

# ESG Consulting – M&A report

February 2025



  
**Equiteq**

Growing equity, realizing value



- 1. Executive summary**
2. Global ESG consulting market and ecosystem
3. M&A activity in the space
4. ESG Consulting valuation analysis
5. ESG Landscape
6. Appendix 1: M&A activity before 2024
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# Executive summary



The market is experiencing significant growth due to the increasing demand for ESG disclosure and rising investments in climate change initiatives



The focus on ESG remains a top priority at the C-Level, which is expected to lead to increased investments in the field



The ecosystem is dominated by global firms, with a fragmented market providing opportunities for consolidation



M&A deals are concentrated in Europe and the US, with PE firms driving over 50% of transactions, and smaller deal sizes dominating



The public market rewards sustainability and engineering consulting firms as positioned at the forefront of the energy transition strategy



M&A valuations reflect public markets valuations at an aggregate level, with strategic and financial buyers paying similar multiples

## 2024 Selected News Items

- In November 2024, governments at COP29 agreed to a \$300bn yearly financing package to help developing countries mitigate climate change
- Also at COP29, countries agreed to a collective global reduction of methane by at least 30% from 2020 levels by 2030
- In August, the EU Nature Restoration Law came into effect, which aims to rehabilitate at least 20% of Europe's land and sea areas by 2030 and all degraded ecosystems by 2050
- In July, the EU's CSDDD<sup>(1)</sup> came into force, requiring companies to foster sustainable and responsible corporate behaviours in companies' operations and across their global value chains



**27%**

2022-2028  
sustainability market  
CAGR



**>10%**

Forecasted sustainability  
project-related  
investment increase<sup>(2)</sup>



**418**

Total deals since  
2019



**78%**

Deals where targets  
have fewer than 100  
employees in 2024



**13.2x**

Public markets  
EV/EBITDA  
valuation<sup>(3)</sup>



**11.9x**

Private markets  
EV/EBITDA valuation



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# The global ESG Consulting market is forecast to grow rapidly, driven by public policy and increasing private investments

**2.1** The rise in climate change funding and the rollout of new legislation on ESG regulation is expected to boost sustainability services



**2.2** C-Suite executives are driving their firms' sustainability strategy, and implementation is increasingly spreading across all business functions



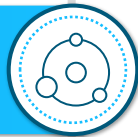
**2.3** Senior executives expect sustainability investments to grow at double digit rates, driving ESG consulting projects



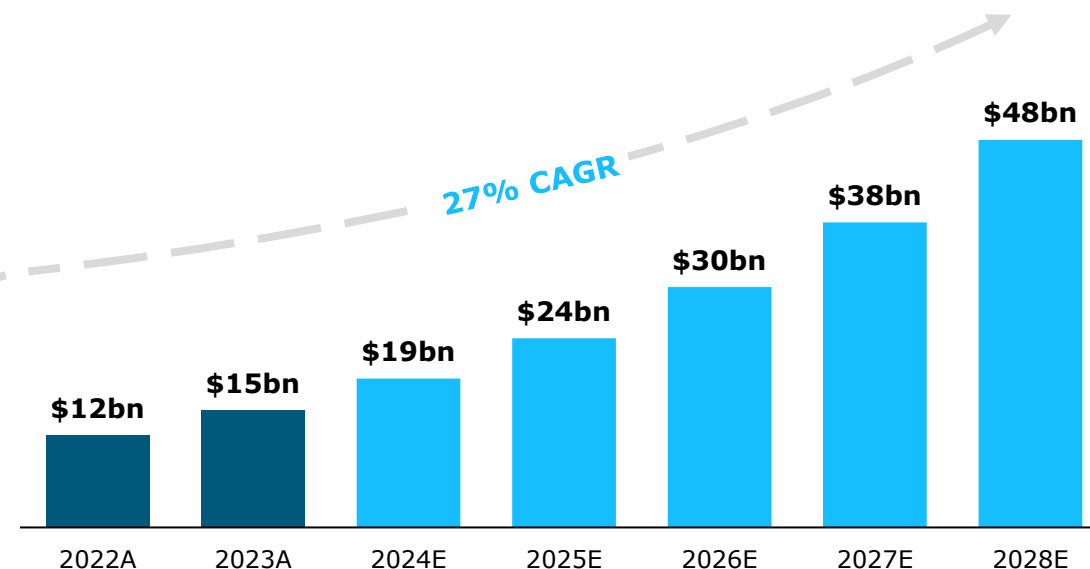
**2.4** ESG consulting firms play across the value chain, underpinned by key engineering and consulting capabilities



**2.5** The ESG ecosystem is dominated by global firms, with a fragmented market providing opportunities for consolidation



## Global sustainability consulting market



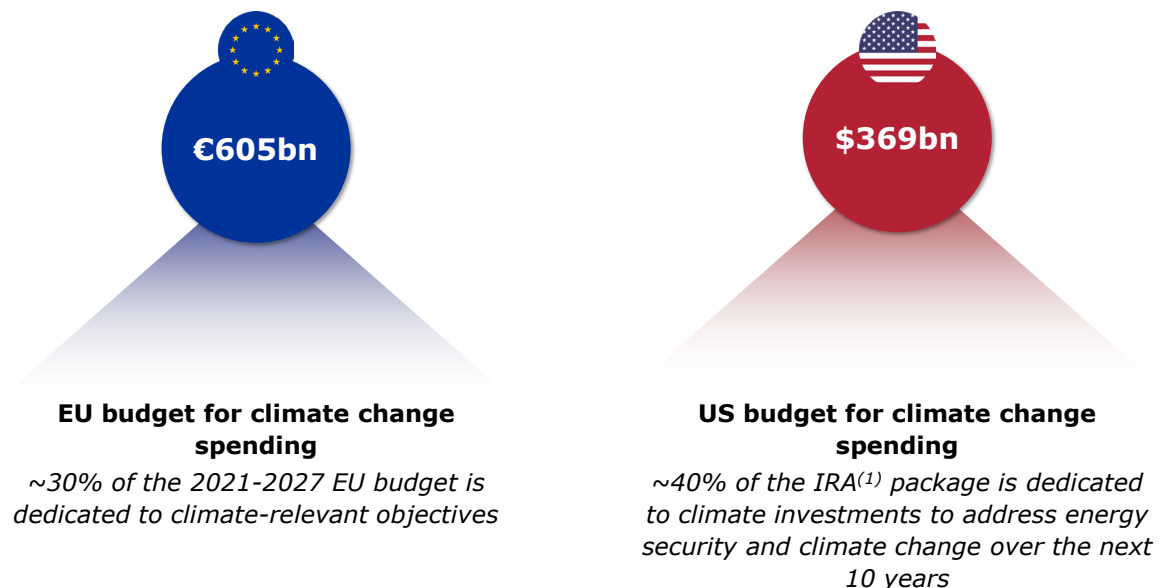
On top of the \$12bn sustainability consulting spend, the global ESG consulting market<sup>(1)</sup>, including global engineering and environmental service providers surpassed \$45bn in 2022

"ESG assets have proven resilient despite economic and regulatory uncertainty — reaching \$30 trillion in 2022, according to the GSIA — and we expect them to surpass \$40 trillion by 2030, with a CAGR of 3.5% as the market matures."

**Bloomberg Intelligence**

# The rise in climate change funding and the rollout of new legislation on ESG regulation is expected to boost sustainability services

## Recent funding details for global climate change spending



**The substantial investment directed towards climate change initiatives will significantly increase the demand for engineering and environmental services**

## Recent legislation developments on ESG regulation

- Strong state-level support for ESG disclosure with California's Corporate Data Accountability Act requiring disclosure of scope 1-2 emissions for firms with turnover greater than \$1bn from 2026 onwards. With other states, such as Washington, New York and Illinois, pursuing similar legislation
- On the other hand, the Trump administration has indicated that it will roll back several ESG-related initiatives, including withdrawing the US from the Paris agreement and revoking several of Biden's executive orders on climate policy

- In November 2024, the European Commission announced plans to consolidate existing and future ESG reporting obligations (CSRD<sup>(2)</sup>, CSDDD<sup>(3)</sup>, EU taxonomy regulation) into one "omnibus" regulation
- In November 2024, the EU adopted a new regulation on ESG rating activities to make ESG ratings in the EU more consistent, transparent and comparable
- From 2023 to 2026, the CBAM<sup>(4)</sup> legislation will be implemented to impose a charge on the carbon content embedded in imported goods

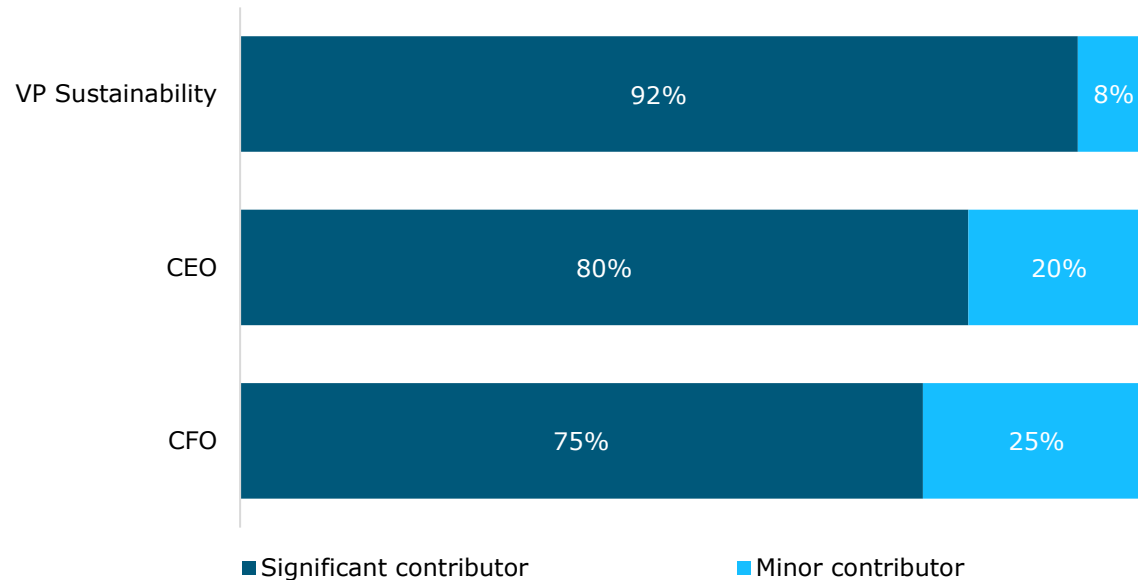
- Certain UK businesses must disclose climate-related financial risks aligned with TCFD<sup>(5)</sup> recommendations, promoting transparency and risk assessment
- UK pension funds must consider ESG factors in investment decisions, recognizing the significance of ESG in investment management
- In November, the UK government announced plans to implement the CCDA<sup>(6)</sup>, requiring companies with turnover over £10bn to report their GHG emissions




**The growing legislation and regulation around ESG disclosure and implementation will boost demand in sustainability related services**



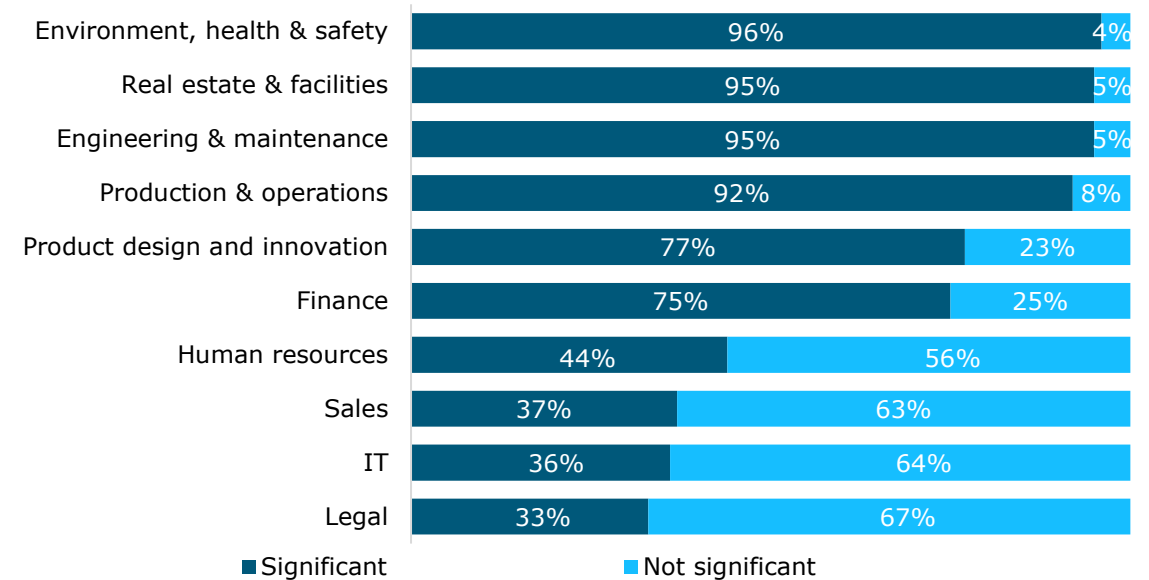
# C-Suite executives are driving their firms' sustainability strategy, and implementation is increasingly spreading across all business functions




## Responsible for defining sustainability strategy<sup>(1)</sup>



-  As pressure from stakeholders on sustainability issues continues to increase, the role of the C-suite in sustainability will continue to grow
-  The C-suite is increasingly collaborating with the Head of Sustainability to articulate the company's sustainability strategy
-  CFOs are increasingly part of sustainability initiatives as they require sizable investments and the monitoring of performance against some KPIs

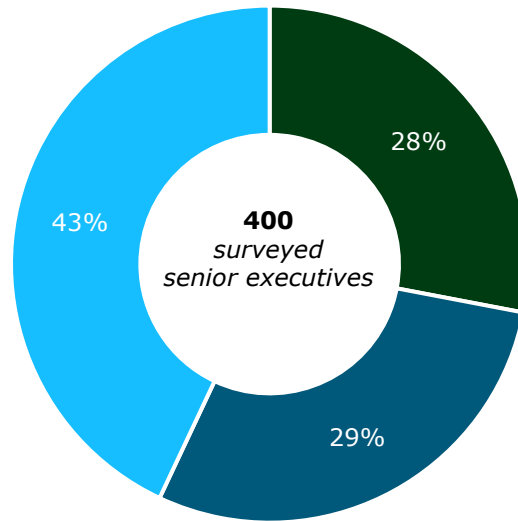
## Business functions responsible for implementing ESG strategies<sup>(1)</sup>



-  EHS functions play a central role in the implementation of the firm's ESG strategy as they have the "field view"
-  Operations and engineering functions are central to the implementation as a rethink of how the business operates is required
-  Functions in charge of facilities management have the responsibility to identify and implement energy efficiency solutions

# Senior executives expect sustainability investments to grow at double digit rates, driving ESG consulting projects

## Projected ESG and sustainability investment increase



Senior executives will drive growth for ESG services and software firms as they rush to reduce their company's environmental impact



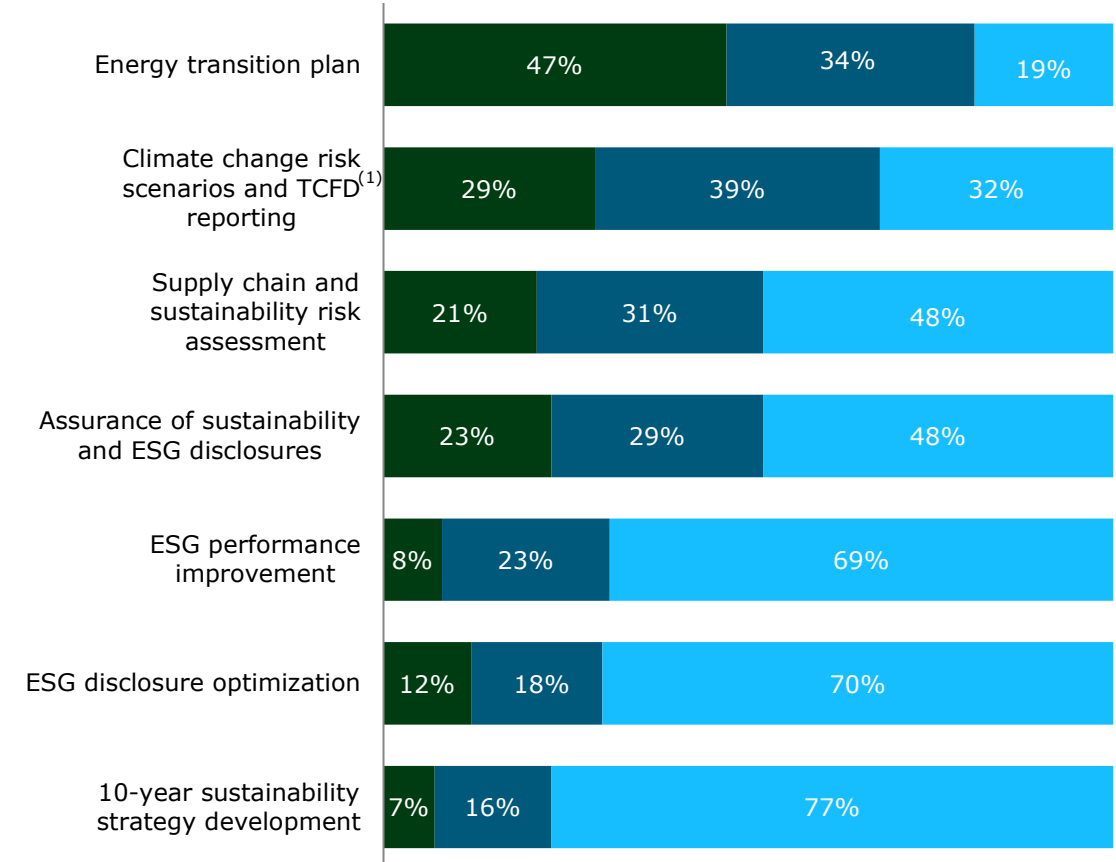
The desire to develop and implement adequate sustainability strategies across the full spectrum of touchpoints will require external expertise

■ >25% increase

■ >10% increase

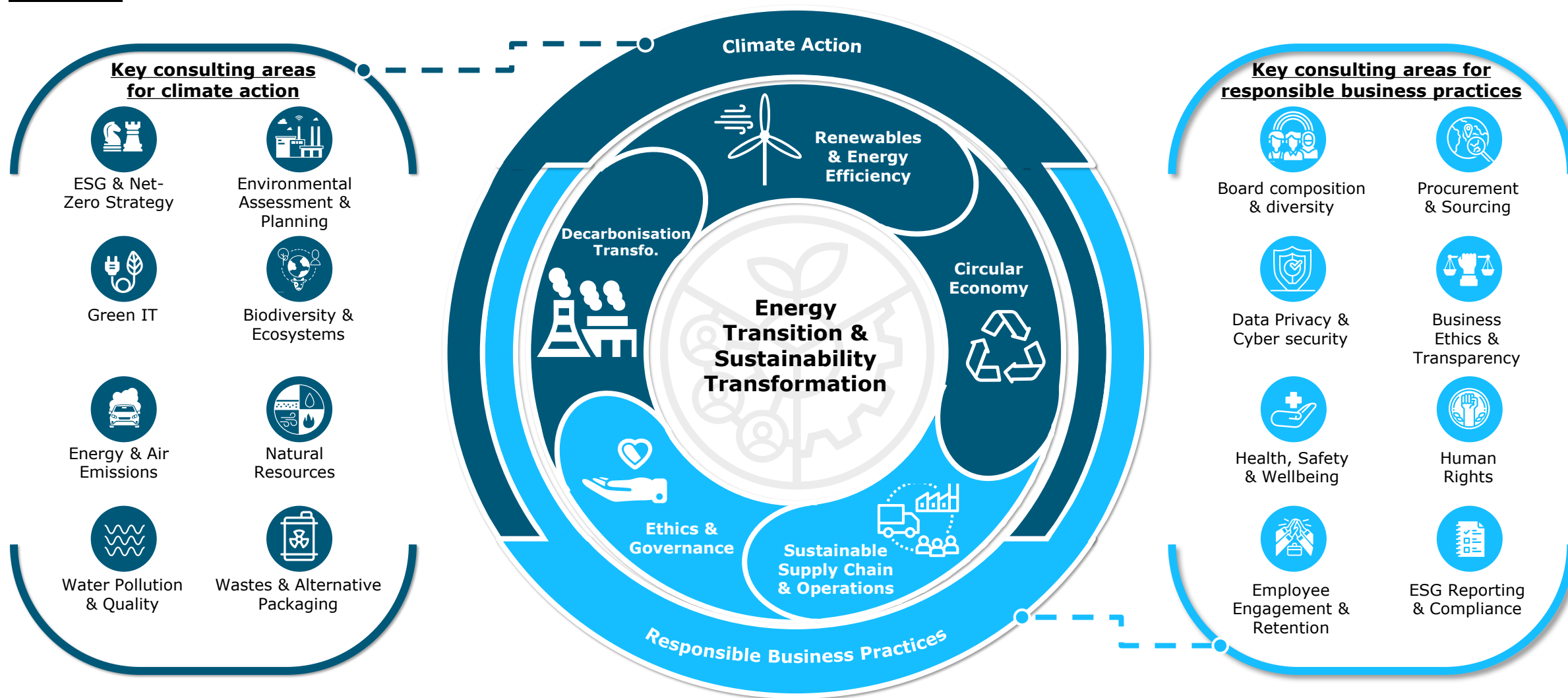
■ <10% increase

## Projected spend change on professional services projects

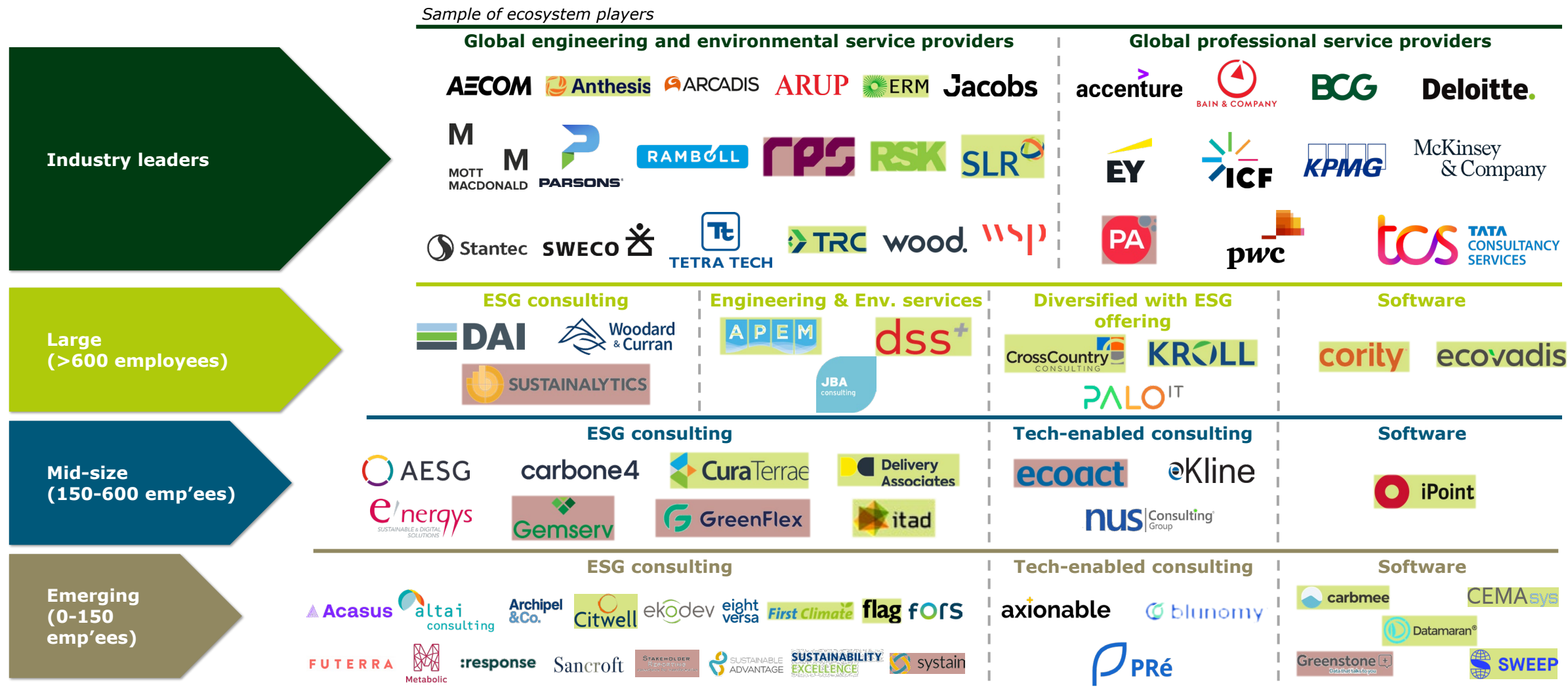




# ESG consulting firms play across the value chain, underpinned by key engineering and consulting capabilities



# The ESG ecosystem is dominated by global firms, with a fragmented market providing opportunities for consolidation





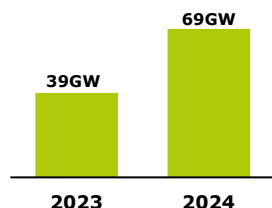
# From coal exits to battery storage proliferation – 2024 marked another year of positive developments

## Positive trends in 2024...

### Battery storage transformed the economics of renewables

Global battery storage installations surged 76% in 2024 and set to rise to 228GW in 2035, making investments in solar and wind energy much more attractive

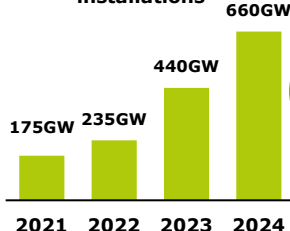
Global storage installations



### Solar installations shattered all records

Solar has become the cheapest and fastest-growing energy technology ever deployed, growing by 50% in 2024

Annual Global PV installations



### Coal exits proliferated worldwide

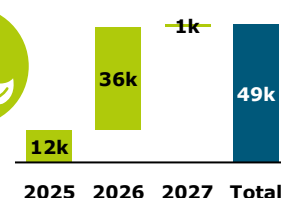
- No coal in electricity mix
- Phase out pre-2030
- Phase out post-2030
- Discussing phase out plans
- No official phase out plan



## Key trends in the ESG space

## ...with strong momentum looking ahead

### # of companies required to do CSRD



### Expansion of sustainability reporting

Thousands more businesses prepare to begin sustainability reporting over the next years as a result of EU's CSRD<sup>(1)</sup> and California's CCDAA<sup>(2)</sup>

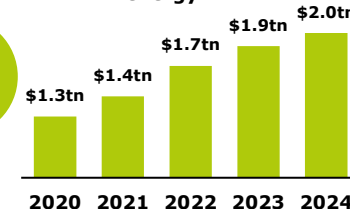
Expanding Compliance Carbon Markets Cover Almost 20% of Global Emissions  
Proportion of global greenhouse gas emissions covered by carbon markets



### Wider development of carbon markets

COP29 established a UN-led framework to help foster the development of carbon credit markets

### Global investment in clean energy



### Global acceleration in clean energy transition

Clean energy spending has grown at a 12.5% CAGR since 2020



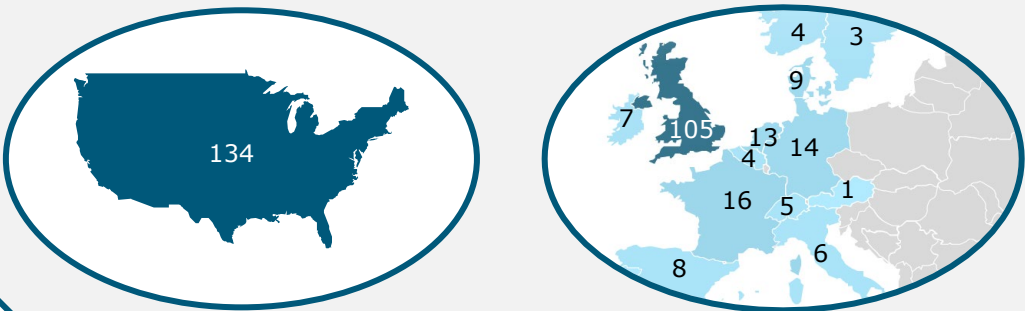
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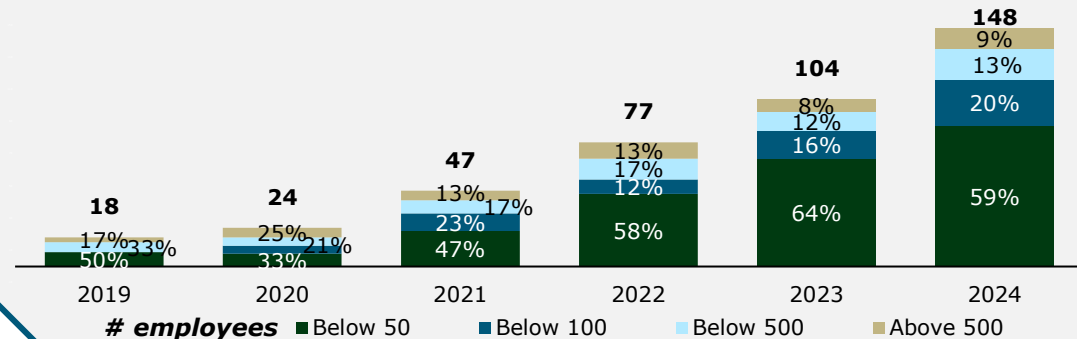


# M&A market overview: deal flow has increased rapidly and is being maintained at high levels in the sector

**3.1** Sustainability consulting has registered M&A transactions across the globe, with a concentration of deal flow in Western Europe and the US



**3.2** The overall deal flow is rapidly increasing year by year and the concentration of smaller deals remains high



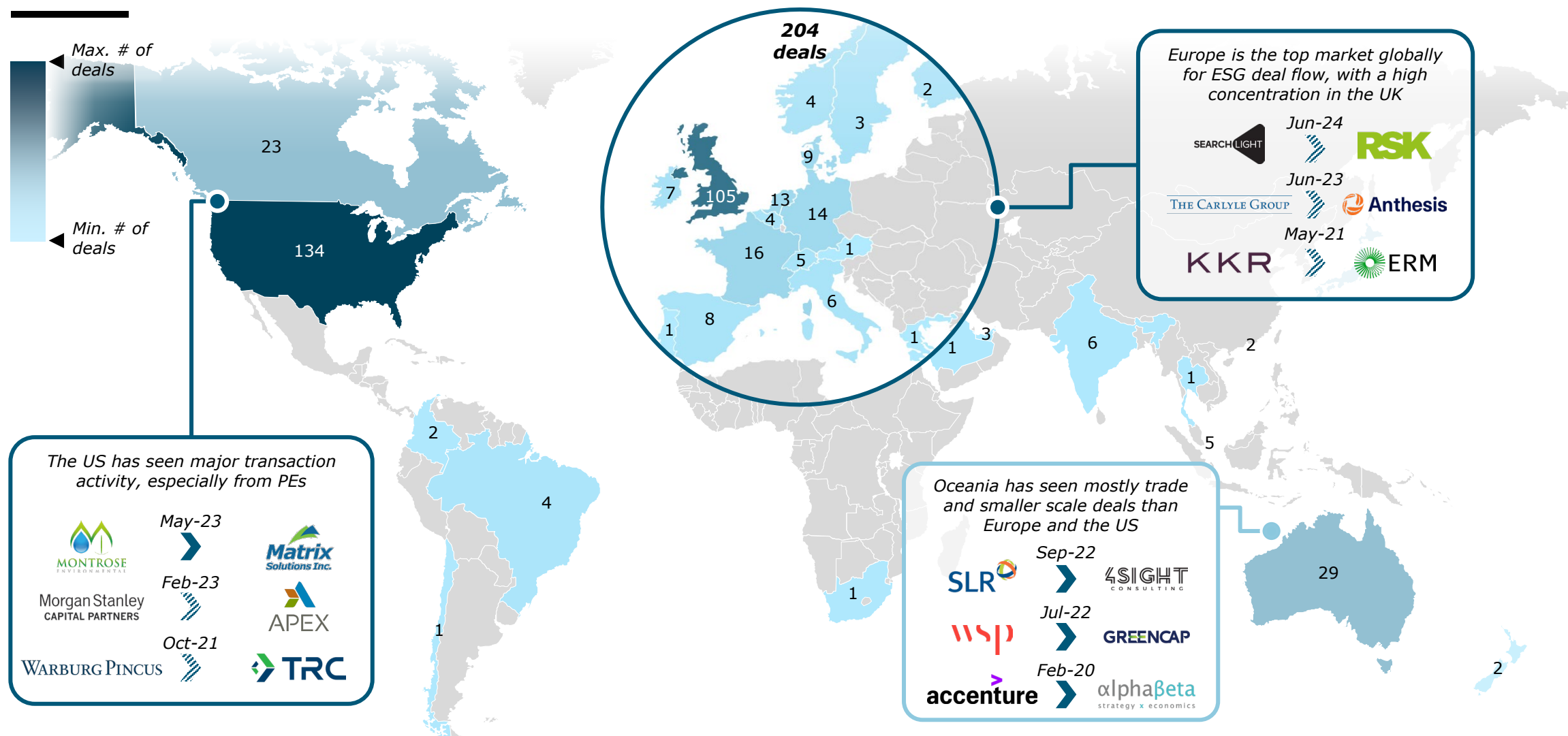
**3.3** Over 50% of transactions are investments from PE firms, mostly within engineering and consulting



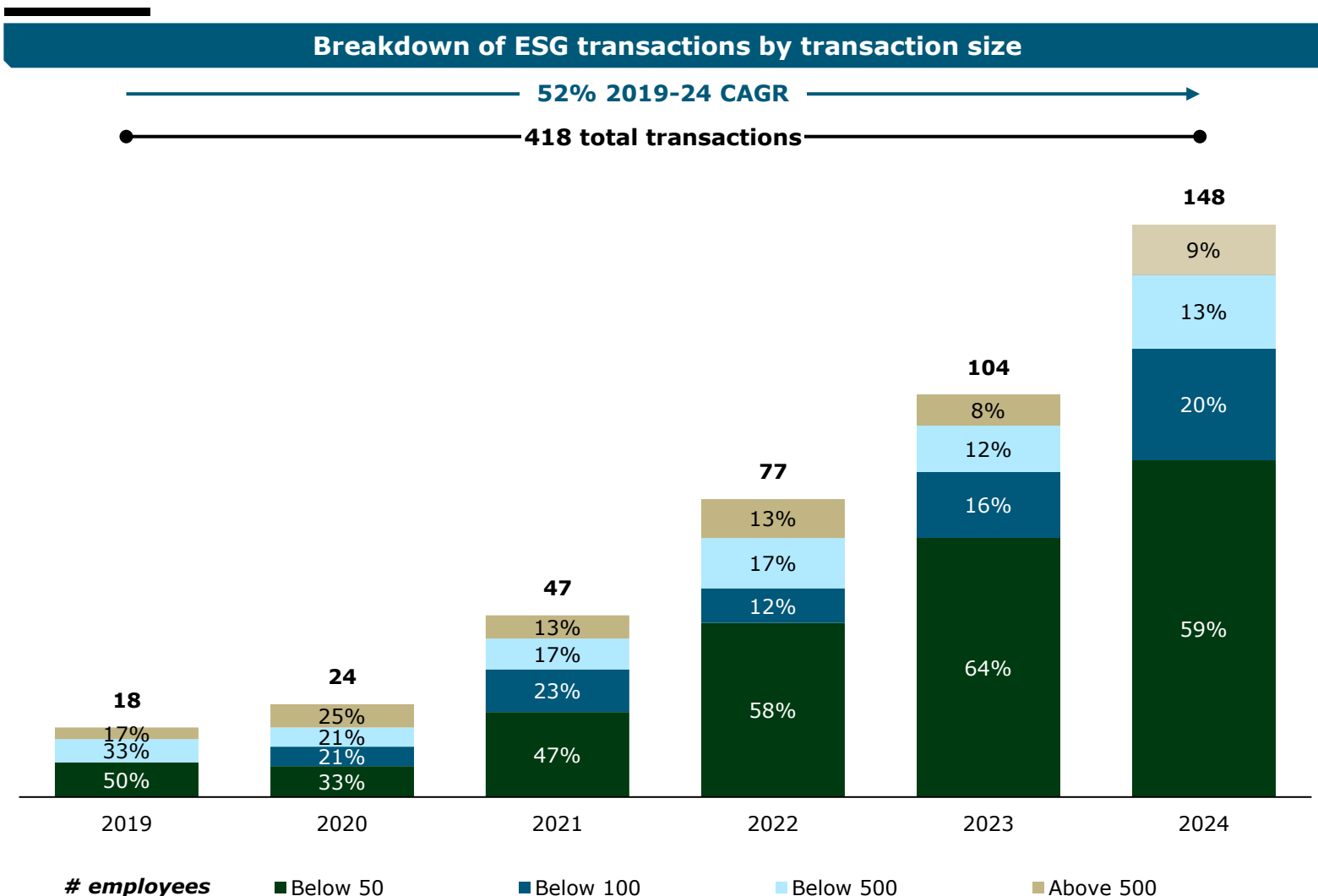
**3.4** The M&A market is dominated by key strategic buyers and PE-backed firms that are consolidating the market, covering the whole spectrum of the ESG ecosystem



# Sustainability consulting has registered M&A transactions across the globe, with a concentration of deal flow in Western Europe and the US



## The overall deal flow is rapidly increasing year by year and the concentration of smaller deals remains high



### Key M&A drivers



Private equity firms have been actively acquiring ESG-focused firms, as they seek to participate and reap the rewards of a rapidly expanding market that is providing significant consolidation opportunities



Boutique firms are being acquired by large consultancies, as a mechanism for the latter to bolster their in-house sustainability expertise, and for the former to gain access to global clients and to increase their impact



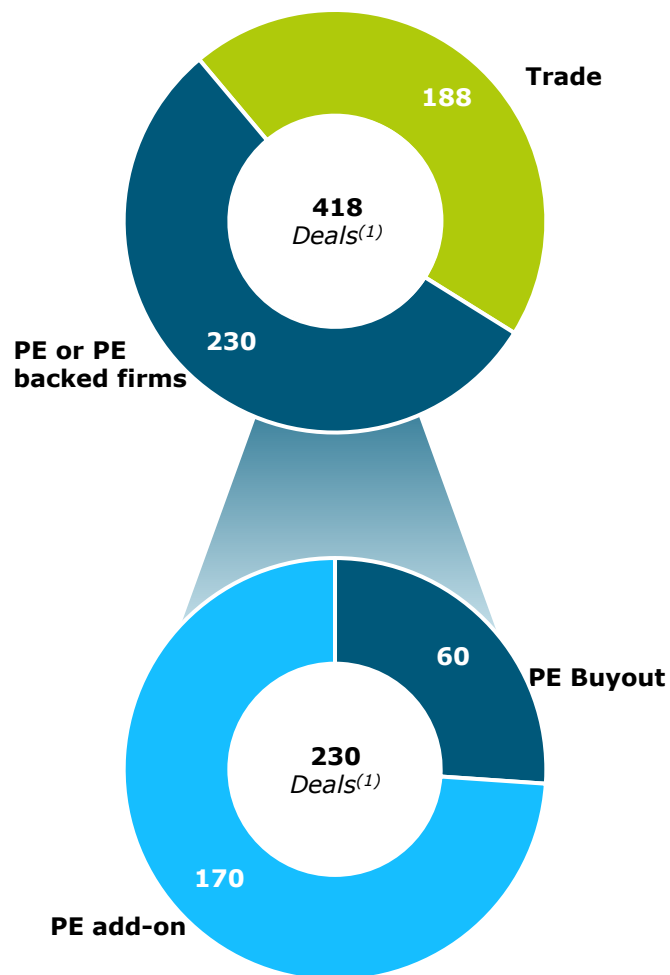
The rising importance of sustainability at the C-Level has made boutiques ever more attractive for larger firms to gain C-Suite access for greater influence and larger programs

*The demand for specialized ESG expertise has led to the establishment of many small boutiques. Market consolidation has resulted in 78% of transactions since 2024 involving targets with fewer than 100 employees*

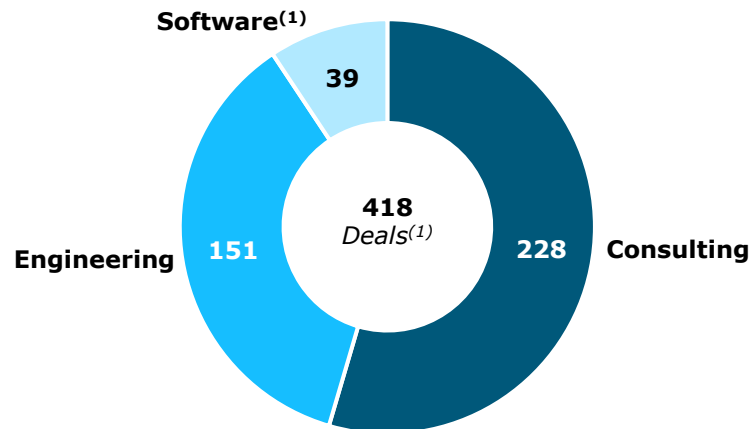


## Over 50% of transactions are investments from PE firms, mostly within engineering and consulting

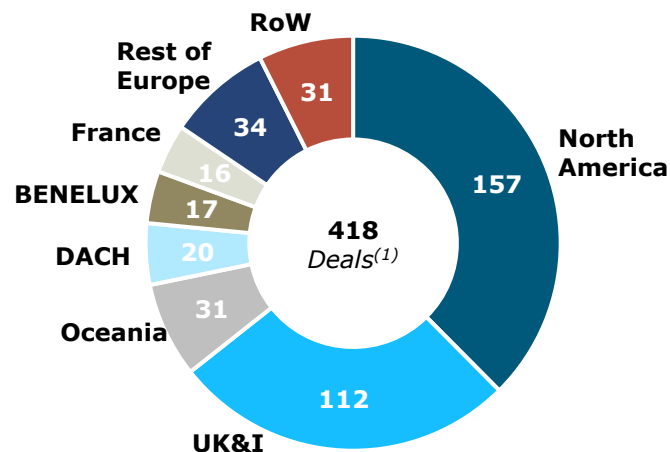
### Transactions by type of buyer



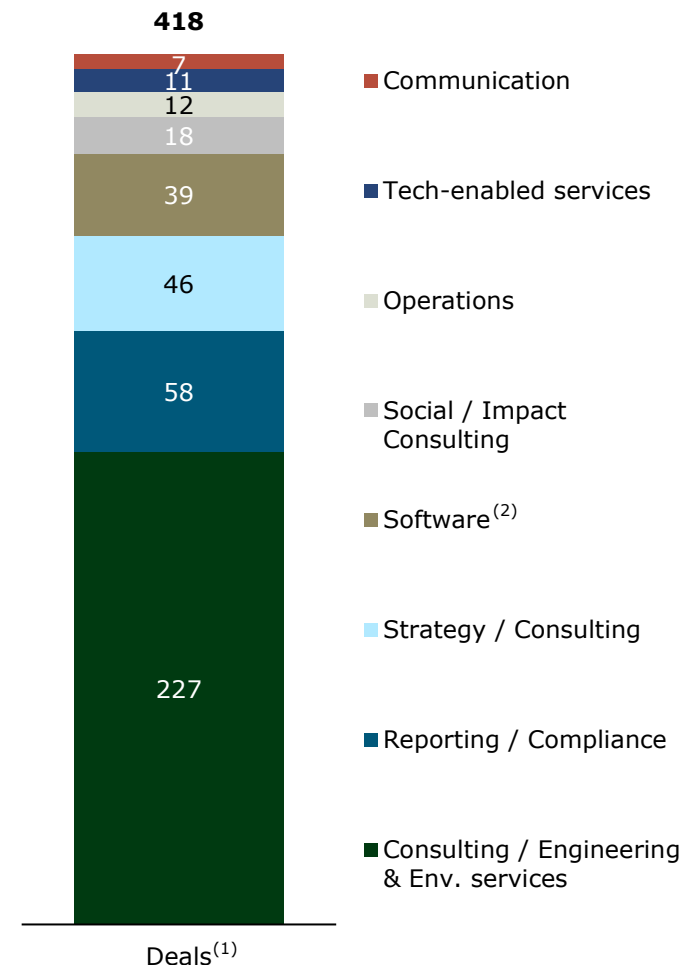
### Transactions by business model




















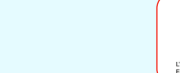









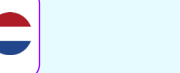











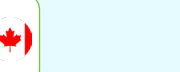










### Transactions by region



### Transactions by expertise

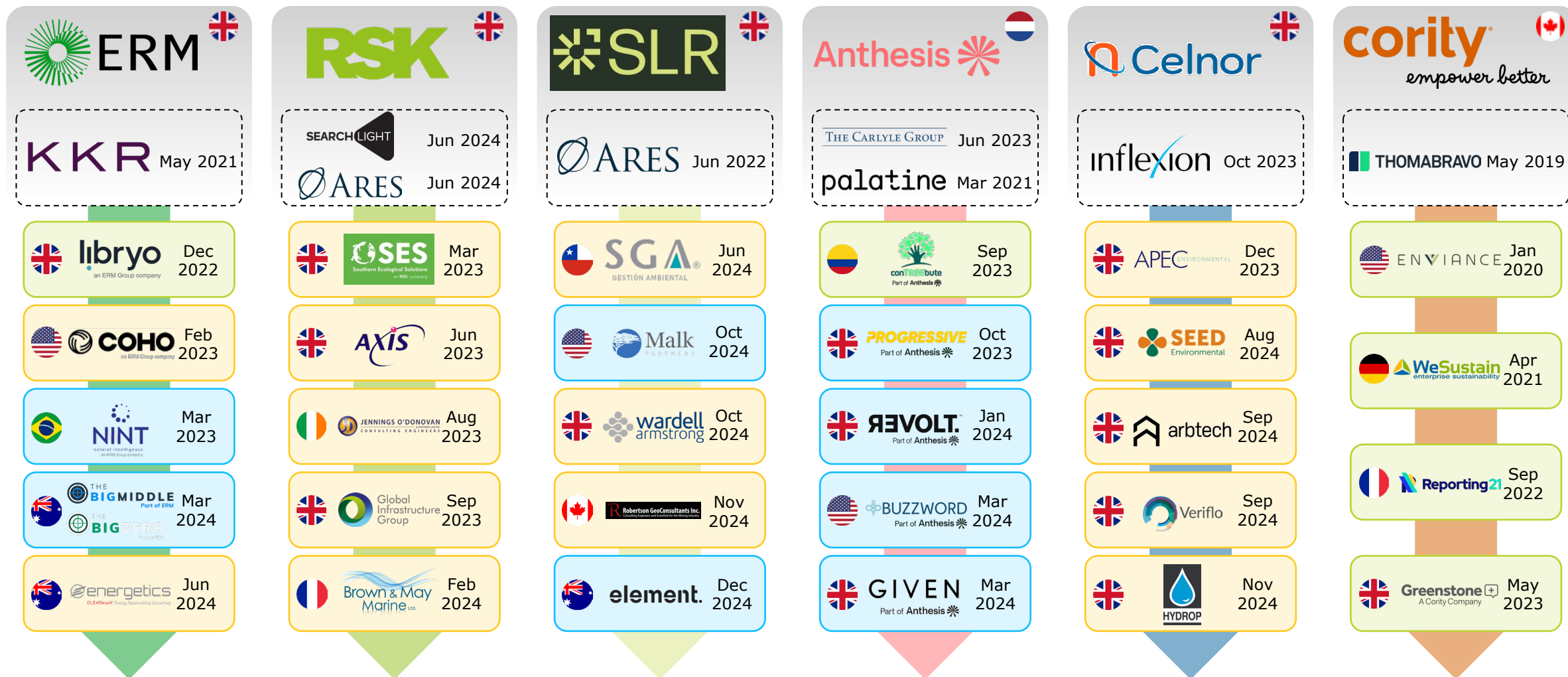


# The M&A market is dominated by key strategic consolidators, covering the whole spectrum of the ESG ecosystem
























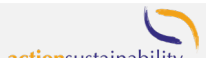
































Acquirers (no. of acquisitions since 2019)	2021 or earlier	2022	2023	2024
 <b>MONTROSE</b> <sup>(1)</sup> (16)	 <b>LEHDER</b> Environmental & Industrial Air Quality Services  <b>EI</b> Environmental Intelligence, LLC	 <b>ENVIRONMENTAL STANDARDS</b> Environmental & Industrial Air Quality Services  <b>TriAD</b> A Montrose Environmental Company  <b>HUGO CONSULTING</b>	 <b>ALLIANCE INC</b> Engineering & Construction & Consulting  <b>Matrix Solutions Inc.</b>  <b>GreenPath</b> A Montrose Environmental Company	 <b>epic</b> ENVIRONMENTAL  <b>TWO DOT</b> Environmental & Industrial Air Quality Services  <b>SPIRIT</b> A Montrose Environmental Company
 <b>wsp</b> <sup>(1)</sup> (10)	 <b>ecology and environment, inc.</b> Global Environmental Specialists  <b>LTI</b> LT Environmental, Inc. Air Quality Specialists  <b>GOLDER</b> MEMBER OF WSP	 <b>wood.</b> E&I <sup>(2)</sup> Business  <b>GREENCAP</b> Acquired by WSP  <b>BG</b>	 <b>Igt</b> INTELLIGENCE CRÉATIVE EN GÉNIE DU BÂTIMENT	 <b>POWER ENGINEERS</b>
 <b>accenture</b> (8)	 <b>alphaBeta</b> strategy x economics  <b>Zest GROUP</b>	 <b>avieco</b>  <b>GREENFISH</b> Part of Accenture  <b>akzentio</b> Part of Accenture  <b>Carbon Intelligence</b>	 <b>Green Domus</b> Environmental Sustainability	 <b>BOSLAN</b> Part of Accenture
 <b>Stantec</b> <sup>(1)</sup> (7)	 <b>AGEL</b> advisors  <b>WENCK</b>  <b>Cardno</b>			 <b>MH</b> MORRISON HERSHFIELD
 <b>Deloitte.</b> (5)		 <b>CCA</b> 中國信託  <b>CLIMATE X</b>  <b>OCTES</b> OFFSET CLIMATE TRANSITION BUSINESS SOLUTIONS  <b>PACER</b> A Deloitte business	 <b>Fleet Challenge</b> Driving Change	
 <b>EY</b> (4)	 <b>Peoplefirm</b>	 <b>AFARA</b>	 <b>Attalea</b> PARTNERS	 <b>denkstatt</b>
 <b>TETRA TECH</b> (4)	 <b>KAIZEN</b> A TETRA TECH COMPANY  <b>HOARE LEA</b>	 <b>PITEAU ASSOCIATES</b>  <b>RPS</b>		

# While private equity firms actively pursue buy-and-build strategies

Financial Investor






























































# Sample M&A Transactions in H2 2024 (1/3)













































Target	Buyer	Buyer Type / Sponsor <sup>(1)</sup>	Ann. Date <sup>(2)</sup>	EV <sup>(3)</sup> (\$m)	Emp's	Target main capability	Buyer rationale
 	 	Financial	Dec-24	n.a.	119	Consulting	Supports growth strategy through further investment in technology and infrastructure
 	 	Financial	Dec-24	n.a.	338	Consulting	Accelerate the ongoing geographic expansion and enable the broadening of services
 	 		Dec-24	n.a.	91	Engineering	Enhances scientific capabilities in assessing and mitigating underwater noise while expanding marine protections solutions
 	 		Dec-24	n.a.	161	Consulting	Strengthens consultancy capabilities across the built environment
 	 		Dec-24	n.a.	66	Engineering	The merger, under the name "Arthian", will enhance the technical resources and service offering of the combined group
 	 	Financial	Nov-24	n.a.	64	Consulting	Seeks to support the next phase of growth and help deliver innovative solutions
 <sup>(4)</sup> 	 <sup>(5)</sup> 	Strategic	Nov-24	305.3m	3,600	Engineering	Supports strategy of creating a regionally integrated waste management company for Singapore and Indonesia
 	 	Strategic	Nov-24	n.a.	32	Software	Strengthens position as a major carbon accounting solution in the Nordics and gain access to top Danish clientele
 	 	Strategic	Nov-24	n.a.	26	Consulting	Enhances service offering with expertise in international development
 	 	Strategic	Nov-24	n.a.	40	Consulting	Strengthens ESG consulting division, bolstering its service offering across the entire real estate asset lifecycle
 	 		Nov-24	n.a.	26	Consulting	Enhances capabilities in water quality and risk management sector
 	 	Financial	Oct-24	n.a.	96	Consulting	Supports growth strategy through leveraging operational expertise and global networks
 	 	Strategic	Oct-24	n.a.	31	Consulting	Enhances service offering with expertise in ecology, biodiversity and arboriculture



# Sample M&A Transactions in H2 2024 (2/3)

Target	Buyer	Buyer Type / Sponsor <sup>(1)</sup>	Ann. Date <sup>(2)</sup>	EV <sup>(3)</sup> (\$m)	Emp's	Target main capability	Buyer rationale
 	 	Strategic	Oct-24	n.a.	46	Consulting	Enhances service offering with expertise in arboriculture, ecology and practical land solutions
 	 	Strategic	Oct-24	n.a.	18	Software	Expansion of capabilities with AI-powered sustainability planning solutions creating a differentiated offering
 	 		Oct-24	n.a.	550	Engineering	Strengthens environmental and engineering capabilities and adds mining consultancy to its service line roster
 	 		Oct-24	n.a.	69	Consulting	Drives geographic expansion into the US providing access to high-paying clientele
 	 		Sep-24	n.a.	29	Consulting	Strengthens safety and compliance division, adding verification, inspection and validation services for the water infrastructure sector
 	 		Sep-24	n.a.	185	Consulting	Enriches service offering with specialist arboricultural and ecological expertise
 	 		Sep-24	n.a.	30	Consulting	Bolsters capabilities in renewable energy market, adding ecological and ornithological services
 	 	Strategic	Sep-24	n.a.	130	Consulting	The merger enables Artifex to pursue its development ambitions on a national scale and adds service diversity for Socotec
 	 		Sep-24	n.a.	36	Consulting	Widens geographic footprint and adds expertise in the renewable energy sector, while strengthening EHS offering
 	 	Financial	Sep-24	n.a.	2,228	Software	Accelerate growth strategy through roll out of a broader suite of programs and capabilities
 	 	Strategic	Sep-24	n.a.	51	Consulting	Enriched service portfolio with site remediation, sustainability-focused remedials characterization and planning expertise
 	 	Strategic	Aug-24	n.a.	32	Consulting	Expands service offering within the compliance and certification division
 	 		Aug-24	n.a.	326	Consulting	Acquisition builds on the inorganic growth strategy to create a scalable energy and sustainability services platform

# Sample M&A Transactions in H2 2024 (3/3)

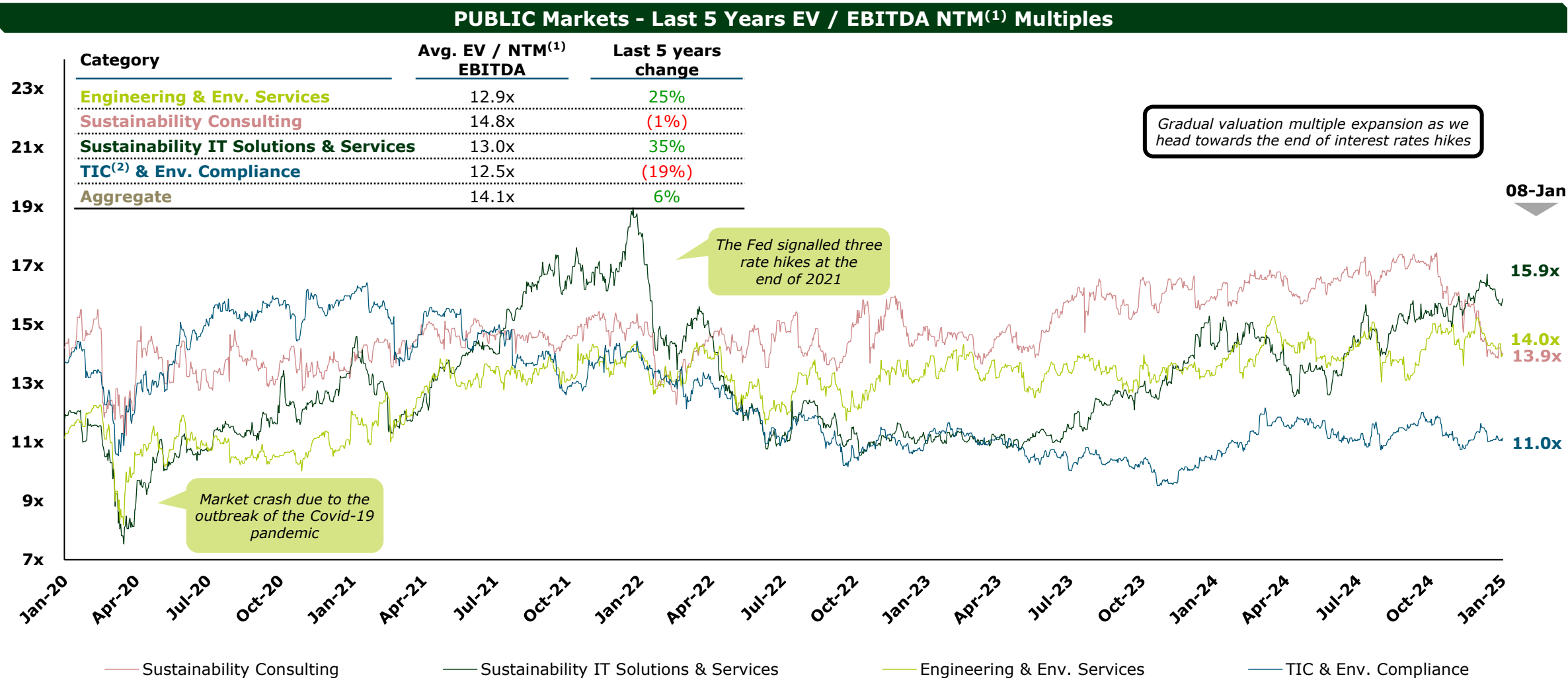
Target	Buyer	Buyer Type / Sponsor <sup>(1)</sup>	Ann. Date <sup>(2)</sup>	EV <sup>(3)</sup> (\$m)	Emp's	Target main capability	Buyer rationale
 Management	 	Strategic	Aug-24	n.a.	147	Engineering	Expansion of capabilities into wind and solar energy consultancy
 cbec	 	 STERLING INVESTMENT PARTNERS, L.P.	Aug-24	n.a.	54	Engineering	Expands footprint in California and bolsters environmental solutions offering
ENSUCON 			Aug-24	n.a.	690	Consulting	Strengthens environment, work environment and sustainability capabilities
 ORSTRATEGY	 	 Halle capital management	Aug-24	n.a.	50	Consulting	Bolsters the environmental and ecological service portfolio
 SEED Environmental	 		Aug-24	n.a.	54	Consulting	Enriches the safety and compliance division, providing clients with a wider scope of services
 Westwood	 	Financial	Aug-24	n.a.	1,000	Engineering	Support the expansion of capabilities to cater to high growth renewable energy markets
 BOSLAN ENGINEERING AND CONSULTING	 	Strategic	Aug-24	n.a.	670	Consulting	Extend offering to use AI to engineer and execute net zero infrastructure projects
 cumberland ecology	 		Jul-24	n.a.	22	Consulting	Expands geographic presence and enhances ecology and biodiversity capabilities
 FER FRIEDRICHSHOFER ENGINEERING	 	Strategic	Jul-24	n.a.	40	Engineering	Strengthens its capabilities in providing advice and solutions in the water industry
 Harbor	 	Strategic	Jul-24	n.a.	38	Engineering	Increases breadth of service offering to their clients in Arkansas
 Consult Service	 		Jul-24	n.a.	21	Consulting	Enhances service proposition with the addition of EHS consultancy
 WE WELL EXPERTISE	 	Strategic	Jul-24	n.a.	42	Consulting	Provide access to key projects in the north sea
 Ergo	 	Strategic	Jul-24	n.a.	59	Consulting	Enables expansion of clientele towards SMEs, providing sustainable transformation services



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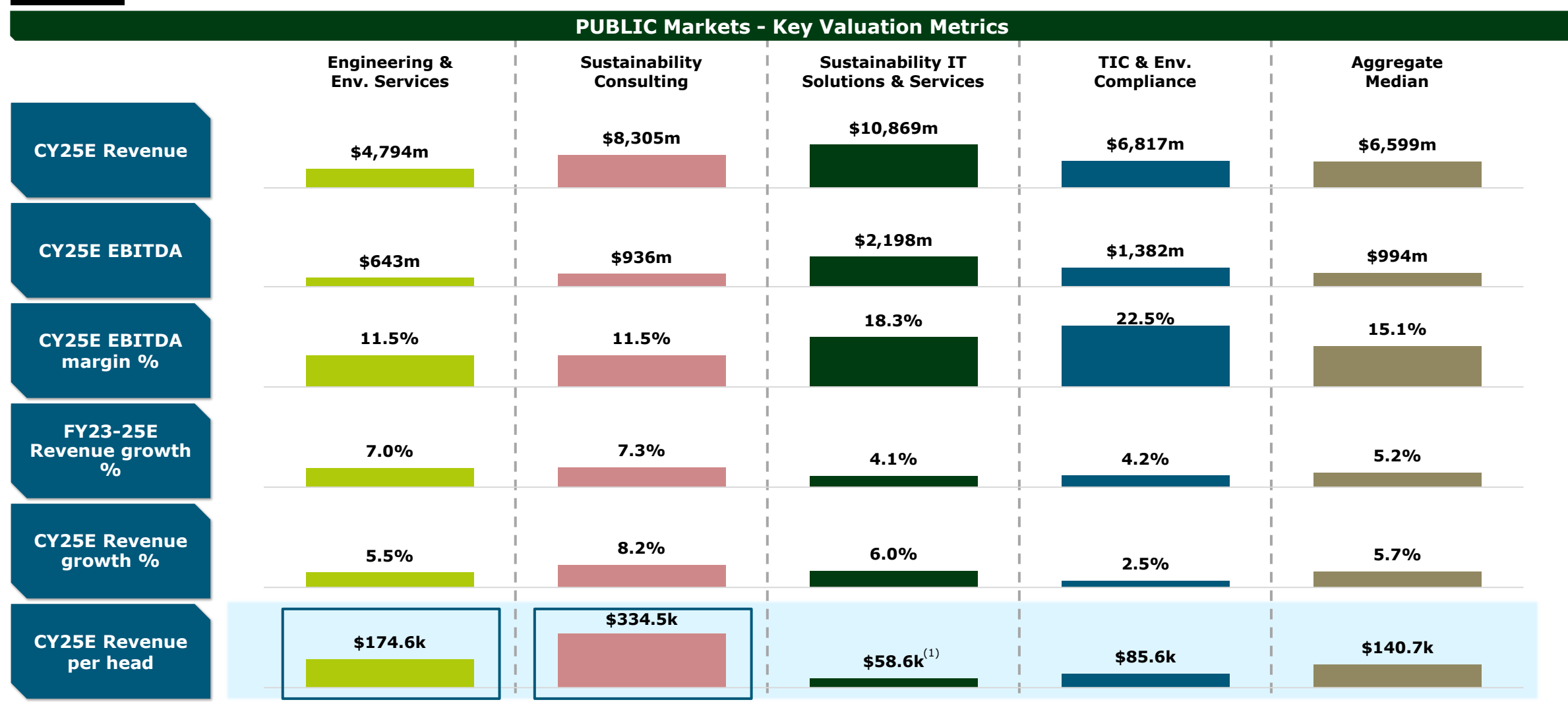


# Sustainability and engineering consulting firms have been trading at a premium while multiples have expanded considerably...

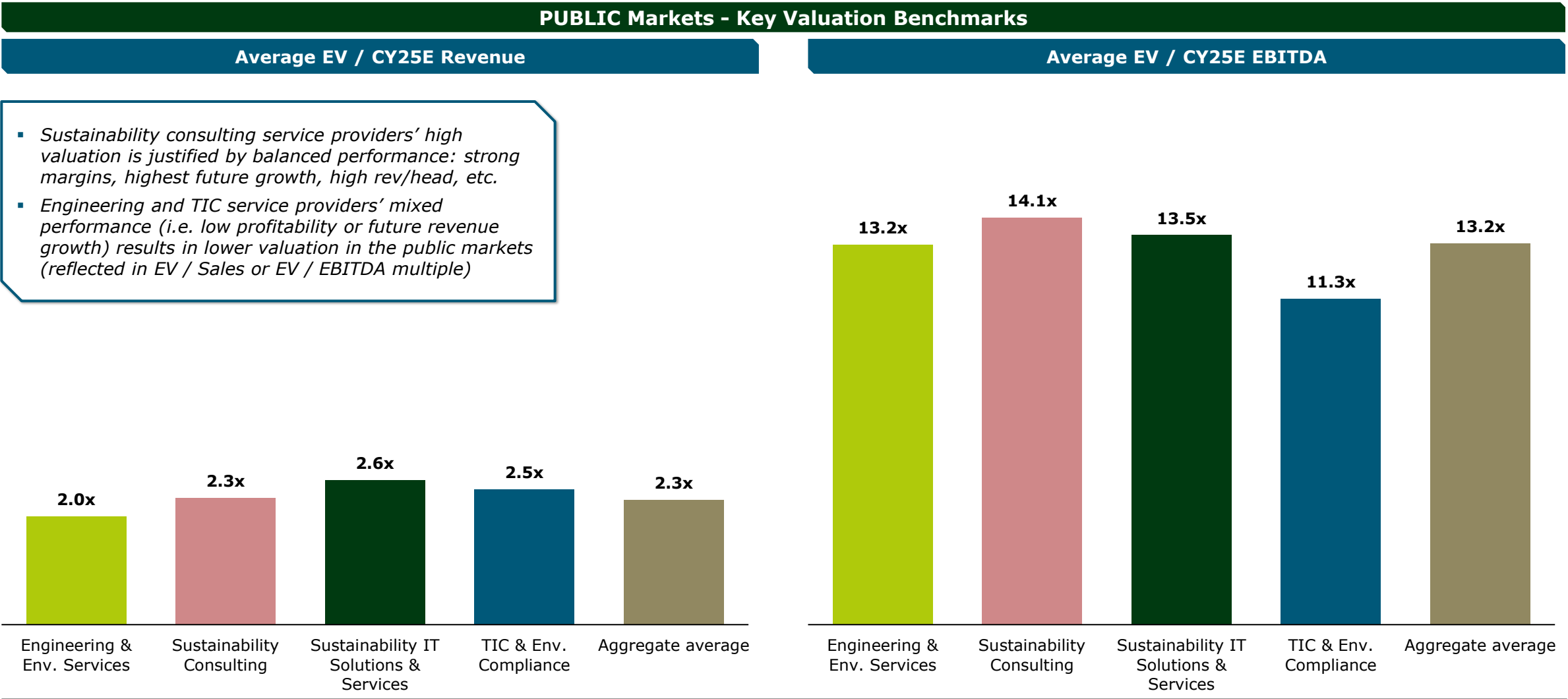




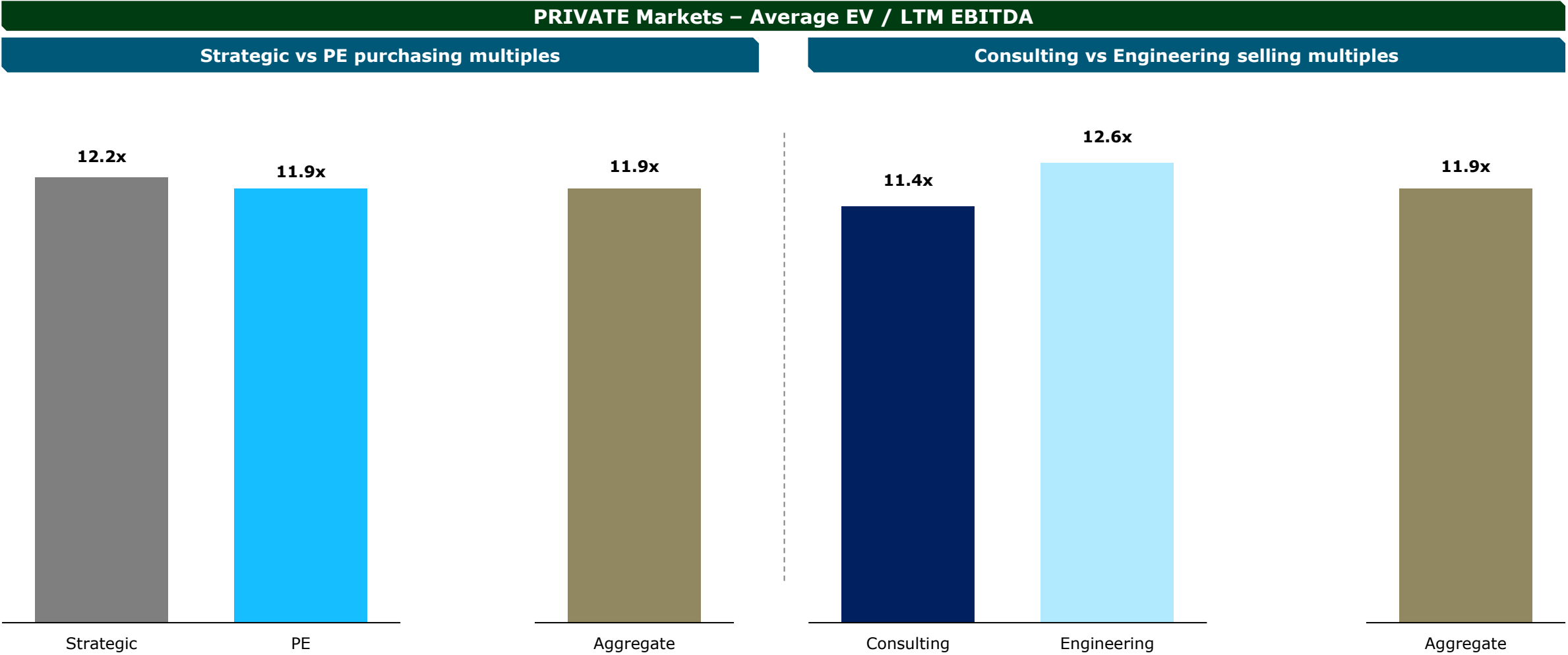
...underpinned by strong and balanced metrics, with the highest revenue per head and implied day rates



# Favourable metrics for sustainability consulting service providers have translated into premium valuations by public markets



# Trade buyers and PE are paying similar multiples. Engineering firms have been acquired at slightly higher multiples than consulting firms



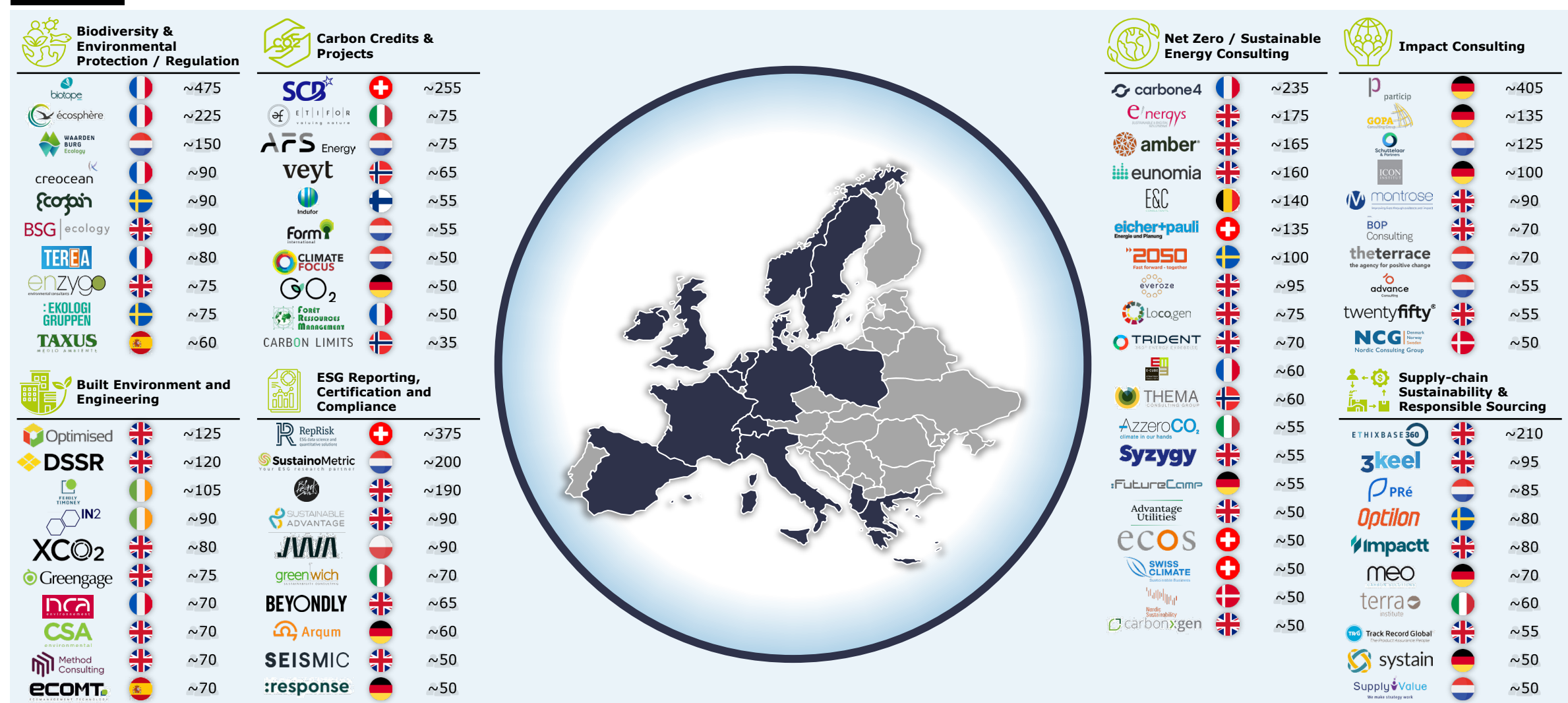




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# We have identified 80 leading, independent ESG boutiques in the European consulting landscape



# ESG Ecosystem: Biodiversity & Environmental Protection / Regulation

Company	HQ	FTEs	Year Founded	Capability	Description
 biotope		~475	1993		Provider of biodiversity studies, consulting, training and communications across the energy, transport, mining and agriculture sectors
 écosphère		~225	1988		Environmental consulting and engineering firm bringing expertise in nature and biodiversity conservation, ecological policy, ecological engineering and urban ecology
 WAARDENBURG Ecology		~150	1979		Ecological research and consultancy firm providing surveys, laboratory analysis, landscape architecture and legislation support
 creocean		~90	1980		Environmental consulting and oceanography services, offering biodiversity and marine habitat protection, renewable marine energy studies and environmental impact assessments
 Ecofin		~90	2001		Environmental specialists delivering biodiversity investigations, permit reviews and project operations
 BSG ecology		~90	1997		Ecological consultancy that provides a complete ecology service, including fieldwork, baseline survey, impact assessment, biodiversity management, project design, and expert witness advice
 TERE A		~80	2004		Specialist in sustainable forest management, environment, the timber industry, and agro-forestry
 enzygo environmental consultants		~75	2008		Environmental consultancy providing hydrological risk assessments and flood protection, landscape impact assessment, landscape management and environmental co-ordination and ecological services
 EKOLOGI GRUPPEN		~75	1998		Specialist in sustainable development within the areas of ecology, nature conservation, urban planning, landscape architecture, environmental impact assessment and climate adaptation
 TAXUS MEDIO AMBIENTE		~60	2003		Environmental engineering firm providing innovative solutions for green projects. Also provides environmental education and training services



Biodiversity &  
Environmental  
Protection / Regulation



Built Environment and  
Engineering



Carbon Credits &  
Projects



ESG Reporting,  
Certification and  
Compliance



Impact Consulting

















Net Zero / Sustainable  
Energy Consulting



Supply-chain  
Sustainability &  
Responsible Sourcing

# ESG Ecosystem: Built Environment and Engineering

Company	HQ	FTEs	Year Founded	Capability	Description
 Optimised		~125	2002		Engineering and consulting firm providing decarbonisation services carbon impact assessments, utility management and building optimisation for the real estate and hospitality sector
 DSSR		~120	1945		Provider of building services engineering, sustainability consultancy, and a range of specialisms such as building performance modelling, energy performance studies, and utility consultancy
 FEHLY TIMONEY		~105	1990		Environmental, engineering and planning consultancy specialising in the areas of sustainable infrastructure, planning, environment and climate change, ecology, and energy
 IN2		~90	2002		Environmental engineering consultancy that specializes in MEP design, building services, and sustainability solutions
 XC@2		~80	2008		Sustainable engineering consultancy that offers services in MEP engineering, environmental design, certification and planning services
 Greengage		~75	2005		Sustainability and environmental consultancy providing planning, development and corporate sustainability for the built environment
 nca environnement		~70	1998		Environmental design office specialising in hydraulics, landscape, agricultural environment, renewable energy and urban space
 CSA environmental		~70	1998		Multidisciplinary environmental consultancy providing landscape, urban design, masterplanning and ecology services
 Method Consulting		~70	2011		Specialist engineering and sustainability consultancy offering mechanical & electrical services and sustainability solutions for the built environment
 ecomt		~70	2010		Provider of smart energy and building solutions which enables sustainable development in energy, real estate, industry and transportation sectors



Biodiversity & Environmental Protection / Regulation



Built Environment and Engineering



Carbon Credits & Projects



ESG Reporting, Certification and Compliance



Impact Consulting

































Net Zero / Sustainable Energy Consulting



Supply-chain Sustainability & Responsible Sourcing



# ESG Ecosystem: Carbon Credits & Projects

Company	HQ	FTEs	Year Founded	Capability	Description
		~255	2007		Low carbon commodity company providing carbon consulting and accounting services as well as directly funding carbon projects globally
		~75	2011		Specialist environmental consultancy providing advisory services on projects ranging from green investments, forestry and sustainable tourism
		~75	2005		Offer sustainable solutions in the renewable energy and carbon market, specialising in energy attribute certificates, clean transportation solutions, carbon compliance services and carbon offsetting solutions
		~65	2016		Provider of data, analysis, and insights for low carbon markets and renewable energy
		~55	1980		Forest consultancy providing investment advisory, resource monitoring and industry analysis to investors in the forestry sector
		~55	1992		Specialised management, investment and consulting firm active in the space of sustainable (agro)forestry, carbon certification, landscape management and restoration
		~50	2004		Specialists in developing policies and projects to reduce carbon and greenhouse gas emissions for government and organizations
		~50	2013		Assist in the trading of multiple commoditized environmental products, including energy efficiency certificates, renewable energy, biogas, carbon emission reduction and power purchase agreements
		~50	1987		Provider of sustainable planning and management engineering of forests around the world for the carbon markets under the REDD+ mechanism
		~35	2005		Identification and development of projects that mitigate climate change and provide advice in the design and implementation of climate policies and regulations



Biodiversity &  
Environmental  
Protection / Regulation



Built Environment and  
Engineering



Carbon Credits &  
Projects



ESG Reporting,  
Certification and  
Compliance



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Energy Consulting



Supply-chain  
Sustainability &  
Responsible Sourcing

# ESG Ecosystem: ESG Reporting, Certification and Compliance

Company	HQ	FTEs	Year Founded	Capability	Description
 <b>RepRisk</b> ESG data science and quantitative solutions		~375	1998		ESG data science company providing software and reporting tools to help clients manage their ESG due diligence and risks
 <b>SustainoMetric</b> Your ESG research partner		~200	2017		Provider of customized ESG/ sustainability research and advice to investors and companies through risk and impact assessments and ESG data reporting
		~190	1991		Stakeholder advisory and engagement agency offering ESG reporting and assessments as well as sustainability advisory services
 <b>SUSTAINABLE ADVANTAGE</b>		~90	2010		Data-led ESG reporting services providing strategy and implementation capabilities to aid compliance for companies in the water, infrastructure and private equity sectors
		~90	2011		Sustainability certification, ESG reporting and due diligence for the real estate sector
 <b>greenwich</b> SUSTAINABILITY CONSULTING		~70	2007		ESG consultancy providing green and biodiversity certification and services for buildings, environmental product declarations, carbon footprint analysis and sustainability reports
<b>BEYONDLY</b>		~65	2006		Provider of environmental compliance services, specialising in packaging, WEE and international compliance in addition to a sustainability strategy offering
 <b>Arqum</b>		~60	1998		Occupational safety, quality and environmental management services focusing on reporting and compliance with safety, energy and climate frameworks
<b>SEISMIC</b>		~50	2021		Sustainability consultancy that offers services such as B Corp certification, CSRD reporting, net zero strategies, and sustainability consulting
 <b>:response</b>		~50	2007		Assist companies with their sustainability reporting, strategy and integrating sustainability in their organization



**Biodiversity & Environmental Protection / Regulation**



**Built Environment and Engineering**



**Carbon Credits & Projects**



**ESG Reporting, Certification and Compliance**



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**Net Zero / Sustainable Energy Consulting**



**Supply-chain Sustainability & Responsible Sourcing**

# ESG Ecosystem: Impact Consulting

Company	HQ	FTEs	Year Founded	Capability	Description
 <b>particip</b>		~405	1989		Sustainable development consultancy, assisting public institutions and companies in governance, environmental, educational and economic challenges
 <b>GOPA</b> Consulting Group		~135	1965		Group of 6 consultancies designs and implements strategies in international cooperation to support sustainable development
 <b>Schuttelaar &amp; Partners</b>		~125	1995		Provider of ESG strategy, sustainability reporting, communications and compliance for the agriculture, health and environment sector
 <b>ICON</b> INSTITUTE		~100	1975		Experts in designing, managing and implementing international projects in development cooperation. Specialise in projects relating to governance, education and sustainability management
 <b>montrose</b> Improving lives through evidence and impact		~90	2009		International development consultancy and project management company providing services to development agencies, non-governmental organisations and private sector clients
 <b>BOP</b> Consulting		~70	1997		Research and consulting practice for culture and the creative economy aiding public institutions to deliver sustainable cultural projects through rigorous data and intelligence
 <b>theterrace</b> the agency for positive change		~70	2007		Provider of sustainability strategy, implementation and communication services to aid clients becoming B Corp certified and CSRD compliant
 <b>advance</b> Consulting		~55	1999		Support private sector development projects in the agriculture and renewable energy sector, providing development, fundraising and implementation advice
 <b>twentyfifty</b> <sup>®</sup>		~55	2004		Management consultancy working with global companies to deliver on their commitments to respect human rights through due diligence and responsible procurement
 <b>NCG</b>   Denmark Norway Sweden Nordic Consulting Group		~50	1989		Sustainable development consultancy providing high-quality advisory services to multilateral, bilateral and non-governmental development organisations



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**Net Zero / Sustainable Energy Consulting**



**Supply-chain Sustainability & Responsible Sourcing**

# ESG Ecosystem: Net Zero / Sustainable Energy Consulting (1/2)

Company	HQ	FTEs	Year Founded	Capability	Description
 <b>carbone4</b>		~235	2007		Energy transition consultancy assisting its clients achieve carbon neutrality, ensure climate resilience, deploy biodiversity strategies and comply with CSRD
 <b>e/nergys</b> <small>SUSTAINABLE &amp; DIGITAL SOLUTIONS</small>		~175	2014		Engineering and consultancy firm providing an end-to-end service offering for renewable energy projects from advisory, design, implementation, finance to maintenance
 <b>amber®</b>		~165	2009		Energy consultancy providing energy procurement, management, and sustainability solutions designed to support industrial and commercial businesses
 <b>eunomia</b>		~160	2001		Environmental and sustainability consultancy that provides a range of services including policy development, sustainability/ net zero strategy and strategy implementation
 <b>E&amp;C</b> <small>CONSULTANTS</small>		~140	2005		Energy procurement consultancy services, with a focus on energy contracting, energy risk management, energy controlling, energy data management, and sustainable energy management
 <b>eicher+pauli</b> <small>Energie und Planung</small>		~135	1986		Provider of CO2 reduction, energy optimization and implementation of energy and building technology systems
 <b>2050</b> <small>Fast forward - together</small>		~100	2013		Sustainability consultancy helping businesses develop sustainability strategies and implement them using reporting tools and sustainability analysis
 <b>everoze</b>		~95	2015		Renewables, green hydrogen and storage consultancy providing due diligence, project support and strategic advice
 <b>Locogen</b>		~75	2009		Provider of design, development and operations of renewable energy projects in onshore wind, ground mounted solar, energy storage and green hydrogen technologies
 <b>TRIDENT</b> <small>360° ENERGY EXPERTISE</small>		~70	2001		Energy consultancy assisting clients to reduce their carbon emissions, manage commercial energy supply costs and remove compliance risk



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**Built Environment and Engineering**



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**Net Zero / Sustainable Energy Consulting**



**Supply-chain Sustainability & Responsible Sourcing**

# ESG Ecosystem: Net Zero / Sustainable Energy Consulting (2/2)

Company	HQ	FTEs	Year Founded	Capability	Description
		~60	2008		Strategy consultancy specializing in energy, mobility, and climate solutions providing advice on clean energy, energy transition and energy efficiency
		~60	2010		Provider of market analysis and strategy consulting for the energy sector, specialising in the energy transition and policy
		~55	2004		Provider of strategic planning for sustainability, environmental impact analysis, carbon offsetting, energy management, and renewable energy engineering
		~55	2010		Specialists in low-carbon technologies for the real estate sector, advising on renewable energy, energy storage, electric vehicle charging infrastructure, and delivering net zero
		~55	2001		Management consultancy providing services in climate protection, sustainability, sustainable transformation and environmental management
		~50	2001		Commercial energy and utilities consultancy that offers end-to-end business energy and sustainability solutions
		~50	1987		Supports organisations and public institutions with climate strategy, decarbonisation, reporting services and transformation support
		~50	2006		Provider of holistic climate strategies and sustainability concepts for firms as well as sustainability reporting, communication and carbon projects
		~50	2017		Provider of sustainability strategy consulting, building resilience in companies' operations, and providing insights and thought leadership in the sustainable development space
		~50	1991		Specialists in complex energy and sustainability challenges, providing energy management, reporting, compliance and net zero services



**Biodiversity & Environmental Protection / Regulation**



**Built Environment and Engineering**



**Carbon Credits & Projects**



**ESG Reporting, Certification and Compliance**



**Impact Consulting**




























**Net Zero / Sustainable Energy Consulting**



**Supply-chain Sustainability & Responsible Sourcing**



# ESG Ecosystem: Supply-chain Sustainability & Responsible Sourcing

Company	HQ	FTEs	Year Founded	Capability	Description
		~210	2011		Third party risk management platform underpinned by robust due diligence and automated workflows for anti-bribery and corruption, modern slavery and sustainability
		~95	2013		Sustainability consultancy ensuring ethical sourcing of key commodities, climate strategy development and landscape innovation
		~85	1990		Fact-based sustainability consultancy providing life cycle assessments for products and carbon footprint to ensure sustainable production
		~80	2005		Supply-chain consultancy leveraging technology to optimise supply-chains and provide supply-chain decarbonisation services
		~80	1997		Identifies and mitigates human rights risks and remedy human rights impacts within operations, supply chains and communities
		~70	2009		Sustainability consultancy providing strategic advice, ESG training, sustainability assessments and supply chain diligence
		~60	2007		Sustainability consultancy that offers carbon footprint improvement, supply chain due diligence, climate strategy and carbon market analysis and sustainable development solutions
		~55	2005		Provider of supply-chain due diligence, specialising in Timber, Cotton, recycled content and Leather. Covers UKTR, EUDR, ILP and Lacey Act
		~50	1998		Management consultancy focused on climate protection, human rights and supply chains. Providing supply chain evaluation, strategic advice and stakeholder engagements
		~50	2008		Specialist in network optimization providing advice, implementation, and training. Additionally offers supply chain sustainability and sustainability strategy advisory services



**Biodiversity & Environmental Protection / Regulation**



**Built Environment and Engineering**



**Carbon Credits & Projects**



**ESG Reporting, Certification and Compliance**



**Impact Consulting**



**Net Zero / Sustainable Energy Consulting**



**Supply-chain Sustainability & Responsible Sourcing**


















































1. Executive summary
2. Global ESG consulting market and ecosystem
3. M&A activity in the space
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6. **Appendix 1: M&A activity before 2024**
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# Sample of M&A deals in the sector in 2023

## Strategic buyers

Target	Buyer	Ann. Date <sup>(1)</sup>	EV <sup>(2)</sup> (\$m)	Emp's	Target main capability	Buyer rationale
 	 	Nov-23	n.a.	400	Consulting	Accelerates business solutions that deliver true value for both the climate and clients
 	 	Sep-23	n.a.	1,500	Engineering	Expands local presence in Denmark and strengthen the offering to clients by adding key competencies.
 	 	Jun-23	n.a.	120	Engineering	Expands technology for transition to net zero emission by measuring carbon capture and providing storage solutions
 	 	Jun-23	n.a.	50	Consulting	Expands climate solutions with the addition of sustainable transportation solutions
 	 	May-23	n.a.	34	Consulting	Enhances Accenture's Sustainability Services team with decarbonization strategies
 	 	May-23	15	30	Consulting	Scales Montrose technical and operational capabilities for multinational corporations to better serve clients of North American portfolio
 	 	May-23	48	500	Engineering	Creates a platform for consulting business in Canada and expands support across Montrose environmental engineering in North America
 	 	May-23	n.a.	150	Engineering	Expands engineering consulting capabilities in Quebec and in the highly strategic data centre industry
 	 	Apr-23	n.a.	45	Software	Innovates and delivers innovative services and increase customer satisfaction
 	 	Mar-23	22	50	Consulting	Expands capabilities across the water value chain, natural resources and climate adaption
 	 	Mar-23	n.a.	64	Consulting	Broadens Bearing Point's consulting capabilities in Finland
 	 	Feb-23	5	33	Engineering	Increases scale and ability to serve clients throughout the Mid-Atlantic region

















































# Sample of M&A deals in the sector in 2023

## PE and PE-backed buyers

Target	Investor	Ann. Date <sup>(1)</sup>	EV <sup>(2)</sup> (\$m)	Emp's	Target main capability	Investment rationale
 	 	Dec-23	76	257	Engineering	Scales the business domestically and internationally, by investing in the business to maintain its scientific leadership and via M&A
 	   	Nov-23	n.a.	240	Engineering	Expands Trinity's engineering, planning, and environmental consulting businesses for continued growth in North America
 	THE CARLYLE GROUP 	Jun-23	508	1250	Engineering	Supports Anthesis growth, expands ESG and sustainability offering and widens its international footprint
 	  	Jun-23	n.a.	100	Consulting	Adds competitive advantage in SLR corporate ESG advisory capability
 	  	May-23	n.a.	80	Engineering	Provides Pinchin an opportunity to scale to northeast US market
 	  	Mar-23	n.a.	81	Software	Allows Cority to deepen company's ESG expertise and customer support
 	 	Mar-23	n.a.	52	Software	Accelerates Integrity's product offering and strengthens market positioning in Germany
 	  	Mar-23	n.a.	60	Engineering	Supplements Phenna's existing sustainability offering adding breadth to its services
 	  	Mar-23	n.a.	100	Consulting	Allows ERM to expand their service offering globally
 	 	Feb-23	500	1500	Consulting	Supports DSS's management to establish a successful standalone entity
 	Morgan Stanley CAPITAL PARTNERS 	Feb-23	n.a.	800	Engineering	Enables APEX to accelerate growth in water, environmental, infrastructure and ESG
 	 	Feb-23	n.a.	100	Engineering	Enhances Aqua's strategic offering and positioning in the industry

# Sample of M&A deals in the sector before 2023
































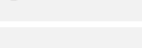


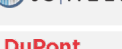


## Strategic buyers

Target	Buyer	Ann. Date <sup>(1)</sup>	EV <sup>(2)</sup> (\$m)	Emp's	Target main capability	Buyer rationale
 	 	Dec-22	n.a.	650	Engineering	Gains a foothold in the French-speaking regions while also enlarging its presence in German-speaking areas
 	 	Sep-22	749	5,000	Engineering	Expands its global operations, and advances consultancy in water, environment, and sustainable infrastructure
 	 	Sep-22	n.a.	302	Consulting	Expands its climate and sustainability expertise and transformation capability
 	 	Jun-22	1,801	6,000	Engineering	Strengthens capabilities in the fast-growing environmental and water sectors, and expands world-class multidisciplinary services
 	 	Apr-22	n.a.	250	Consulting	Reinforces the provision of global Sustainability Services, helping clients improve their ESG performance and embed sustainability in their operations
 	 	Jul-21	n.a.	900	Engineering	Advances Tetra Tech's sustainable building solutions for their commercial and government clients
 	 	Mar-21	n.a.	130	Consulting	Expands the existing capabilities in climate and nature-related risk and development of environmentally and socially sustainable strategies
 	 	Dec-20	1,087	7,500	Engineering	Adds significantly to its capabilities by incorporating earth sciences and environmental consulting services
 	 	Dec-20	n.a.	254	Engineering	Adds depth and breadth to Stantec's environmental services team, especially in the US Midwest
 	 	Nov-20	2,458	4,000	Consulting	Solidifies its position in providing end-to-end solutions for climate change, cyber, urbanization and the ongoing healthcare crisis
 	 	Apr-20	185	650	Consulting	Adds security-level ESG Risk Ratings – an integrated solution for institutional investment processes
 	 	Feb-20	n.a.	700	Software	Enables further integration of sustainability, fair labour practices and ethics into enterprise supply chains and business commerce



# Sample of M&A deals in the sector before 2023

## PE buyers

Target	Investor	Ann. Date <sup>(1)</sup>	EV <sup>(2)</sup> (\$m)	Emp's	Target main capability	Investment rationale
 	INVESTCORP 	Dec-22	n.a.	934	Consulting	Allows CrossCountry to expand their service offering and grow the team
 	TRILL IMPACT 	Dec-22	152	195	Consulting	Will drive the next stage of DA 's growth to meet increasing demand for impact consulting from governments and NGOs across the world
 	 	Oct-22	3,300	1,800	Software	Provides Wood Mackenzie with the investor's deep sector knowledge and with the liquidity to accelerate the company's growth
 	BRIDGES Fund Management 	Oct-22	n.a.	200	Software	Facilitates Evora's ability to support their client base and to improve their technology and advisory services globally
 	ARES 	Jun-22	n.a.	2,000	Engineering	Allows SLR to take advantage of the acceleration of trends in climate transition
 	astorg. 	Jun-22	n.a.	700	Software	Allows EcoVadis to execute its vision of becoming a sustainability impact unicorn for sustainability intelligence
 	WARBURG PINCUS 	Oct-21	n.a.	4,800	Engineering	Supports growth initiatives including scaling the company's compliance focused engineering and consulting services
 	Blackstone 	Jul-21	1,400	1,000	Software	Supports Sphera's global expansion and broaden its end-market reach
 	KKR 	May-21	2,850	5,500	Engineering	Allows ERM to expand and accelerate its client impact, and bring new capabilities and technologies to the business of sustainability
 	Palatine 	Mar-21	n.a.	500	Engineering	Will help Anthesis to rapidly scale the business
 	KELSO 	May-19	975	600	Engineering	Will enable the company to accelerate growth by deepening its bench of expertise and expanding global operations.
 	Gyrus 	Apr-19	n.a.	700	Consulting	Adds new intellectual property, methodologies, tools, and capabilities in sustainability management



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# We are custom-built to deliver optimized transaction outcomes for consulting entrepreneurs

Why Equiteq is best-placed to deliver value to our clients

Focused

Exclusively focused advisory business for consulting M&A

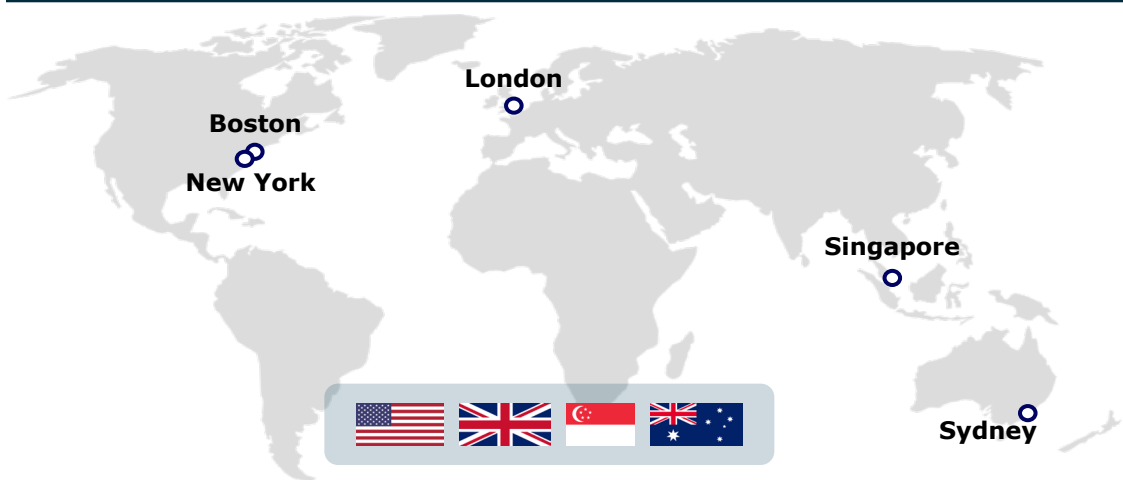
Honest

Hands-on, straightforward advice

Global

A truly integrated global team and network



































































Growing equity, realising value



Equiteq results	
<div>200+</div> <div>Completed transactions in consulting and technology services segments</div>	<div>85%+</div> <div>Sell-side vs buy-side</div>
<div>~40</div> <div>Average number of active mandates</div>	<div>€20-€300m</div> <div>Average deal size range</div>
<div>5</div> <div>Global offices - London, New York, Singapore, Boston, Sydney</div>	<div>~80</div> <div>Employees</div>

# We are the most active M&A advisor for the Knowledge Economy worldwide

## Selected Completed Transactions

 <p>Software Engineering - Financial Services Sold to</p>  <p>Advised on the sale December 2024</p>	<p>Announcement Pending</p> <p>Healthcare Technology Sold to</p> <p>Announcement Pending</p> <p>Advised on the sale December 2024</p>	 <p>Strategy Implementation Sold to</p>  <p>Advised on the sale December 2024</p>	 <p>Microsoft / Azure Majority Recapitalization by</p>  <p>Advised on the sale December 2024</p>	 <p>Google Cloud Sold to</p>  <p>Advised on the sale December 2024</p>	 <p>ServiceNow, Splunk Sold to</p>  <p>Advised on the sale December 2024</p>	 <p>Intelligent Content Management Sold to</p>  <p>Advised on the sale November 2024</p>	 <p>Controlling Stake Sold to</p>  <p>Advised on the sale October 2024</p>	 <p>Salesforce RevOps Investment From</p>  <p>Advised on the sale October 2024</p>	 <p>ESG Advisory Sold to</p>  <p>Advised on the sale October 2024</p>
 <p>Technology/software engineering Sold to</p>  <p>Advised on the sale September 2024</p>	 <p>Procurement Consulting Sold to</p>  <p>Advised on the sale September 2024</p>	 <p>Anaplan Consulting Sold to</p>  <p>Advised on the sale September 2024</p>	 <p>Microsoft Data and AI Sold to</p>  <p>Advised on the investment August 2024</p>	<p>Announcement Pending</p> <p>Marketing Consultancy Sold to</p> <p>Announcement Pending</p> <p>Advised on the sale August 2024</p>	<p>Announcement Pending</p> <p>Digital Transformation/ Microsoft Sold to</p> <p>Announcement Pending</p> <p>Advised on the investment July 2024</p>	 <p>Analysis Prime Sold to</p>  <p>Advised on the sale July 2024</p>	 <p>Development Consulting Sold to</p>  <p>Advised on the sale June 2024</p>	 <p>Salesforce Marketing Cloud Sold to</p>  <p>Advised on the sale June 2024</p>	 <p>Retail Revenue Recovery Investment from</p>  <p>Advised on the investment June 2024</p>
 <p>Project Management and Advisory Firm Acquired</p>  <p>Advised on the acquisition June 2024</p>	 <p>Geospatial Solutions Sold to</p>  <p>Advised on the sale March 2024</p>	 <p>Salesforce Consulting Investment from</p>  <p>Advised on the sale March 2024</p>	 <p>Digital Payments Sold to</p>  <p>Advised on the sale February 2024</p>	 <p>Private Equity Firm Invested into</p>  <p>Advised on the investment February 2024</p>	 <p>Strategic Consulting Firm Sold to</p>  <p>Advised on the sale January 2024</p>	 <p>Data-Driven Digital and Business Consulting Firm Received Investment from</p>  <p>Advised on the sale January 2024</p>	 <p>Venture Capital and Private Equity Firm Invested In</p>  <p>Advised on the sale January 2024</p>	 <p>Pegasystems Solutions Consultancy Sold to</p>  <p>Advised on the sale January 2024</p>	 <p>Premier Data &amp; Analytics Sold to</p>  <p>Advised on the sale January 2024</p>
 <p>Global Healthcare consultancy Sold to</p>  <p>Advised on the sale December 2023</p>	 <p>IT Services Partner Sold to</p>  <p>Advised on the sale November 2023</p>	 <p>Procurement Services Specialist Sold to</p>  <p>Advised on the sale November 2023</p>	 <p>Acquired</p>  <p>Advised on the acquisition October 2023</p>	 <p>Intelligent Automation Consultancy Acquired</p>  <p>Advised on the acquisition September 2023</p>	 <p>Data Management Solutions Provider Sold to</p>  <p>Advised on the sale August 2023</p>	 <p>Private Equity Firm Invested into</p>  <p>Advised on the investment June 2023</p>	 <p>Salesforce Gold Partner Sold to</p>  <p>Advised on the sale June 2023</p>	 <p>Project Management and Advisory Firm Acquired</p>  <p>Advised on the acquisition June 2023</p>	 <p>Web3 Technology-Focused Marketing Agency Sold to</p>  <p>Advised on the acquisition May 2023</p>

# We will be delighted to speak with you. Please contact us

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