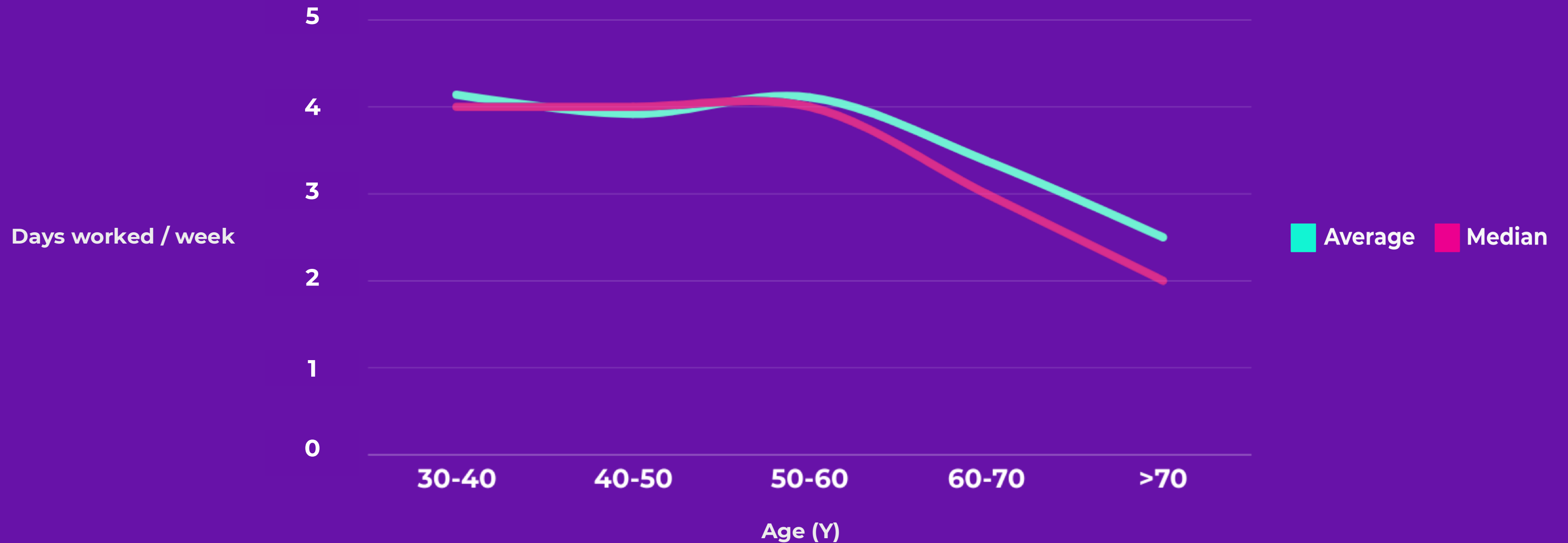


**n>2,5% of total n for each age group*



HEALTHCARE INDUSTRY FREELANCE EXPERTS “WORK LESS” AT THE “END OF THEIR CAREER”

n = 398

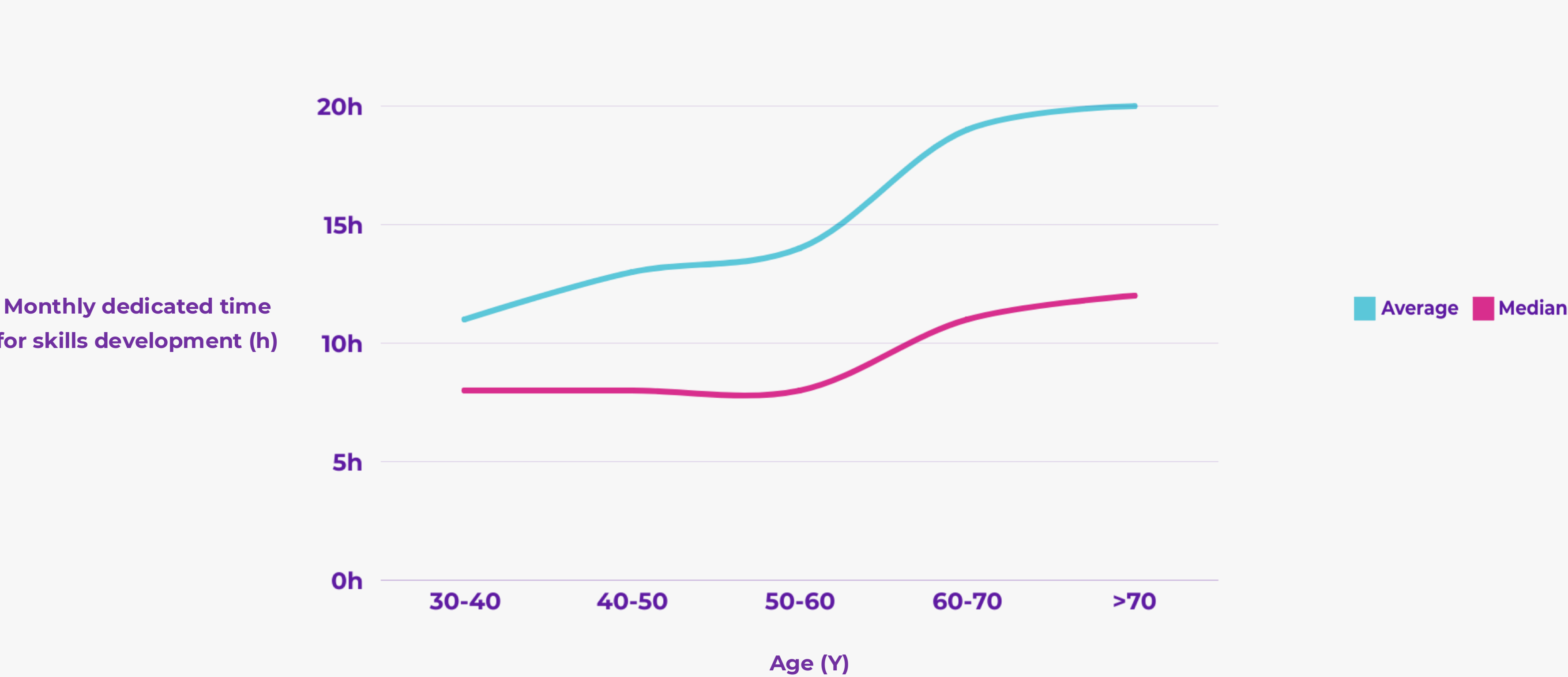


**n>2,5% of total n for each age group*



HEALTHCARE INDUSTRY FREELANCE EXPERTS ARE INVESTING MORE IN “TRAINING AND DEVELOPMENT” AS THEY “PROGRESS IN THEIR CAREERS”

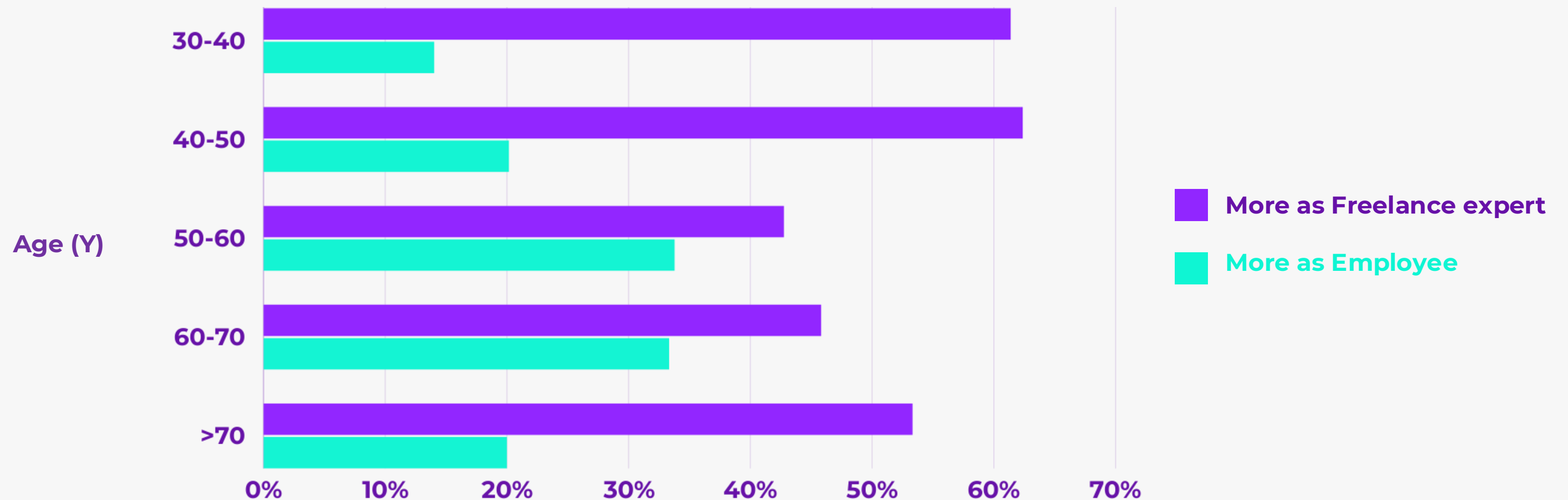
n = 398



**n>2,5% of total n for each age group*

WHATEVER THE AGE, HEALTHCARE INDUSTRY FREELANCE EXPERTS DECLARE “EARNING MORE AS FREELANCERS THAN AS EMPLOYEES”

n = 398



**n>2,5% of total n for each age group*

***For each age group, remaining missing % is for the modality: “The same”*

"MEDICAL WRITING PROJECTS" ARE THE "EASIEST TO GET" IN THE HEALTHCARE INDUSTRY (ACCORDING TO FREELANCE EXPERTS)

n = 380

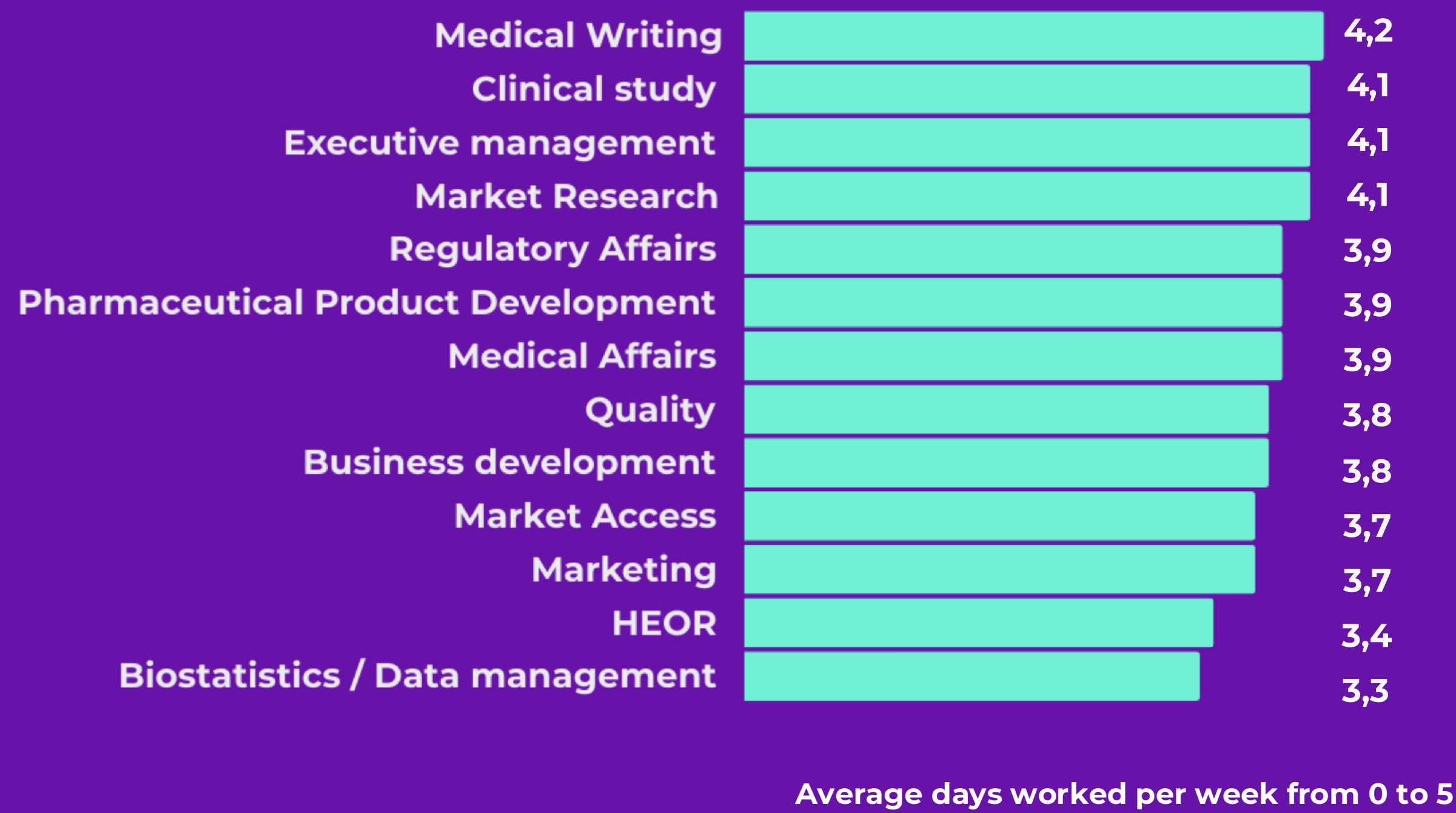


- Others (*n*<2,5%) :
- Bioinformatic / Robotics / Screening
 - Biology
 - Communication / External Relations / Public Affairs
 - Digital / IT / UX & UI Design
 - Epidemiology
 - Finance
 - Human Resource
 - Lean Management
 - Medical Advisors
 - Other Support Functions
 - Pharmacovigilance
 - Pre-Clinical Research
 - Production / Logistics
 - Real-World Evidence
 - Sales / Commercial / BU / Medical visits / Promotion
 - Start-Up and Innovation
 - Translation

**n>2,5% of total n for each field of expertise*

HEALTHCARE INDUSTRY FREELANCE EXPERTS IN “MEDICAL WRITING” HAVE THE “HIGHEST AVERAGE NUMBER OF DAYS WORKED PER WEEK”

n = 380

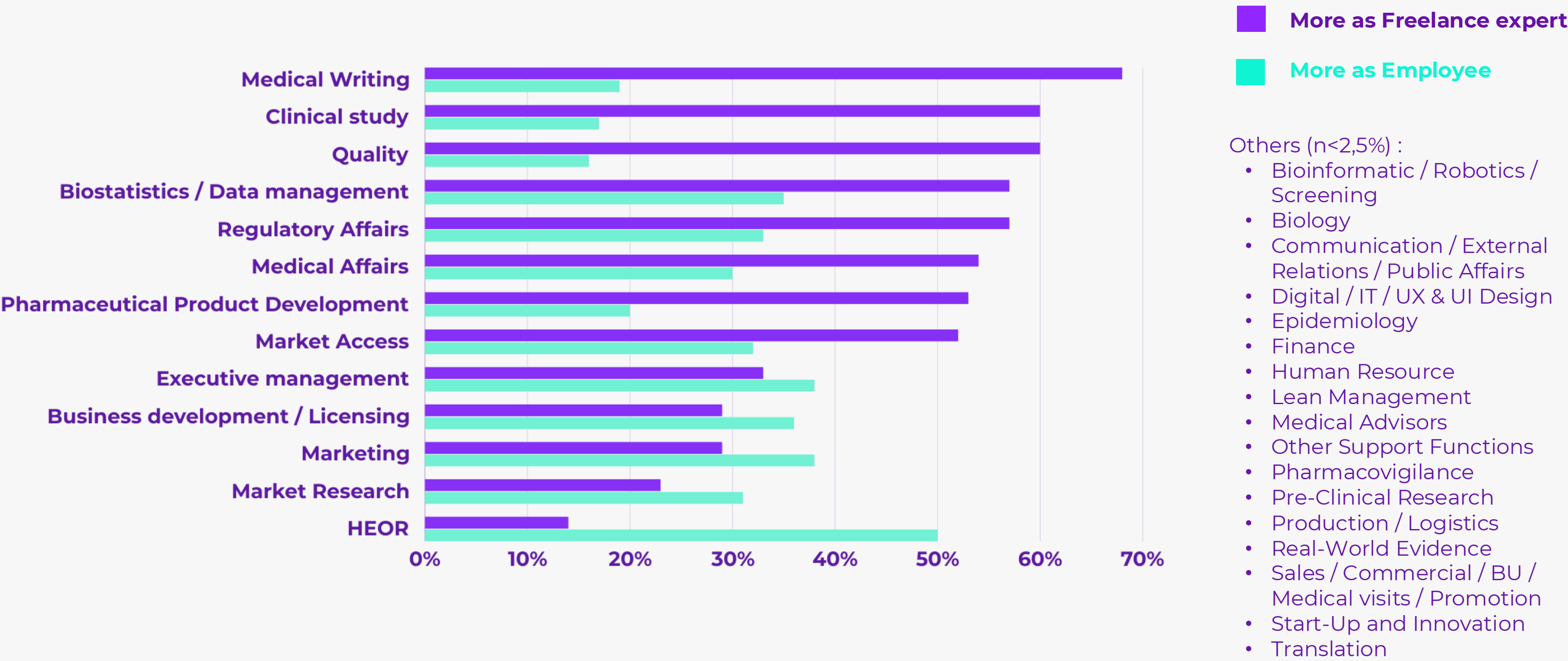


- Others (*n*<2,5%) :
- Bioinformatic / Robotics / Screening
 - Biology
 - Communication / External Relations / Public Affairs
 - Digital / IT / UX & UI Design
 - Epidemiology
 - Finance
 - Human Resource
 - Lean Management
 - Medical Advisors
 - Other Support Functions
 - Pharmacovigilance
 - Pre-Clinical Research
 - Production / Logistics
 - Real-World Evidence
 - Sales / Commercial / BU / Medical visits / Promotion
 - Start-Up and Innovation
 - Translation

**n>2.5% of total n for each field of expertise*

HEALTHCARE INDUSTRY FREELANCE EXPERTS DECLARE “EARNING MORE AS FREELANCERS” THAN AS EMPLOYEES ACROSS MOST FIELDS OF EXPERTISE

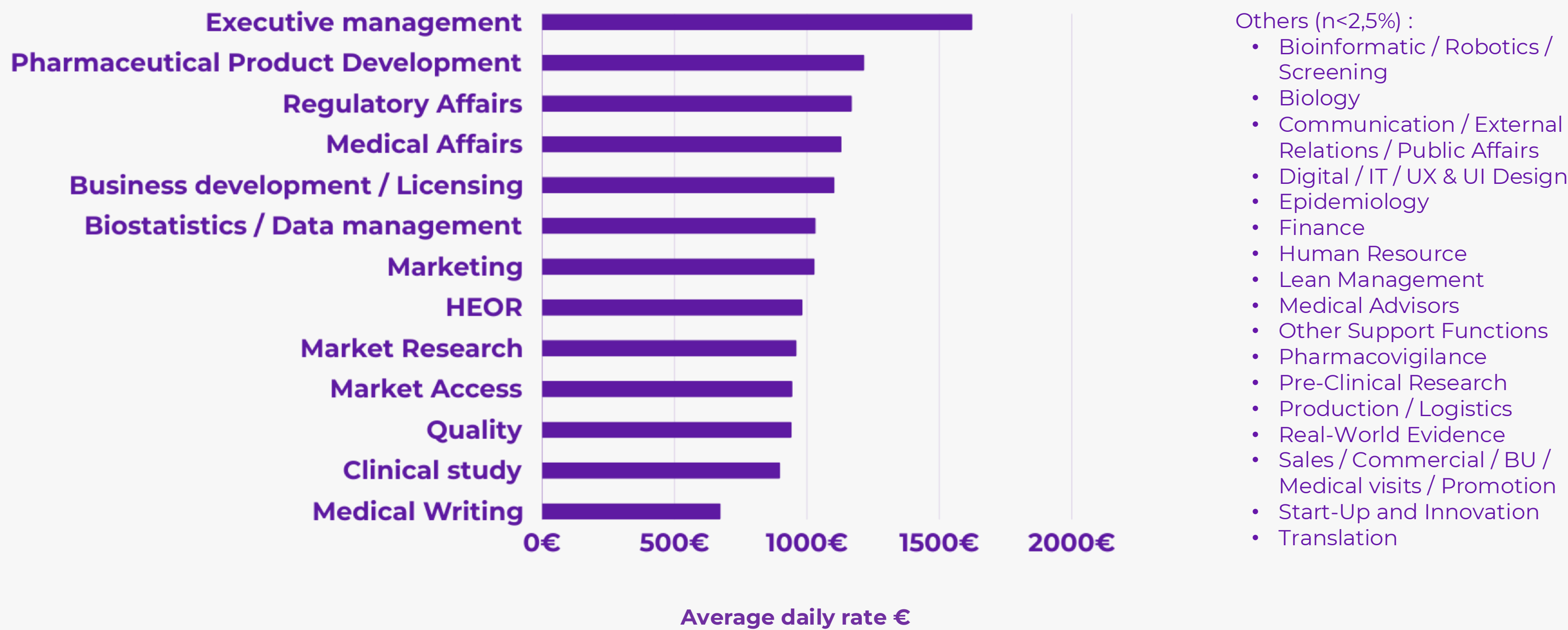
n = 380



**n>2.5% of total n for each field of expertise*
***For each field of expertise group, remaining missing % is for modality : "The same"*

HEALTHCARE INDUSTRY FREELANCE EXPERTS IN “EXECUTIVE MANAGEMENT” HAVE THE “HIGHEST AVERAGE DAILY RATE”

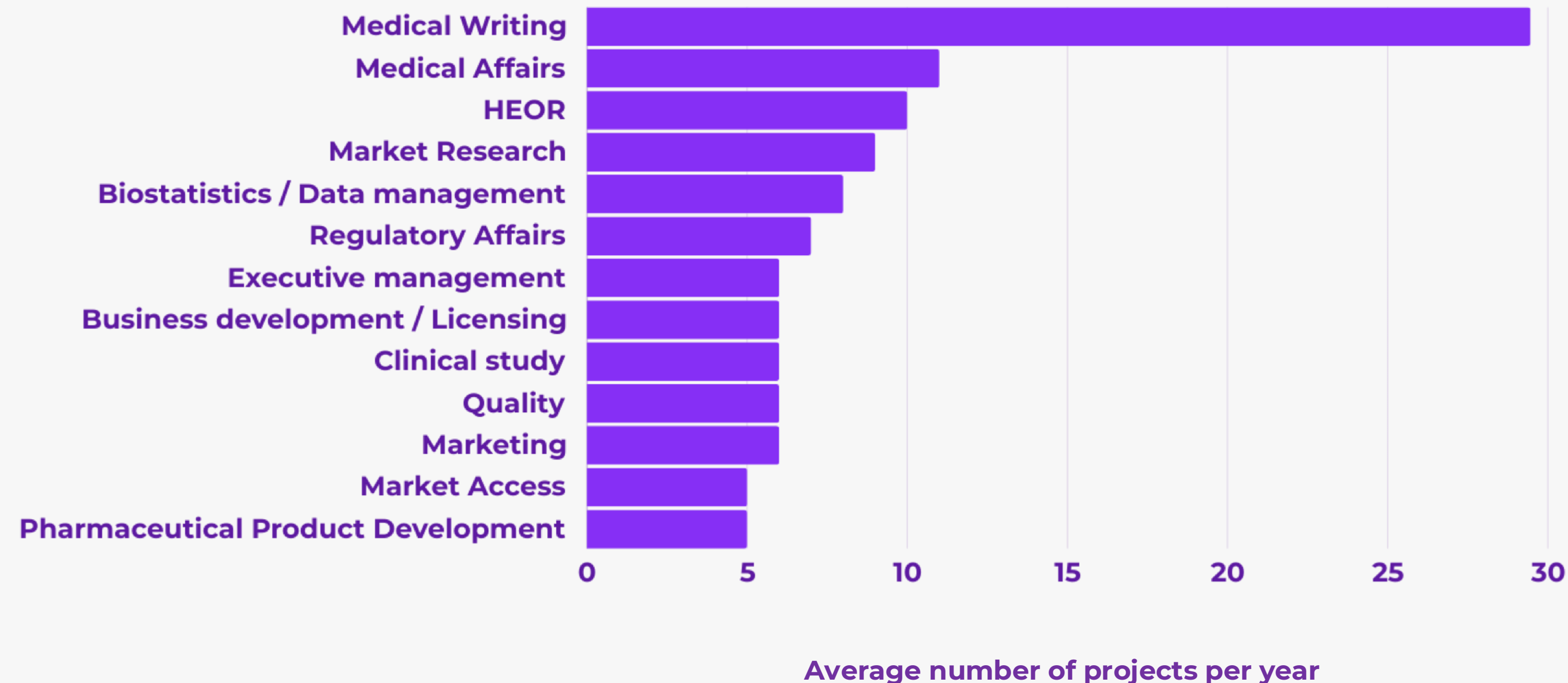
n = 288



**n>2,5% of total n for each field of expertise*

“MEDICAL WRITING” HEALTHCARE INDUSTRY FREELANCE EXPERTS ARE THE ONE ACHIEVING THE “HIGHEST NUMBER OF PROJECTS PER YEAR”

$n = 374$



Others ($n < 2,5\%$) :

- Bioinformatic / Robotics / Screening
- Biology
- Communication / External Relations / Public Affairs
- Digital / IT / UX & UI Design
- Epidemiology
- Finance
- Human Resource
- Lean Management
- Medical Advisors
- Other Support Functions
- Pharmacovigilance
- Pre-Clinical Research
- Production / Logistics
- Real-World Evidence
- Sales / Commercial / BU / Medical visits / Promotion
- Start-Up and Innovation
- Translation

* $n > 2,5\%$ of total n for each field of expertise



AMONG ALL EXPERTISE, “TIME FLEXIBILTY” IS THE MAIN REASON WHY HEALTHCARE INDUSTRY PROFESSIONALS “STARTED FREELANCING”

n = 380

FIELD OF EXPERTISE	TOP REASON TO START FREELANCING
Business development / Licensing	To start own business
Biostatistics / Data Management	Time flexibility / Project choice
Clinical study	Time flexibility
Executive management	To start own business
HEOR	Location flexibility / Project choice
Marketing	Project choice
Market Access	Location flexibility / Time flexibility
Medical Writing	Location flexibility / Time flexibility / Project Choice
Market Research	Time flexibility
Medical Affairs	Time flexibility
Pharmaceutical Product Development	Location flexibility
Quality	Time flexibility
Regulatory Affairs	Location flexibility / Project choice

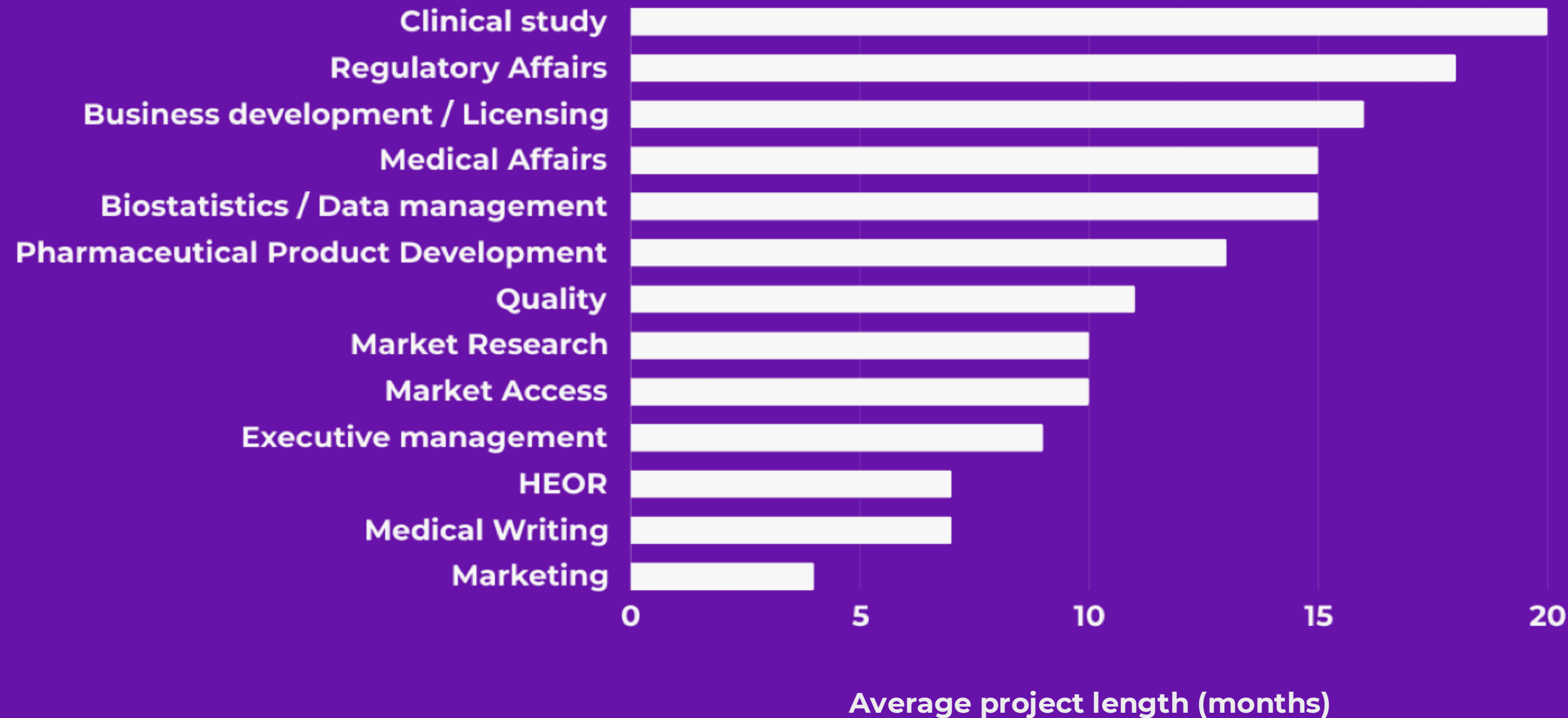


**n>2.5% of total n for each field of expertise*
*** Top 1 modality / modalities per field of expertise*



PROJECTS IN “CLINICAL RESEARCH” ARE THE LONGEST ONES ACCORDING TO SURVEYED HEALTHCARE INDUSTRY FREELANCE EXPERTS

n = 380



Others (n<2,5%) :

- Bioinformatic / Robotics / Screening
- Biology
- Communication / External Relations / Public Affairs
- Digital / IT / UX & UI Design
- Epidemiology
- Finance
- Human Resource
- Lean Management
- Medical Advisors
- Other Support Functions
- Pharmacovigilance
- Pre-Clinical Research
- Production / Logistics
- Real-World Evidence
- Sales / Commercial / BU / Medical visits / Promotion
- Start-Up and Innovation
- Translation

**n>2,5% of total n for each field of expertise*



HEALTHCARE INDUSTRY FREELANCE EXPERTS WITH “TOP MANAGEMENT” FUNCTIONS ARE THE “MOST EXPERIENCED”

n = 370



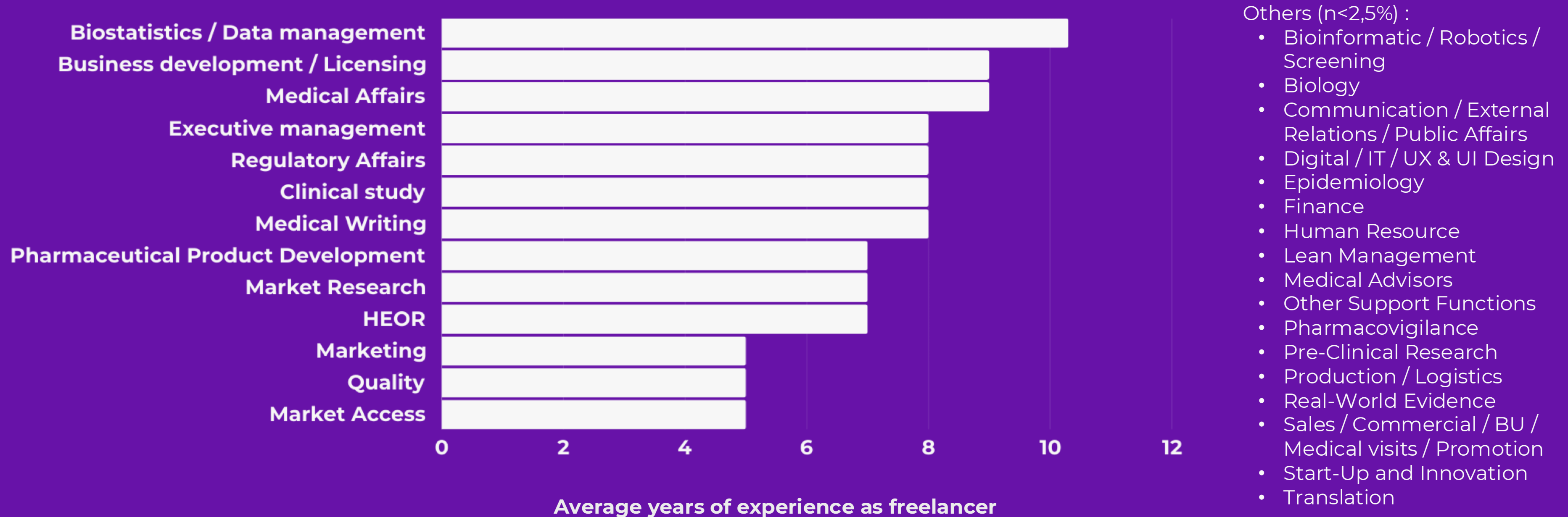
- Others (n<2,5%) :
- Bioinformatic / Robotics / Screening
 - Biology
 - Communication / External Relations / Public Affairs
 - Digital / IT / UX & UI Design
 - Epidemiology
 - Finance
 - Human Resource
 - Lean Management
 - Medical Advisors
 - Other Support Functions
 - Pharmacovigilance
 - Pre-Clinical Research
 - Production / Logistics
 - Real-World Evidence
 - Sales / Commercial / BU / Medical visits / Promotion
 - Start-Up and Innovation
 - Translation

**n>2.5% of total n for each field of expertise*



FREELANCE EXPERTS IN “BIOSTATISTICS / DATA MANAGEMENT” ARE THE “PIONEERS OF FREELANCING” IN THE HEALTHCARE INDUSTRY

n = 369



**n>2.5% of total n for each field of expertise*

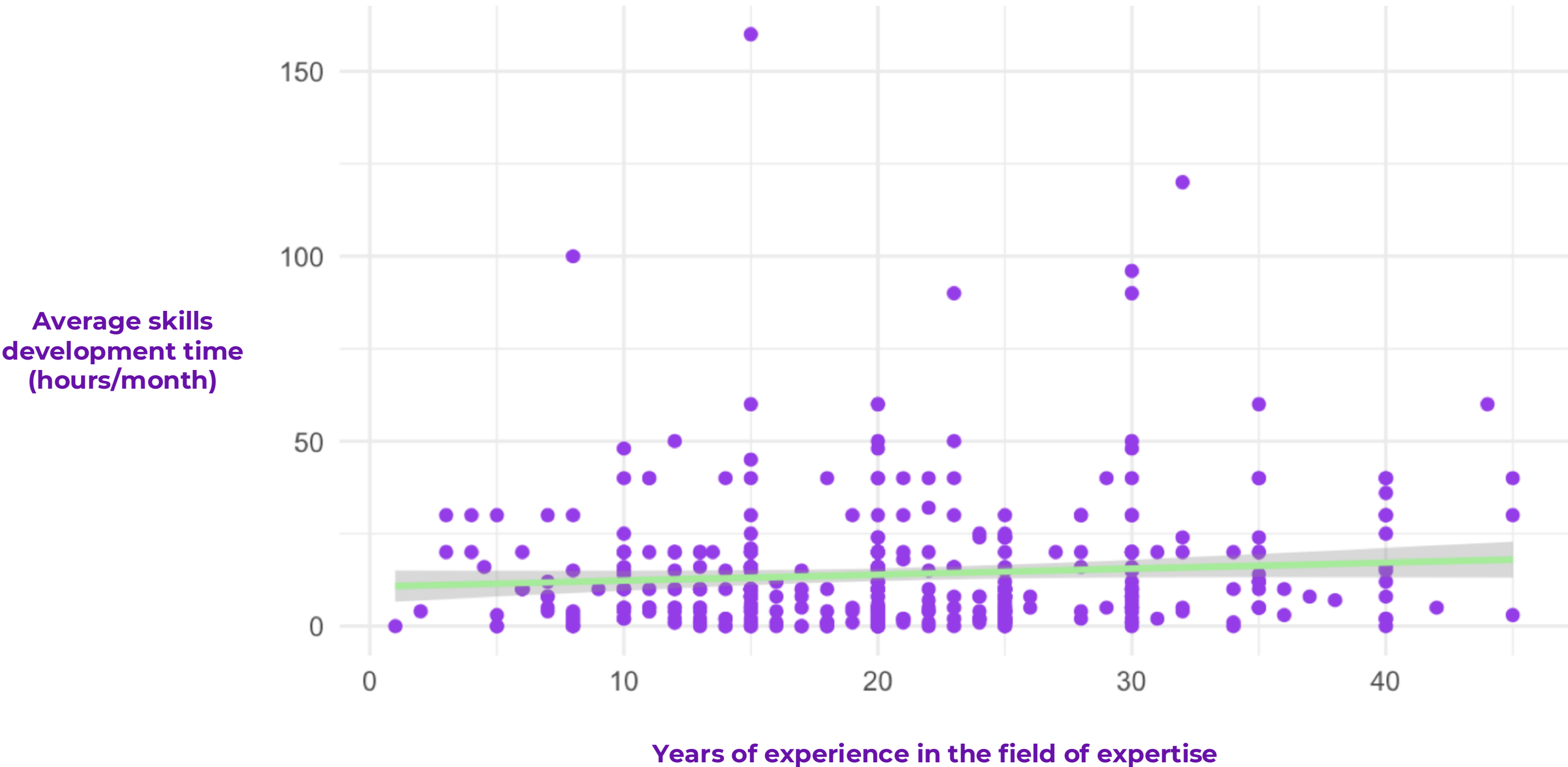
“LESS EXPERIENCED” HEALTHCARE INDUSTRY FREELANCE EXPERTS “INVEST MORE TIME IN BUSINESS DEVELOPMENT” THAN THE MORE EXPERIENCED ONES

$n = 406$



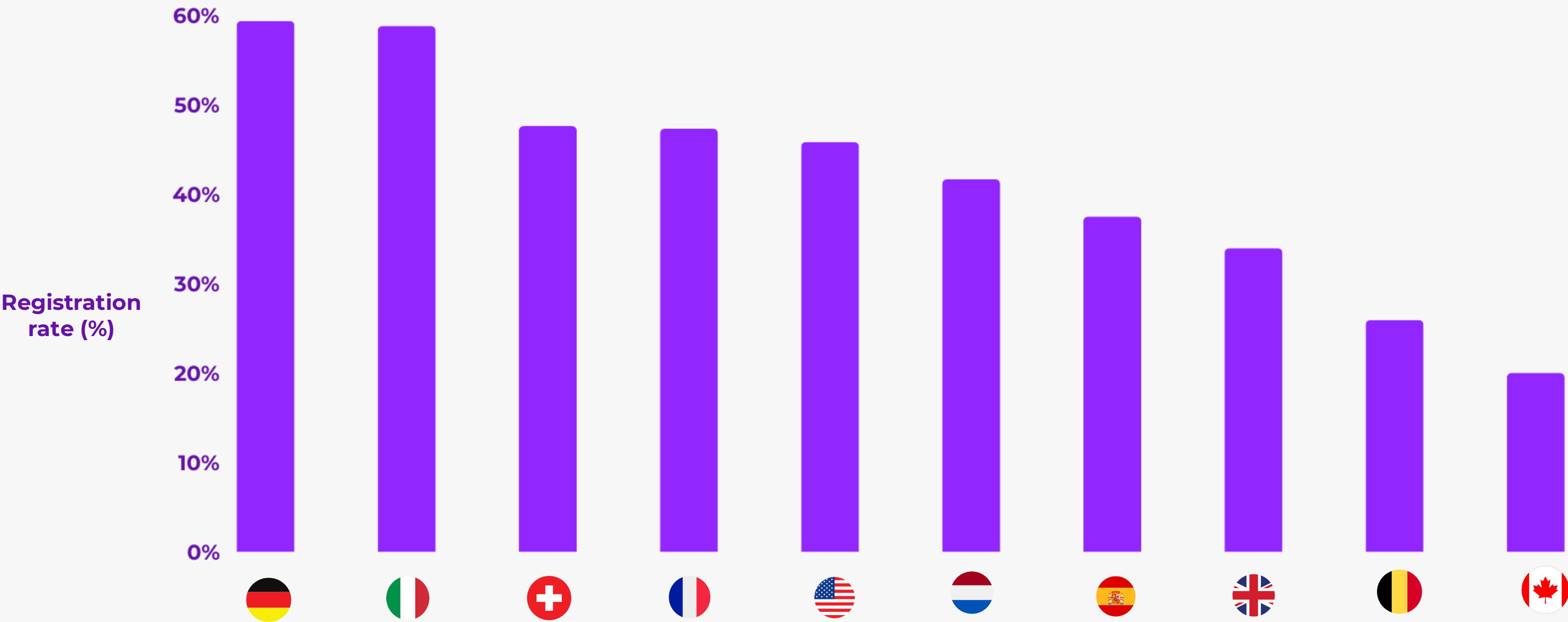
“WHATEVER THEIR SENIORITY”, HEALTHCARE INDUSTRY FREELANCE EXPERTS INVEST “MORE OR LESS THE SAME TIME FOR THEIR SKILLS DEVELOPMENT”

$n = 406$



“GERMANS AND ITALIANS” HEALTHCARE INDUSTRY FREELANCE EXPERTS ARE THE “MOST ACTIVE ON FREELANCING PLATFORMS”

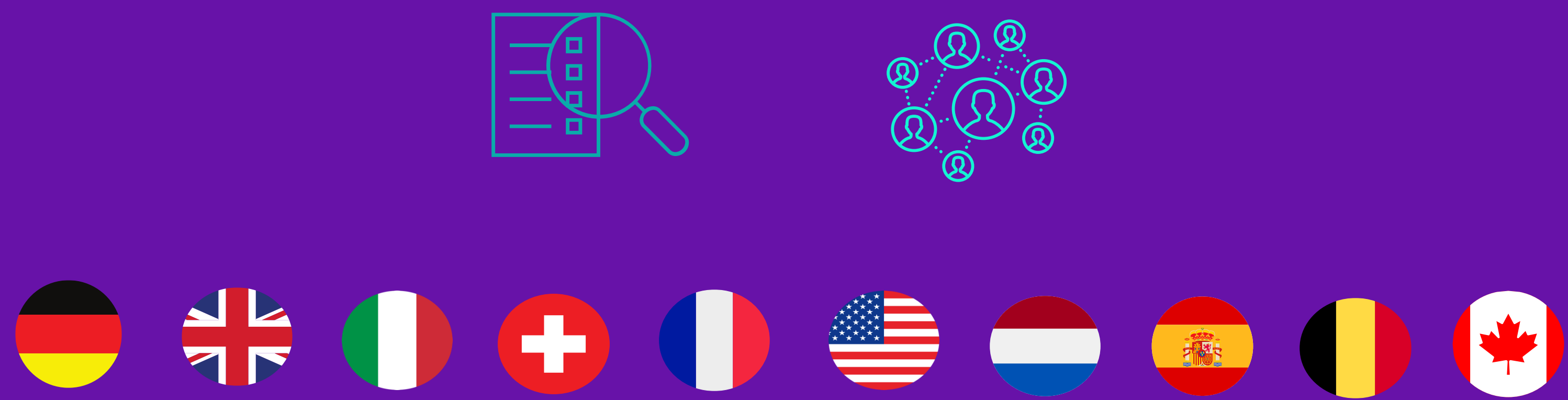
n = 404



**n>2.5% of total n for each country (total analysis based on 43 countries)*

“PROFESSIONAL NETWORK” REMAINS THE “MAIN WAY” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS ACROSS COUNTRIES “TO IDENTIFY NEW PROJECTS”

n = 404



- Others :
- Recruiting and staffing agencies
 - Social media
 - Direct contact from client
 - Individual headhunters
 - Personal network
 - Healthcare freelancing platforms
 - Directly prospecting the client
 - General freelancing platforms

*n>2.5% of total n for each country (total analysis based on 43 countries)
** Most represented modality per country has been selected

AMONG ALL COUNTRIES, “TIME FLEXIBILITY” IS THE MAIN REASON “WHY” HEALTHCARE INDUSTRY FREELANCE EXPERTS “STARTED FREELANCING”

n = 404



		Time flexibility	Project choice	Location flexibility
	France	X		
	UK	X		
	Germany	X		
	Belgium		X	
	USA	X	X	
	Switzerland	X		
	Spain	X		
	Italy		X	
	Netherlands	X		X
	Canada		X	X

*n>2.5% of total n for each country (total analysis based on 43 countries)

** Top 1 modality / modalities per country

“CANADA” AND “BELGIUM” ARE THE COUNTRIES WHERE HEALTHCARE INDUSTRY FREELANCE EXPERTS MOST OFTEN REPORT “FINDING PROJECTS WITH EASE”

n = 404

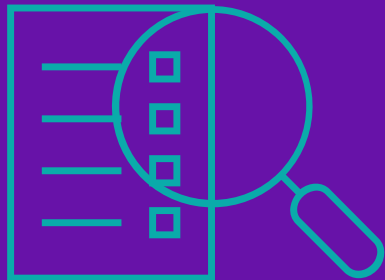
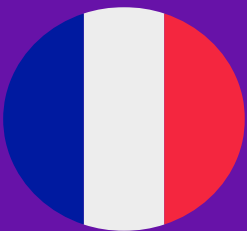
1st



2nd



3rd



4th



5th



6th



7th



8th



9th



10th



**n>2.5% of total n for each country (total analysis based on 43 countries)*

IN MOST LOCATIONS, "PROJECT FIT" AND "BUDGET FIT" ARE THE MAIN “CHALLENGES TO MATCH” WITH HEALTHCARE INDUSTRY “FREELANCE PROJECTS”

n = 404

COUNTRY		TOP CHALLENGE TO MATCH	
	France	Project adequacy	
	UK	Too much competition	
	Germany	Project adequacy	
	Belgium	Project adequacy / Budget adequacy	 
	USA	Budget adequacy	
	Switzerland	Project adequacy	
	Spain	Project adequacy / Budget adequacy	 
	Italy	Budget adequacy / Administrative steps	
	Netherlands	Project adequacy	
	Canada	Budget adequacy	

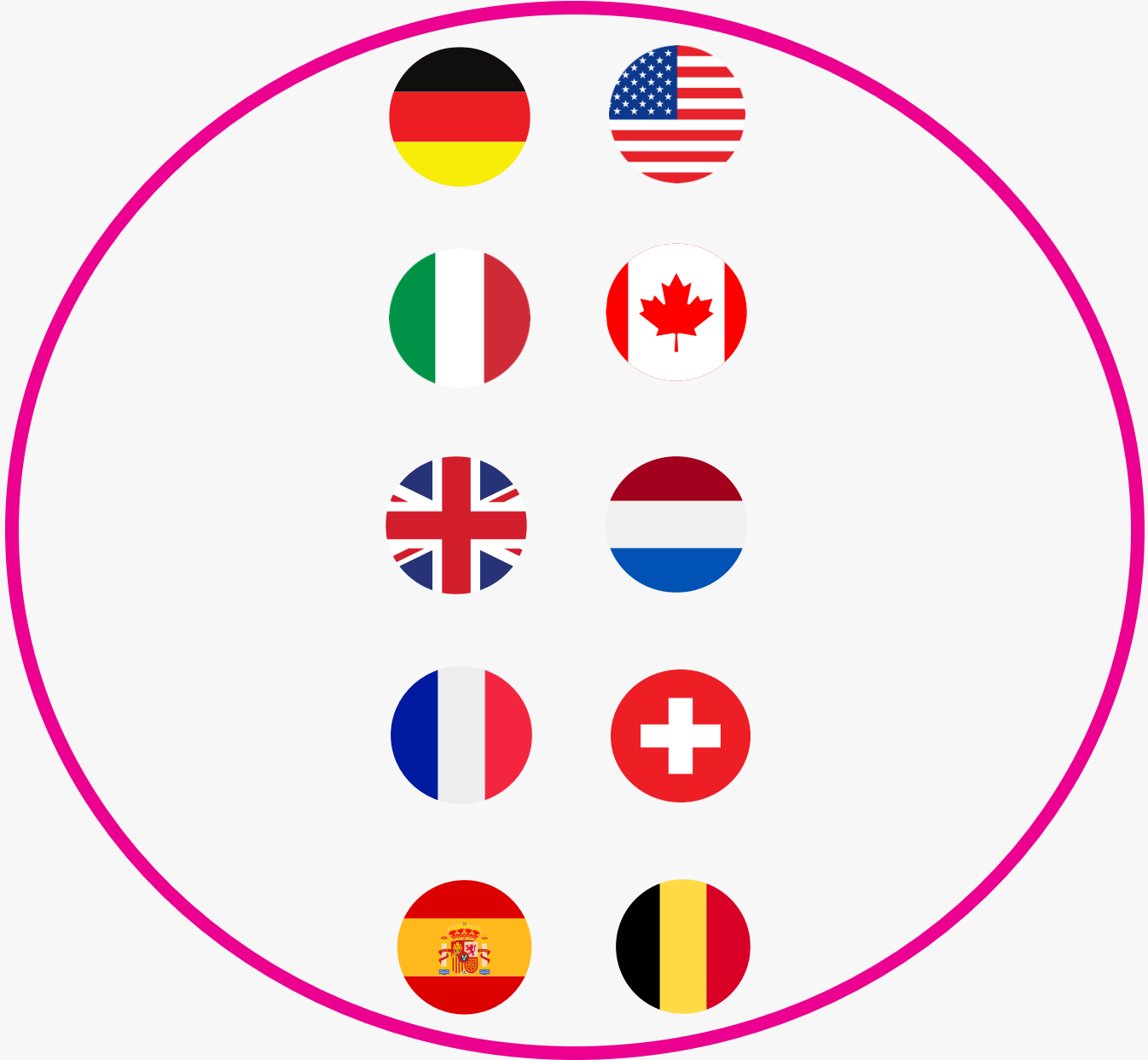
*n>2.5% of total n for each country (total analysis based on 43 countries)

** Top 1 modality / modalities per country



“WHATEVER THE LOCATION”, HEALTHCARE INDUSTRY FREELANCE EXPERTS
REPORT PRIMARILY WORKING FOR “PHARMA COMPANIES”

$n = 404$

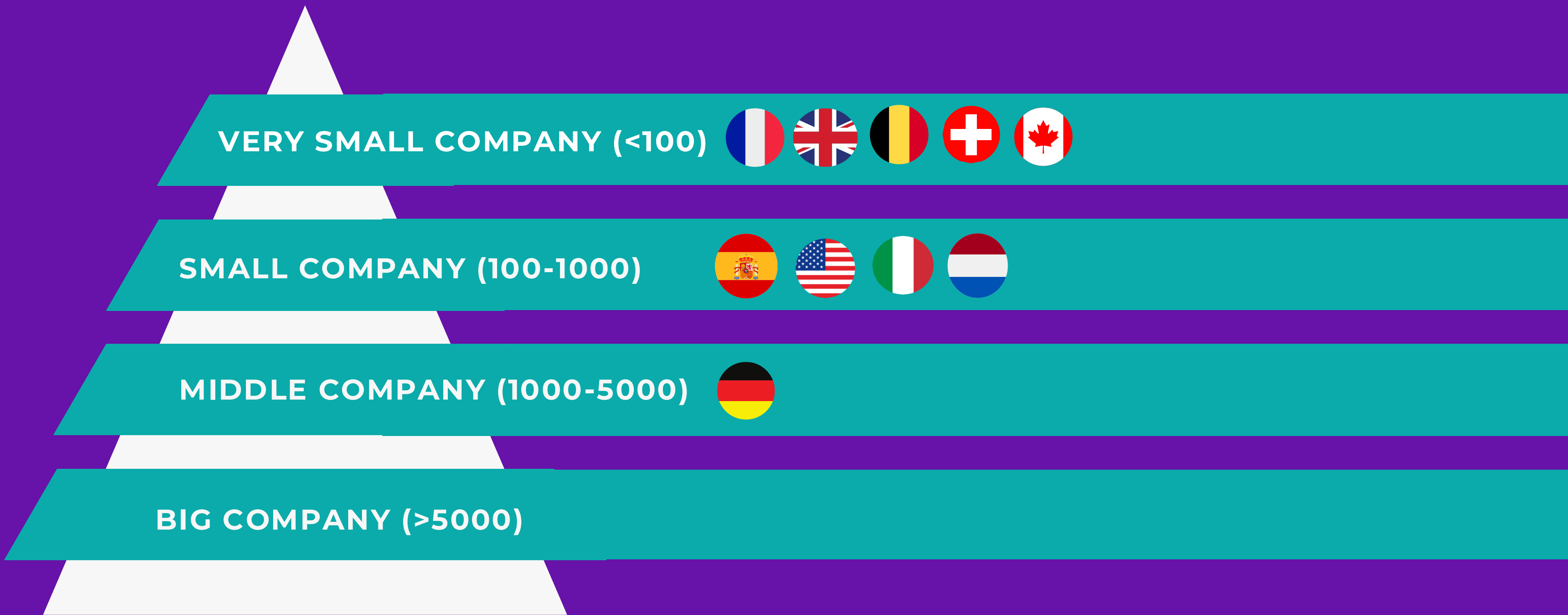


PHARMA 

* $n > 2.5\%$ of total n for each country (total analysis based on 43 countries)
**Top 1 modality per country has been selected : PHARMA versus other company types: BIOTECH, MEDTECH, E-HEALTH, CRO....

“WHATEVER THE LOCATION”, MAJORITY OF FREELANCE EXPERTS PRIMARILY WORK FOR “SMALLER HEALTHCARE COMPANIES (<1000)”

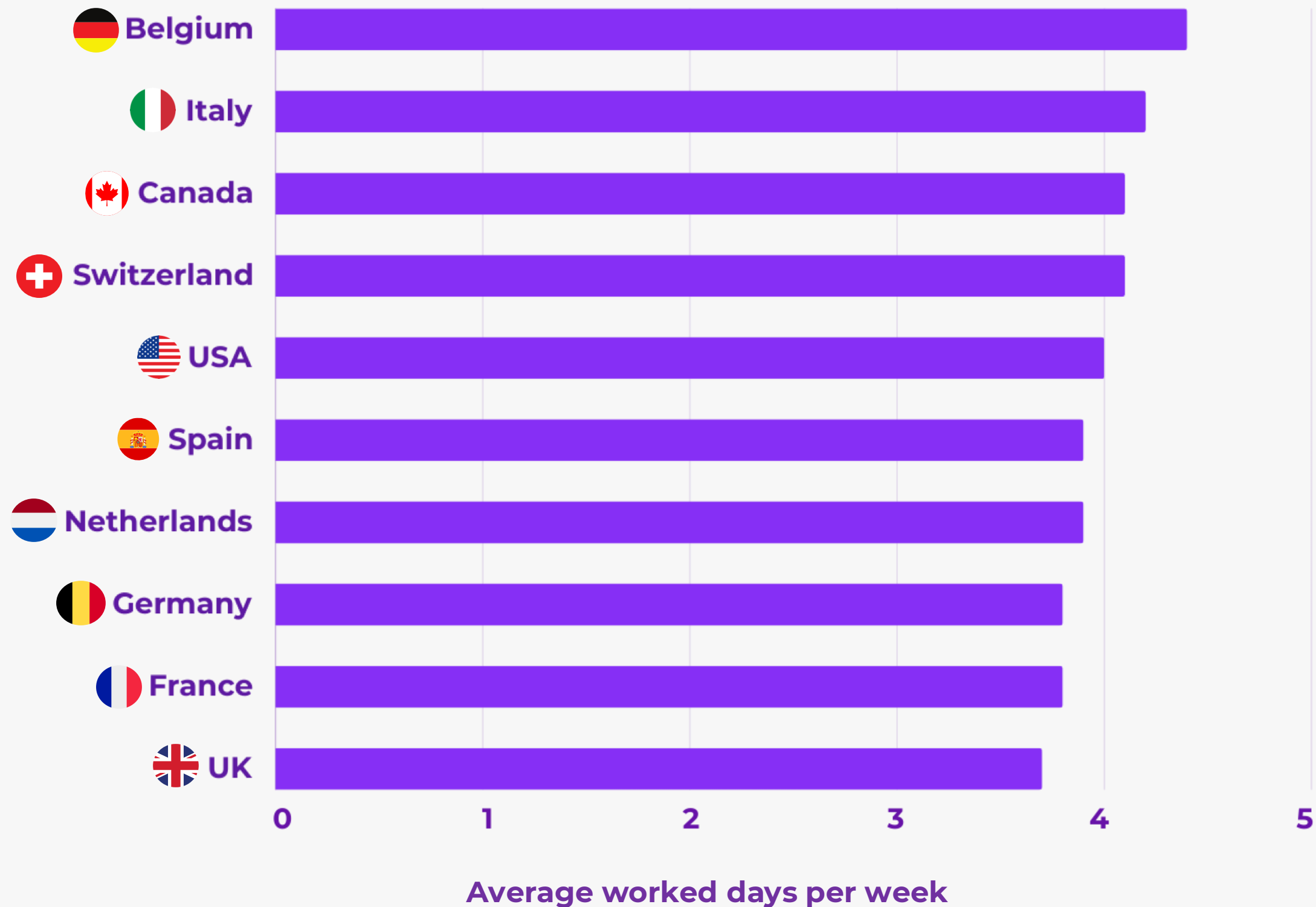
n = 404



*n>2.5% of total n for each country (total analysis based on 43 countries)

“WHATEVER THE COUNTRY”, HEALTHCARE INDUSTRY FREELANCE EXPERTS WORK AN AVERAGE OF “4 DAYS PER WEEK”

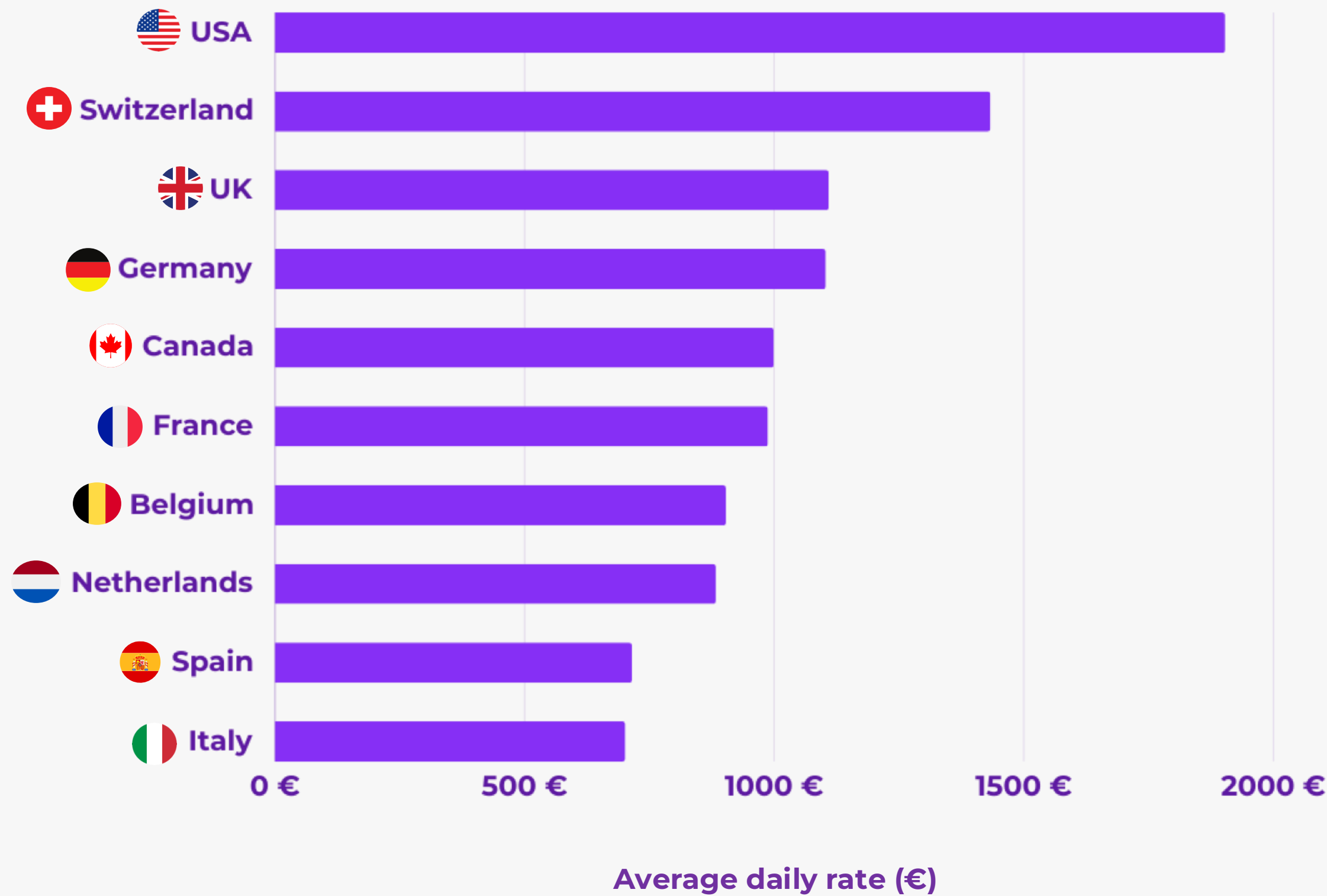
n = 404



**n>2.5% of total n for each country (total analysis based on 43 countries)*

"USA" AND "SWITZERLAND" ARE THE "TOP HIGHEST-EARNING LOCATIONS" FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS

n = 307



**n>2.5% of total n for each country (total analysis based on 43 countries)*

“CANADA” STANDS OUT AS THE COUNTRY WITH THE “HIGHEST AVERAGE NB OF FREELANCE PROJECTS PER YEAR” IN THE HEALTHCARE INDUSTRY

n = 404



**n>2.5% of total n for each country (total analysis based on 43 countries)*



“FILLING SKILL GAPS” IS THE TOP REASON WHY HEALTHCARE INDUSTRIES HIRE FREELANCE EXPERTS IN MOST COUNTRIES (ACCORDING TO FREELANCE EXPERTS)

n = 404

COUNTRY		TOP REASON TO HIRE FREELANCERS	
	France	Fill skill gaps	
	UK	Fill skill gaps	
	Germany	Cover permanent hiring time	
	Belgium	Fill skill gaps	
	USA	Fill skill gaps	
	Switzerland	Fill skill gaps	
	Spain	Fill skill gaps / Extend workforce	
	Italy	Raise of activity	
	Netherlands	Fill skill gaps	
	Canada	Fill skill gaps	

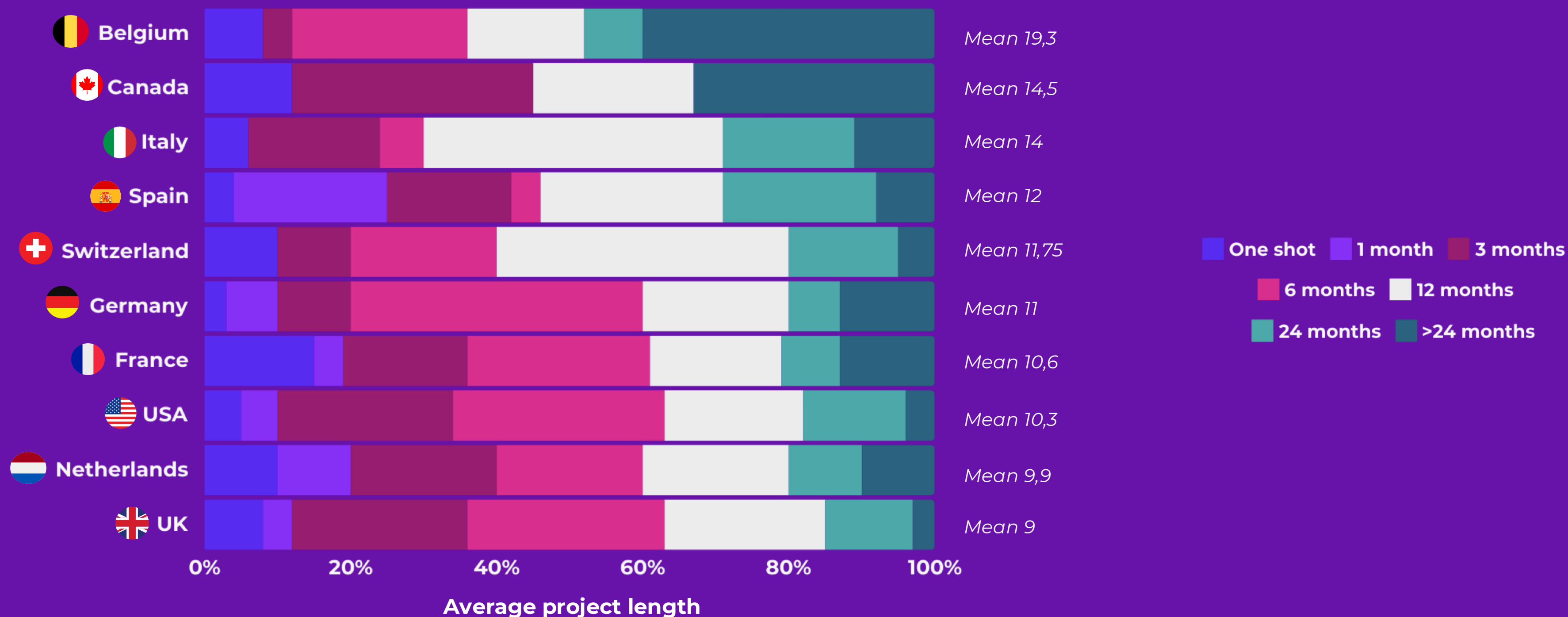
*n>2.5% of total n for each country (total analysis based on 43 countries)

** Top 1 modality / modalities per country



“BELGIUM” AND “CANADA” ARE THE COUNTRIES WITH THE “LONGEST FREELANCE PROJECT DURATIONS” IN THE HEALTHCARE INDUSTRY

n = 404



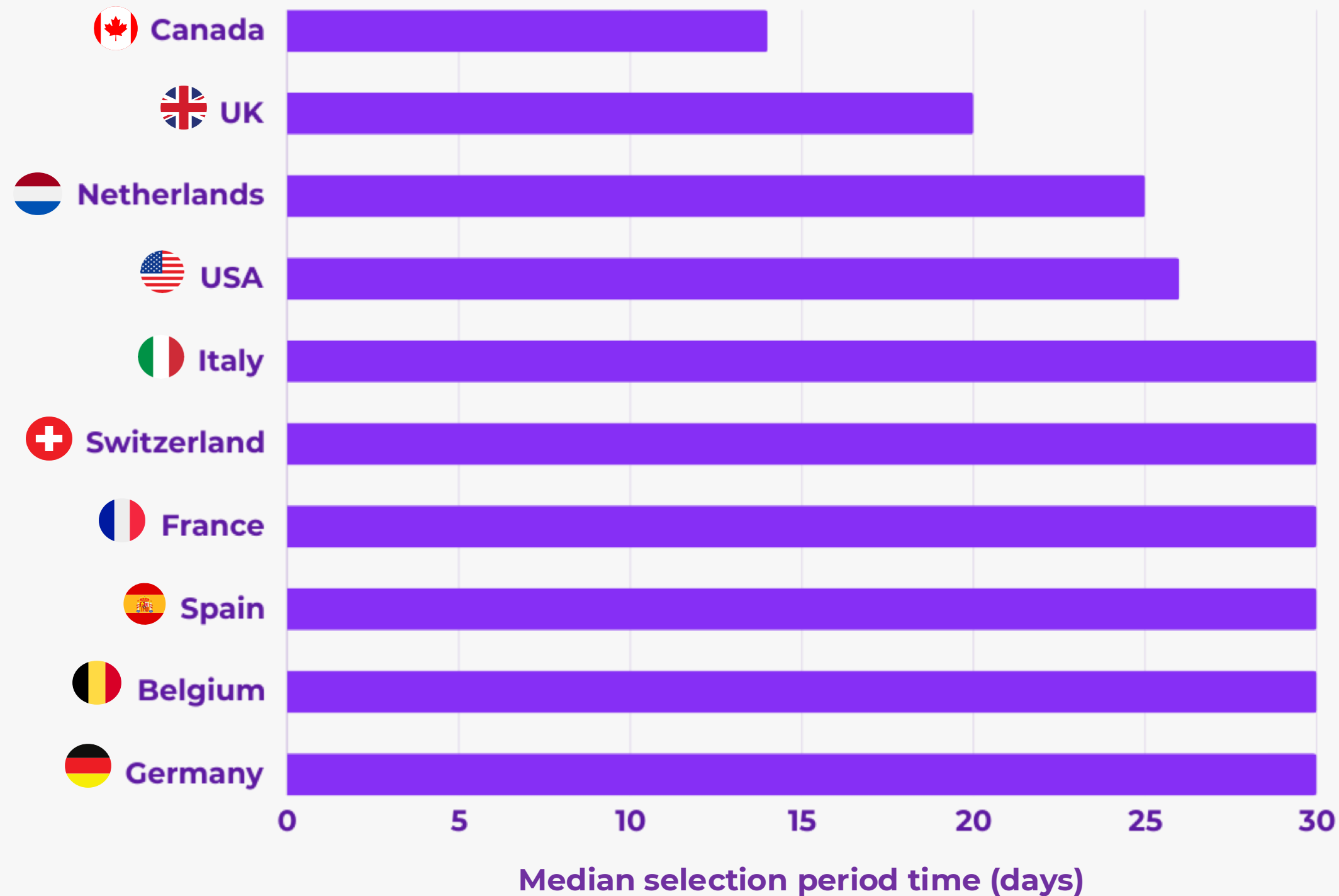
**n*>2.5% of total *n* for each country (total analysis based on 43 countries)

** Hypothesis to calculate means in months: one shot = 0,5 months , >24 months = 36 months



“CANADA” HAS THE “SHORTEST SELECTION TIME” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS

n = 402



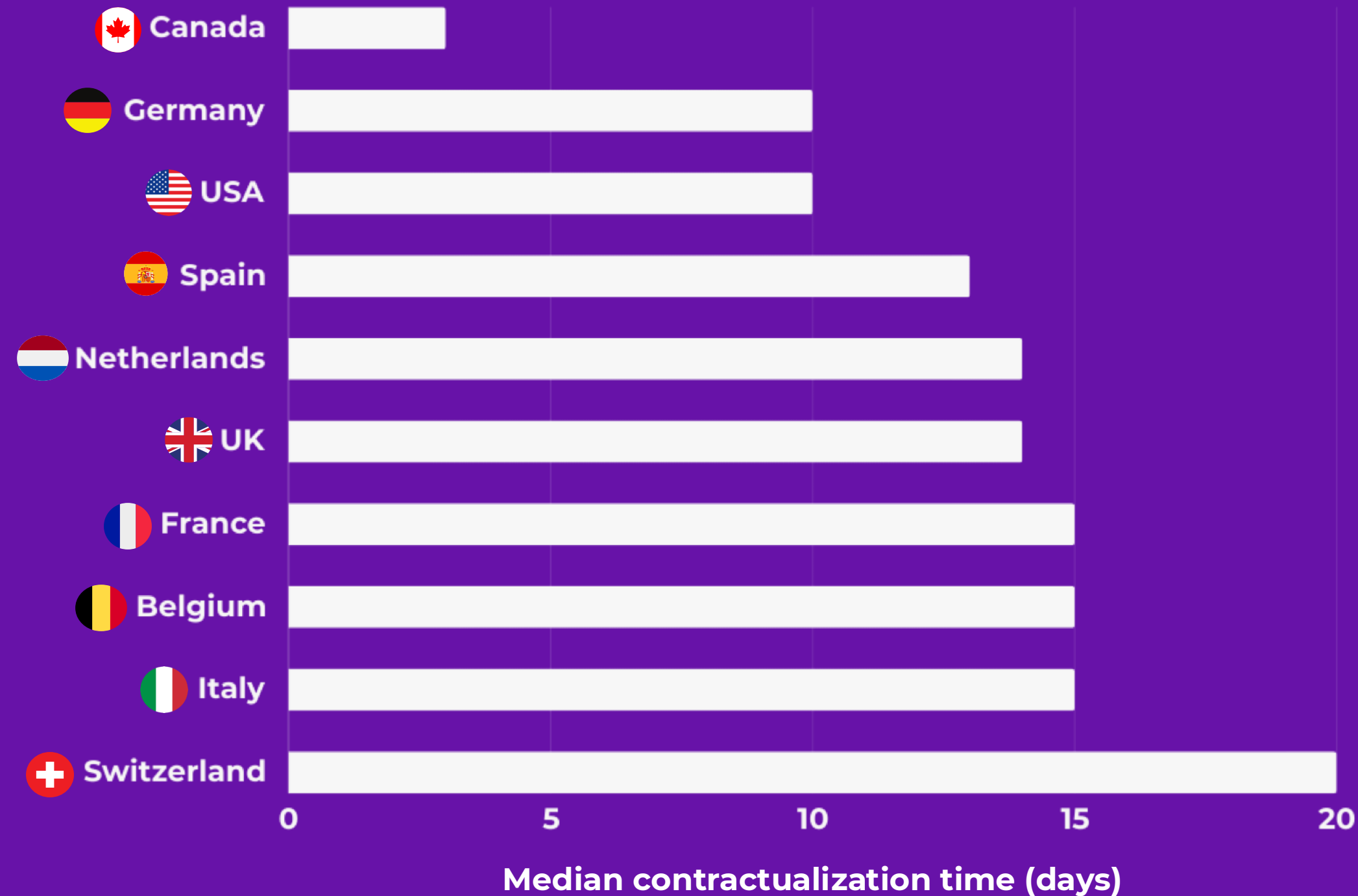
**n>2,5% of total n for each country (total analysis based on 43 countries)*

***Selection time = time from 1st contact to selection*



“CANADA” HAS THE “SHORTEST CONTRACTUALIZATION TIME” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS

n = 402



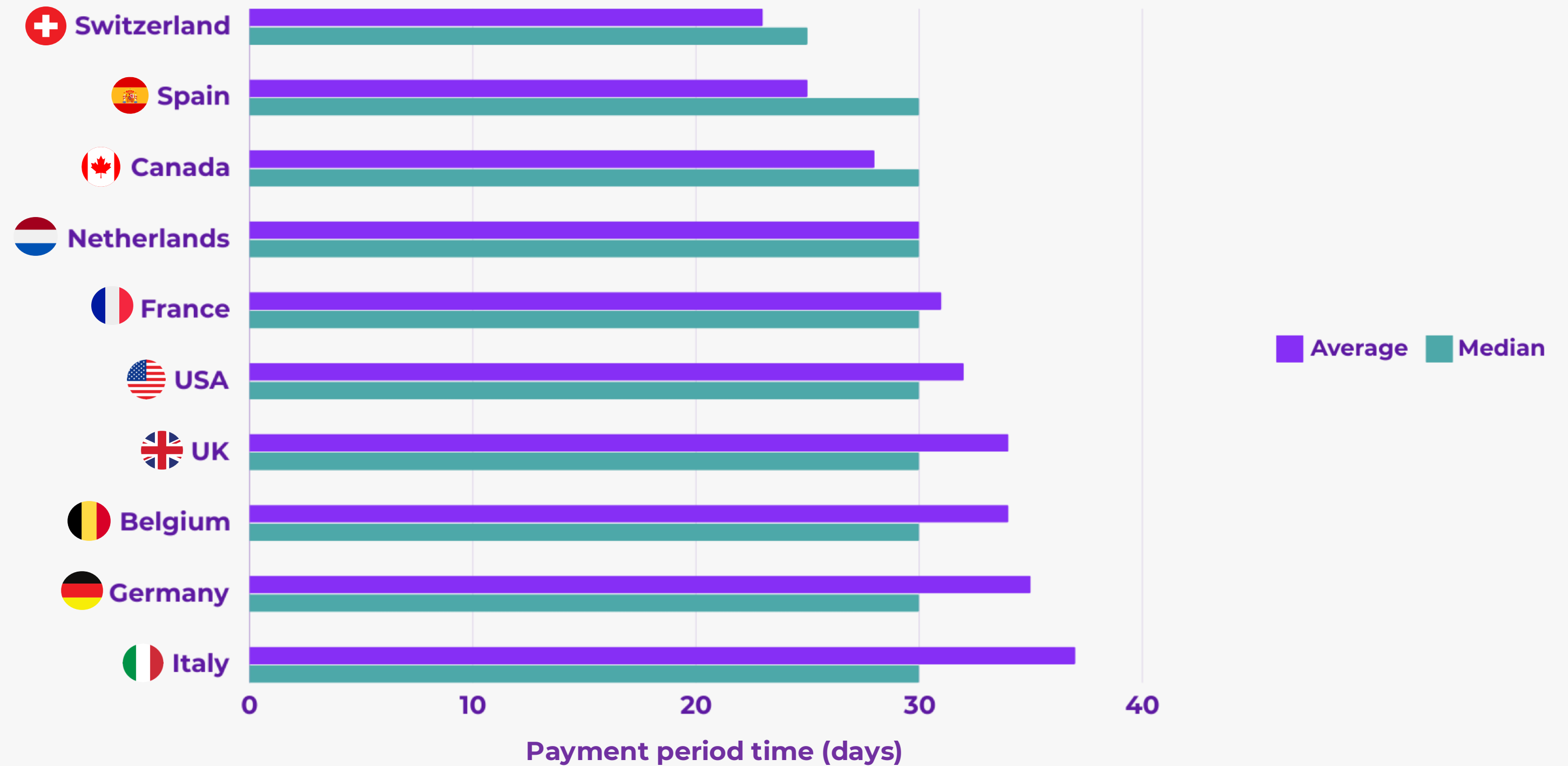
**n>2.5% of total n for each country (total analysis based on 43 countries)*

***Contractualization time = time from selection to contract signature*



“SWITZERLAND” HAS THE “SHORTEST PAYMENT TIME” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS

n = 403



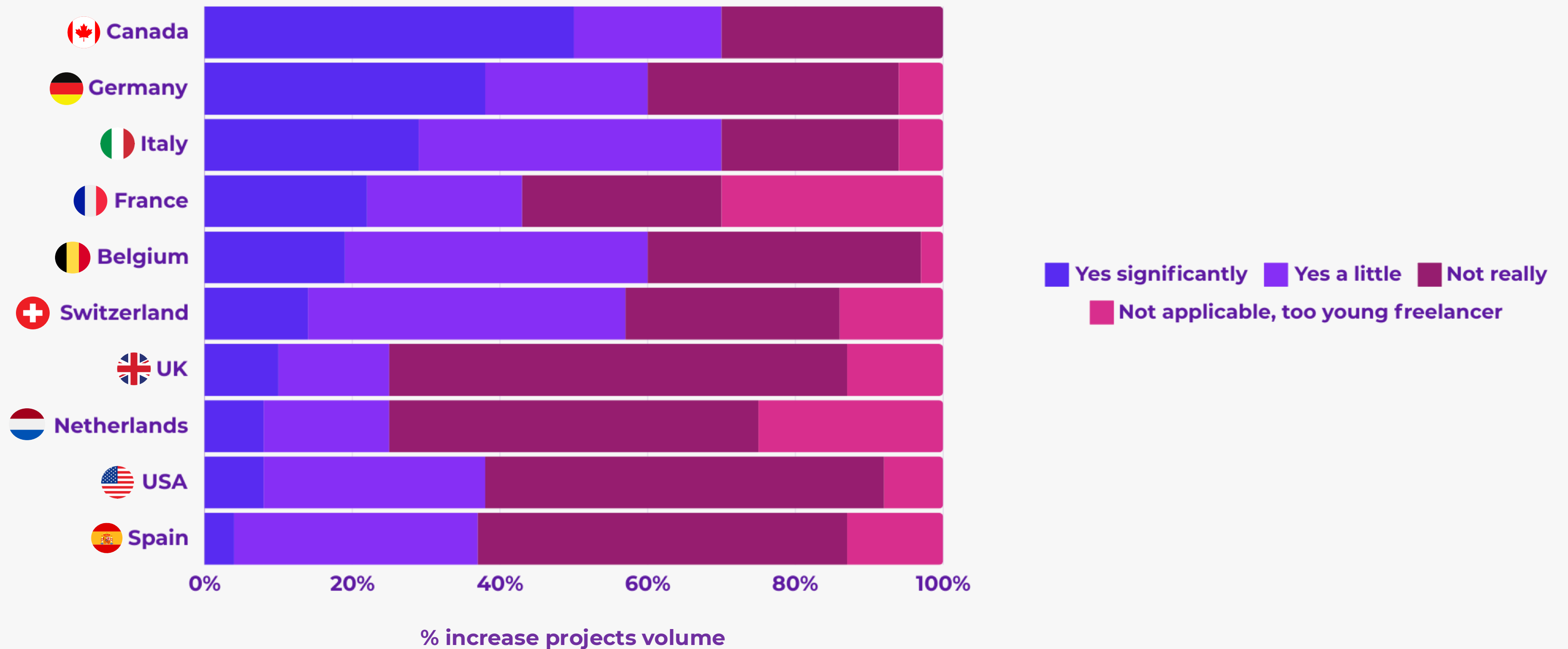
**n>2,5% of total n for each country (total analysis based on 43 countries)*

***Payment time = from timesheet / activity report validation to payment*



“CANADA” IS WHERE HEALTHCARE INDUSTRY FREELANCE EXPERTS HAVE OBSERVED THE “LARGEST INCREASE” IN PROJECT VOLUME OVER THE PAST 5 YEARS

n = 404



**n>2,5% of total n for each country (total analysis based on 43 countries)*



“CLINICAL RESEARCH” IS THE “MOST REPRESENTED FIELD OF EXPERTISE” AMONG SURVEYED HEALTHCARE INDUSTRY FREELANCE EXPERTS IN MOST COUNTRIES

n = 404

COUNTRY		MOST REPRESENTED FIELD OF EXPERTISE
	France	Clinical study / development
	UK	Medical writing
	Germany	Clinical study / development
	Belgium	Quality
	USA	Executive management
	Switzerland	Pharmaceutical product development
	Spain	Clinical study / development
	Italy	Clinical study / development
	Netherlands	Clinical study / development
	Canada	Medical writing

**n>2.5% of total n for each country (total analysis based on 43 countries)*

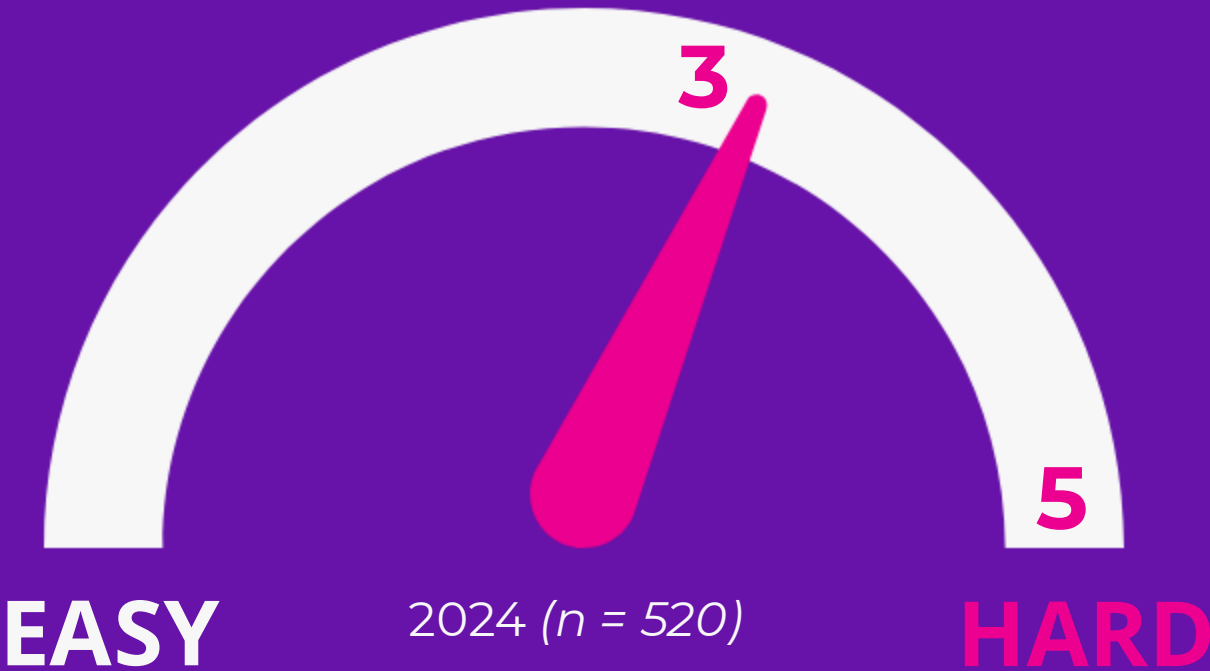
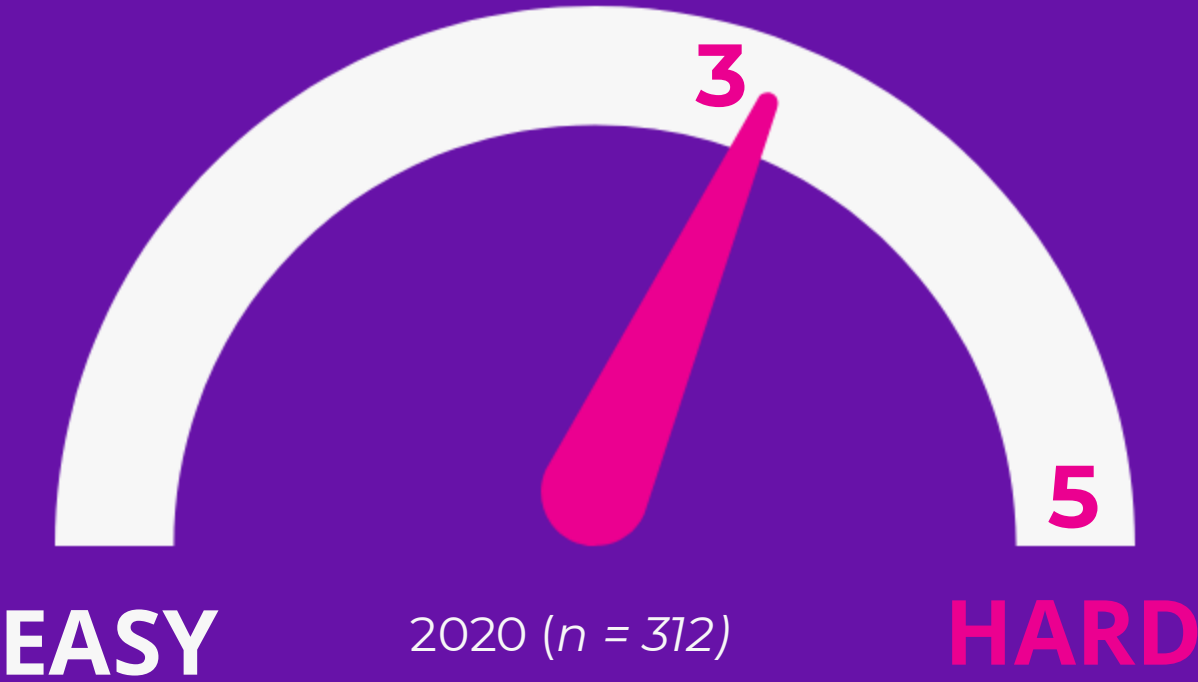


5.4. FREELANCE EXPERTS / Longitudinal Analysis

**Comparison between pharmatch.co 2020 preliminary survey and hereby pharmatch.co 2024 in-depth survey*



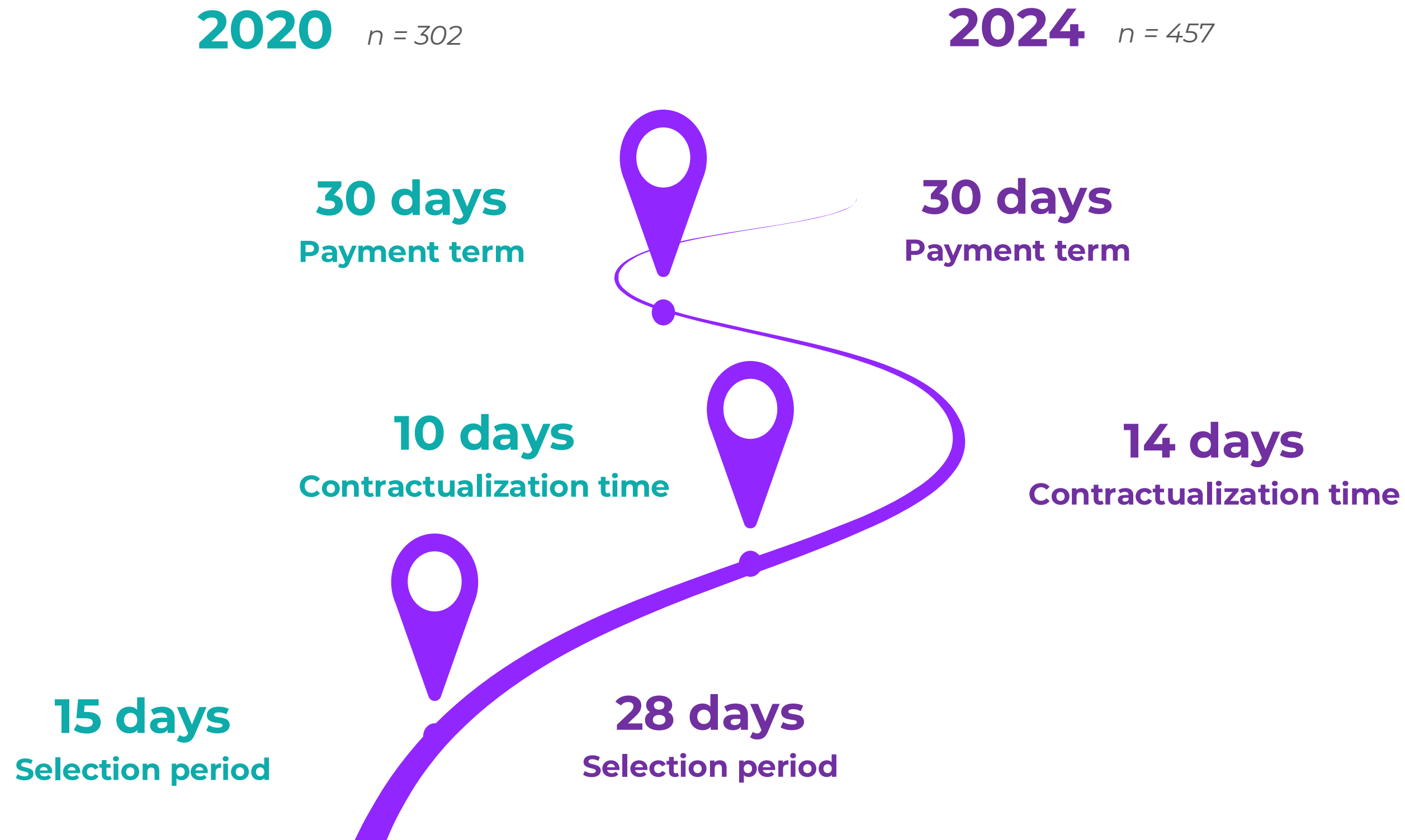
SINCE 2020, IT REMAINS “QUITE HARD”
FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS “TO FIND PROJECTS”



*Rate 3,05/5 in 2020 and 3,1/5 in 2024

**Comparison between pharmatch.co 2020 preliminary survey and hereby pharmatch.co 2024 in-depth survey

“SELECTION AND CONTRACTING TIMES” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS “HAVE INCREASED” OVER THE LAST 4 YEARS



**Comparison between pharmatch.co 2020 preliminary survey and hereby pharmatch.co 2024 in-depth survey*

***Considered period = from 1st contact to selection (selection period), from selection to contract signature (contracting period), from timesheet / activity report validation to payment (payment term)*





OVER THE PAST 4 YEARS, HEALTHCARE INDUSTRY
FREELANCE EXPERTS HAVE COMPLETED AROUND
“4 PROJECTS ANNUALLY, WITH A SLIGHT UPWARD TREND”

n = 304 (2020), n = 460 (2024)

2020 : 0 (Min), 2 (Q1), 6.8 (Mean), 3.5 (Median), 8 (Q3), 52 (Max)

2024 : 0 (Min), 2 (Q1), 7.1 (Mean), 4 (Median), 8 (Q3), 60 (Max)

**Comparison between pharmatch.co 2020 preliminary survey and hereby pharmatch.co 2024 in-depth survey*



+20%

**“AVERAGE DAILY RATE” OF HEALTHCARE
INDUSTRY FREELANCE EXPERTS HAS
“INCREASED BY +175€” OVER THE LAST 4 YEARS**

p-value < 0.01

Daily rate distribution (€) – 2020 (n = 182)

300 (Min), 500 (Q1), 854.8 (Mean), 781 (Median), 1000 (Q3), 4500 (Max)

Daily rate distribution (€) – 2024 (n = 334)

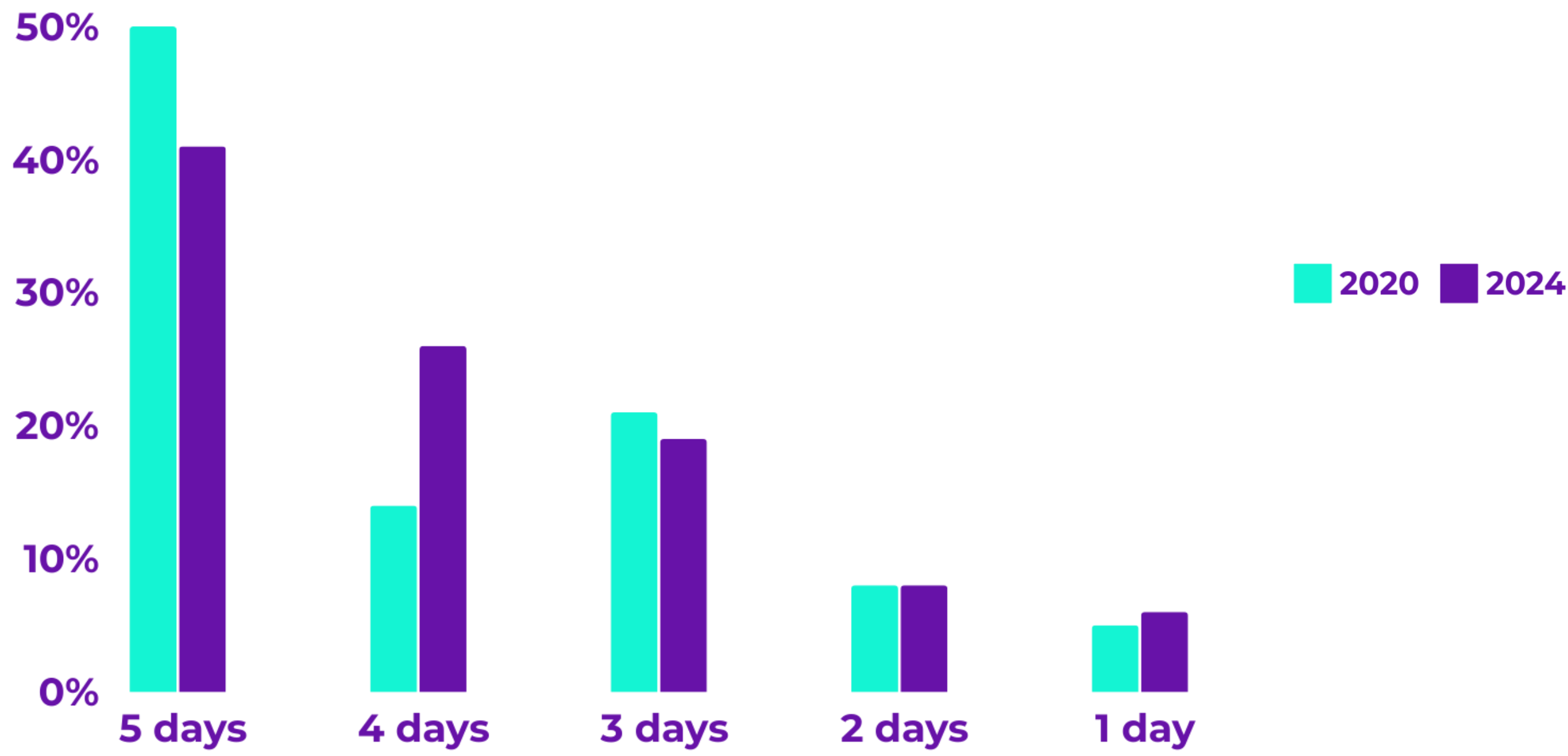
300 (Min), 650 (Q1), 1029.4 (Mean), 900 (Median), 1200 (Q3), 3800 (Max)

**Comparison between pharmatch.co 2020 preliminary survey and hereby pharmatch.co 2024 in-depth survey*



MOST HEALTHCARE FREELANCE EXPERTS HAVE “WORKED FULL-TIME” OVER THE LAST 4 YEARS, BUT A GROWING “SHIFT TOWARD A 4-DAY WORKWEEK” IS EMERGING

n = 307 (2020), n = 448 (2024)

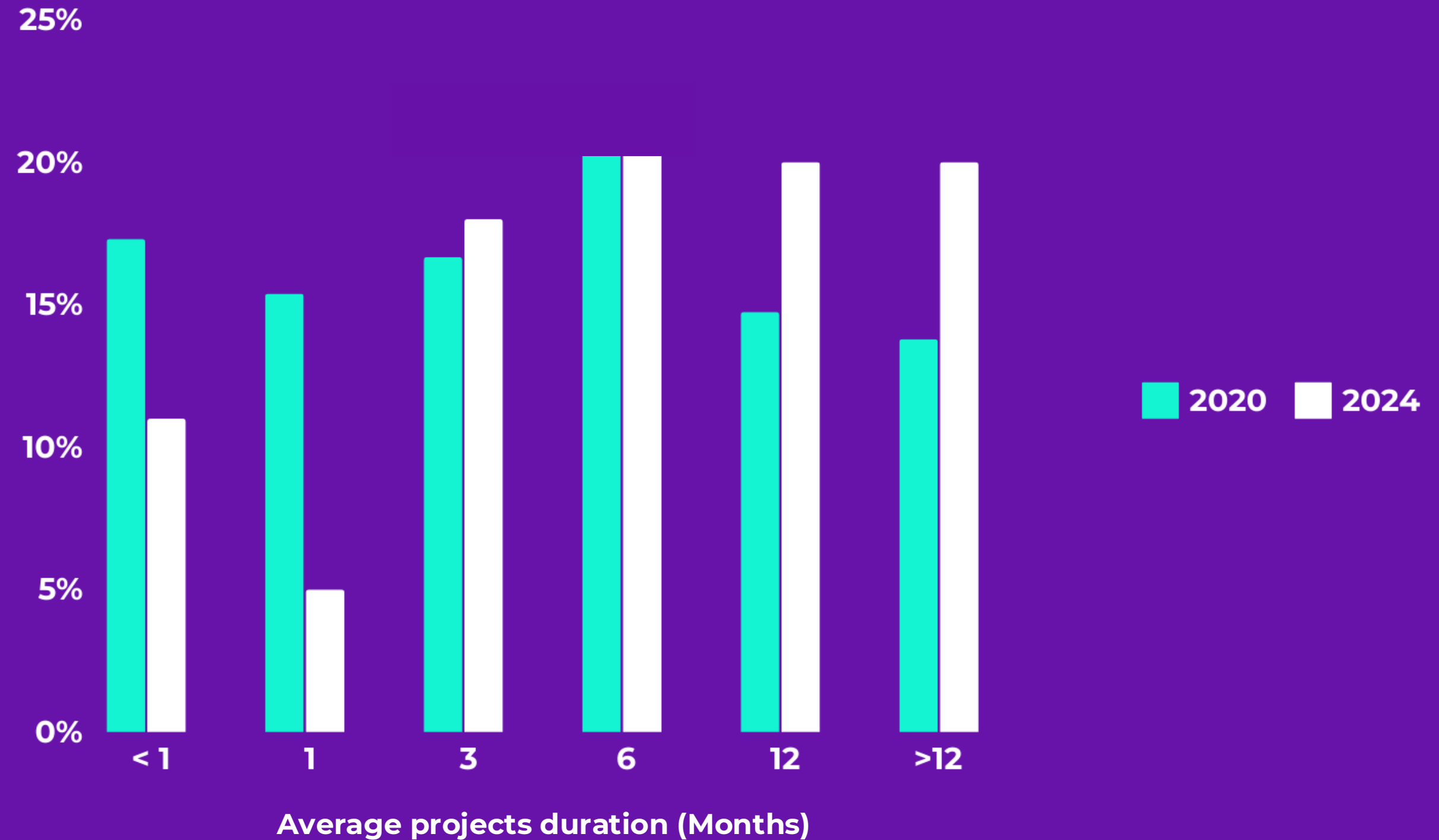


**Comparison between pharmatch.co 2020 preliminary survey and hereby pharmatch.co 2024 in-depth survey*



OVER THE LAST 4 YEARS, THE HEALTHCARE INDUSTRY HAS SEEN A “SHIFT FROM SHORT TO LONGER-TERM FREELANCE PROJECTS”

n = 312 (2020), n = 461 (2024)



**Comparison between pharmatch.co 2020 preliminary survey and hereby pharmatch.co 2024 in-depth survey*

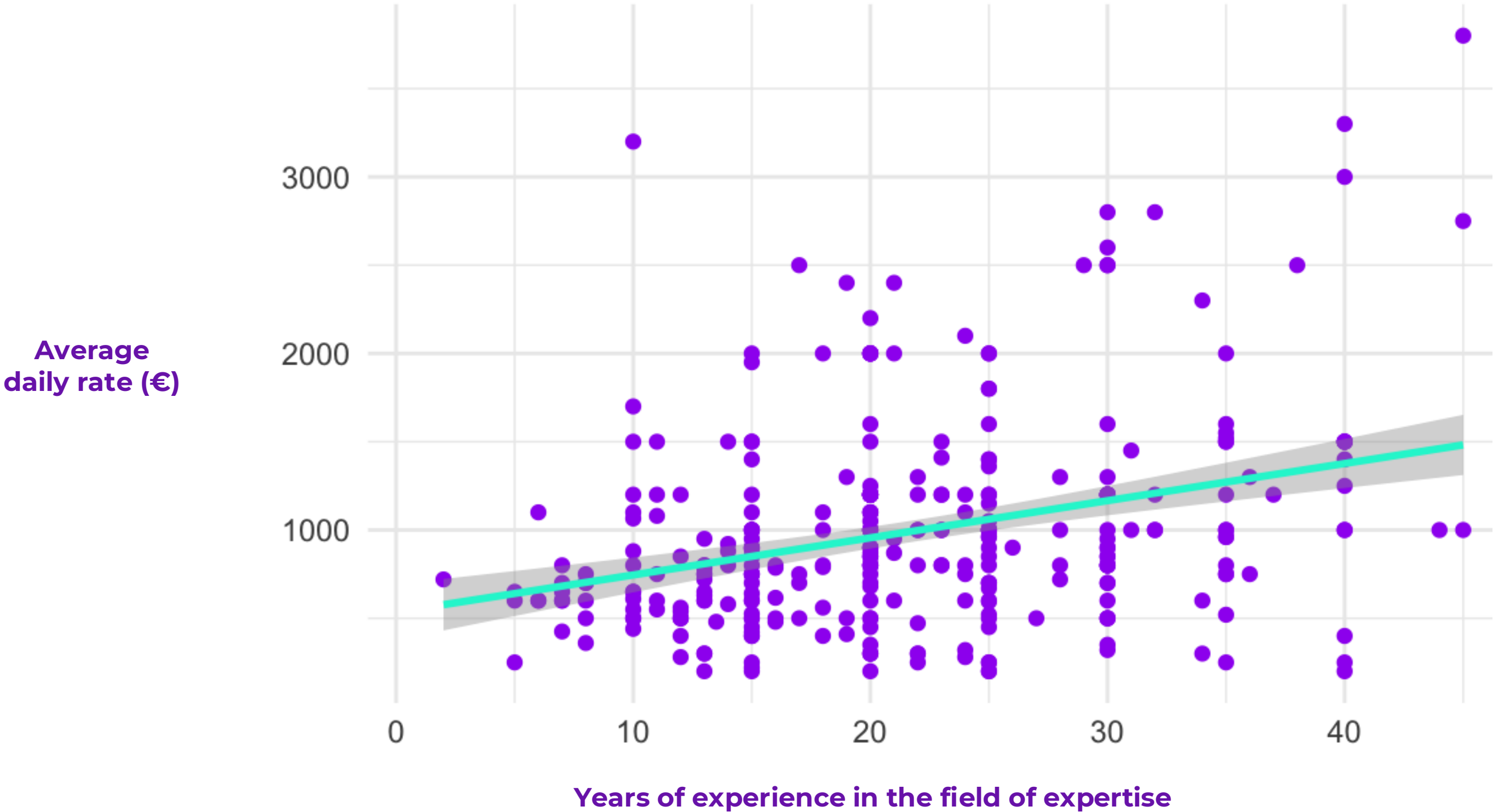


5.5. FREELANCE EXPERTS / Predictive Analysis

**A statistical model has been developed to try to predict some trends*



PREDICTIVE MODEL OF THE “DAILY RATE” OVER “EXPERIENCE” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS

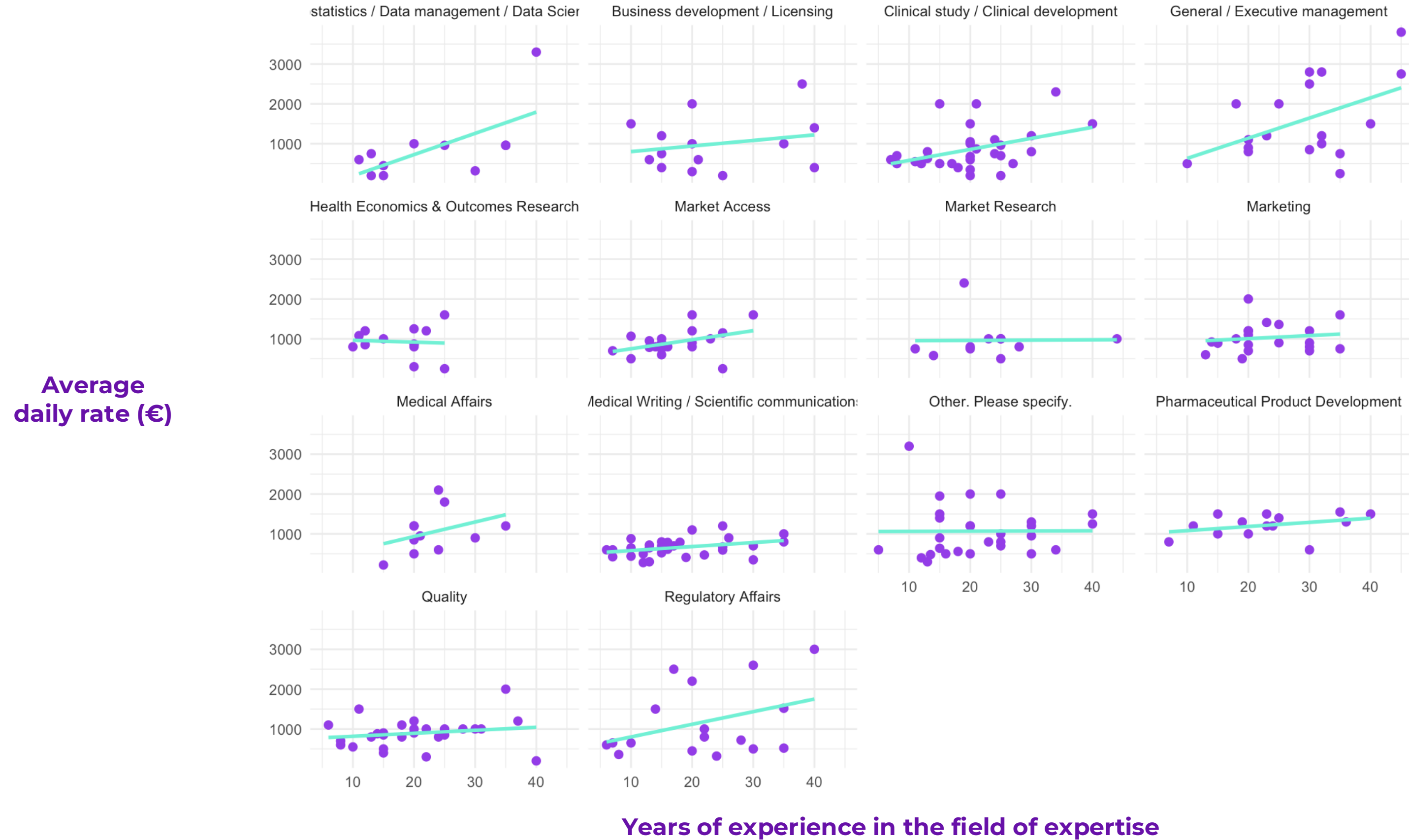


PREDICTIVE MODEL OF THE “DAILY RATE” OVER “EXPERIENCE” “BY COUNTRY” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS

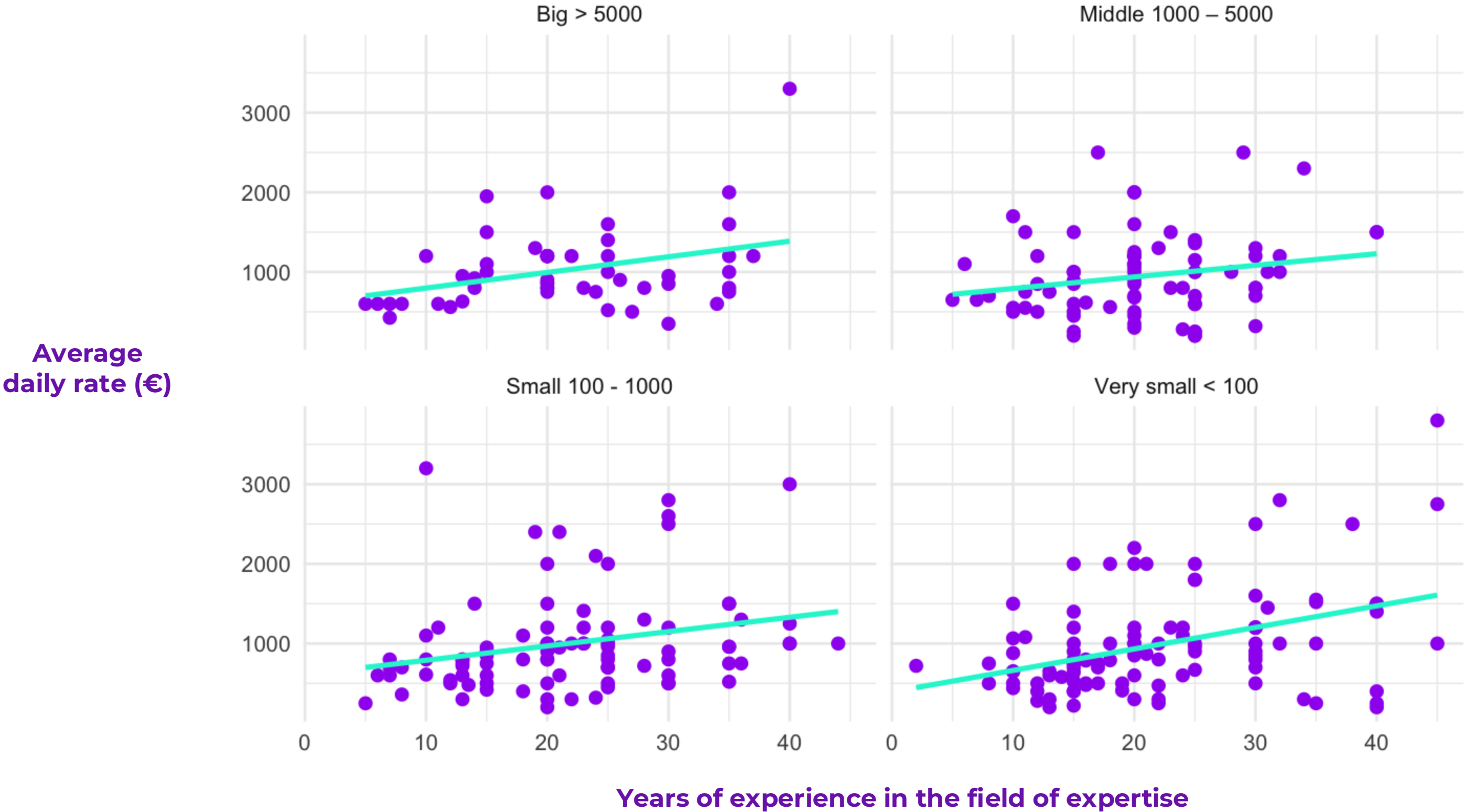
Average
daily rate (€)



PREDICTIVE MODEL OF THE “DAILY RATE” OVER “EXPERIENCE” BY “FIELD OF EXPERTISE” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS



PREDICTIVE MODEL OF THE “DAILY RATE” OVER “EXPERIENCE” BY “TYPE OF CLIENT” FOR HEALTHCARE INDUSTRY FREELANCE EXPERTS



6. MANAGER / PROJECT OWNER RESPONDENTS

**Answers from any managers working in the healthcare industry (Pharma, Biotech, Medtech, e-health, CRO, Consulting...)*

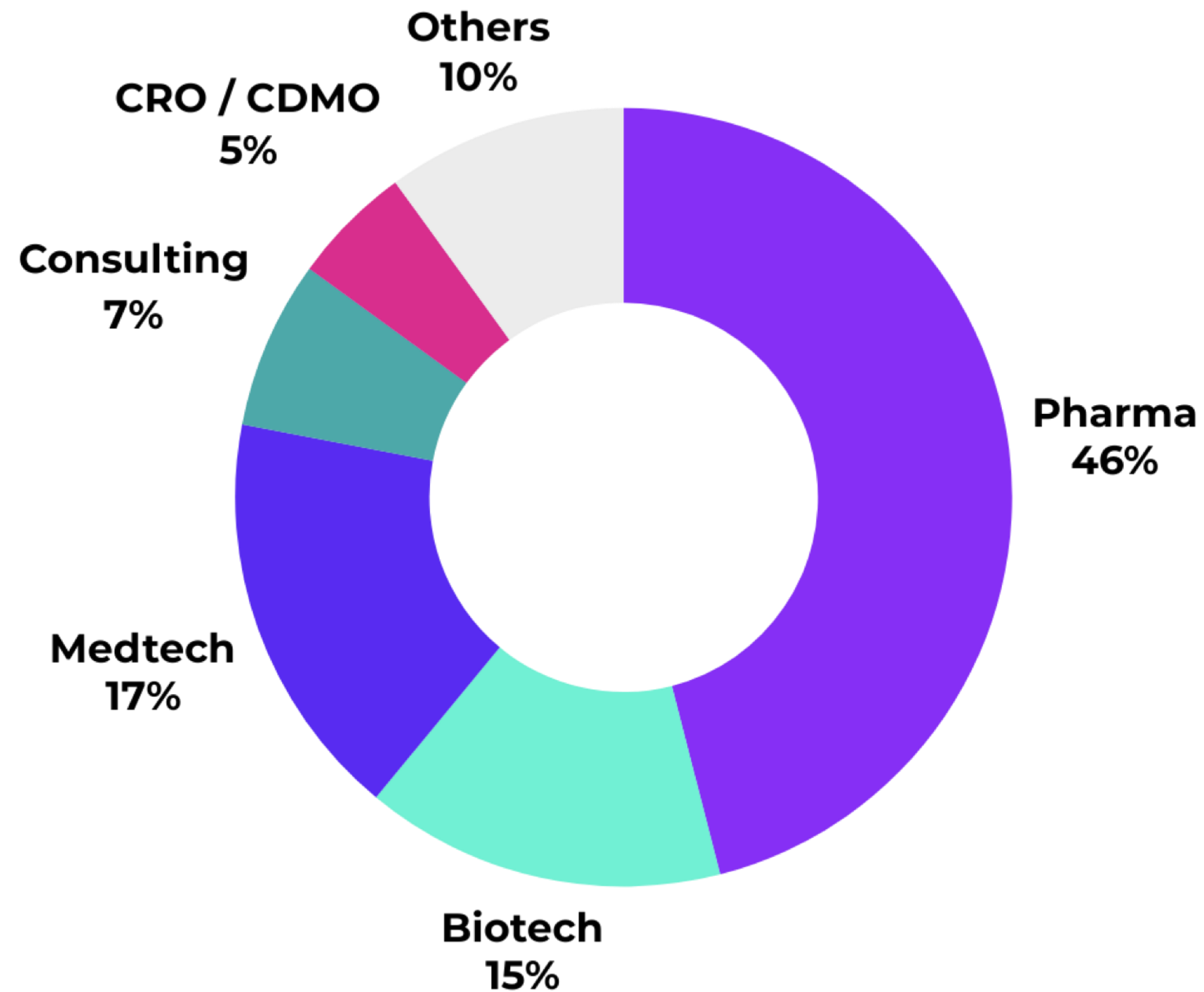


6.1. MANAGERS / Demographics



“HALF” OF SURVEYED HEALTHCARE INDUSTRY “MANAGERS” WORK FOR “PHARMACEUTICAL COMPANIES”

n = 137



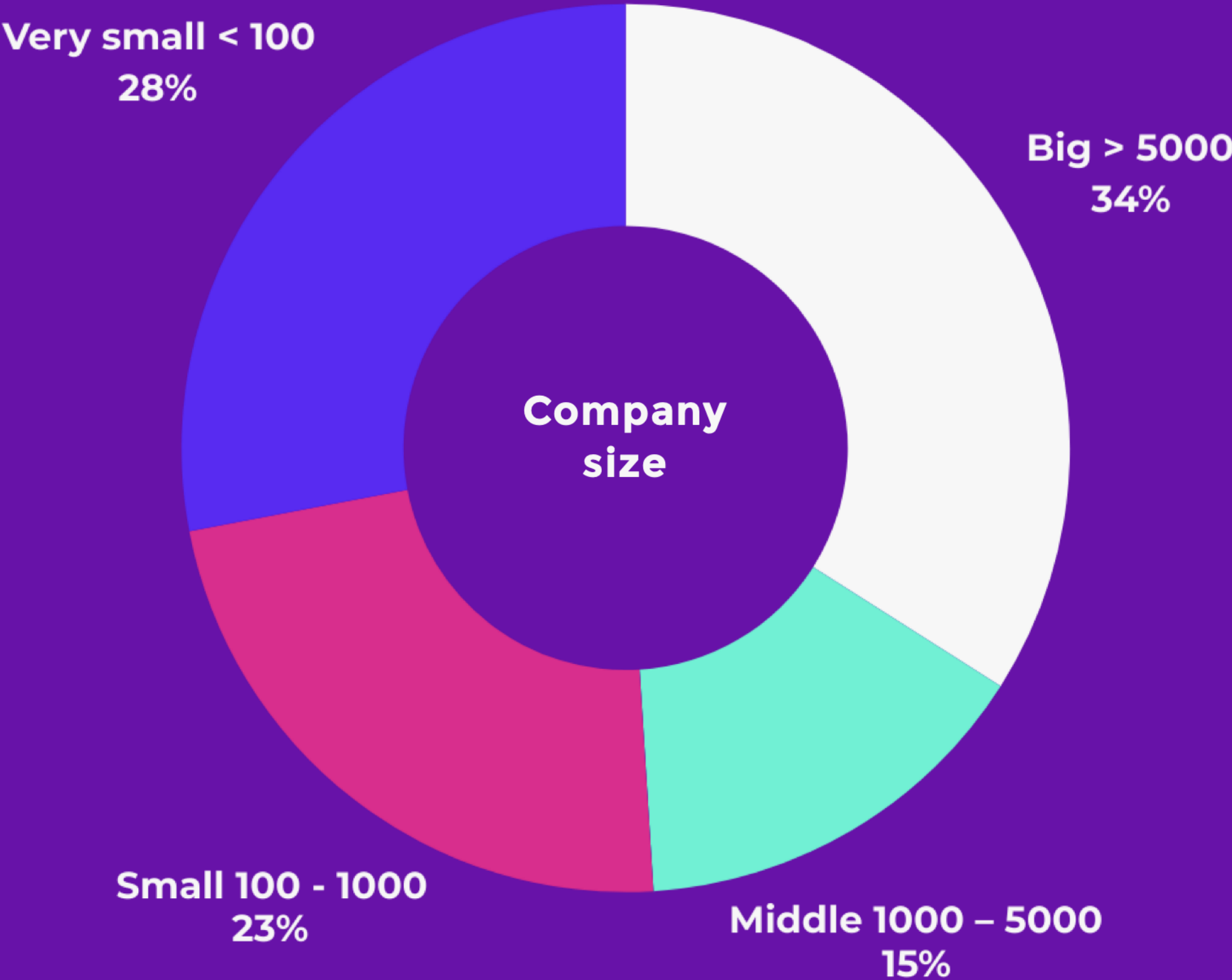
Others (*n*<2,5%) :

- e-Health
- Association / Society
- Public Institution
- Animal Health
- Chemical
- Food
- Cosmetic

**n>2,5% of total n for each company type*

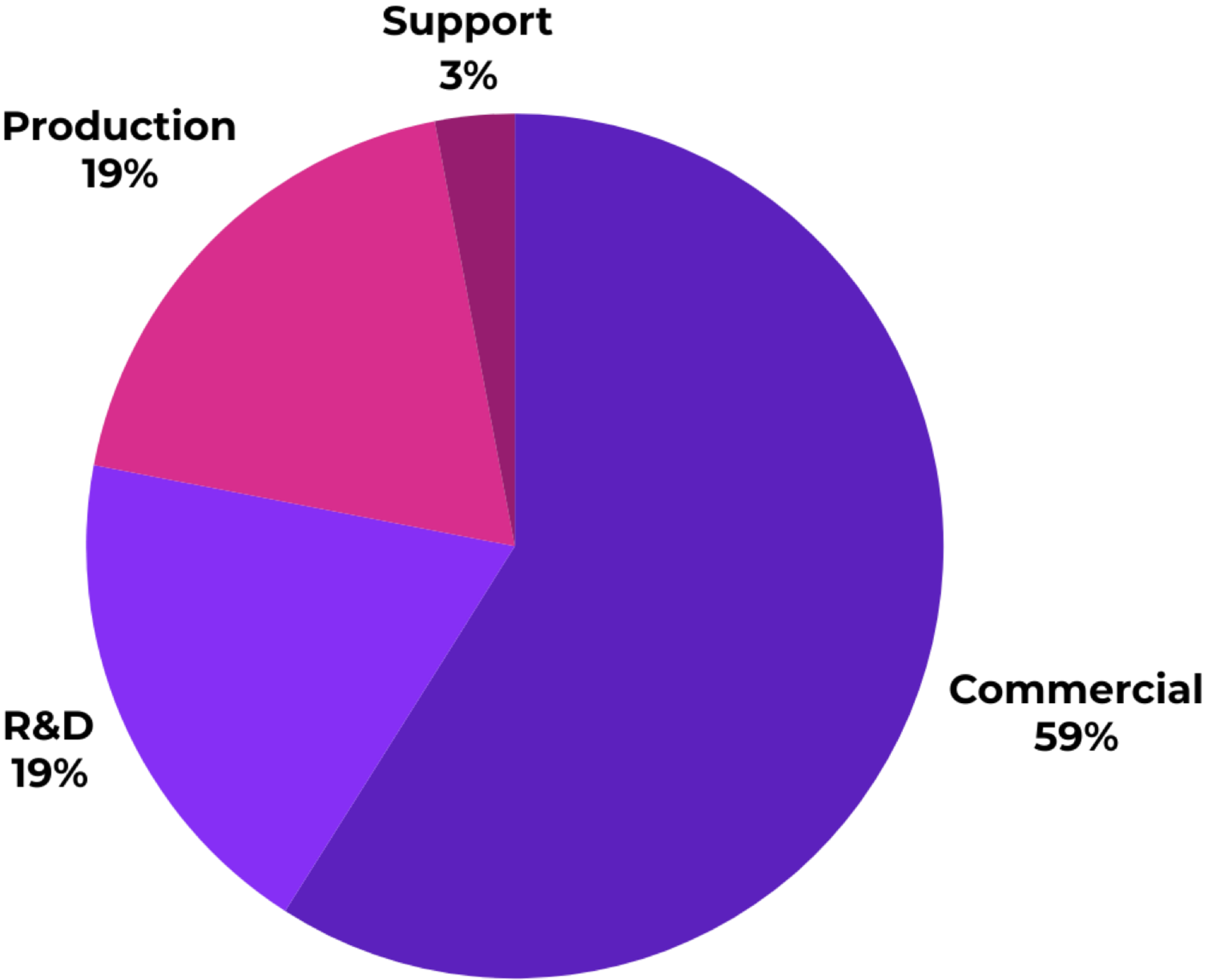
**“ONE-THIRD” OF SURVEYED “MANAGERS”
WORK FOR “BIG HEALTHCARE COMPANIES (>5000)”**

n = 136



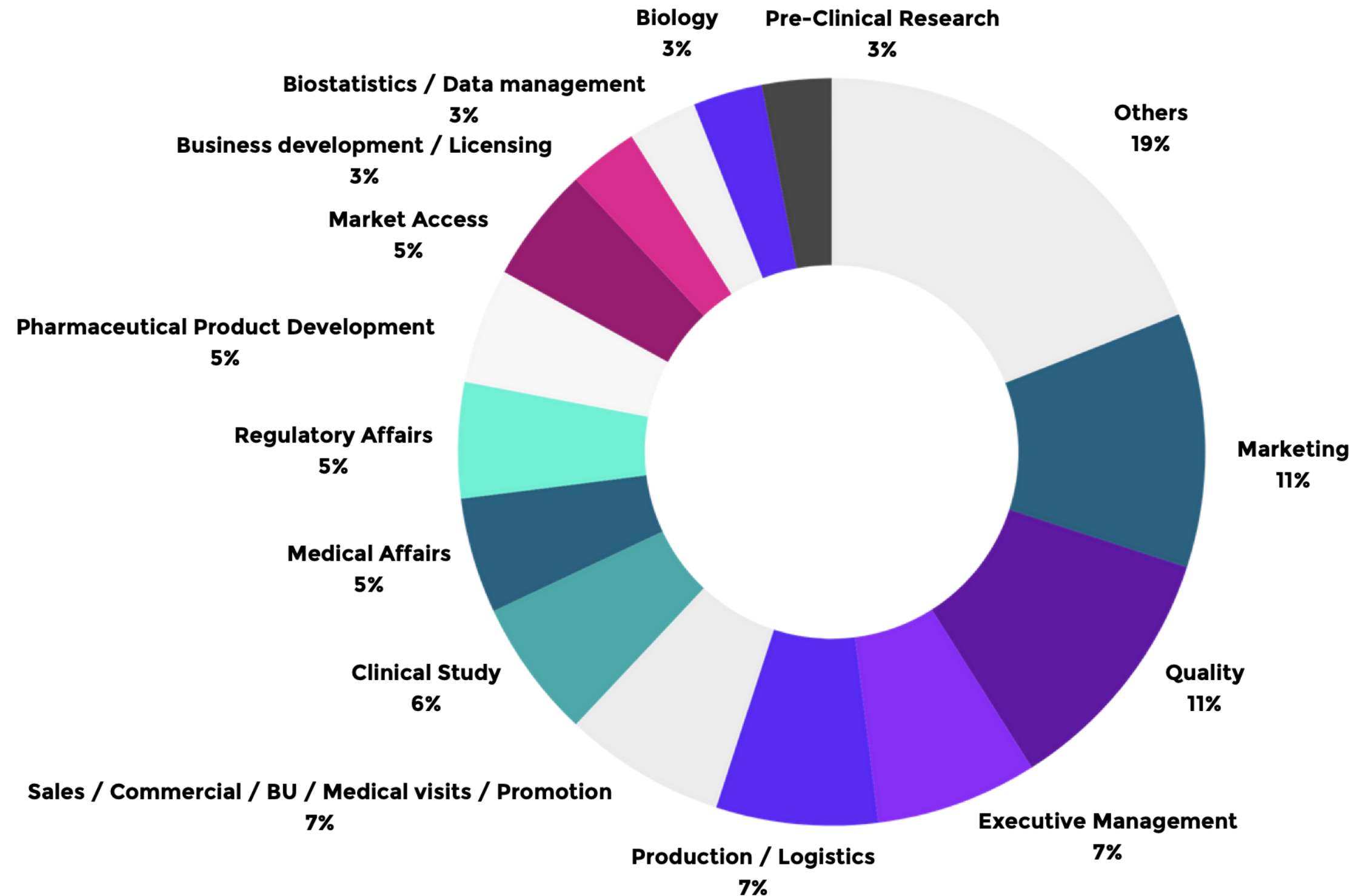
“COMMERCIAL FUNCTIONS” ARE THE MOST REPRESENTED
FUNCTIONS AMONG SURVEYED HEALTHCARE INDUSTRY “MANAGERS”

n = 132



"MARKETING" AND "QUALITY" ARE THE "TOP EXPERTISE FIELDS" AMONG SURVEYED HEALTHCARE INDUSTRY "MANAGERS"

$n = 132$



- Others ($n < 2.5\%$) :
- Market Research
 - Pharmacovigilance
 - Start-Up and Innovation
 - Bioinformatic / Robotics / Screening
 - Communications / External Relations / Public Affairs
 - Legal
 - Digital / IT / UX & UI Design
 - Epidemiology
 - HEOR
 - Medical Writing
 - Training

** $n > 2,5\%$ of total n for each field of expertise*

“MOST REPORTED POSITIONS” WITHIN SURVEYED HEALTHCARE INDUSTRY MANAGERS

n = 133



15

YEARS



AVERAGE “YEARS OF EXPERIENCE” OF SURVEYED HEALTHCARE INDUSTRY MANAGERS

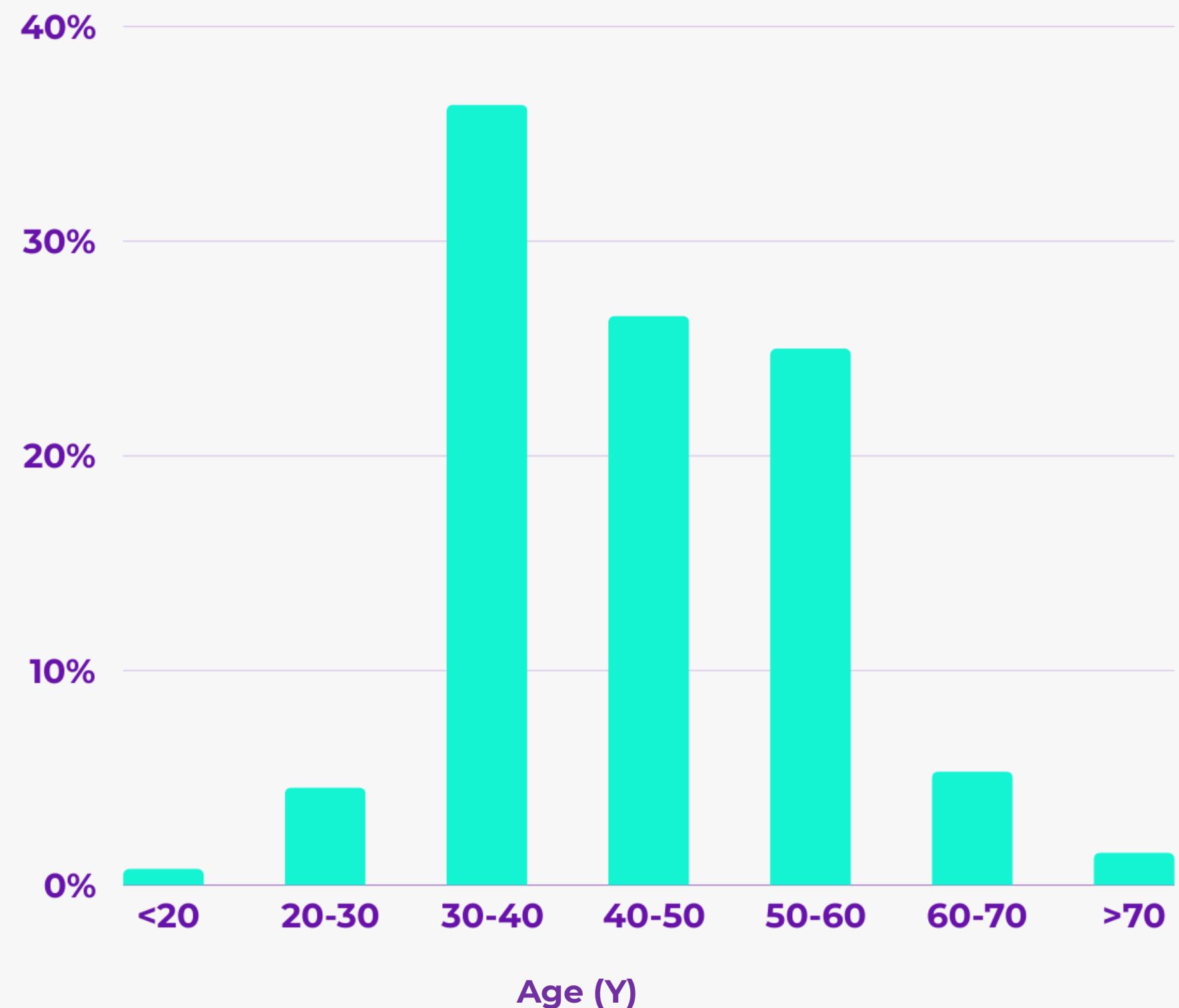
n = 132

2 (Min), 10 (Q1), 15.4 (Mean), 13 (Median), 20 (Q3), 40 (Max)



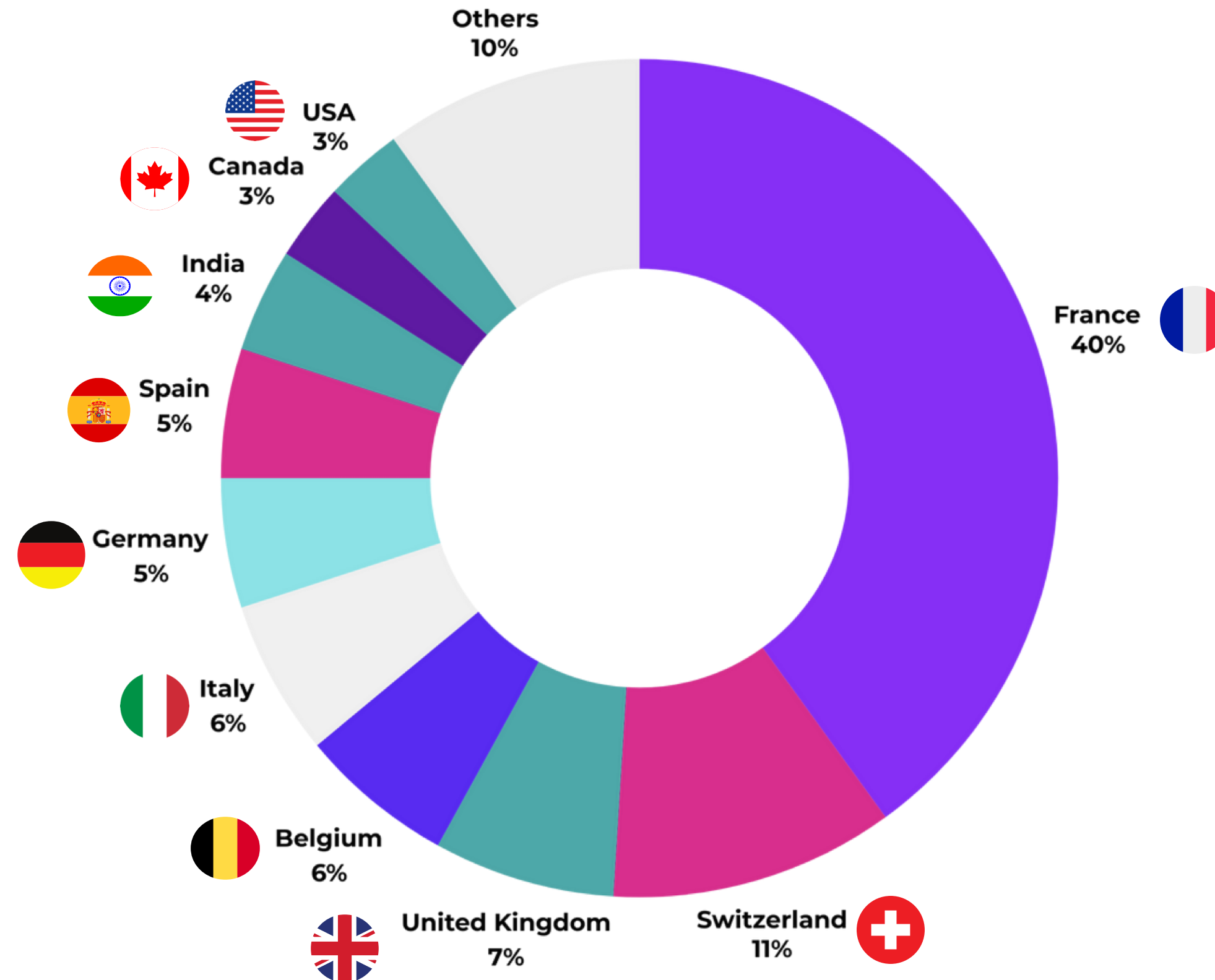
“ONE-THIRD” OF SURVEYED HEALTHCARE INDUSTRY MANAGERS ARE “30-40 YEARS OLD”

n = 132



THE MAJORITY OF SURVEYED HEALTHCARE INDUSTRY MANAGERS ARE “COMING FROM EUROPE AND NORTH AMERICA”

$n = 132$



Others ($n < 2,5\%$) :

- Singapore
- Sweden
- Andorra
- Australia
- Austria
- Denmark
- New Zealand
- Pakistan
- Philippines
- Saudi Arabia
- South Africa
- Tunisia
- Turkey
- United Arab Emirates

* $n > 2.5\%$ of total n for each country

6.2. MANAGERS / Univariate Analysis



HEALTHCARE INDUSTRY MANAGERS REPORT

A “QUITE HIGH DIFFICULTY IN HIRING FOR PERMANENT ROLES”

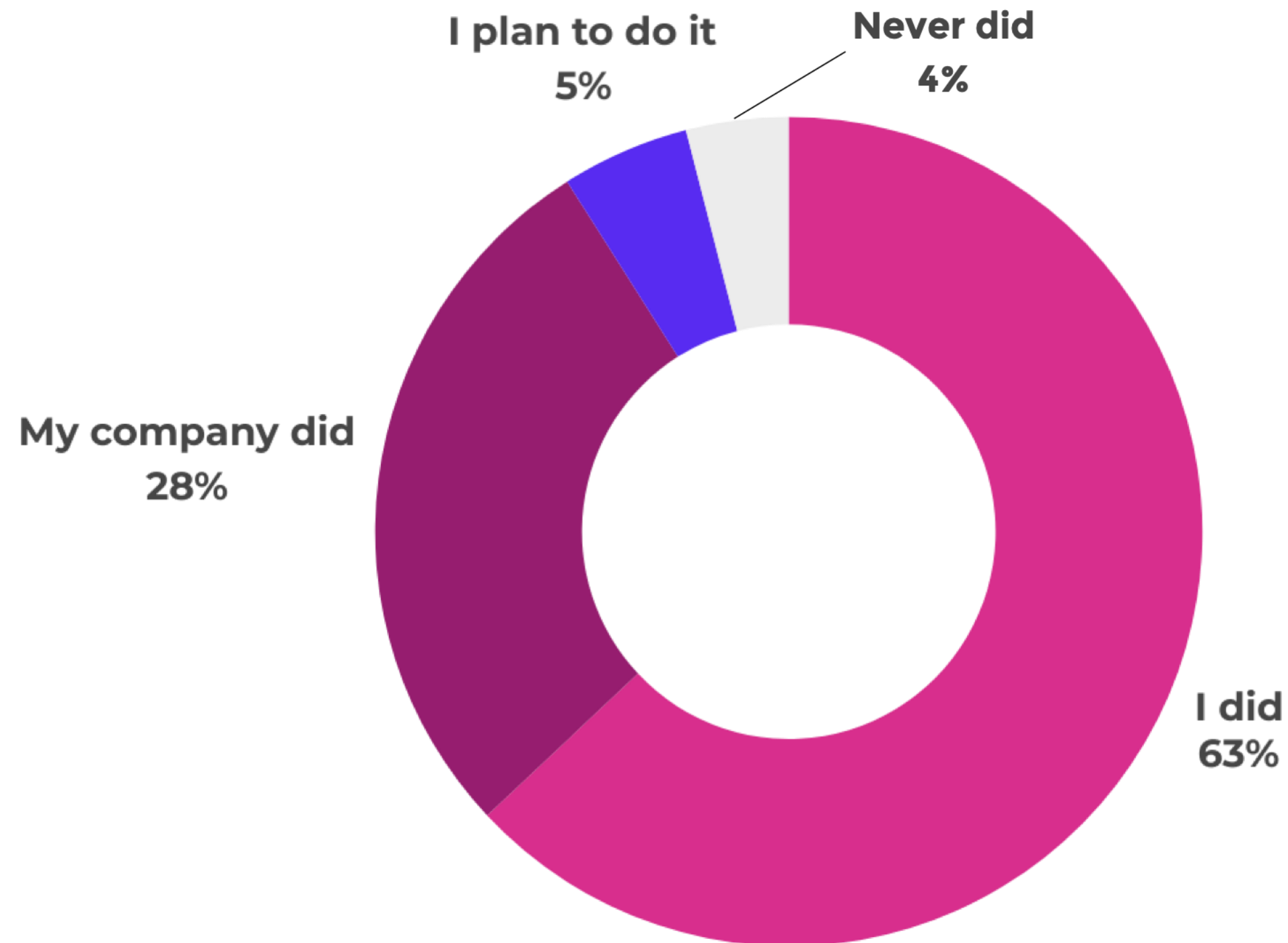
n = 295



*Rank : 3.4/5

“MORE THAN 9/10” OF SURVEYED HEALTHCARE INDUSTRY MANAGERS HAVE “ALREADY WORKED WITH EXTERNAL RESOURCES”

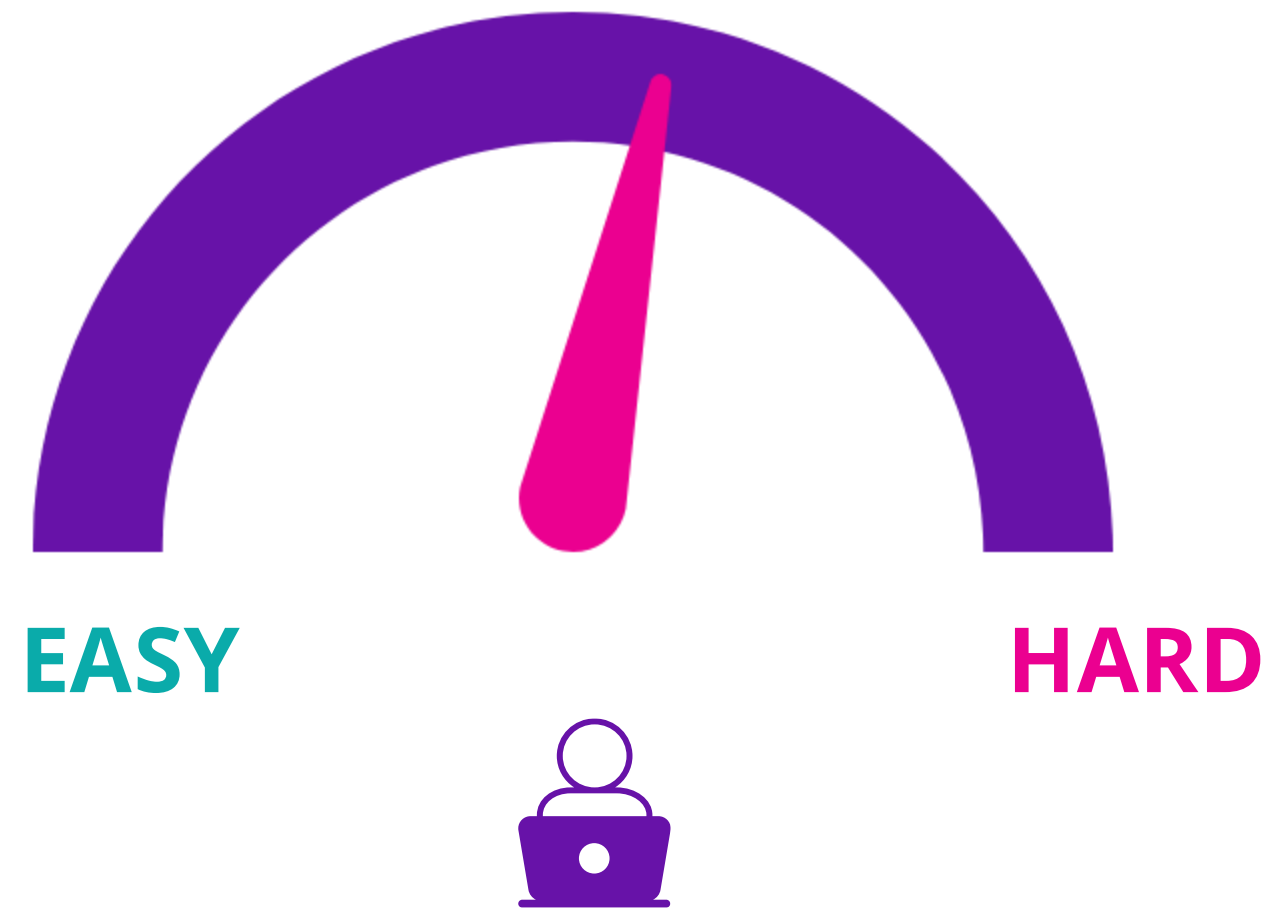
n = 229



**External resources : freelancers and consultancies*

HEALTHCARE INDUSTRY MANAGERS FIND “HIRING EXTERNAL RESOURCES SOMEWHAT CHALLENGING”

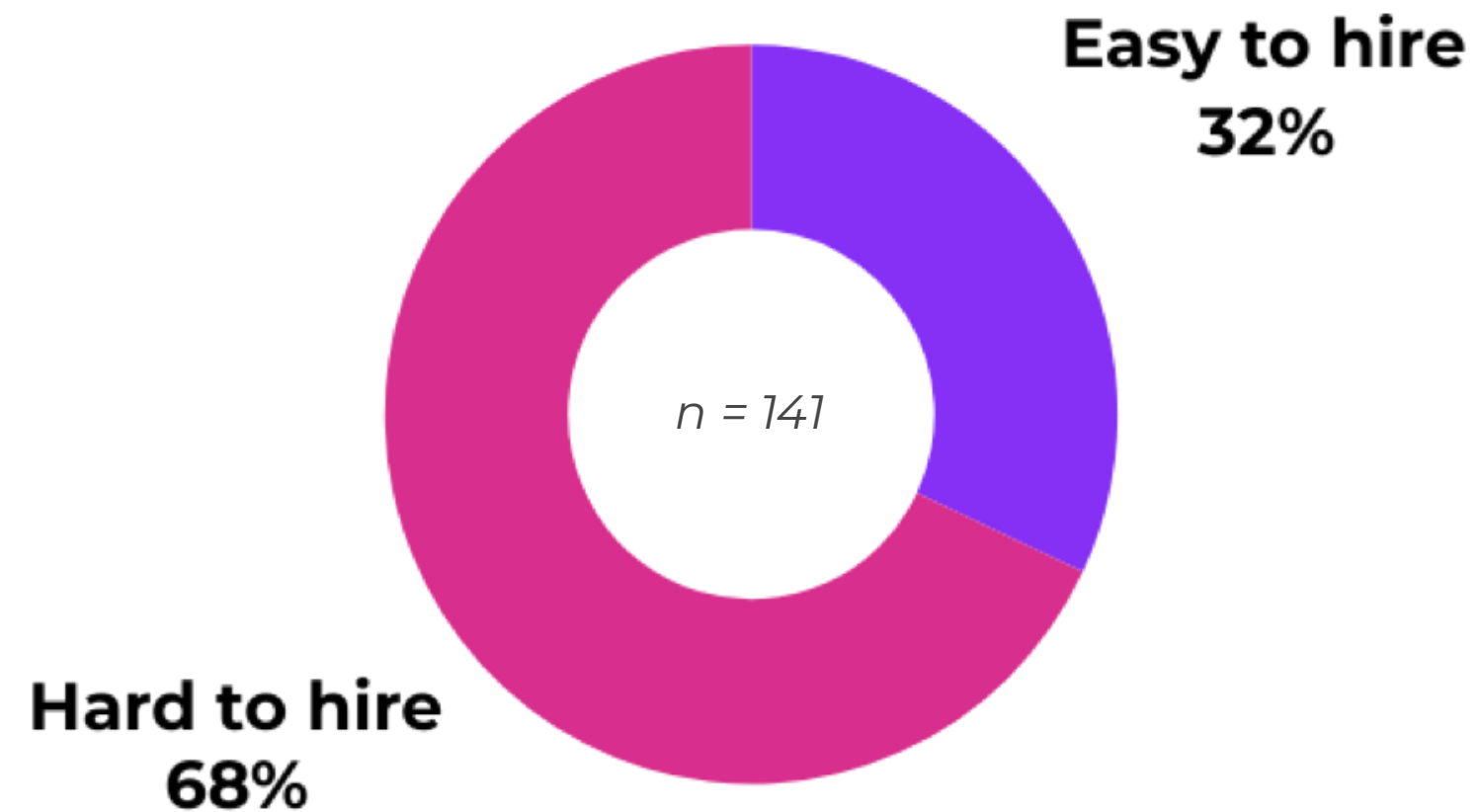
n = 141



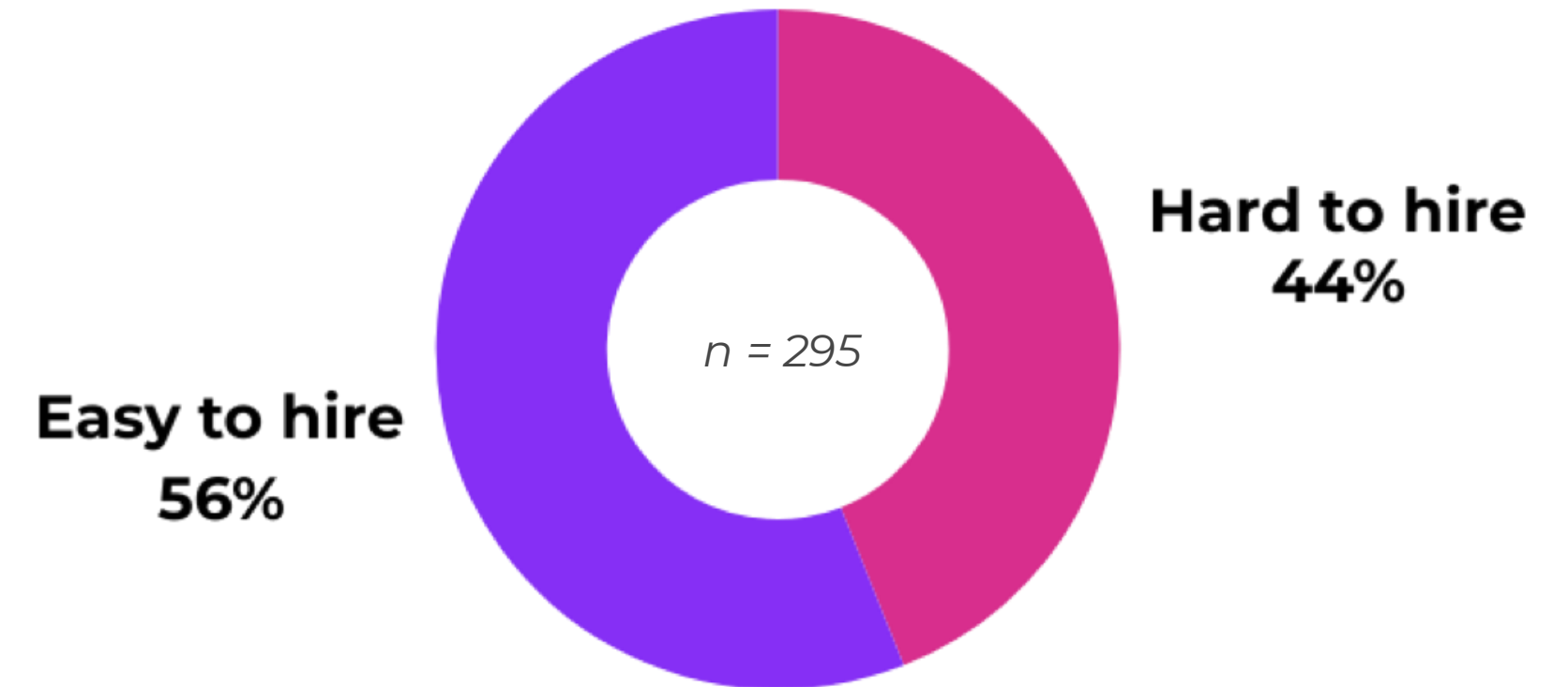
*Rank : 2.8/5

**External resources : freelancers and consultancies

HEALTHCARE INDUSTRY MANAGERS FIND IT “EASIER TO HIRE EXTERNAL RESOURCES” THAN PERMANENT EMPLOYEES



PERMANENT CONTRACTS



EXTERNAL RESOURCES

**External resources : freelancers and consultancies*

“RECRUITING EXTERNAL RESOURCES” IS “3 TIMES FASTER” THAN HIRING EMPLOYEES IN THE HEALTHCARE INDUSTRY

n = 238

Permanent contracts

90 days

Time (days) to recruit permanent contracts:

1 (Min), 46.25 (Q1), 99.4 (Mean), 90 (Median), 120 (Q3), 500 (Max)



-60 DAYS

External resources

30 days

Time (days) to recruit external resources:

1 (Min), 20.75 (Q1), 48.8 (Mean), 30 (Median), 60 (Q3), 365 (Max)

**External resources : freelancers and consultancies*

“FILL SKILL GAPS” AND “MEET TEMPORARY NEEDS” ARE THE MAIN REASONS WHY HEALTHCARE INDUSTRY MANAGERS ONBOARD EXTERNAL RESOURCES

n = 126



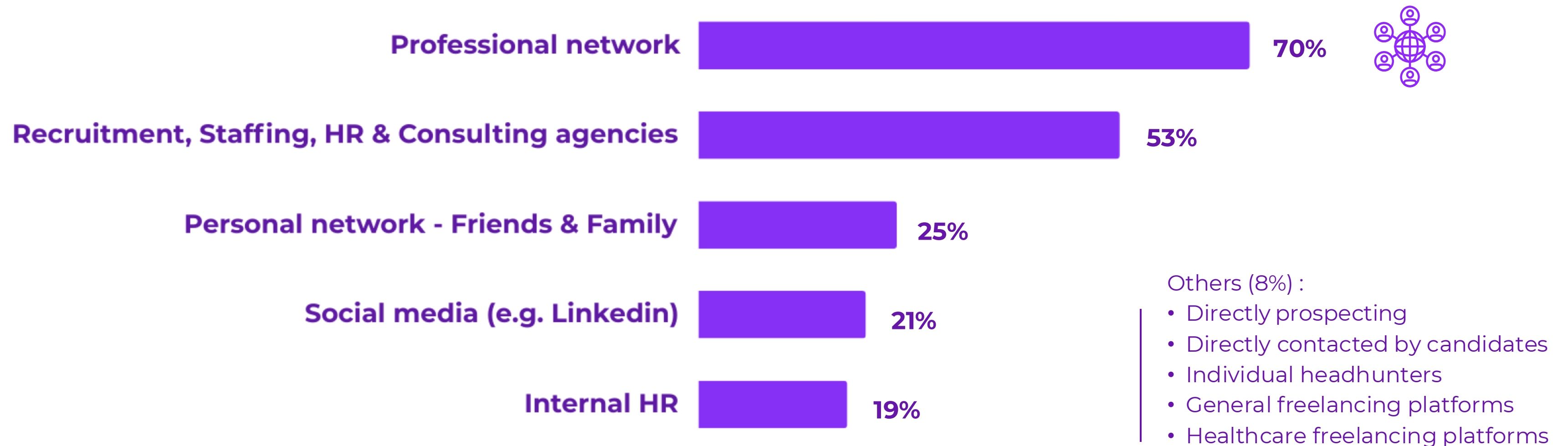
*Total % > 100 - Respondents may submit multiple proposals

**External resources : freelancers and consultancies



“PROFESSIONAL NETWORK” IS THE MAIN WAY FOR HEALTHCARE INDUSTRY MANAGERS TO SOURCE EXTERNAL RESOURCES

n = 127

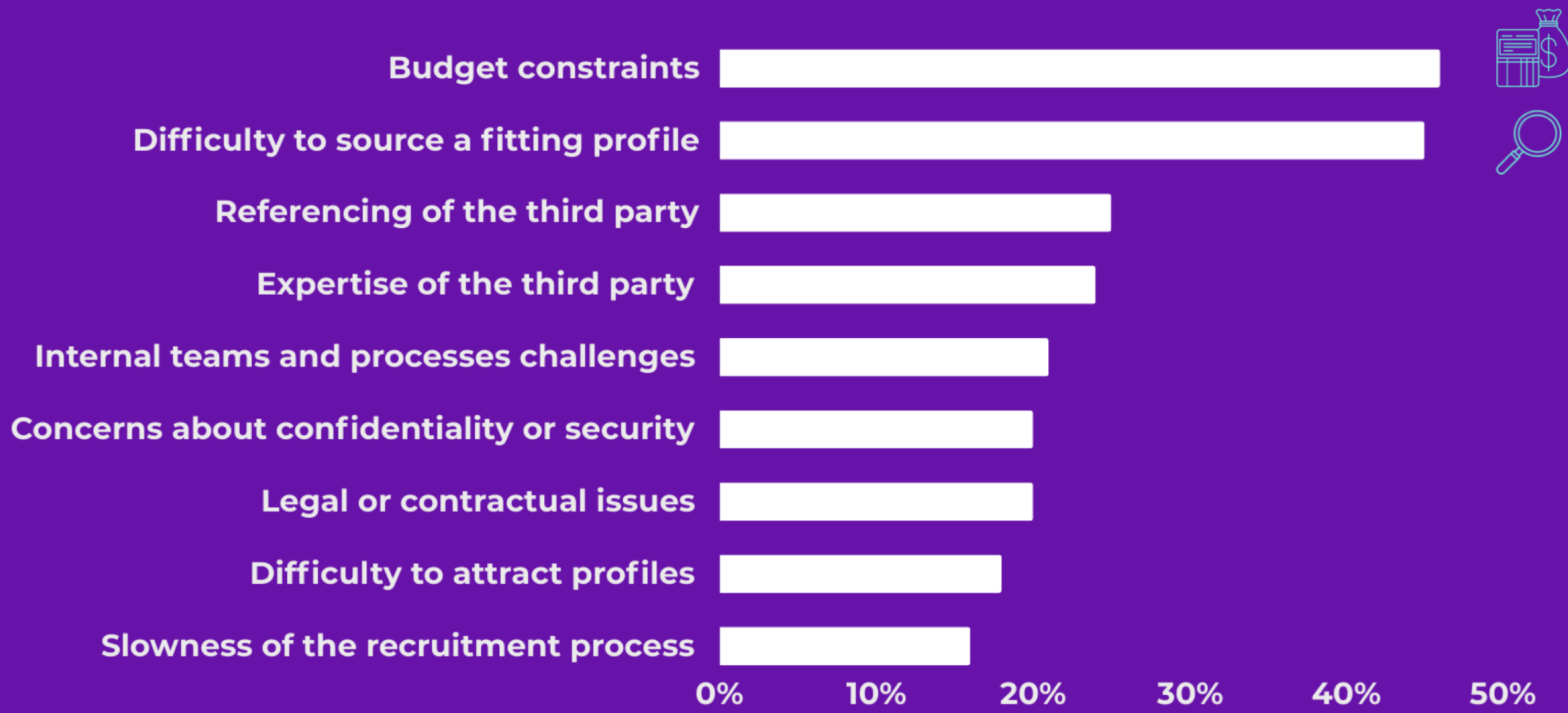


**Total % > 100 - Respondents may submit multiple proposals*

***External resources : freelancers and consultancies*

“BUDGET CONSTRAINTS” AND “ACCURATE SOURCING” ARE THE MAIN BARRIERS FOR HEALTHCARE INDUSTRY MANAGERS TO RECRUIT EXTERNAL RESOURCES

n = 104



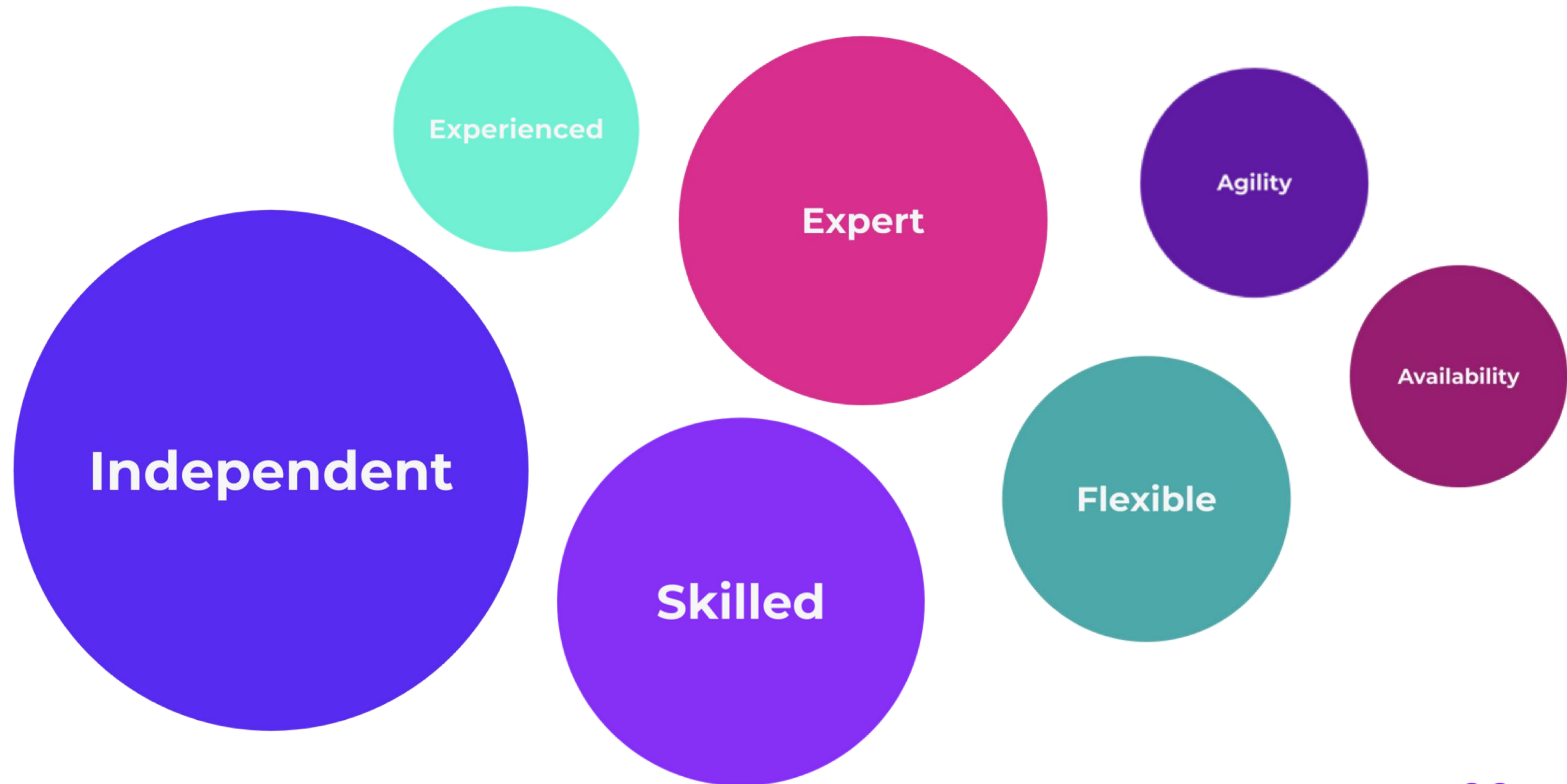
*Total % > 100 - Respondents may submit multiple proposals

**External resources : freelancers and consultancies



“KEYWORDS” THAT HEALTHCARE INDUSTRY MANAGERS MOST FREQUENTLY USE “TO DEFINE A FREELANCER”

n = 100



“FREELANCE EXPERTS” ARE THE “PREFERRED CHOICE” FOR HEALTHCARE INDUSTRY MANAGERS “TO ADDRESS TEMPORARY NEEDS”

n = 113

Freelancers / Independent consultants



60%



Consultants (from consulting or CROs)



55%

Fixed-term contracts



24%

Wage portage / Interim contracts



22%

**Total % > 100 - Respondents may submit multiple proposals*



3/5

**HEALTHCARE INDUSTRY MANAGERS
HAVE “ALREADY INTEGRATED FREELANCERS
INTO THEIR TEAMS”**

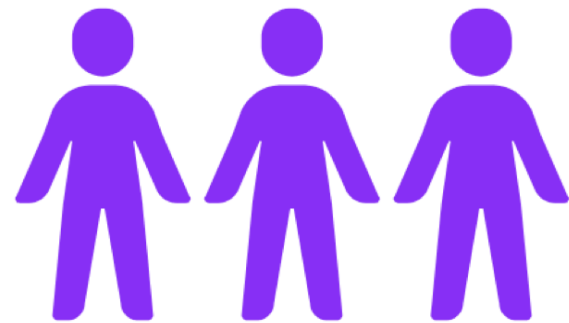
n = 99



3

HEALTHCARE INDUSTRY MANAGERS WHO HAVE
INTEGRATED FREELANCERS INTO THEIR TEAMS TYPICALLY
HIRE AN AVERAGE OF 3 FREELANCERS PER YEAR

n = 60

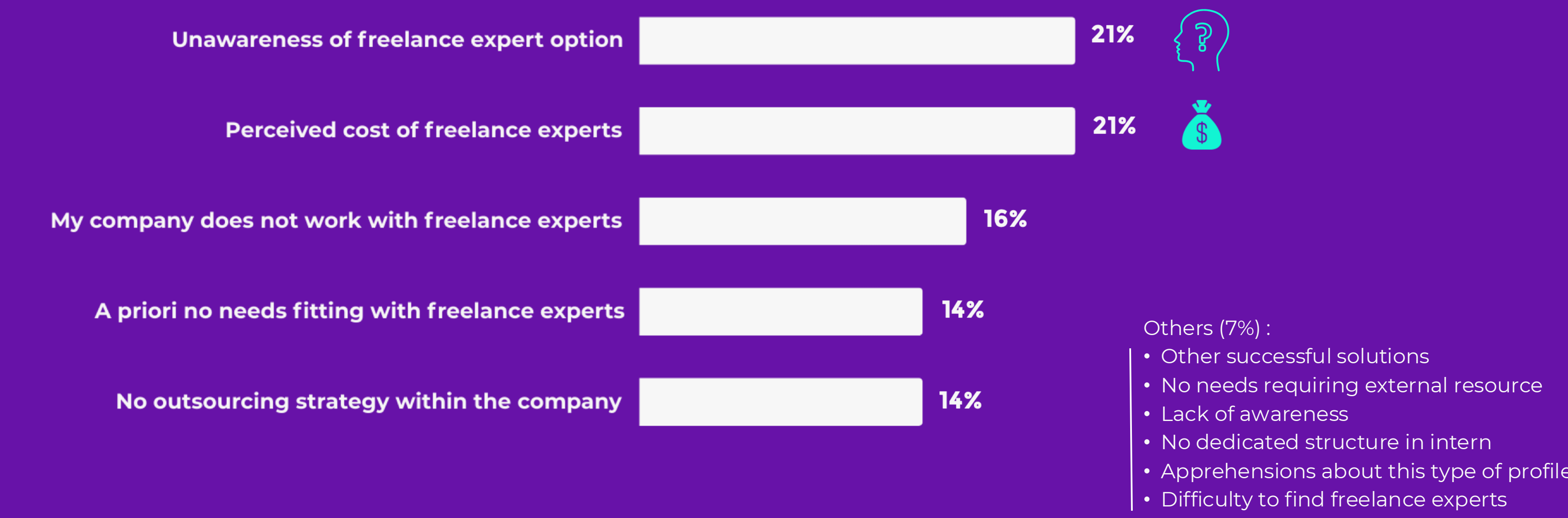


1 (Min), 1 (Q1), 2.9 (Mean), 2 (Median), 3 (Q3), 15 (Max)



“UNAWARENESS” & “PERCEIVED COST” OF FREELANCING ARE THE MAIN HURDLES FOR HEALTHCARE INDUSTRY MANAGERS TO ENGAGE FREELANCE EXPERTS

n = 61

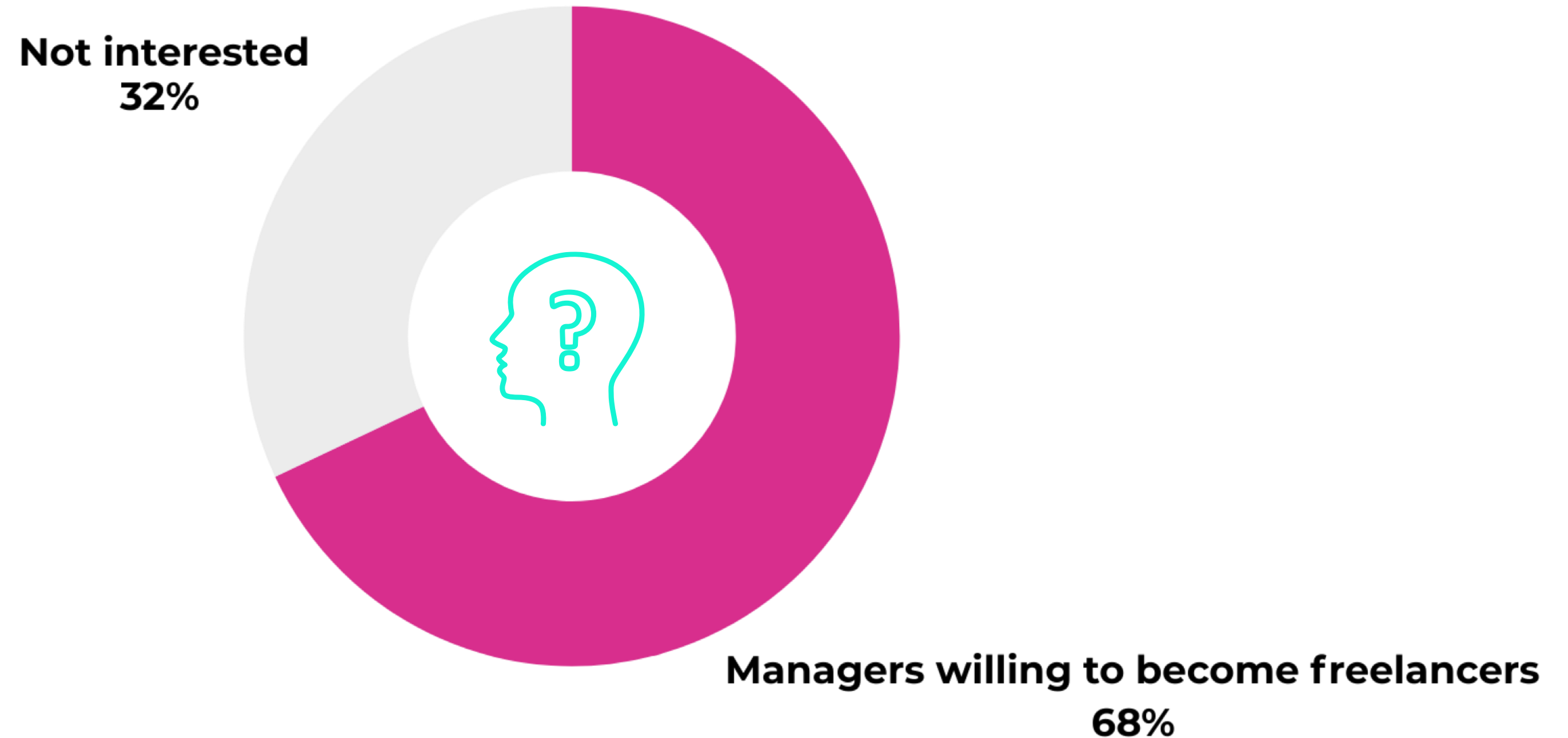


*Total % > 100 - Respondents may submit multiple proposals



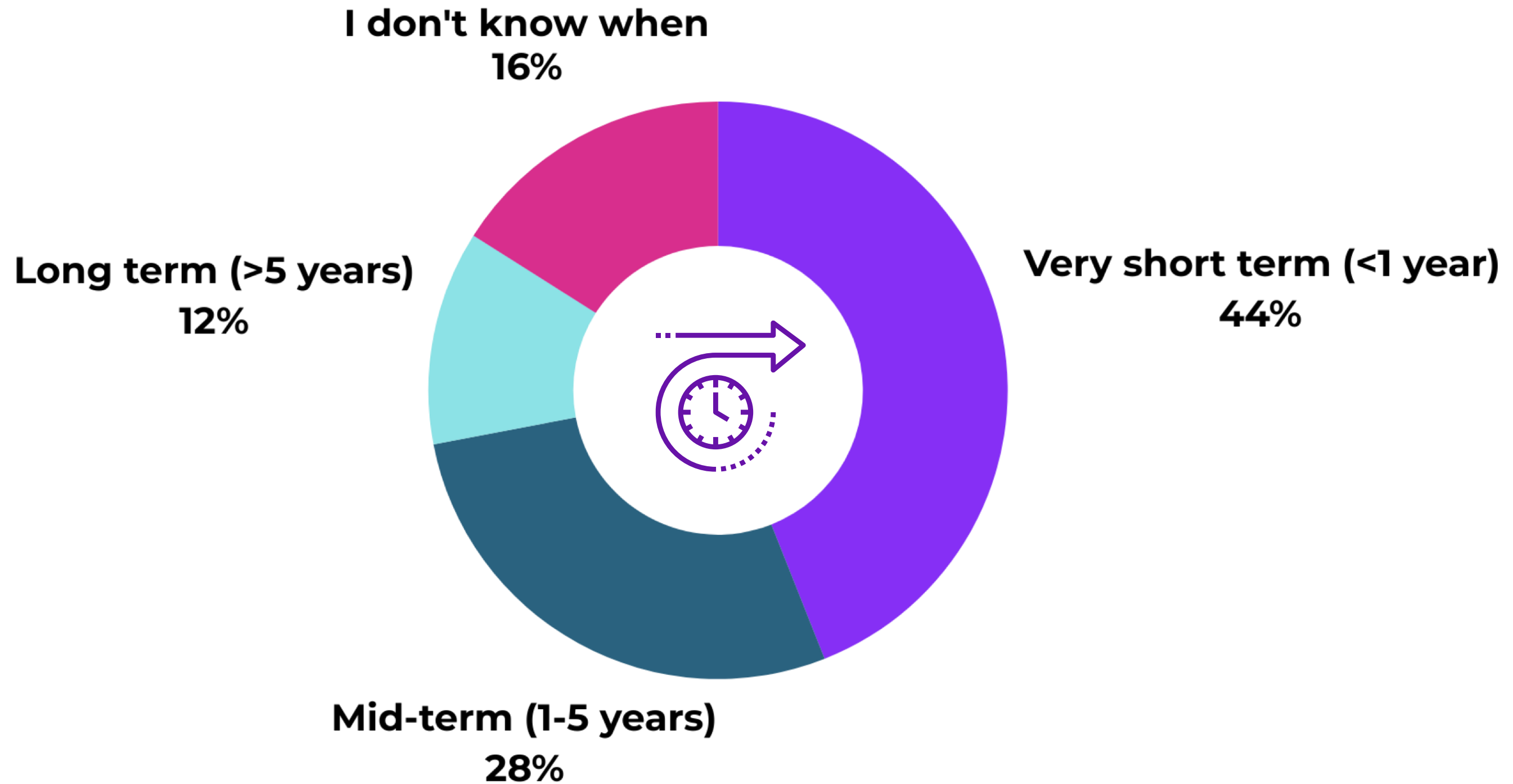
2/3 HEALTHCARE INDUSTRY MANAGERS ARE INTERESTED IN “BECOMING FREELANCERS”

n = 156



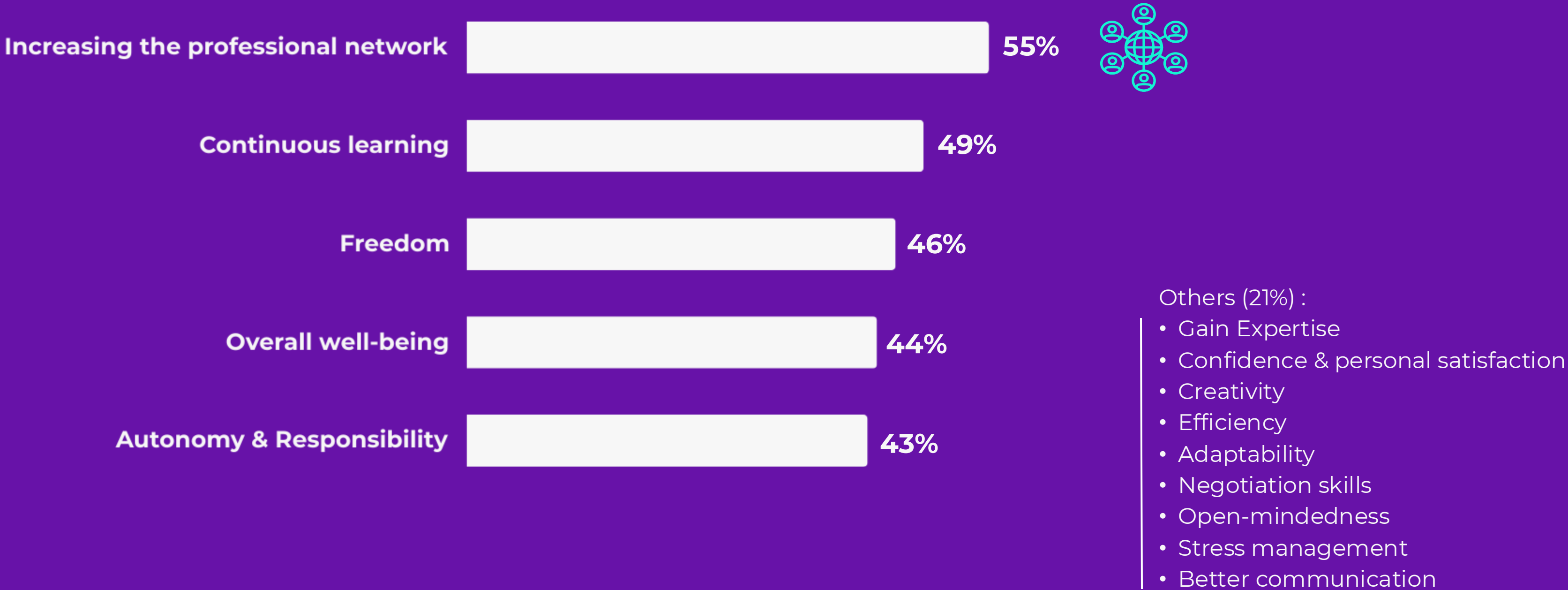
HALF OF HEALTHCARE INDUSTRY MANAGERS INTERESTED IN “BECOMING FREELANCERS” AIM TO ACHIEVE THIS “WITHIN THE YEAR”

n = 106



AS FUTURE FREELANCERS, HEALTHCARE INDUSTRY “MANAGERS WOULD MAINLY EXPECT” TO “EXPAND THEIR PROFESSIONAL NETWORK”

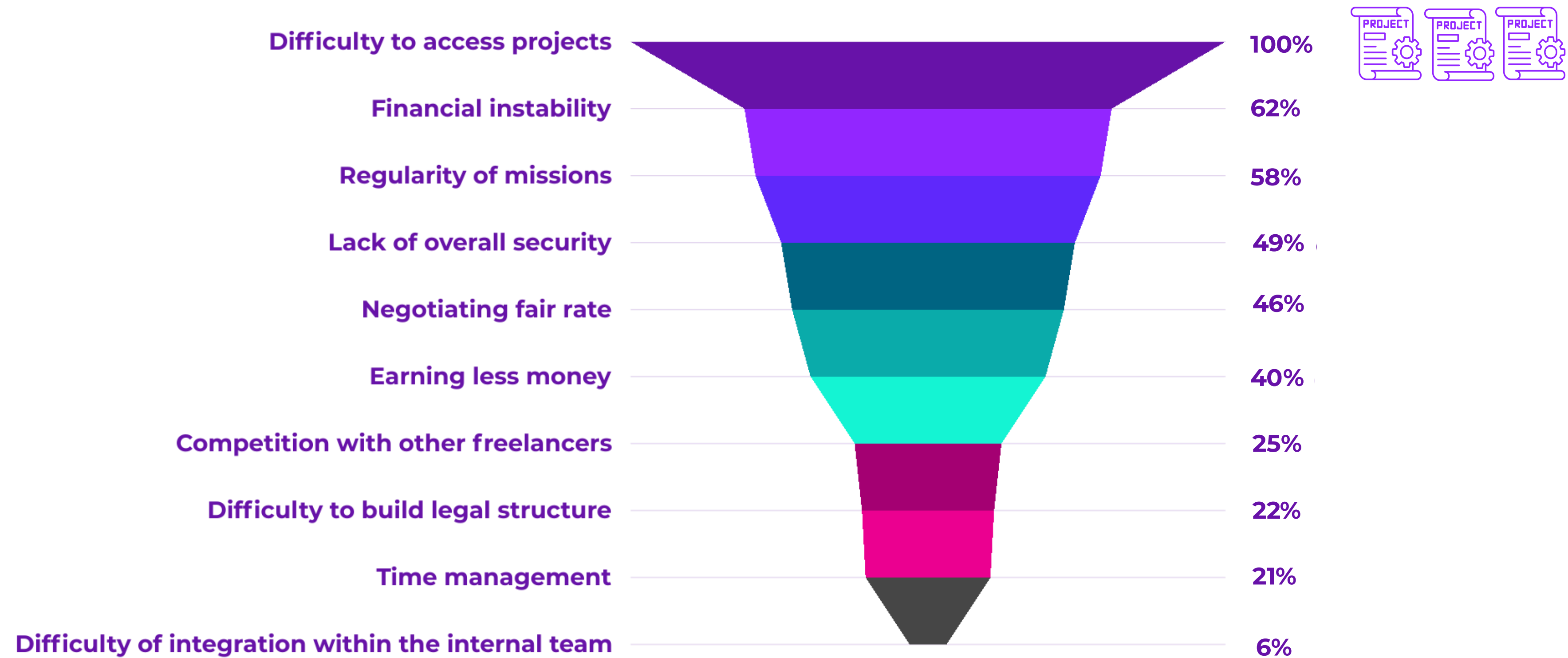
n = 101



**Total % > 100 - Respondents may submit multiple proposals*

THE “DIFFICULTY OF FINDING PROJECTS” IS A CONCERN FOR ALL HEALTHCARE INDUSTRY “MANAGERS LOOKING TO BECOME FREELANCER”

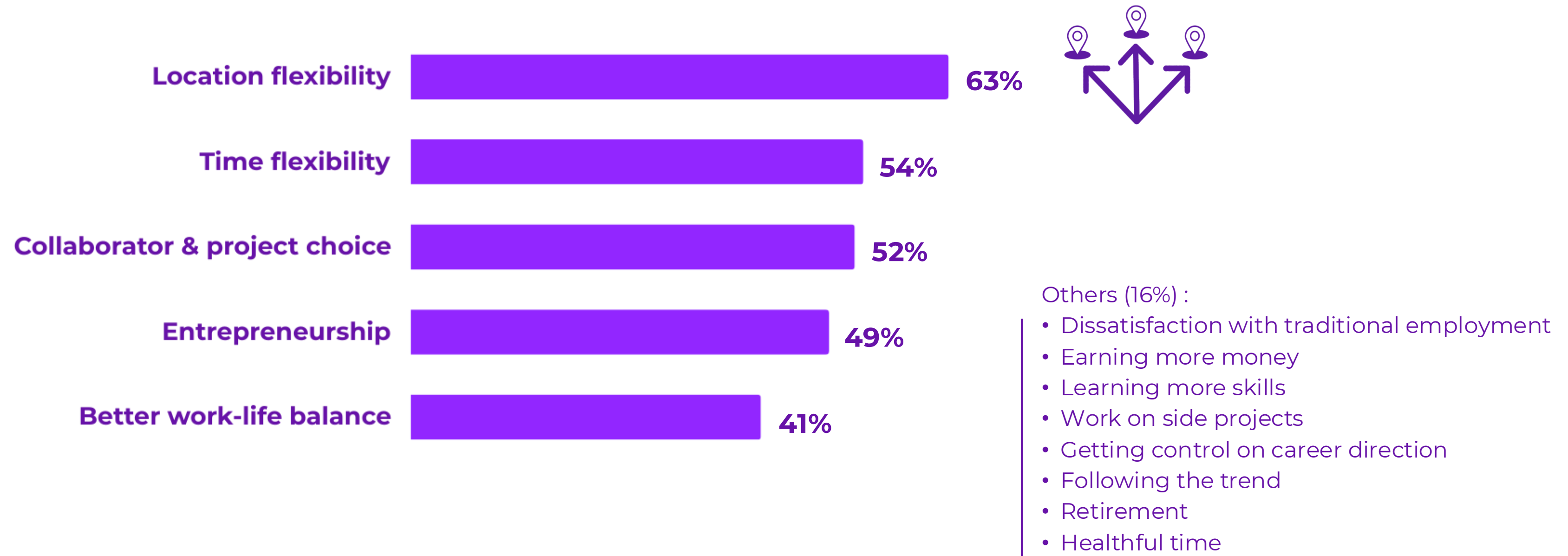
n = 100



**Total % > 100 - Respondents may submit multiple proposals*

“LOCATION FLEXIBILITY” IS THE MAIN REASON WHY HEALTHCARE INDUSTRY MANAGERS WOULD “START A FREELANCING CAREER”

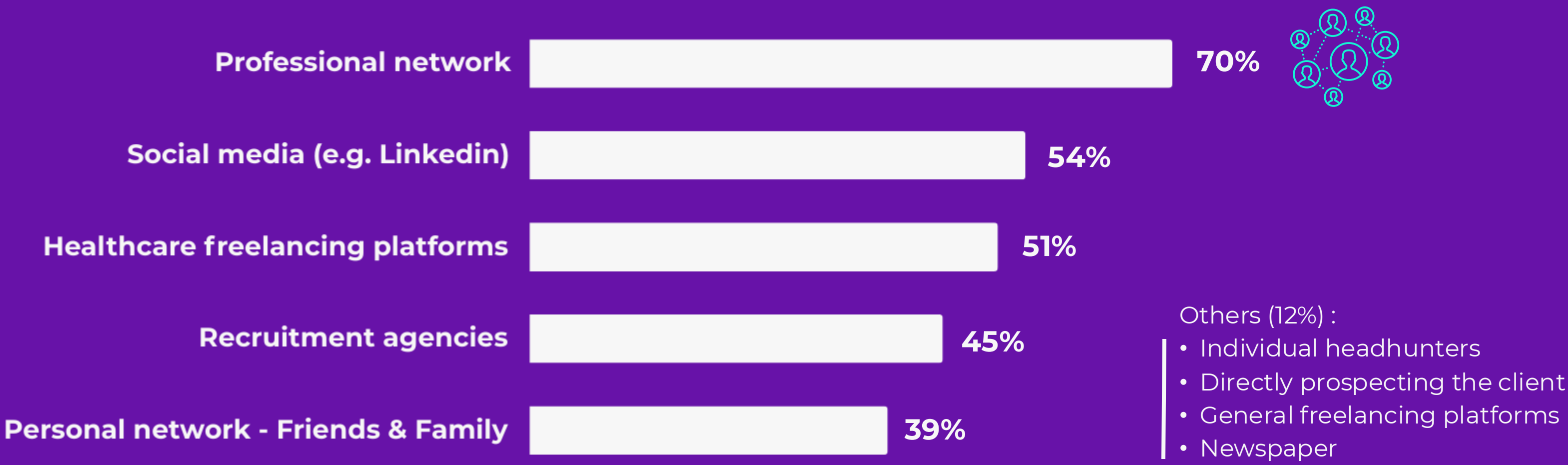
n = 102



**Total % > 100 - Respondents may submit multiple proposals*

HEALTHCARE INDUSTRY MANAGERS PLANNING TO BECOME FREELANCER WOULD RELY ON “PEER-TO-PEER COLLABORATIONS” TO “FIND THEIR FUTURE MISSIONS”

n = 100



*Total % > 100 - Respondents may submit multiple proposals

“KEY ACTIVITIES” HEALTHCARE INDUSTRY MANAGERS PLAN TO FOCUS ON “WHEN BECOMING FREELANCERS”

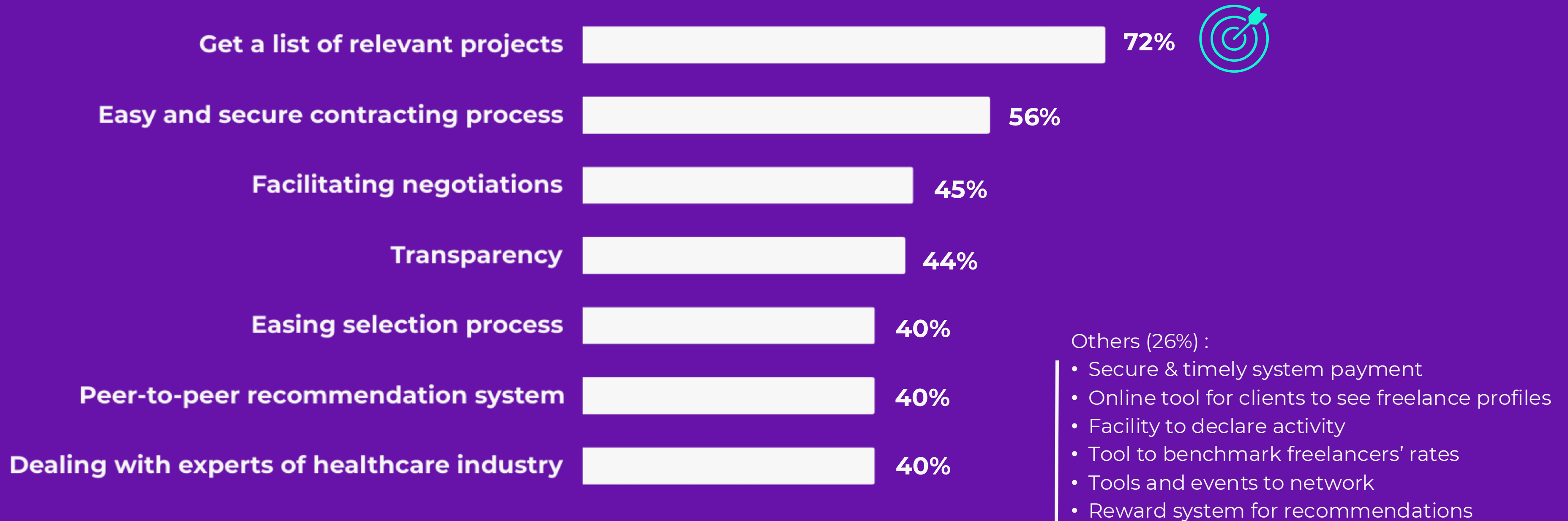
n = 99

- **Project Management** (including transition management, complex projects, and technology development)
- **Regulatory Affairs Consulting** (dossier preparation, submissions, local and international compliance)
- **Marketing Consulting** (brand strategy, digital strategy, pre-launch activities)
- **Pharmacovigilance Data Management** (drug safety monitoring and management)
- **Business Development** (new business development, start-up structuring, growth strategy)
- **Quality Assurance and Compliance** (internal and external audits, QMS, process and protocol validation)
- **Medical Writing** (clinical protocols, literature reviews, GMP reports)
- **Clinical Operations Management** (CRO oversight, clinical trial protocols, stakeholder management)
- **Health Economics and Market Access** (HEOR modeling, market access, economic evaluation)
- **Strategic Planning and Brand Positioning** (brand positioning, market strategy)
- **Digital Transformation** (process digitization, data analysis, competitive intelligence)
- **Innovation and Technology Transfer** (innovation project management, technology transfer, product development)
- **Customer Success and Patient Support** (support strategies, patient experience, support services)
- **Training and Team Building** (skills development, coaching, team management)
- **Competitive Intelligence and Market Analysis** (competitive landscape analysis, market research)
- **Medical Advisor** (medical strategy consulting, medico-marketing communication)
- **Quality Procedure and SOP Writing** (SOP writing, GMP documentation, process management)
- **Operations & Process Improvement** (process optimization, Lean methodology, operational efficiency)
- **Intellectual Property and Patent Consulting** (life science patent advice, intellectual property)
- **Stakeholder and KOL Management** (stakeholder relations, key opinion leader strategy)



AS FUTURE FREELANCERS, HEALTHCARE INDUSTRY MANAGERS WOULD PRIMARILY “RELY ON THIRD PARTIES” TO “SOURCE SUITABLE PROJECTS”

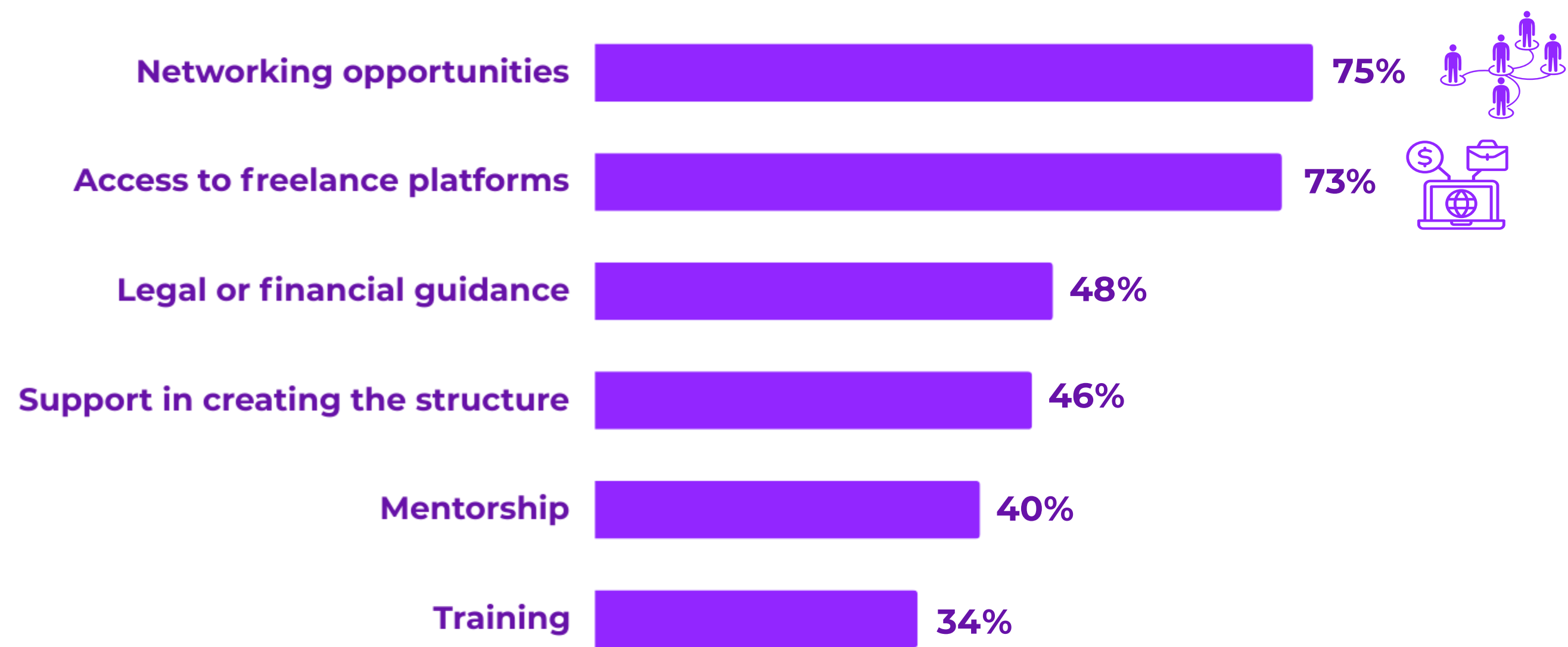
n = 95



**Total % > 100 - Respondents may submit multiple proposals*

HEALTHCARE INDUSTRY MANAGERS CONSIDER “NETWORKING” AND “FREELANCE PLATFORM SERVICES” AS KEY TO HELP THEM “TRANSITIONING TO FREELANCING”

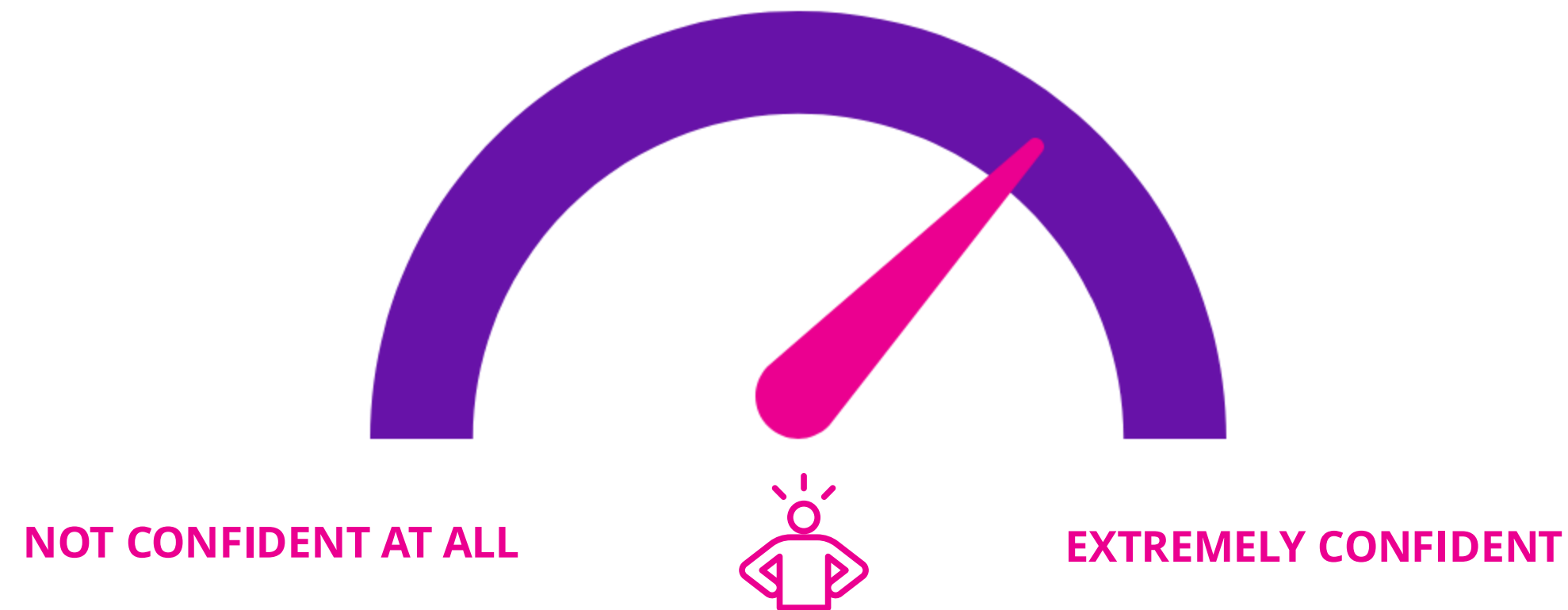
n = 92



**Total % > 100 - Respondents may submit multiple proposals*

HEALTHCARE INDUSTRY MANAGERS ARE “PRETTY CONFIDENT” IN THEIR ABILITY TO “SUCCEED AS FREELANCE EXPERTS”

n = 90



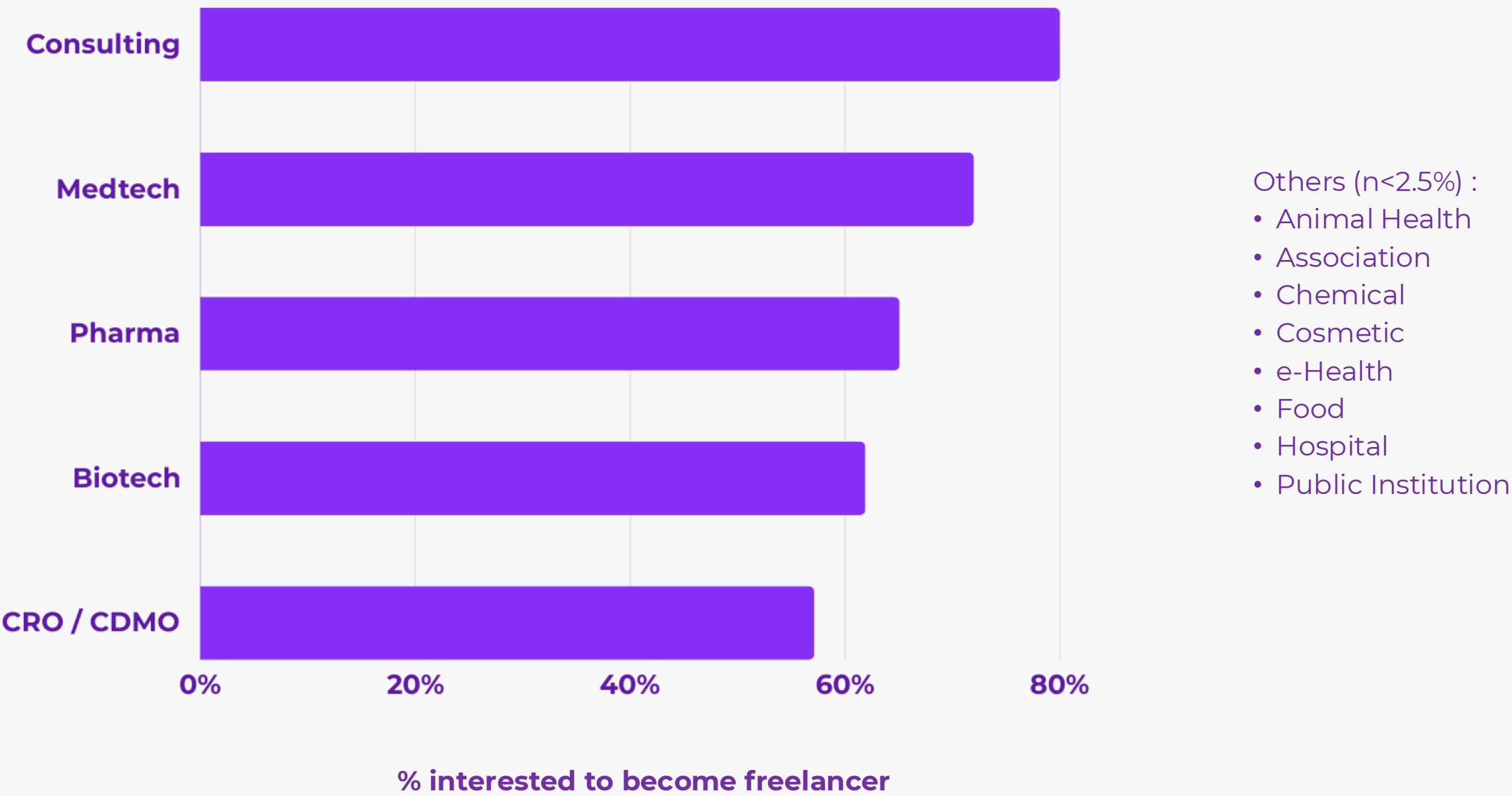
**Rank : 3.6/5*

6.3. MANAGERS / Multivariate Analysis



HEALTHCARE INDUSTRY MANAGERS EMPLOYED BY “CONSULTING FIRMS” ARE THE MOST INTERESTED IN “STARTING A FREELANCING CAREER”

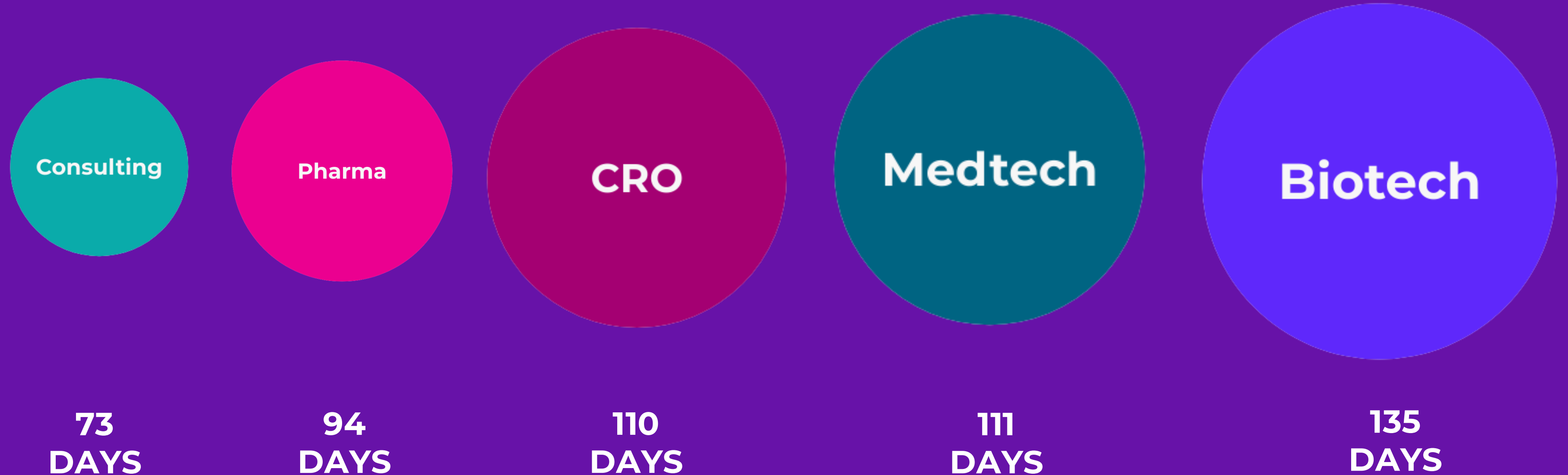
n = 136



**n>2.5% of total n for each company type*

“CONSULTING COMPANIES” HAVE THE “FASTEST AVERAGE HIRING TIME” FOR PERMANENT CONTRACTS

n = 136



Others (n<2.5%) :

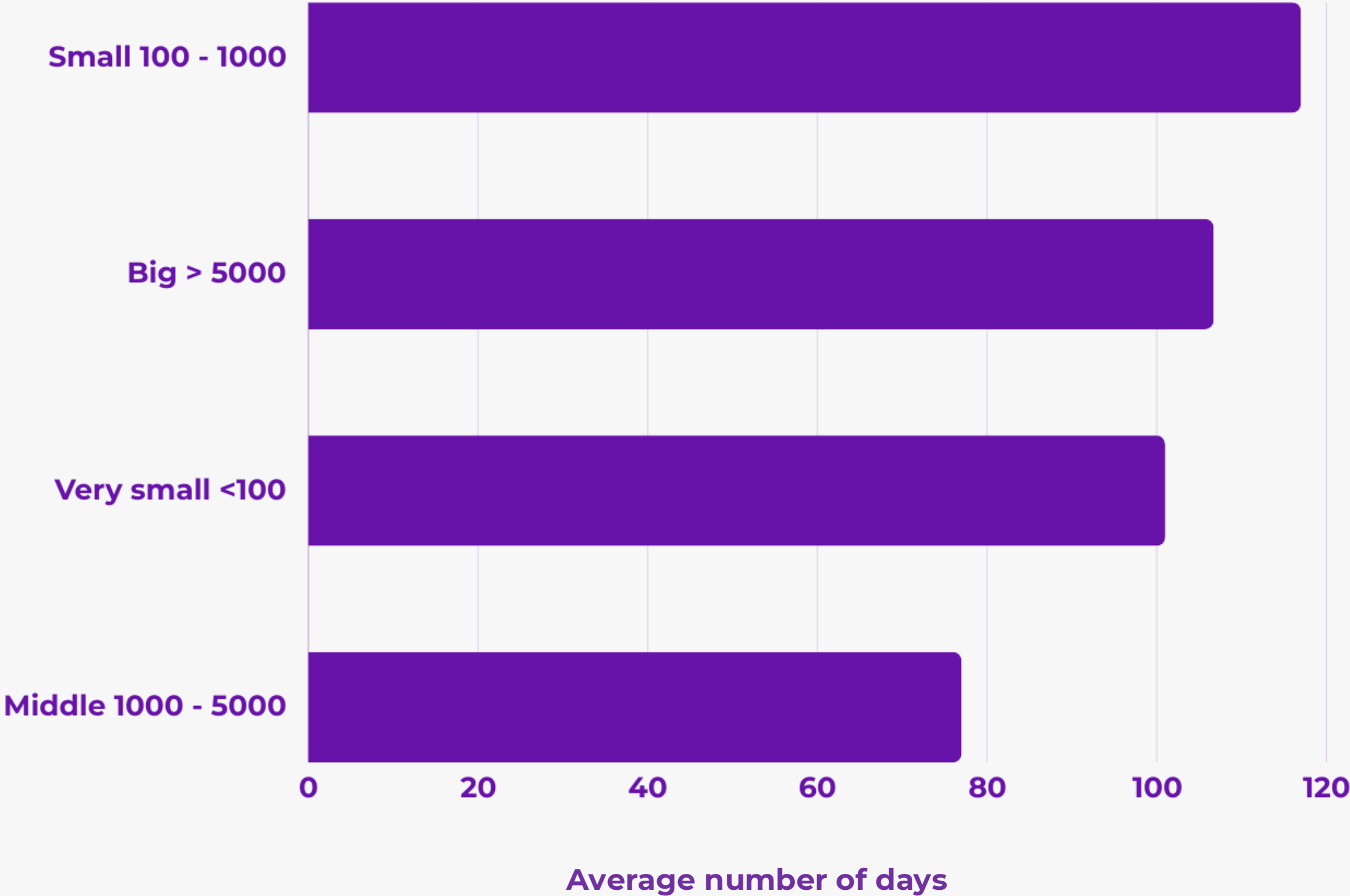
- Animal Health
- Association
- Chemical
- Cosmetic
- e-Health
- Food
- Hospital
- Public Institution

**n>2.5% of total n for each company type*



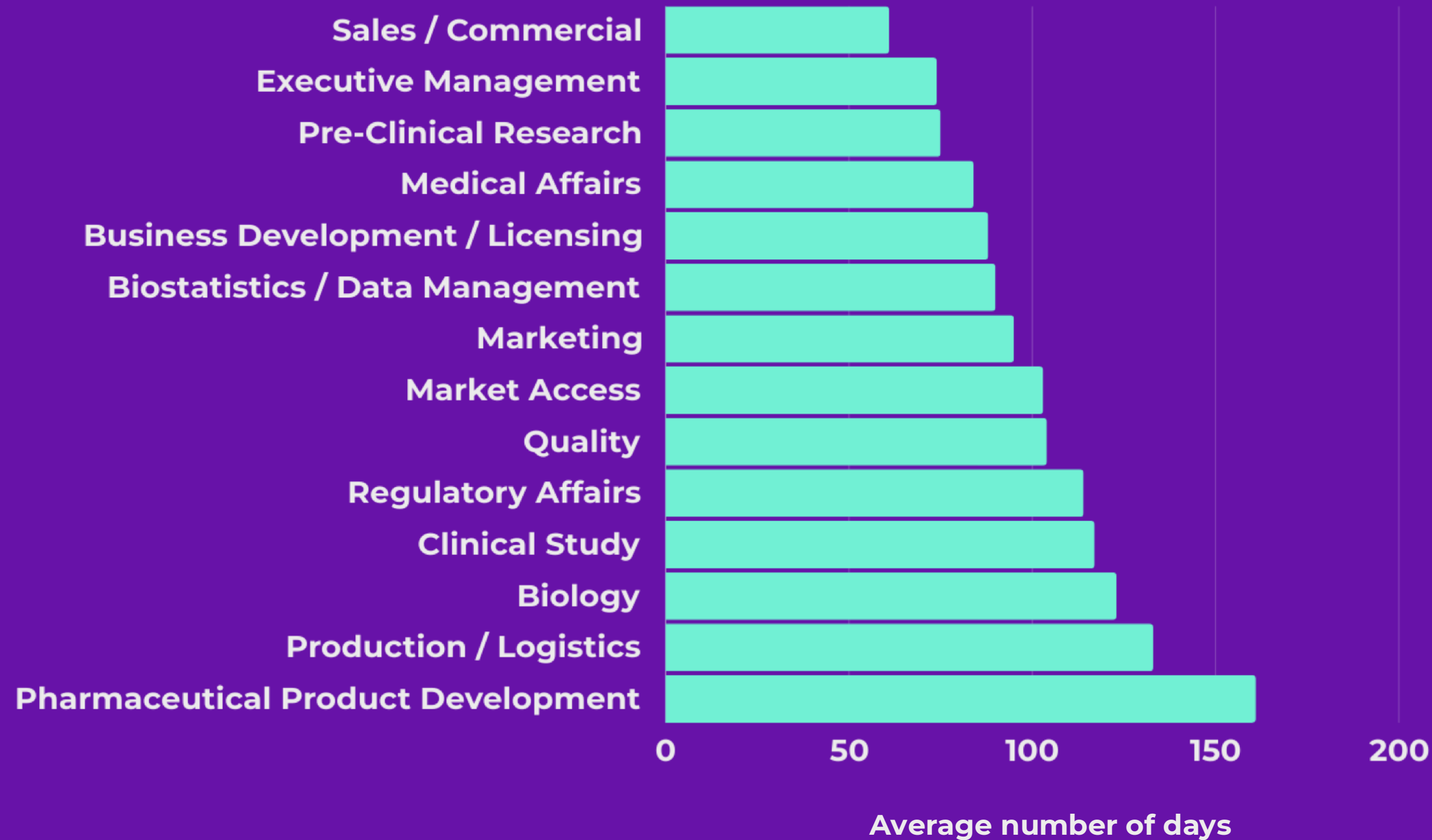
“SMALL HEALTHCARE INDUSTRY COMPANIES” (100-1000)
TAKE “LONGER TO HIRE FOR PERMANENT POSITIONS”

n = 136



“SALES” IS THE HEALTHCARE INDUSTRY FIELD OF EXPERTISE WITH THE FASTEST PERMANENT CONTRACTS HIRING TIME

n = 132



Others (*n*<2.5%) :

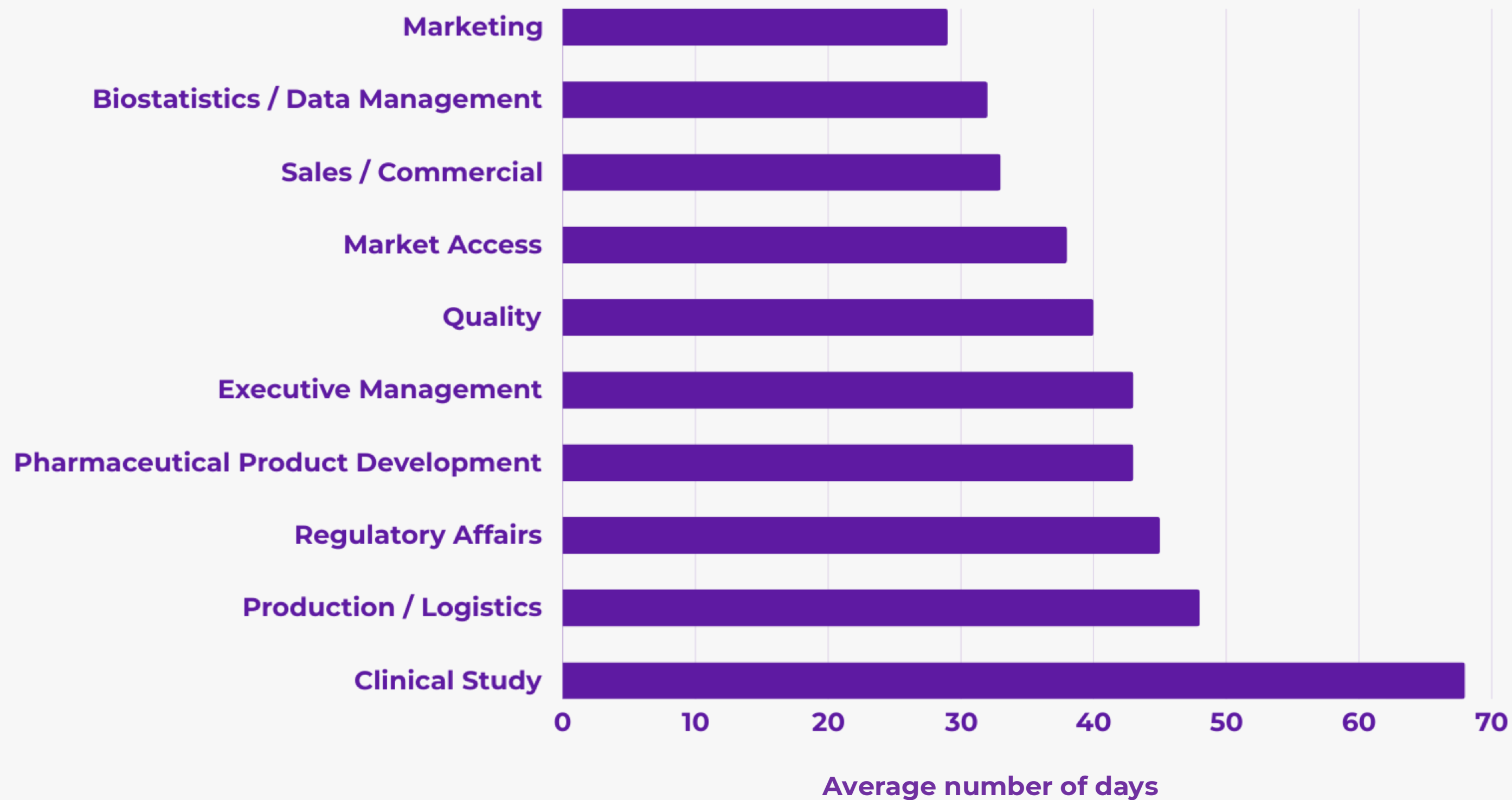
- Bioinformatic / Robotics / Screening
- Communication / External Relations / Public Affairs
- Digital / IT / UX & UI Design
- Epidemiology
- HEOR
- Legal
- Market Research
- Medical Writing
- Pharmacovigilance
- Start-Up and Innovation
- Training

**n*>2.5% of total *n* for each field of expertise



“MARKETING” IS THE HEALTHCARE INDUSTRY FIELD OF EXPERTISE WITH THE FASTEST EXTERNAL RESOURCES HIRING TIME

n = 76



Others (*n*<5%) :

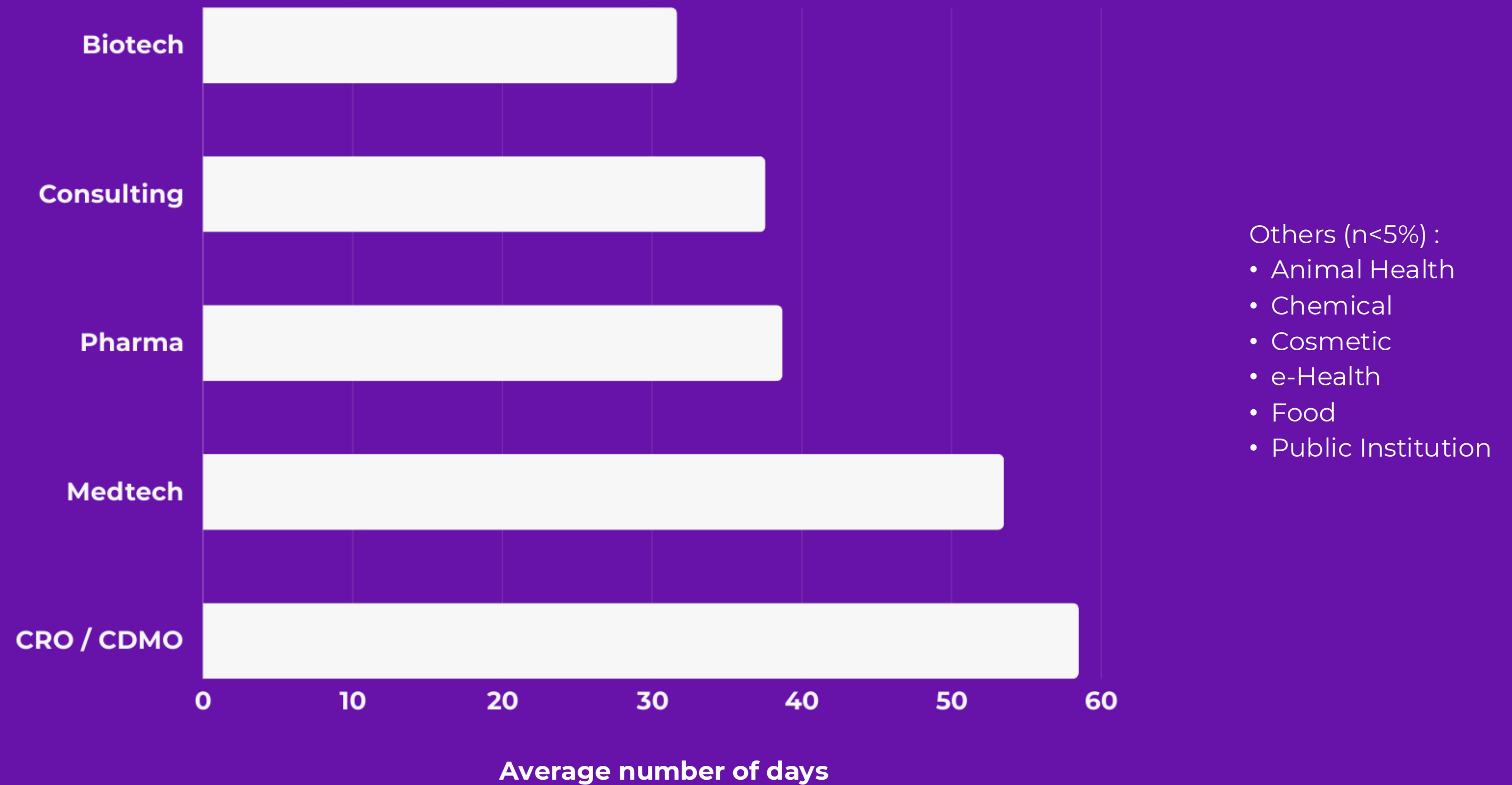
- Bioinformatic / Robotics / Screening
- Biology
- Business Development / Licensing
- Communication / External Relations / Public Affairs
- Digital / IT / UX & UI Design
- Epidemiology
- HEOR
- Legal
- Market Research
- Medical Affairs
- Medical Writing
- Pre-Clinical Research
- Pharmacovigilance
- Start-Up and Innovation
- Training

**n*>5% of total *n* for each field of expertise

****External resources : freelancers and consultancies

“BIOTECH” IS THE HEALTHCARE INDUSTRY COMPANY TYPE WITH THE “FASTEST EXTERNAL RESOURCES HIRING TIME”

n = 82



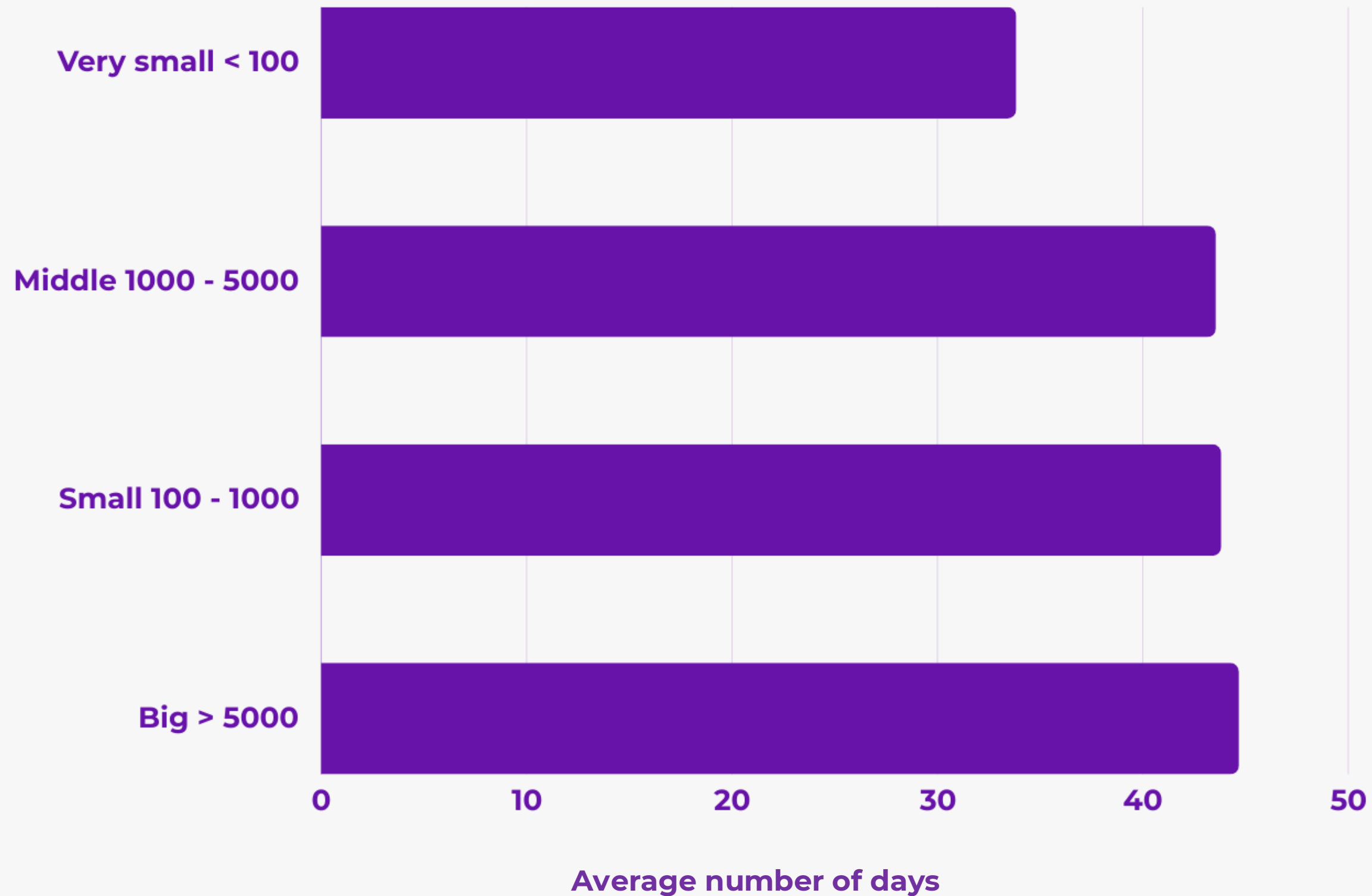
**n>5% of total n for each company type*

***External resources : freelancers and consultancies*



“VERY SMALL HEALTHCARE INDUSTRY COMPANIES” (<100) ARE THE “FASTEST TO HIRE EXTERNAL RESOURCES”

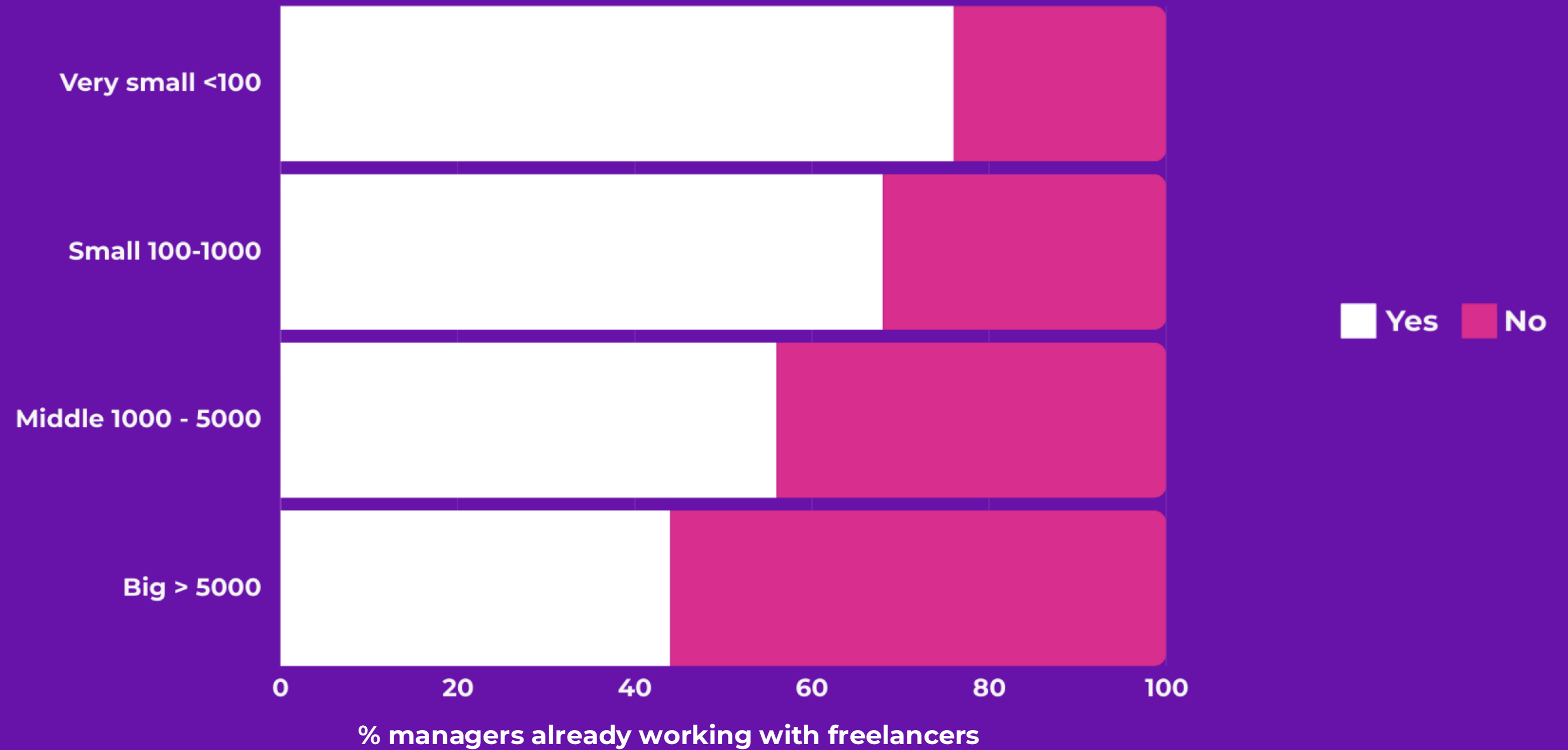
n = 81



**External resources : freelancers and consultancies*

"SMALLER COMPANIES" (<1000) IN THE HEALTHCARE INDUSTRY ARE THE TOP HIRERS OF FREELANCE EXPERTS

n = 81

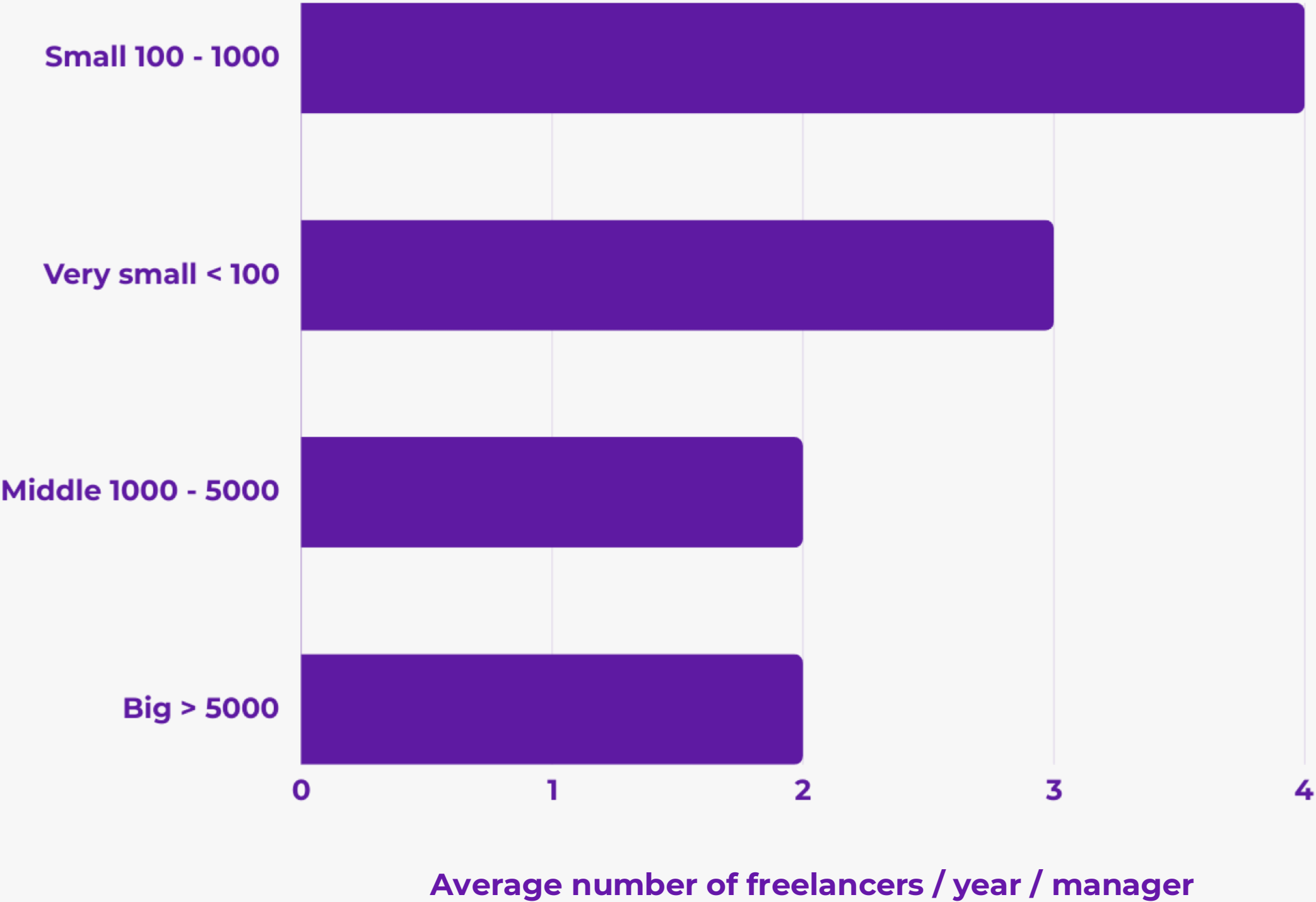


**n>10% of total n for each company size*



"SMALLER COMPANIES" (<1000) IN THE HEALTHCARE INDUSTRY ONBOARD THE LARGEST NUMBER OF FREELANCE EXPERTS PER YEAR

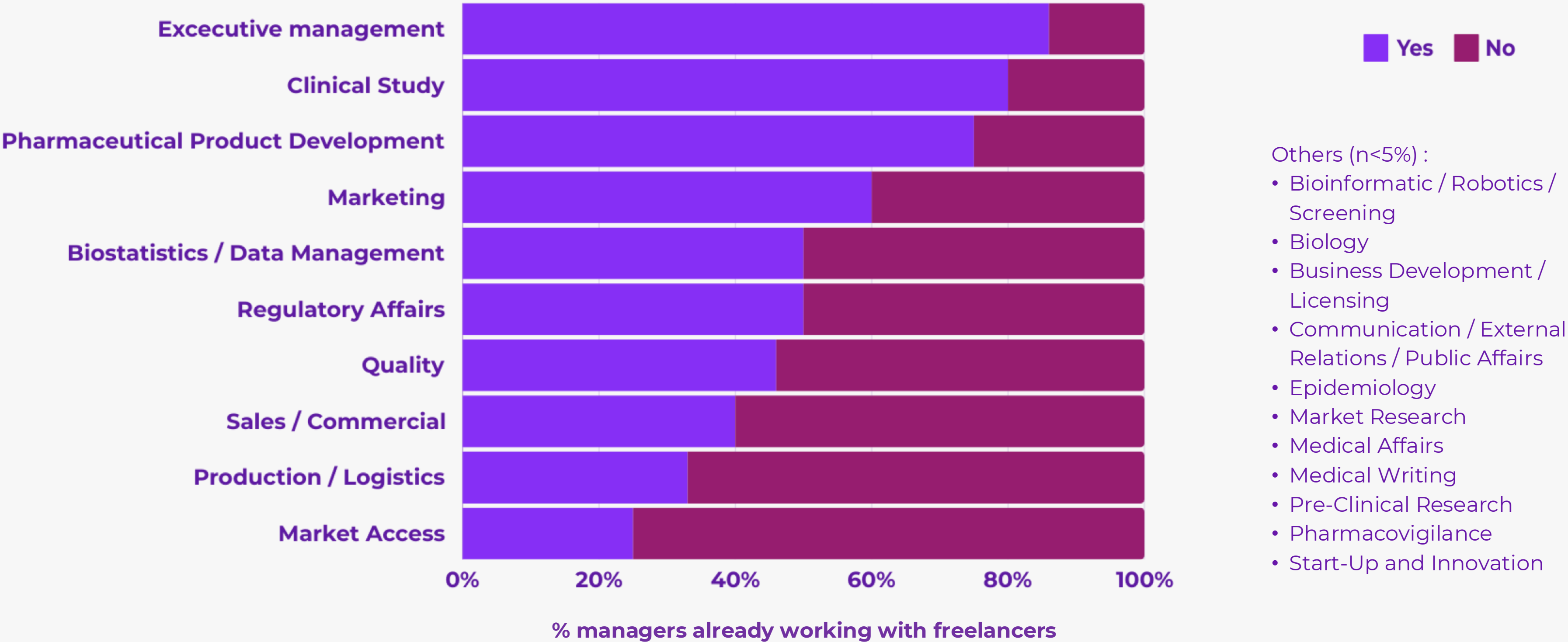
n = 50



**n>10% of total n for each company size*

“COMMERCIAL AND R&D FUNCTIONS” ARE THE “TOP HIRERS” OF HEALTHCARE INDUSTRY FREELANCE EXPERTS

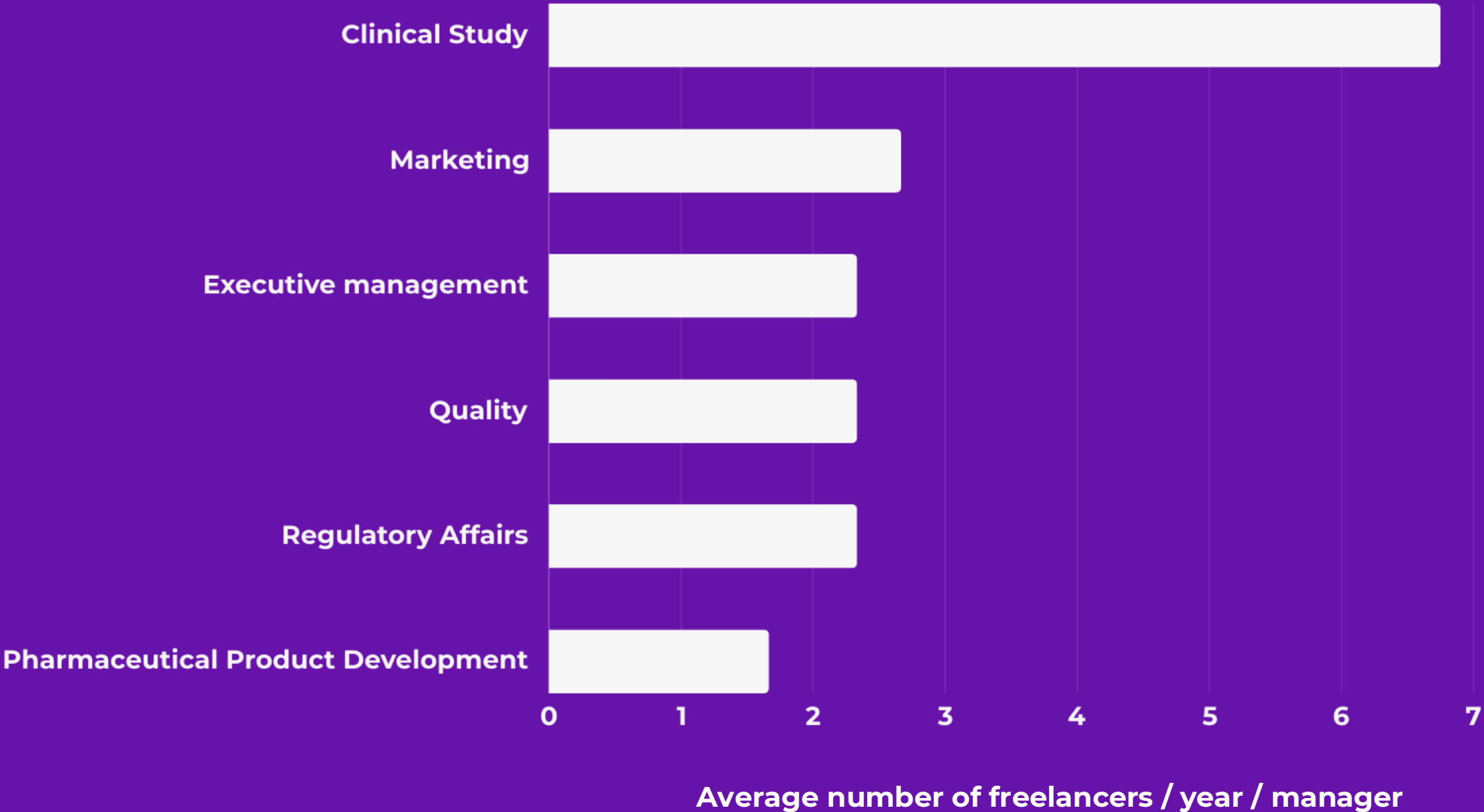
n = 76



**n>5% of total n for each field of expertise*

“CLINICAL STUDY” IS THE DEPARTMENT WITH THE “HIGHEST NB OF FREELANCE EXPERTS ONBOARDED PER YEAR PER MANAGER” IN THE HEALTHCARE INDUSTRY

n = 47

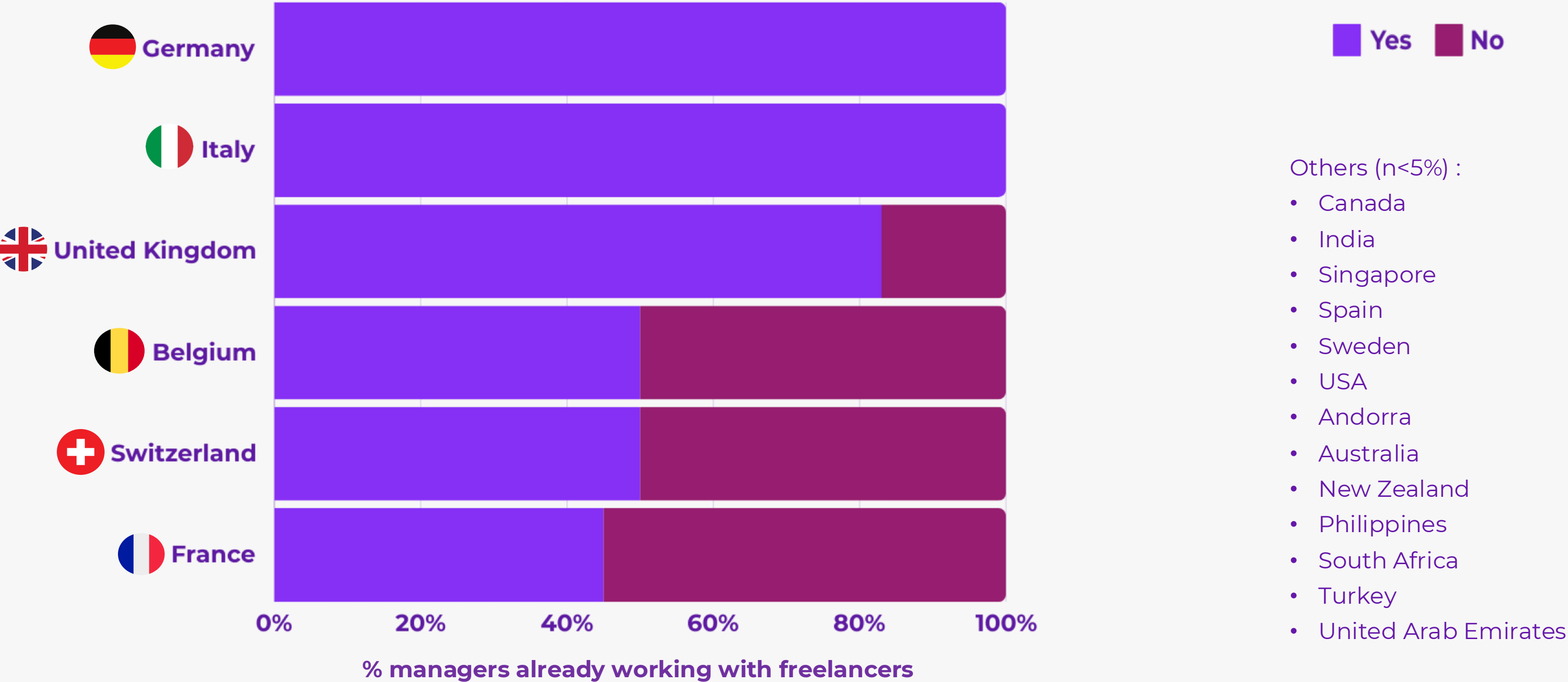


- Others (n<5%) :
- Bioinformatic / Robotics / Screening
 - Biology
 - Business Development / Licensing
 - Communication / External Relations / Public Affairs
 - Epidemiology
 - Market Access
 - Market Research
 - Medical Affairs
 - Medical Writing
 - Pre-Clinical Research
 - Production / Logistics
 - Sales / Commercial
 - Start-Up and Innovation

**n>5% of total n for each field of expertise*

"ALL" HEALTHCARE INDUSTRY MANAGERS FROM "GERMANY AND ITALY" HAVE ALREADY "INTEGRATED FREELANCERS" INTO THEIR TEAM

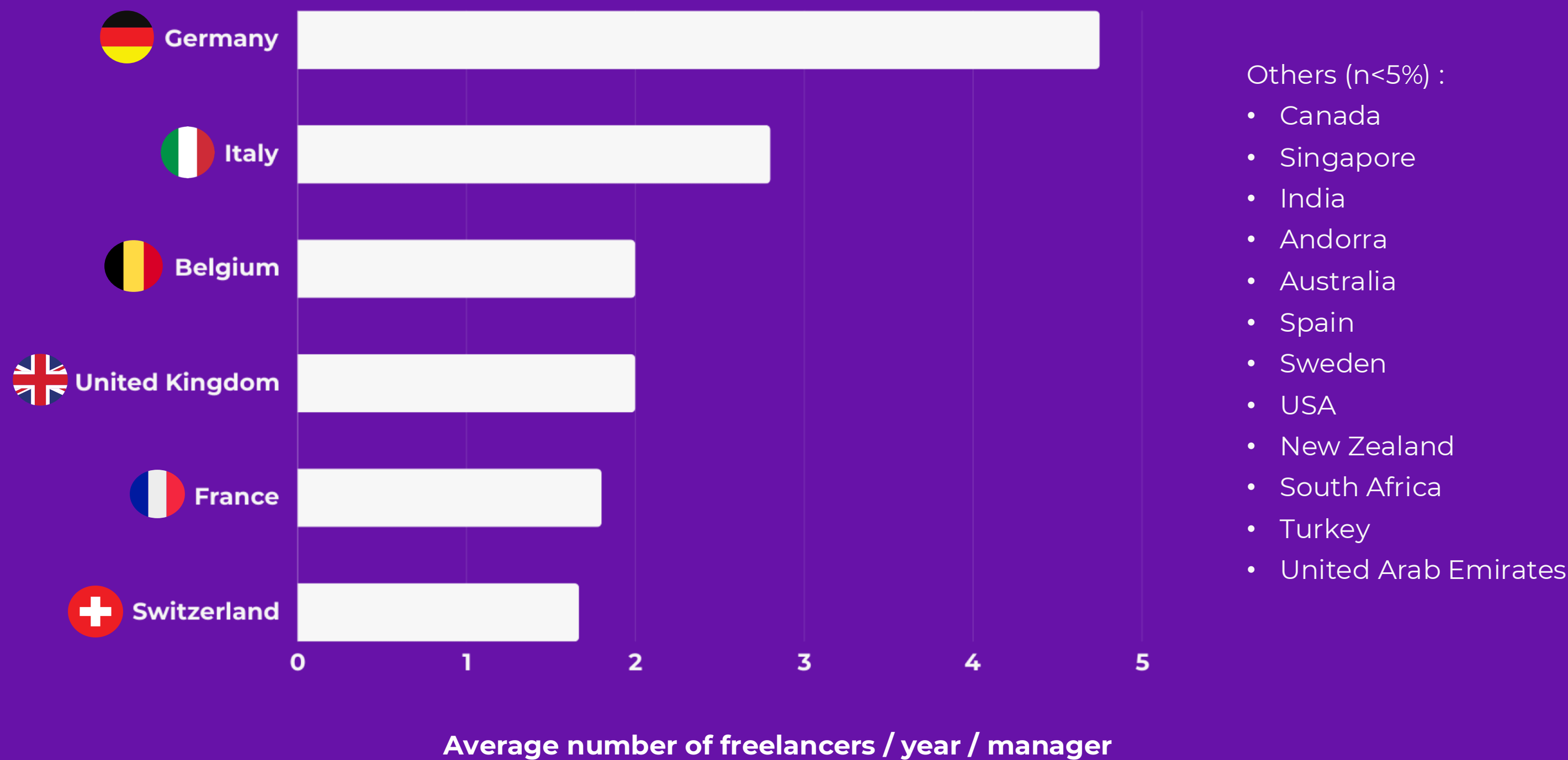
n = 79



**n>5% of total n for each country*

“GERMANY” IS THE COUNTRY WITH THE “HIGHEST NUMBER OF FREELANCE EXPERTS ONBOARDED PER YEAR PER MANAGER” IN THE HEALTHCARE INDUSTRY

n = 49



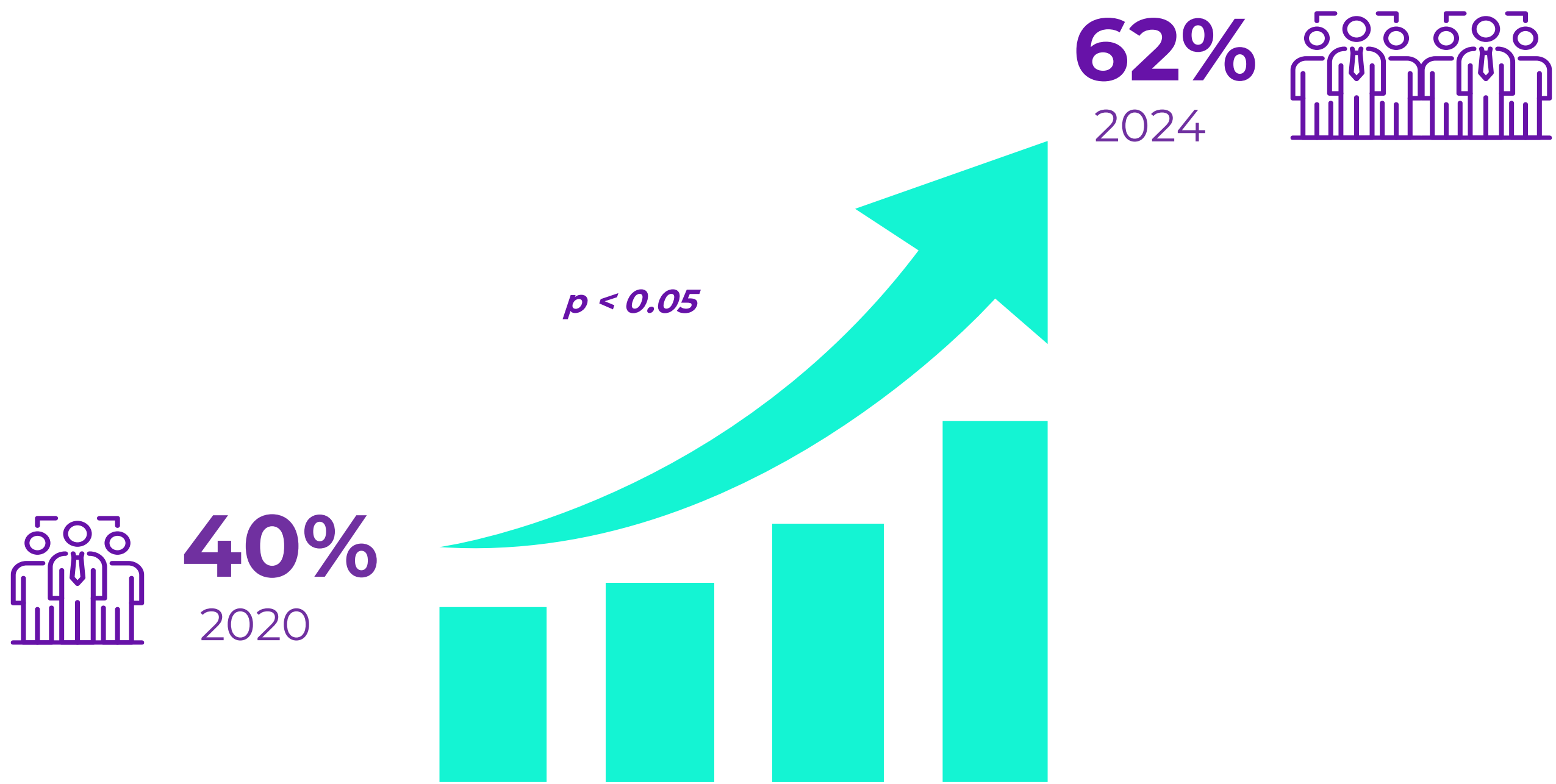
**n>5% of total n for each country*

6.4. MANAGERS / Longitudinal Analysis



HEALTHCARE INDUSTRY MANAGERS “INCREASED FREELANCE HIRES BY 55%” OVER THE LAST 4 YEARS

n = 115 (2020), n = 99 (2024)



**+55% (relative %), +22 percentage points (absolute %)*

7. CONCLUSION



CONCLUSION

The findings from this pioneering survey underscore the transformative role freelancing is playing in the healthcare industry sector.

With an increasing number of professionals choosing freelance paths and organizations recognizing the strategic value of flexible talent, freelancing is becoming an essential model to meet the industry's evolving demands.

Survey insights reveal that healthcare managers and freelance experts alike view freelancing as a means to bridge skill gaps, foster innovation, and respond rapidly to emerging challenges. While there are hurdles to overcome, the overwhelmingly positive outlook suggests freelancing will continue to flourish in the healthcare industry.

By embracing this model, healthcare organizations can harness specialized skills when and where they're needed most, while freelance experts gain opportunities to shape their careers and make impactful contributions. As the freelance economy expands, it will not only redefine career trajectories but also offer a competitive advantage to healthcare organizations striving to stay agile and responsive in a fast-changing landscape.

This survey, although the sample is limited for certain sub-analyses, sets a foundation for understanding and fostering the growth of freelancing in the healthcare industry, paving the way for a collaborative, adaptable, and resilient workforce.



8. ABOUT PHARMATCH.CO



ABOUT PHARMATCH.CO

pharmatch.co is a global community of over 3,000 certified and committed freelance experts across the healthcare industry, covering expertise in R&D, Manufacturing, Commercial, and Support Functions.

Our PharmD-led team carefully qualifies and matches innovative projects with top-tier independent consultants and interim managers worldwide.

Through a unique peer-to-peer approach and a network of pre-onboarded independent experts, pharmatch.co enables Big Pharma, Biotech, Medtech, e-Health, CRO, and Consulting companies to access specialized expertise and resources in less than 72 hours.

Freelance engagements can be structured as either project-based (deliverable-focused) or time-based (part-time or full-time interim resources, from weeks to years), offering flexibility to meet healthcare industry business needs.

Trusted by industry leaders such as Boehringer Ingelheim, Air Liquide, Astellas or GSK, pharmatch.co has become a valued partner in helping healthcare companies thrive in a dynamic market.

contact@pharmatch.co

