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Co-Founder | Director

Welcome to Q3's edition of the SAP Report, we hope you find it useful. The biggest development in the UK SAP industry since we were last here was the huge move by new Chancellor Kwasi Kwarteng to repeal the 2017 and 2021 IR35 reforms, much to the delight of the freelance sector (more on this on our IR35 section here).

In less seismic developments, bluewave's fledgling 5-a-side team enjoyed measured success at the Business Fives football tournament in Leeds. Despite finishing top of our group and looking resplendent in our SAP-sponsored Hoffenheim shirts, we were dispatched quicker than manufactured goods from an EWM warehouse in the knockout stages. Best stick to the day job.

You will find this Q3 SAP Report jam-packed with all the regular content plus special features on Women in SAP, SAP Ariba and the global contracting

SAP jobs and hiring continued the upward trend throughout O2 as did day rates and permanent salaries. Demand for good SAP professionals is consistently high and there are more S/4 HANA customers than ever before. If our own half year results are anything to go by, the SAP market is buoyant despite the cost of living crisis and current economic uncertainty with plenty of new programmes to continue momentum well in to next year and beyond.

Many suggest that the hyperactivity around S/4 HANA has created an acute shortage of skills in the market, however as a recruitment business exclusively focused on bringing great SAP people together, we disagree. Maybe it us because we know where and how to look... more on this later.

As always, if you have any feedback, additional content suggestions or personal blogs that you would like to showcase, it would be great to hear from you.

196% YoY

200% YoY

Record number of **S/4HAN**

record-

egualling performance

performance

supassed 2021 revenue in **5 months**

Contract hires:

Perm hires:

record



Looking to **build** an exceptional SAP team? Click here

Experts in S/4HANA

Niche SAP skills

CoE build and optimisation

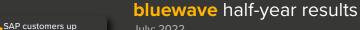
Permanent SAP resource hiring

Contract SAP resource hiring

Peer reviews

To download our SAP CIO **Dashboard** for SAP professionals in C-Suite and Senior Leadership roles click here

SAP podcasts coming **soon**



July: 2022













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Approximately 66% of respondents say that the biggest hurdle to complete SAP S/4HANA migration is aligning business, project, and IT



SAP Acquires Search-Driven Analytics Company Askdata

With the acquisition of Askdata, SAP strengthens its ability to help organisations take better informed decisions.

RISE with SAP Gains Strong Momentum Across North America

Hundreds of companies selected RISE with SAP in the first half of the year, with public cloud gaining traction as the deployment of choice with

RISE

SAP Named a Leader in 2022 Gartner® Magic Quadrant™ for Digital Commerce

Gartner once again names SAP a Leader in digital commerce solutions. In its latest 2022 report, Gartner Inc. assessed solutions from 19 vendors, including the SAP® Commerce Cloud solution.



Latest SAP news

Keep up with the latest SAP news, insights and advice from industry professionals, recruiters and commentators.

Follow us on LinkedIn •





Founded or led by underrepresented entrepreneurs six months ahead of schedule



Catalyst 2030 Announces Global **Award Winners**

Corporates Awards Category - SAP, Germany. This category highlights best practices in private sector engagement with the social







Spotlight on S/4HANA

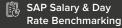




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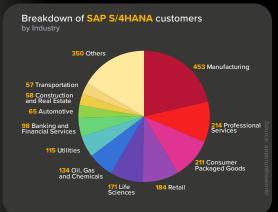
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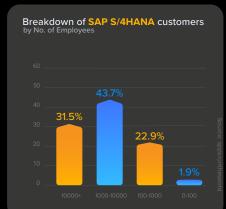
Women in SAP

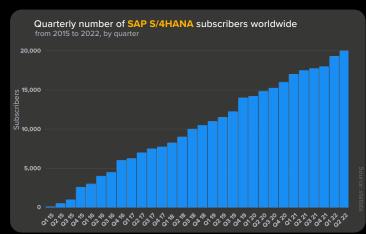
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Free SAP S/4HANA Resources

for and implementing S/4HANA? Below are some links to useful and mosly free SAP

SAP COMMUNITY NETWORK Q&A for SAP Professionals - tends to be hands-on troubleshooting and technical advice

SAP BLOGS Passionate SAP Professionals' best practice blogging on all manner of subjects (

UK & IRELAND SAP USER GROUP Peer-to-peer experiences of implementing and living with SAP. Lessons learned etc

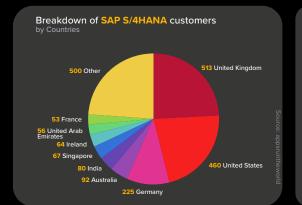
FREE ONLINE SAP COURSES (

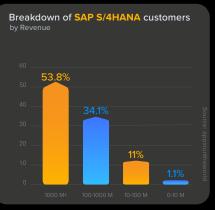
YOUTUBE Literally 1000s of videos from basic introductions to accelerating your SAP transformation (

SAP DEVELOPER CENTRE An open repository for SAP Developers (

EX-SAP COMMUNITY Ex-SAP employers can stay in contact and tap in to in-house knowlege. The only draw back is that you have to have worked for SAP

BLUEWAVESELECT Our own website features up to date SAP content including industry news and blogs









the UK has more S/4 HANA customers

than anywhere else in the world







Q2 SAP Jobs & Hiring Activity





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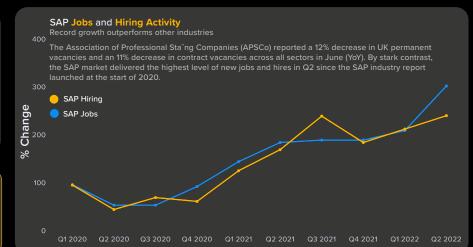


All Sources: bluewaveSELECT

SAP Gender Diversity

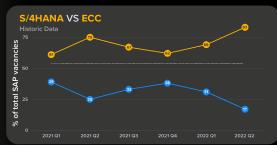


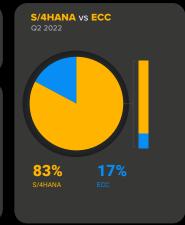


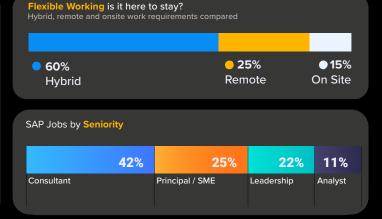




Female















SAP Jobs & Hiring Activity





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1st Manufacturing /Logistics

All Sources: bluewaveSELECT

iven the massive spend in manufacturing sites, regional delivery centres and logistics operations, it will come as no surprise that manufacturing and logistics umped from 4th place last time around to irst in Q2. EWM and WM lead the field in

2nd

An integral success (and failure) we started profiling demand curves. Again, MDG features highly this quarter and expect to see data skills in high demand as ong as new programmes are being signed

3rd Finance Always an in-demand skill as a core element of most SAP solutions. As well as modular FI/CO and R2R process demand we have seen a big increase in niche SAP finance areas such as tax, treasury, CFIN and FSCM.

4th Architecture

Again, a main stay of the quarterly top 5 skills, demand for technical and solution architects is almost exclusively driven by S/4HANA programmes, both greenfield and ECC transformation.

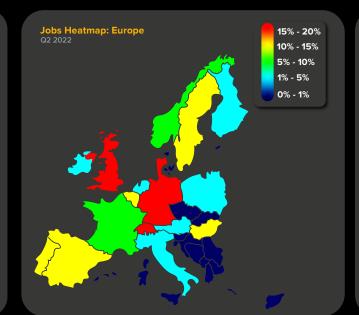
5th HxM

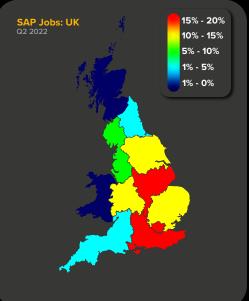
Specialist/Niche

ABAP

Training

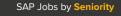
driven by Successfactors and notably EC ... and EC Payroll programmes. Interestingly, Successfactors demand has come from companies that don't run an SAP core as well as those that do.

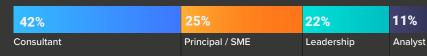






SAP roles featured highly in Q2 driven by the contract market as SAP Users sought to bolster in house capability. These skill areas included IS-Retail, AATP, VIM, Vistex and GTS







Looking for your **next** job in **SAP**? Click here •









bluewave SAP Salary and Day Rate Benchmarking



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So, what of the bia S/4HANA skills shortage?



A major challenge for SAP users in a buoyant market is how to attract and retain great SAP professionals, particularly with \$/4 experience.

Looking to **build** exceptional **SAP** team? Click here

Looking for your **next** job in **SAP**? Click here

Interactive Benchmarkind **Tool** - Coming soor Get notified here

Several industry commentators have said that we are in the middle of an SAP skills shortage, particularly for professionals with S/4HANA experience - but how true is this and how has it affected SAP salaries and day rates?

One thing for sure is that there are more S/4HANA customers and more S/4HANA projects than ever before which has increased need for SAP professionals with the right commercial experience, most of whom will have multiple offers to choose from when on the open market.

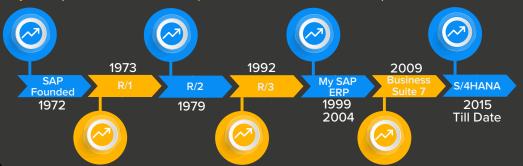
There will be a tipping point when the number of live S/4HANA instances are numerous enough to have produced and developed the 'right' amount of S/4HANA professionals to meet the demand. We have been through this cycle before - remember each new iteration of SAP: R2 > R3 > MySAP and so on? Each one created a spike in requirements as new adopters sought the latest skill-set and each time demand and supply steadily progressed to a workable equilibrium.

Until that point then, yes, there will be an SAP and S/4HANA skills shortage - unless, like us, you know where and how to look.

Our leadership team have been in this space since the R2 days, we speak to daily and track the availability of SAP professionals so that we can introduce them to our customers before they come on to the open market.

The benchmarking data on the following page is generated by real time vacancies, placements and data gathered from bluewave's SAP candidate networks. If you want to know how to position your hiring needs to attract SAP professionals and to check that you are paying the right amount for your resources, check out the next page...

Cyclical spikes in demand for SAP professionals have been common place since 1972









SAP Salary and Day Rate Benchmarking Are you paying the right amount for your SAP resources?



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Job role	Cont	tract benchmark	Salary Rang
Leadersh	nip		
Transform	nation	£1,200 - £2,500	£120k - £180k
Programme		£800 - £1,200	£90k - £130k
Project		£600 - £800	£70k - £90k
PMO		£450 - £750	£45k - £60k
BAU/Head of		£650 - £750	£85k - £100k
Technica	al		
Architect		£800 - £1,000	£90k - £120k
Basis		£500 - £700	£60k - £90k
Security		£500 - £600	£55k - £80k
ABAP		£500 - £650	£60k - £70k
Integratio	n	£700	£60k - £90k
Data •	Manager	£600 - £850	£75k - £90k
	Lead	£600 - £700	£65k - £70k
		£450 - £550	£50k - £60k
Business			
Process			
	GPO	£700 - £1000	£80k - £110k
	Lead	£600 - £800	£70k - £80k
	BA	£500 - £700	£45k - £65k
Change			
	Manager	£600 - £900	£70k - £100k
	Consultant		£45k - £65k
	Comms	£450 - £600	£45k - £60k
raining		0500 0700	0551 0001
	Manager	£500 - £700	£55k - £80k
	Lead	£400 - £600	£50k - £70k
	Dolivory	C3EU CEUU	2401 2551

Job Ro	le Contr	act Benchmark	Salary Range
Function	nal		
Solution A	Architect	£800 - £1,300	£85 - £160k
OtC			
	Manager	£600 - £850	£80k - £90k
	Lead	£550 - £750	£70k - £80k
	Consultant	£500 - £600	£50k - £65k
RtR			
	Manager	£600 - £800	£80k - £90k
	Lead	£550 - £750	£70k - £80k
	Consultant	£500 - £600	£50k - £65k
PtP			
	Manager	£650 - £850	£80k - £90k
	Lead	£600 - £750	£70k - £80k
	Consultant	£500 - £600	£50k - £65k
Manufac			
	Manager	£650 - £850	£80k - £90k
	Lead	£600 - £750	£70k - £80k
	Consultant	£500 - £600	£50k - £65k
Warehou	sing/Logistics		
	Manager	£600 - £800	£70k - £80k
	Lead	£600 - £750	£60k - £70k
	Consultant	£550 - £650	£50k - £60k
	Factors		
	Manager	£700	£90k - £120k
	Lead	£600	£75k - £90k
	Consultant	£500	£55k - £75k
ВІ		0050 0050	6751 640.01
	Manager	£650 - £850	£75k - £120k
	Lead	£600 - £800	£65k - £90k
	Consultant	£550 - £700	£55k - £70k
Test			0701 000+
	Manager	£550 - £700	£70k - £80k
	Lead	£455 - £600	£60k - £70k
	Consultant	£350 - £550	£45k - £65k

Some skill areas feature a wide range of salary and day rate due to a number of factors: end user vs consultancy, whether or not the position has an S/4HANA or a niche skill element, scope of programme, responsibility of the individual, location and industry weighting.













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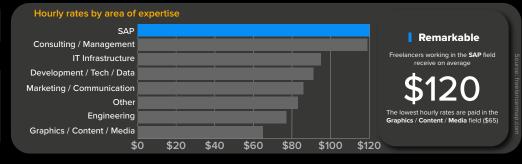
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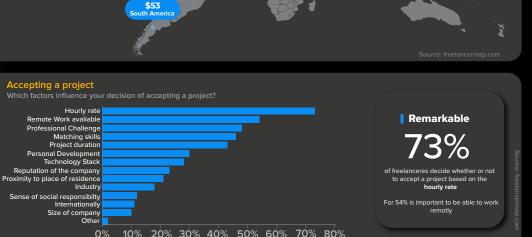
Have you ever wondered how UK SAP freelancers compare internationally and against other sectors? Our friends at freelancermap.com have provied some interesting insights on the global contracting market.

Spoiler alert ;)

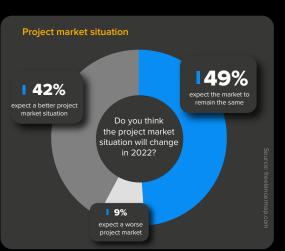
- SAP has the highest hourly rates of all skill sets
- 73% of all contractors accept a project because of the hourly rate
- In the global freelance market, contractors in the US and Europe get paid the most
- 91% of the freelancers think that the project market situation will stay the same or even get better

















bluewaveselect Women in SAP

Women



Support

Responsible Understand

Together

Committed

Interpersonal

Collaborate

Connect

Share

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In July bluewaveSELECT's Harriet Webster was invited to speak about removing the gender bias from the SAP recruitment process at a Women in SAP event at Microsoft's Experience Centre. Oxford Street. London - hosted by UK and Ireland SAP User Group.

It is human nature to develop unconscious biases and to recruit in our own image but are we letting this limit our ability to recruit a world class team? Below are the key takeaways on how to address this (full details and further reading here).

Key steps to remove unconcious bias from the SAP recruitment process

Remove gendered wording from job adverts

Support women in to more senior roles

Ensure meritocracy rules

How does the SAP community measure up?

When we were approached to present at this event, we reached out to our SAP network and asked the simple question "Does your current employer have any formal measures in place to remove gender bias from the recruitment process?

Gendered wording

Strona

Analysis Individual

Decision

Competitive.

Objectives •

Principles •

Driven

Expert

Lead

The results were far from perfect







More people answered no than yes, and a significant section answered 'don't know' meaning that if their organisations do have measures in place they aren't communicated clearly enough to be elective.

Respondents that answered yes, were generally able to select more than one positive measure (see

Introduce blind applications

Change to a structured interview process

Have a diverse interview panel

Actively encourage women to progress

Have a clear policy on discrimination & provide training on unconscious bias

Removal of gendered wording from 21.9% Use of diverse interview panels Active encouragment of women to Use of 'blind' job applications (e.g 8.8% put themselves forward for removing names and other personal promotion opportunties

Head of Perm Delivery

The second question we asked was 'if yes, what measures are in place?'

Structured interview processes, rather 21.9% initiatives to support women in more senior roles eg gender targets 8.8% than 'freestyle' (for consistency of

21.9% A clear and well-publicised discrimination policy

Compulsory training on unconscious

8.8% Ongoing initiatives to diversify the

UKISUG highlights research from the Centre for Economics and Business Research in which it states that only 16% of UK IT professionals are women. As highlighted earlier, the percentage of women placed by bluewave in SAP roles in O2 was 23% indicating that whilst the SAP community is far from perfect when it comes to equal representation of women but we are considerably ahead of the general IT sector and are getting better.

If you are a woman in SAP and would like to get involved with the group please get in touch with julie.weir@sapusers.org for details.



Looking to build an exceptiona S/4HANA team? Click here



Head of Community Development, UKISUĞ

> Women in SAP SIG Chair

UKISUG Women in SAP

- Webinars and seminars on important topics for women in tech and business
- 'How I got here' stories from senior female leaders
- Small group online coaching and mentoring
- Women only speaker training
- Virtual co ee sessions
- Women in SAP stream at UKISUG Connect
- Dedicated UKISUG Jam page, where members can connect and collaborate







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All Sources: bluewaveSELECT

Let's take a dive into an analysis of what the 2022 SAP Ariba Recruitment Market looks like.

SAP Users have renewed trust in the market, with paused projects being revisited alongside plenty of commitment from new clients wanting to bring their procurment processes into the cloud.

Associate Director | SAP Ariba/Procurement



Over the past 3 years (2020-2022) the demand for SAP Ariba skills has increased

2020/21 212%

The market was heavily client driven in 2020 due COVID-related redundancies and early finishing contracts leading to fewer job opportunities for Ariba professionals. Companies could far more easily recruit high demand skills or lower rates/salaries....

In 2021 there was a total reverse as the market bounced back from the recession and consultants looking for new jobs started to claw back some negotiating power - especially for "in-demand" SAP Ariba skills. And in 2022 we have seen salaries and rates continue to rise back to pre-pandemic levels – a consideration for companies who want to remain competitive in attracting the best consultants.

Client driven (low rates)

Candidate driven (rising rates)

Back to pre-pandemic

Demand for Ariba professionals has increased consistently and significantly since the first lockdown and shows no sign of slowing in Q4 and into 2023. Up collaboration and integration are by far the hottest skills right now in this domain with over 100% growth in demand for Contracts, SLP, SCC and CIG - that's phenomenal!

Companies that hired great people at a cut price due to unfavourable candidate market conditions should be aware they may lose this talent unless they focus on retention. Ariba professionals can once again find their true value on other projects if they feel they are underpaid.

EMEA Ariba Talent Market: Growth 2021 vs 2022



Looking to **build** exceptional SAP Ariba talent? Click here

Looking for your **next** job in SAP?

Click here



The so called golden recruitment period for companies in 2020/21 saw many contractors with strong SAP Ariba project experience convert to a permanent position in a bid to tie down a long term position, secure a consistent income and, in the UK specifically, circumnavigate the complication of the new IR35 regulation changes. Particularly shrewd brands may also have exercised the strategy of low-balling on salaries... thus gaining exceptionally skilled experts for less than they would have needed to pay for them a year earlier.

The big risk in 2022 and beyond is that there exists a possibility that some of these consultants may have their heads turned by opportunities to move elsewhere for a higher paying role or an interesting day rate contract outside of IR35. As many as 1 in 3 of those indicated in a recent bluewave survey that they would be willing to listen to other o ers if they felt it more closely matched their true market valuation.







bluewaveselect Spotlight on IR35

Outside of SAP, a recent membership survey published

35,000 cross-industry freelance professionals, provided

refused a contract because the client deemed the engagement to

stopped working with clients after existing roles were deemed

To further illustrate the unappealing nature of Inside IR35

survey of 600+ SAP contractors conducted by bluewaye.

assignment for an opportunity that was deemed Outside.

contracts to the majority of freelancers, in a LinkedIn

86% said that they would leave an Inside IR35

by IPSE, a not-for-profit organisation representing

freelancers reported that they worked on contracts deemed

some interesting feedback from its members:



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Public and Private sector IR35 Reform will be scrapped in April 2023. In September, Chancellor of the Exchequer, Kwasi Kwarteng, announced that IR35 reforms which rolled into the public and private sectors in 2017 and 2021 respectively will no longer apply from April 2023. Instead, the original rules will return, and contractors will be responsible for assessing their own tax position, either off-payroll or as an employee.

The move has been welcomed by the SAP freelancer community although it may frustrate businesses having invested considerable time and money on determinations and compliance over the last 18 months.

As mentioned earlier, 67% of bluewave's Q2 SAP contract positions were determined to be Outside IR35, this number is roughly 75% over the course of the entire 18 months since the reforms were introduced which highlights the project nature of most SAP freelance engagements. That said, 25% of all contract roles being Inside IR35 is still a significant minority and can't be ignored.

The question remains on whether HMRC will accept a tax status reversal from Inside to Outside IR35 from contractors working assignments via an intermediatory such as a personal services company after April 2023 at businesses that had previously determined its freelancer positions as Inside IR35.

Inside and struggling to hire?

Demand for quality SAP people has never been higher and if you are part of the significant minority of businesses trying to recruit contractors Inside IR35, we can help. With an educated, creative, approach Inside IR35 engagements can still attract the right calibre of SAP experts.

How do you attract & retain PAYE SAP experts?

In Summary:

- Consider offsetting the additional costs by offering rate increases or additional benefits to attract and retain top SAP talent.
- Work with a specialist recruiter who knows their market inside
- Ensuring candidates do not mislead and are professionally challenged by recruiting experts on their true motivations.
- Highlight the key selling points of your programme which make contractors more marketable for future assignments.
- Offer a completion bonus at the end of the assignment.
- Work closely with your agency to educate contractors that they can keep their Ltd companies open in parallel with the PAYE assignment.
- As travel expenses cannot be o set under a PAYE arrangement, it's important to identify local talent or offer fully remote work.

IR35 solutions

IR35 and the highly contentious reclassification of roles can cause significant risk and disruption for businesses that rely on contractors for SAP-enabled digital transformation initiatives and support. Where roles are deemed Inside IR35, CIOs are faced with potential resource shortages as contractors show willingness to leave existing roles in favour of Outside assignments.

'Outside' IR35?

Access the highest possible calibre of SAP professional A cost-neutral solution for SAP customers to ensure full compliance whilst accessing the very best SAP experts in market.



'Inside' IR35?

Don't Worry, We Can Still Find SAP Experts

How do you attract & retain PAYE SAP experts? Take our specialist advice on strategies to engage with the right level SAP experts needed to deliver the business benefits of the huge investment in SAP.

Navigate IR35

Transform your approach with our highly cost-effective SoW Modeľ

The silver bullet for IR35 compliance. Through this IT Services SAP Consultancy model we can attract, secure and importantly retain the highly sort after expertise delivered through formal outcome based SoWs. Placing a firewall between the workforce and end-client this model entirely removes the potential risk of IR35.

CLICK HERE FOR DETAILS



43%

Outside IR35

be Inside IR35

20%

Inside IR35 after April '21

moved to permanent employment







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bluewaveSELECT, your highest rated **SAP** Resource Partner

SAP is in our DNA

20 years' dedicated focus on building high performing teams, we live and breathe SAP and provide the experts who drive the value out of SAP programmes all over the world.



Exclusively SAP

Global Reach

4,000 SAP professionals placed



Put us to the test

Everything we do is about challenging the status quo, we believe in thinking di erently and we prove this by consistently delivering a world class, hands-free SAP resourcing service to clients and candidates alike. We also happen to be decent people and good fun to work with. You also believe in creativity and have ambitious plans to grow your SAP capability then we are the partner for you.













Permanent Recruitment

We recruit great SAP people all over the world, that's it, nothing else. Because of this, we stay in regular contact with great candidates who are hidden to other, more generalist, recruitment businesses. This is particularly important with permanent recruitment as the best people in the market are rarely on the market.

CLICK HERE FOR DETAILS

Contract Recruitment

Inside or Outside IR35, UK, Europe or worldwide, we are experts in delivering individual contractors or whole project teams to deliver state of the art SAP business transformation programmes.

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Partnership Recruitment

Partnership customers benefit from volume rate cards, reward schemes, a dedicated account delivery team, 24x7 support and much more.

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What our **customers** say









