



# Masentó Market Insights

1st Edition  
2024

[www.masentogroup.com](http://www.masentogroup.com)



## Introduction

If you are downloading this via our website or have been sent this information by one of our team, then let me take the opportunity to welcome you to the 1st edition of Masentó Groups annual survey.

Our overall aim was to gather information that will enrich our ability to provide recruitment services and solutions to both our candidates and clients. As well as providing actionable insights to our customers when they are considering a permanent or freelance hire.

We had an overwhelming response from Masentó Group's candidate network. I am confident as we continue to conduct this survey year on year, the quality of information and insights will further evolve.

Overall the data that we gathered represents 36% permanent employees and 64% contractors.

We sincerely hope you find this of value, your feedback is of course always welcome.

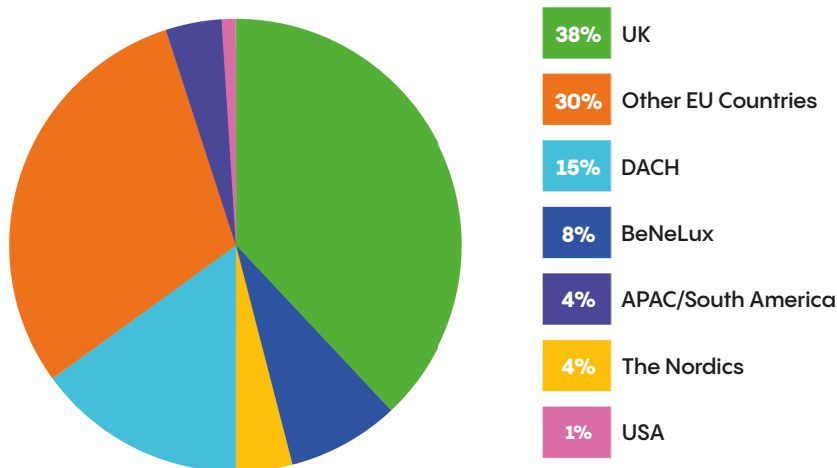


**Adrian Carboni**  
CEO and Founder

# Masentó Market Insights

A big part of what we do to when providing value within our market place is to provide actionable data and insights to our customers. Whether that is optimal interview processes, salary data, reasons to keep your employee's engaged.

## Q) We asked where our survey respondents were located.

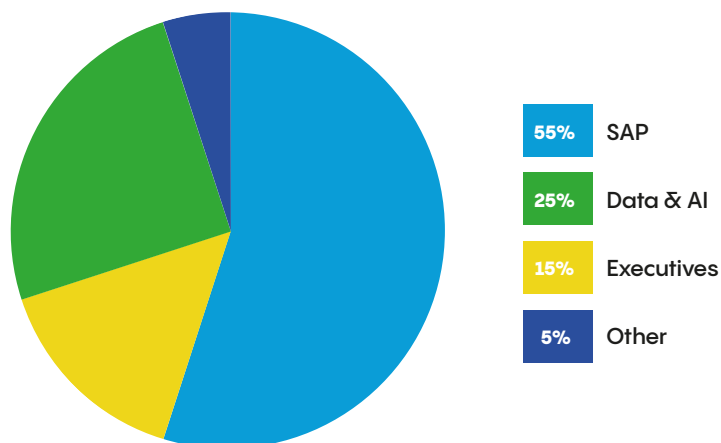


Over 60% of candidates we asked expected 10–20% plus of an interview should allocate time for them to ask questions. Candidates expect clients to present or to sell them why an opportunity with their business is attractive and that they are put off by arrogant or disinterested interviewers.

50% of candidates expected feedback within 5 working days from an interview and only 30% felt it was acceptable for a client to take longer than that to feedback to the recruiter/candidate, this highlighting the importance of an engaged client process and to have alignment with your talent partner for a post interview process.

A solid 48% of candidates believe a client should be able to assess their skills and make them an offer in two interviews and see this as an optimal process. Followed by 42% that see three interviews as the optimal number on the condition that they are within quick succession.

## We asked respondents to confirm what field they currently operate within.



# Permanent Market Insights

## Job Security

### Q) What best describes your current job security?



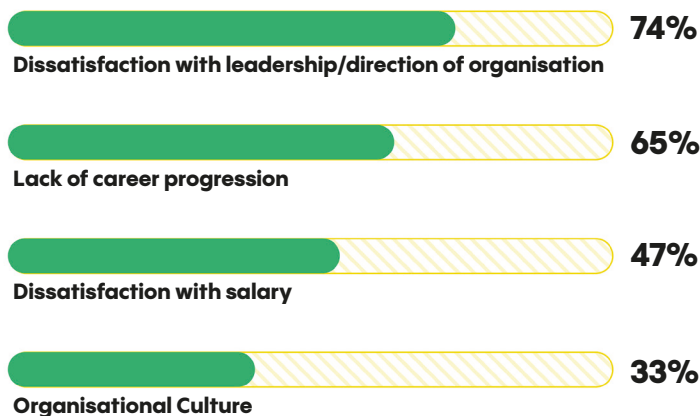
The positive data on job security from our network, was encouraging especially due to current macro political and economic factors. We recognise the respondents work in areas such as SAP, ERP, Data & AI which are specialist, high demand sectors.

When presenting in demand candidates with new opportunities they are often passive and secure and therefore require a compelling proposition, package and interview process.

### Q) Why move?

In this this question, we gave respondents the option of choosing their top 3 reasons, from which we are sharing the four most common responses.

Top 4 reasons why people actively look for new positions:



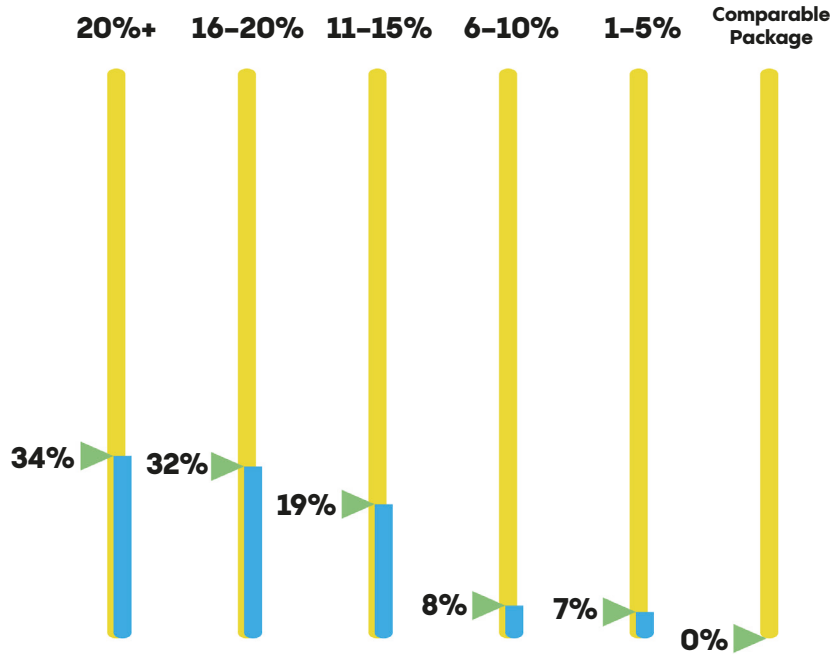
This insight amongst other studies we have read over the past year, demonstrate the key importance for a business and it's leadership to have clear direction, vision and to communicate it regularly.

With 65% of respondents indicating lack of career progression, it's important for leaders to understand their employee's ambitions and having clear objectives for them to achieve growth, progression and promotion.

47% confirmed salary as a key reason to leave. Whilst it's reassuring that money is not everything, the economic and inflationary pressures over the past twelve months mean that salary has become an even more important topic.

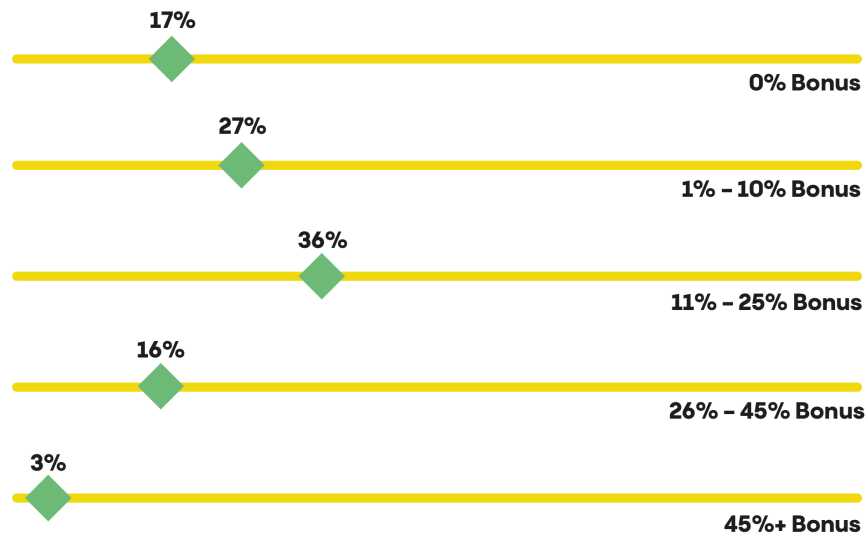
# Salary & Bonus

Q) If you move to a new role, what would you expect the basic salary increase to be?



Q) We asked people to confirm...

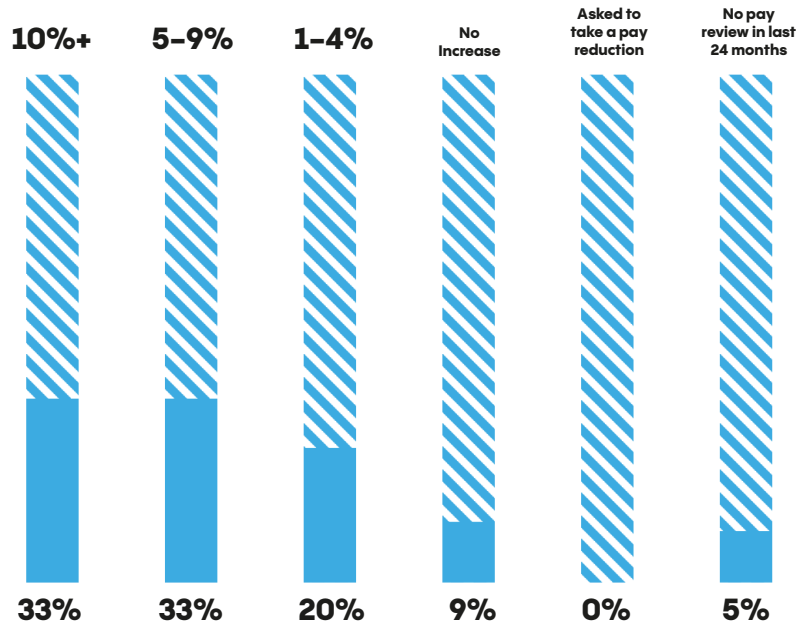
As a percentage of your basic salary, what was your bonus in 2023/4 ?



It was positive to see this insight demonstrating that companies and individuals still performed well enough to see an average of 10-20% Bonus paid. As we continue to gather data it will be interesting to see how trends develop.

# Remuneration

Q) If you had a pay review in the last 18 months, what was the outcome?



In line with inflation, organisations are expected to provide increases to basic salaries and we've seen that in the past 12 months. At Masentó, we have experienced approximately 10% of permanent offers we get for candidates

are countered by counter offers from existing candidates existing employee. However going back to earlier data in the survey, the importance of providing employee's direction and career progression come above salary.



**Richard Blackburn**  
Partner, Masentó Group  
Co-founder Masentó Search

# Interview & Process

This section is dedicated to the insights we gained specific to the permanent recruitment market i.e. salaries, bonus', candidate experience and interviews

"Interestingly over 60% of candidates expect 10-20% of the interview should be allocated to ask their questions".

It was also clear that candidates expect clients to present/sell to them, why an opportunity with their business is attractive; what is offered in way of growth, promotion, learning and development.

The main reasons why an interview experience is bad/negative; is arrogant or disinterested interviewers, followed by overly technical interview with no personal touch.

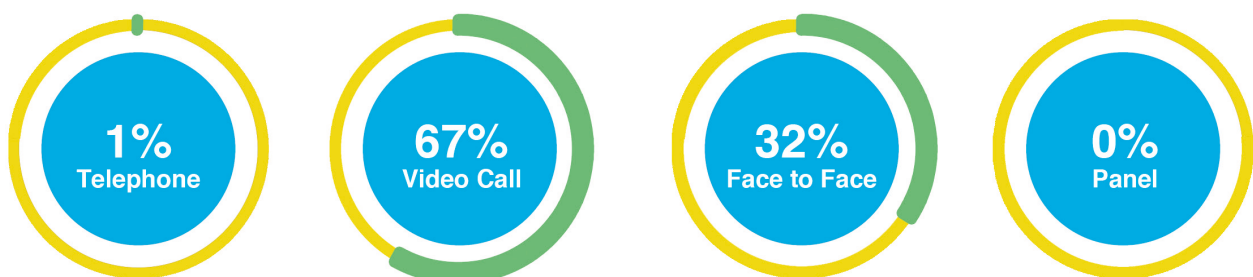
Regarding feedback post interview, 50% of candidates expected feedback within 5 working days from an interview and only 30% felt it was acceptable for a client to take longer than that to feedback to the recruiter/candidate. This highlights the importance of an engaged client process and to have alignment with your talent partner for a post interview feedback loop.

48% of candidates believe a client should be able to assess their skills and make them an offer in two interviews and see this as the optimal number of stages. Followed by 42% of respondents confirming that a three stage interview process is the best way to assess and hire, but added it is important that these interviews are in quick succession and take place within 6 weeks

It's therefore essential that if you are a client hiring in this market, the importance to have clarity around what your organisation offers, progression and a commercially attractive package. That those highlighted in your business to conduct interviews are furnished with the right information about the candidate and are able to present key data about their employer.

**We also asked candidates a number of questions about how they preferred to be engaged by recruiters and clients.**

**Q) What is your preferred method of interview?**





# Permanent Salary Guide

## SAP End User



### UK – End User (£)

Consultant	65,000 - 75,000
Senior Consultant	75,000 - 85,000
Architect / Project Manager	90,000 - 100,000
Manager	100,000 - £110,000

## SAP Consulting

### UK – Consulting (£)

Consultant	65,000 - 75,000
Senior Consultant	75,000 - 85,000
Architect / Project Manager	95,000 - 110,000
Manager	100,000 - 115,000



### Germany – End User (€)

Consultant	60,000 - 70,000
Senior Consultant	75,000 - 85,000
Architect / Project Manager	90,000 - 110,000
Manager	95,000 - 115,000

### Germany – Consulting (€)

Consultant	65,000 - 75,000
Senior Consultant	85,000 - 95,000
Architect / Project Manager	100,000 - 110,000
Manager	110,000 - 120,000



### Switzerland – End User (CHF)

Consultant	85,000 - 90,000
Senior Consultant	95,000 - 110,000
Architect / Project Manager	125,000 - 135,000
Manager	130,000 - 145,000

### Switzerland – Consulting (CHF)

Consultant	85,000 - 95,000
Senior Consultant	110,000 - 120,000
Architect / Project Manager	130,000 - 140,000
Manager	135,000 - 145,000



### Spain – End User (€)

Consultant	45,000 - 55,000
Senior Consultant	50,000 - 65,000
Architect / Project Manager	70,000 - 85,000
Manager	75,000 - 90,000

### Spain – Consulting (€)

Consultant	50,000 - 60,000
Senior Consultant	55,000 - 65,000
Architect / Project Manager	70,000 - 75,000
Manager	75,000 - 90,000

### End User (€)

Data Scientist	60,000 - 85,000
Senior/Principal Data scientist	90,000 - 120,000
Head of Data Science	130,000+
Data Engineer	50,000 - 80,000
Senior/Principal Data Engineer	90,000 - 120,000
Head of Data Engineering	125,000+
BI Analyst	40,000 - 60,000
BI Developer	55,000 - 75,000
BI Architect	70,000 - 100,000

### Data & AI Consulting (€)

Consultant	55,000 - 75,000
Senior Consultant	75,000 - 90,000
Manager	90,000 - 110,000
Senior Manager	110,000 - 150,000
Director	150,000 - 200,000
Partner	200,000 +

If you have any questions about any of the insights and information we have shared or you would like to learn more, feel free reach out to our team.



**Richard Blackburn**  
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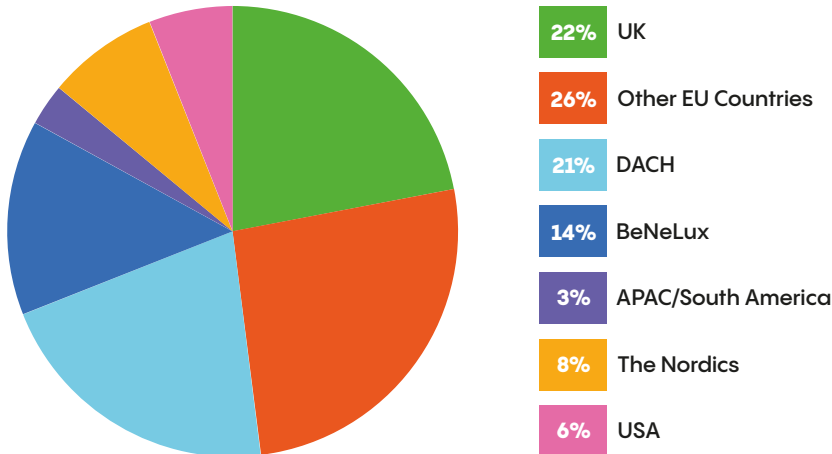
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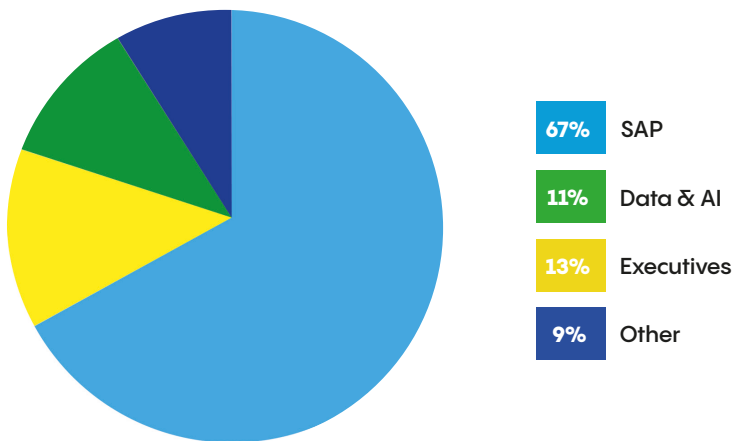


# Contract Market Insights

Q) We asked where our survey respondents were located.



We asked respondents to confirm what field they currently operate within.



Of the SAP respondents, a staggering 79% confirmed that they had recent SAP S/4 HANA experience. This is encouraging for any clients embarking on a S/4 Transformation.

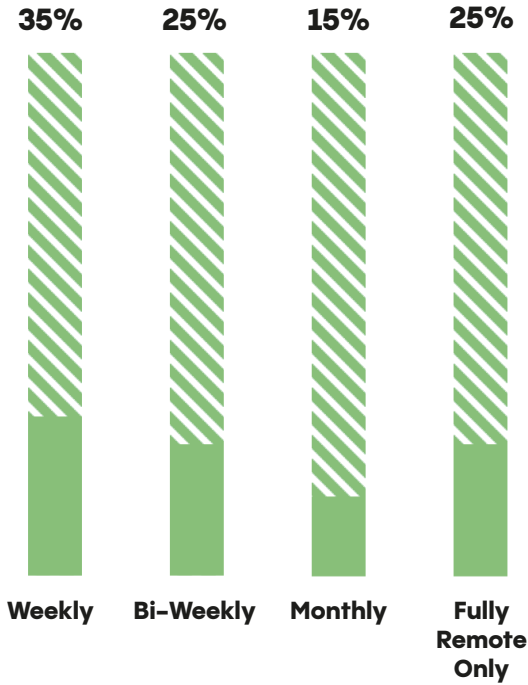
Q) We asked the UK based respondents, whether they would be happy to work inside IR35.

Clients who are hiring inside IR35 contracts, need to consider candidates typically look for an uplift on their pay rate to remain closer to the retained earning of an outside IR35 contract.



# Return To Work

Q) We asked respondents, how much on site work they are happy to do in their country of residence?

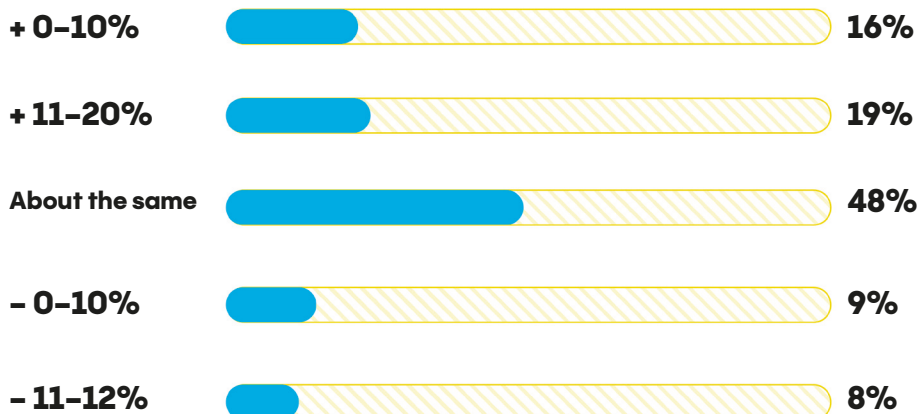


The importance for employers to show flexibility in order to attract the best talent for their business is paramount. From our experience, there is a shift on prior year from candidates expecting to work fully remote.

“52% of contract candidates are interviewing with 3 or more organisations when active in the market”

# Rate & Contract Trends

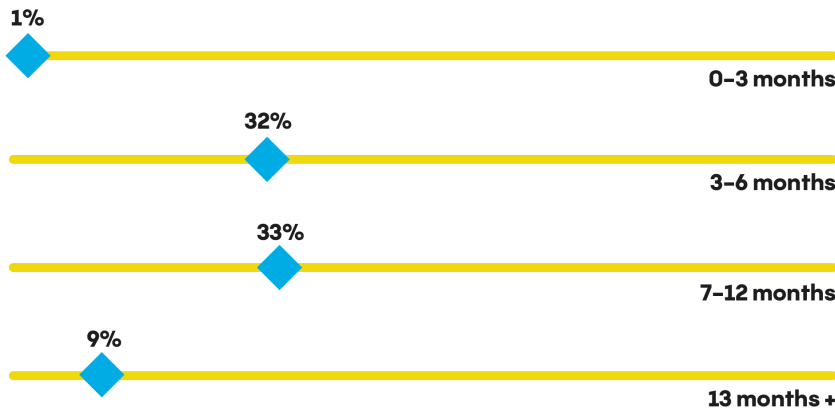
Q) In the last 6 months have you seen any changes in day rates?



The importance for employers to show flexibility in order to attract the best talent for their business is paramount. From our experience, there is a shift on prior year from candidates expecting to work fully remote.

“79% of contractors are securing a new assignment within 20 days of activating their search”

## Q) Generally, what duration of contract are you typically being offered?



When looking to secure the best talent for your projects our recommendation is for clients to offer 6-12 month contracts. This has in our experience ensured candidate continuity and lessen the probability of a candidate requesting an increase.

We have also seen that clients offering longer term contracts, can often secure them for a more competitive rate.

## Contract Recruitment Process

The European contractor market is currently characterised by high levels of candidate activity and competition among organisations seeking to secure top talent:

**Candidate Engagement:** A significant 52% of contract candidates are actively engaging with multiple organizations during their job search process. This highlights the importance for employers to differentiate themselves and offer compelling opportunities to attract and retain top talent. With candidates exploring multiple options simultaneously, we have been advising clients on methods to streamline their recruitment processes and provide clear value propositions to stand out in a crowded market.

**Speed of Placement:** Efficiency is paramount in today's contract market, with a staggering 79% of contractors securing a new assignment within just 20 days of activating their search. This underscores the need for swift and decisive action from hiring organizations. Our contract team pride ourselves on timely communication, streamlined interview processes, and proactive engagement with candidates which is essential to capitalise on opportunities and secure top talent for our clients.

**Candidate Demand:** The demand for contract roles remains robust, with 67% of contractors being approached at least once a week about new assignments. This reflects a competitive landscape where organizations actively seek skilled professionals to fulfil project-based requirements. Masentó continue to maintain a proactive approach to candidate sourcing and engagement, leveraging networks and technology to identify and connect with in-demand talent quickly.



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# Contract Salary Guide



## UNITED KINGDOM

OUTSIDE IR35

Description	£ / hour
SAP FICO	85-105
SAP SCM/MM/OTC	85-105
SAP eWM	90-110
SAP QM	90-110
SAP IBP	95-115
SAP TM	95-115
Programme Director	125-150
Programme Manager	100-140
Project Manager	85-120
Change Lead/Manager	85-120
PMO Analyst/Lead / Manager	75-110
Test Manager	75-95
Architect	105-125
Business Analyst/BPO	75-95



## UNITED KINGDOM

INSIDE IR35

Description	£ / hour
SAP FICO	95-115
SAP SCM/MM/OTC	95-115
SAP eWM	105-120
SAP QM	105-120
SAP IBP	110-125
SAP TM	115-130
Programme Director	130-165
Programme Manager	120-145
Project Manager	100-130
Change Lead/Manager	90-130
PMO Analyst/Lead / Manager	85-120
Test Manager	85-120
Architect	110-135
Business Analyst/BPO	80-110



## DACH

Description	€ / hour
SAP FICO	120-145
SAP SCM/MM/OTC	120-150
SAP eWM	120-160
SAP QM	120-150
SAP IBP	120-150
SAP TM	120-150
Programme Director	125-160
Programme Manager	120-145
Project Manager	110-135
Change Lead/Manager	110-135
PMO Analyst/Lead / Manager	85-120
Test Manager	85-120
Architect	110-130
Business Analyst/BPO	80-95



## BENELUX

Description	€ / hour
SAP FICO	105-120
SAP SCM/MM/OTC	105-120
SAP eWM	105-120
SAP QM	105-120
SAP IBP	110-125
SAP TM	115-130
Programme Director	125-155
Programme Manager	120-145
Project Manager	100-130
Change Lead/Manager	90-125
PMO Analyst/Lead / Manager	75-110
Test Manager	75-110
Architect	110-140
Business Analyst/BPO	80-110



## CEE

Description	€ / hour
SAP FICO	75-90
SAP SCM/MM/OTC	75-90
SAP eWM	75-95
SAP QM	75-90
SAP IBP	90-105
SAP TM	95-105
Programme Director	100-125
Programme Manager	90-120
Project Manager	75-100
Change Lead/Manager	80-100
PMO Analyst/Lead / Manager	65-90
Test Manager	75-90
Architect	85-105
Business Analyst/BPO	65-95



## NORDICS

Description	€ / hour
SAP FICO	110-125
SAP SCM/MM/OTC	110-125
SAP eWM	120-140
SAP QM	110-125
SAP IBP	120-140
SAP TM	120-140
Programme Director	125-150
Programme Manager	120-140
Project Manager	115-125
Change Lead/Manager	105-120
PMO Analyst/Lead / Manager	85-125
Test Manager	115-130
Architect	110-125
Business Analyst/BPO	90-110



## Changing Expectations

When exploring new opportunities, there has been a notable shift in candidate expectations compared to the pre-covid era. Candidates now expect remote and flexible working arrangements to be the norm from employers. Consequently, this shift has allowed employers to tap into a broader talent pool spanning across Europe.

However, over the past year, there has been an uptick in client requests for onsite presence, especially in sectors like Production or Logistics and Distribution.

In the context of significant S/4 Implementations, employers recognize the value of in-person workshops for effective relationship-building with stakeholders. Nonetheless, the expectation is not for employees to be present in the office on a full-time, five-day basis.

## Economic Confidence

The prevailing economic uncertainty has cast a shadow on business confidence, particularly regarding enterprise SAP programmes. In times of ambiguity, companies tend to exercise caution, re-evaluating the feasibility and urgency of such costly initiatives. Rising inflation, the cost-of-living crisis, and high energy prices—all elements that combined to make many businesses nervous—have contributed to this. However, this has created an opportunity for organisations that have the working capital to press ahead with their transformation journey and hover up the top talent.

Due to the circumstances outlined above, our System Integrator and Consultancy clients have encountered delays in Requests for Proposals (RFPs) over the past 18 months. Consequently, the momentum of new project acquisitions in 2023 was relatively subdued. However, there is optimism for a notable revival this year, particularly with the anticipation of a substantial number of S/4 Programs set to commence.



Finally, when we ran this survey we were offering respondents £1000 for completing the survey. The money could be taken as a voucher or a charitable donation.

We selected at random a respondents name and this years lucky winner was **Luca Termite.**

At the time of receiving the news that he'd won the £1000, Luca was on a one man mission cycling across Patagonia raising money for a local charity and for playground equipment for disabled children. He sent us a message overwhelmed by the news that he'd one. It certainly felt like it was meant to be!!

So not only were we able to deliver through this survey some fantastic data and insights but able to support Luca who plans to continue raising money and who's journey we will closely follow this year.



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