

The **SAP** **Report** Q3 2026



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Welcome



Vincent Dunlop
Co-Founder / Director
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Welcome to the Q3 SAP Report 2026!

What started out as an idea to keep SAP professionals connected to the wider industry by sharing news and market information during the isolation months of the COVID pandemic has grown significantly. We are really happy to continue to bring the Quarterly Report which now has thousands of regular subscribers and are immensely grateful to each and every one of our external contributors for providing their independent industry knowledge and thought leadership. Thank you.

We really are in exciting times and at the start of a 12–18-month period where AI can and will redefine how SAP programmes are delivered and landscapes optimised. S/4HANA migration has dominated the SAP conversation for years, but just months from Sapphire's big announcements, AI has already overtaken as the primary external factor shaping ERP strategy (SAPInsider).

The core message is AI (especially agentic AI) will fundamentally disrupt the economics and architecture of future ERP transformations like ECC-to-S/4HANA migrations, not just by automating existing steps, but by restructuring how the migration itself gets designed, built, tested, and adopted.

To hammer this point home, McKinsey predicts that AI agents have the potential to reduce the effort needed to implement ERP systems by at least 50% and cut programme duration by half. Broken down by phase, McKinsey goes further to say that agentic design and build can be reduced from six-to-nine months down to two-to-three, agentic testing can cut effort by roughly 80%, and agentic training preparation can reduce required effort by 90%. Post Go-Live, predictive maintenance delivers a 20–25% reduction in maintenance costs and a 70–75% reduction in equipment downtime. If accurate, it is no surprise that businesses are trying to understand how they can safely develop and move towards this environment.

The harder question is whether customers are ready to use any of it now. In an attempt to answer from a recruitment perspective, only 1.7% of our Q2 SAP customer resource requests were fully focused on building or delivering AI capability. However, whilst we are at a low start point, adoption pace is quickening and demand for AI skills has already increased QoQ at the time of writing. The SAP Report now features a regular 'Spotlight on AI' section and we will continue to bring you updates on industry AI adoption, skill demand and use cases. I hope you enjoy the read.

Specialist SAP Reports and Guides

We've worked with some of the best in SAP to bring you these helpful guides and reports, to help you achieve your goals. So here they are, all in one place.



DOWNLOAD FREE RESOURCES BELOW:

Neurodiversity in SAP >

The latest stats on neurodiversity in the tech sector, why now is the right time for employers to improve their approach to neurodiversity.

IR35 Guide >

Advice from Qdos to help hiring managers build an internal business case for engaging outside IR35 contractors.

Hiring Manager's Playbook >

Eighteen pages filled with useful, objective data on how to attract and retain great SAP contractors.

SAP Contractor Survey Results >

UK & Ireland contractor survey results on how much contractors are paid, what drives them to accept or reject a role, and what makes them stick around for the duration of a project.

Women in SAP >

How the percentage of women in SAP has progressed over time and the impact of AI.

SAP Licensing Guide >

Practical advice from Gaurish Dessai, Enterprise Solutions Architect, on how to navigate the complex world of SAP licensing.

Free S/4HANA Advisory Sessions

Your Guide to SAP BTP & CPI: Essentials for ECC to S/4HANA Migration Success >

With Faraz Mohsin, SAP S/4 Lead, Thrinath Krishnamoorthy, CPI & BTP Architect

'No Regret' Moves: How to Mitigate Risk with a Capability Assessment for Your ECC to S/4HANA Transition >

With Tim Smith, SAP S/4 Programme Lead

Demystifying SAP Datasphere: Futureproof Your Business Analytics >

With Ali Bashir, Business Solution Lead

Why Integration is Critical to S/4HANA Success: The 5 Things SAP Leaders Need to Know >

With Kirit Mistry, Enterprise Architect

5 Ways to Accelerate Business Growth Through Data in Your S/4HANA Upgrade >

With Floyd Sepanya, Data Design Lead

The 5 Key Components of a Successful S/4HANA Implementation in Retail >

With Paul Drage, SAP Retail Programme Manager

The 5 Biggest Challenges of an S/4HANA Implementation (and How to Overcome Them) >

With Paul Kelly, Chief Technical Architect

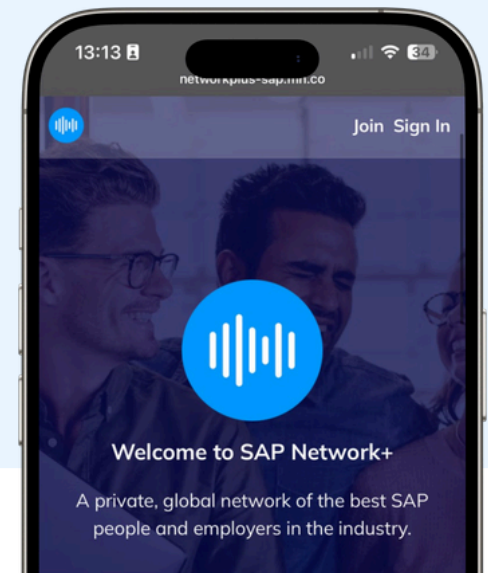
C-Suite Approved: How to Build a Winning Business Case for SAP S/4HANA >

With Roberta Watts, CIO



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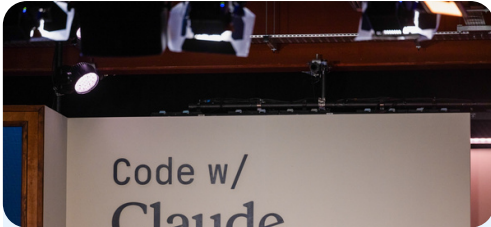
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Industry News

SAP

SAP concedes to EU, freeing CIOs from expensive support shackles

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Claude

SAP freezes travel and most hiring as AI token costs surge

[READ HERE](#)ASDA

Tech divorce from Walmart cost Brit retail giant Asda £1.22B

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Accenture buys Dutch SAP firm McCoy, adds 380+ specialists to mid-market

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£37M SAP overhaul could extend Capgemini's UK tax collector run to 28 years

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5 steps for implementing predictive maintenance

[READ HERE](#)

SAP and AI sovereignty

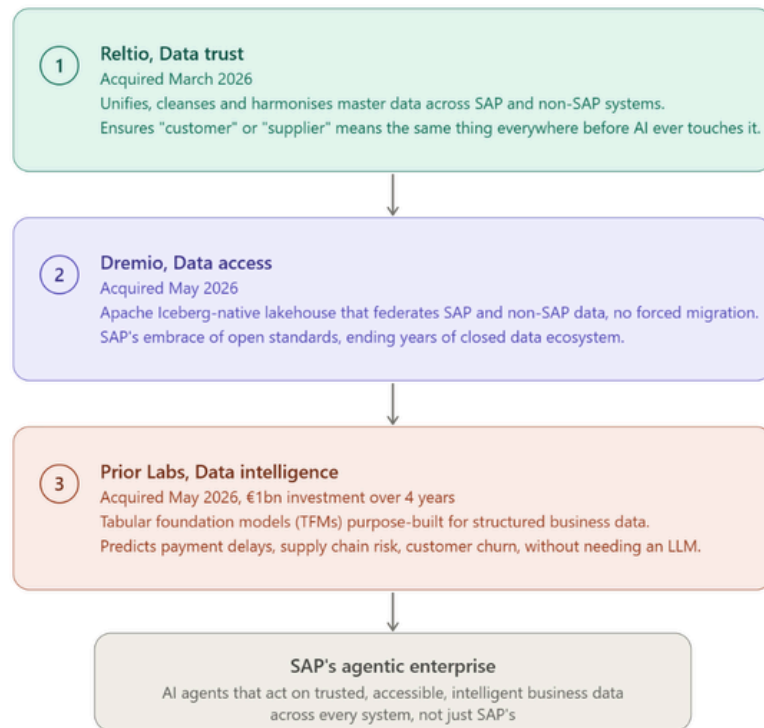
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SAP Quarterly Statement Q1 2026

[READ HERE](#)

Recent Acquisitions

SAP announced the acquisitions of Dremio and Prior Labs and completed the acquisition of Reltio in May 2026, just days before its flagship Sapphire event launched in Orlando. These weren't isolated deals; they are intended to form a deliberate, sequenced answer to the single biggest obstacle to enterprise AI: how to harness data that isn't ready to be used. Together, the three acquisitions construct a flow pipeline, Reltio cleans and unifies the data > Dremio makes it openly accessible > Prior Labs makes it predictive and intelligent.



The Honest Caveats

The agentic enterprise is still more vision than reality for most organisations. A few things to keep in mind:

● Trust and governance

Remain unsolved; most businesses aren't ready to let AI agents take consequential actions without human sign-off.

● Integration complexity

Is enormous; agents need clean APIs and data contracts that most enterprise IT environments don't yet have.

● Liability is unclear

When an agent makes a bad decision, who is responsible?

The near-term reality is probably hybrid - agents handling high-volume, lower-stakes decisions autonomously, with humans retained for anything consequential, of higher value, or unusual. The longer-term trajectory, if the trust and governance challenges get solved, is agents taking on progressively more of what human teams currently do.

SAP's bet is that whoever owns the data infrastructure when that happens will have an extraordinarily strong position. That's the baseline logic behind the three acquisitions.

AI: Are Future SAP Jobs at Risk?

The honest answer is selectively yes, but not catastrophically, provided professionals adapt. Sapphire '26 marked a shift in how SAP positions itself - not as a software vendor, but as a business AI company. CEO Christian Klein framed the central question plainly: whether SAP will remain a software company at all. The defining announcement was the Autonomous Suite - the model is no longer AI that assists human decision-making, but that AI executes mission-critical business processes independently.

SAP has deployed over 50 domain-specific Joule AI assistants and 200+ specialised agents to execute tasks end-to-end, from compressing the financial close to automating supply chain rebalancing. However, even Klein admitted that "If AI runs payroll, financial close, or supply chain planning, 80% accuracy is not good enough." That emphasis on precision means human oversight isn't disappearing; it's shifting.

SAP roles facing declining demand

● Transactional Functional Consultants

These are likely to be most at risk. Many SAP roles have historically been transactional, involving manual invoice matching, basic reporting generation, etc. AI is now beginning to handle these 'robotic' tasks. SAP systems now have the capacity to perform financial reconciliation and procurement workflows automatically with very little human involvement through Intelligent Process Automation.

● Finance Operations

Those handling month-end close are also directly targeted. The Autonomous Close Assistant handles journal entries, reconciliations, error resolution without manual intervention, aiming to compress the month-end close from weeks to days.

● HR Administration

Those working in SuccessFactors face significant automation. SAP's Autonomous HCM automates payroll, recruiting, workforce planning, upskilling, and organisational modelling across the entire employee lifecycle. Roles that primarily existed to run these processes manually shrink.

● Basic ABAP Developers

Writing routine reports, interfaces, and enhancements face compression, as AI coding tools, low-code environments, and S/4HANA 'fit as standard' erode the need for volume ABAP work.

Getting Ahead of the AI Skills Shift: A Working Plan for SAP Professionals



John McGann

SAP Programme Director
and Director, Zymbos

John McGann is an SAP programme director who has led large-scale SAP and enterprise transformation programmes, and the founder of Zymbos and Zymbos Advisory. Full biography at the end of the article.

SAP has told the market where it is going. The hiring data tells you what to do about it. A practical plan for the next eighteen months across the major SAP markets.

The signal from Sapphire

Anyone who watched Sapphire 2026 closely, in Orlando or Madrid, will have noticed that SAP now talks less like a software company and more like a business AI company.

SAP Business AI Platform, the SAP Autonomous Suite and the new Joule Studio all point the same way: AI agents working inside end-to-end business processes, with people setting the controls, handling the exceptions and staying accountable for the outcomes. Deployment maturity will vary widely by customer, but the direction is set.

Christian Klein put a number on the limits of the ambition himself, telling the Sapphire keynote audience that 80% accuracy is not good enough when you run the world's most mission-critical businesses. Human oversight moves rather than disappears: away from doing the work, towards governing it.

For SAP professionals the question is what that shift does to the skills that get paid for. The Q2 edition of the bluewaveSELECT SAP Report answered it bluntly: the SAP market is restructuring rather than shrinking, and the window to get ahead of the curve is open now. This article is about what to do with that window.

What the demand data shows

Start with the vacancy data, taken with its caveat up front: these figures describe bluewaveSELECT's own Q1 2026 dataset, the roles bluewave brought to market in the quarter, rather than a census of the global SAP jobs market. Within that dataset, 81% of demand called for S/4HANA expertise against 19% for ECC, and the top five skill areas accounted for 60% of all vacancies. The concentration is the point: it is consistent with a market favouring transformation, platform and governance capability.

On the other side sit the tasks most exposed to automation. Manual invoice matching, parts of the month-end close, routine HR administration and repetitive, low-complexity development are the repeatable work SAP is steadily automating. That is pressure on task bundles rather than a verdict on whole professions: the effect will vary by customer adoption, process complexity and data quality, and none of this work disappears overnight. The direction of travel is what matters.

Getting Ahead of the AI Skills Shift

The capabilities gaining value sit elsewhere: migration architecture, business process design, AI governance and security, agent design, and depth in BTP. Five practical moves reposition you along that axis:

Move 1: Join the migration wave

The migration wave is still substantial. SAPinsider's 2026 ERP migration benchmark, which surveyed 296 community members between December 2025 and March 2026, found 55% had deployed S/4HANA or S/4HANA Cloud, with 34% fully switched, 22% still implementing, and more behind them: 35% planned to make the switch during 2026 and a further 12% before Dec 2027. The clock behind those numbers is real, because mainstream maintenance for SAP Business Suite 7 core applications ends in 2027, with optional extended maintenance running to the end of 2030.

Migration programmes are where the AI-era architecture decisions are being taken: what gets simplified, what gets retired, which processes become candidates for agents later. Being in the room for those decisions is one of the fastest ways to learn, and the demand data says those rooms are hiring. If your current work sits in the exposed column, a migration programme is a practical bridge out of it.

Practical output: volunteer for one S/4HANA assessment, migration workstream or process-design activity this year, however small.

Move 2: Learn the platform AI runs on

One of the central announcements at Sapphire was SAP Business AI Platform, which brings SAP's AI foundation layer together with Business Data Cloud and BTP capabilities in a single offering. SAP positions BTP as a core part of that architecture, and it has announced access to selected AI scenarios for ECC and on-premise customers, tied to cloud-transition commitments. For most SAP customers, the AI roadmap will increasingly run through this platform layer, wherever they sit on the migration curve.

The new Joule Studio, announced at Sapphire and rolling out through 2026, lowers the barrier for businesses to build their own agents, which creates a matching need for people who can configure, extend and govern them properly.

Practical output: complete one BTP integration or agent proof of concept you could walk an interviewer through.

Move 3: Understand why the process exists

The professionals most exposed to automation are those whose value lies in knowing how to run a process. Those gaining ground understand why the process exists, what outcome it serves, where it breaks, and where an agent should and should not act. In practice, that governance skill is concrete: defining decision rights, approval thresholds, exception handling, monitoring, audit evidence, and when an agent must stop and escalate. Data belongs in the same move. Agents are more likely to fail on contradictory, duplicated or incomplete data, which is why SAP completed its acquisitions of Reltio, Dremio and Prior Labs: three bets on data quality, data access and structured-data AI. Master data governance used to be the unglamorous corner of an SAP programme. It's now the ground floor of most AI business cases. The human half matters too: professionals who can explain agent governance to a sceptical finance director are as valuable as those who can design the agent.

Practical output: document one process end to end, covering the outcome it serves, its exception paths, its data dependencies and where an agent should stop.

Getting Ahead of the AI Skills Shift

Move 4: Know the rules where you operate

This is the move fewest SAP professionals have started. At a recruitment event this summer I spoke to a senior programme director who told me he had not looked at AI, and he is not unusual. That's why the move is worth making. SAP careers cross borders even when the consultant never leaves home. In Q2, the UK accounted for 45% of demand and the DACH region a further 32%, with 90% of roles remote or hybrid. A consultant in Leeds configuring a system for a client in Munich may be working within the scope of EU rules; whether they are depends on the parties involved, the system's intended use and where it and its outputs are used. Knowing that the question exists is the skill, because the regimes are now diverging sharply.

The practical consequences matter. Regulatory literacy creates billable consulting value, and this report's analysis of rising roles shows governance translating into consulting demand. Jurisdiction checking belongs in project preparation, alongside cutover plans and transport routes: which country's rules govern this system, this data, these users. The professionals who can spot those questions early, document them and bring in legal, privacy and HR at the right moment are rare, and scarcity tends to command better rates. Regulatory literacy sits alongside legal advice rather than replacing it.

Practical output: a one-page jurisdiction and AI-use checklist for your current programme, with named escalation points.

A disclosure and admission: at Zymbos Advisory, we found tracking this manually so painful that we built the AI Governance Tracker, a paid subscription covering AI law and policy across 17 jurisdictions. This is general commentary, not a recommendation of any provider, including ours. The point stands whether you use our tracker or a law firm newsletter: operating across borders without knowing the rules is no longer viable for an SAP career. This is general commentary, not legal advice; obligations depend on the systems, uses and jurisdictions involved.

1 EU = THE AI ACT, PHASED IN

The AI Omnibus entered into force in Jul 2026. Annex III high-risk rules, including employment uses, apply from Dec 2027; rules for high-risk AI embedded in regulated products follow in Aug 2028. Some AI-enabled HR uses, including recruitment, employment decisions and performance monitoring, can be high-risk depending on purpose and effect, so SuccessFactors deployments merit early attention; classification depends on the specific system and use, so finance and procurement AI are not automatically high-risk. Prohibitions, AI literacy duties, general-purpose model obligations and some transparency rules already apply. The 2027 date is no reason to defer: clients need people who can identify use cases, classify systems, document controls and design human oversight.

2 UK = REGULATOR-LED, NO SINGLE STATUTE

No single cross-sector AI statute. Duties arrive through existing law and regulators: data protection, employment, financial services. That position can change. UK firms delivering into the EU can still find their work within EU's scope.

3 US = NO SINGLE FEDERAL STATUTE

No federal AI statute equivalent to the AI Act, but federal agency requirements, sector rules and a growing body of state-level AI and privacy laws may apply. Any programme touching US employees/customers needs a documented check of which ones do, with legal input where a US footprint is material.

Getting Ahead of the AI Skills Shift

Move 5: Make the learning visible

Recruiters and hiring managers filter on evidence. An evidence portfolio beats a claim every time: a certification, an anonymised case study, a working demo, a written point of view, a talk at a user group. Any of these outweighs a CV line that says "interested in AI".

The distinction the market is drawing is between AI-enabled professionals, who have extended an existing role, and AI-native specialists in new territory such as agent orchestration and model governance. Both are gaining ground, and both are visible only if you show your work. Learning quietly is indistinguishable from not learning at all.

Certifications are one of the quickest forms of visible evidence, and they work best paired with a practical example; the panel opposite gives the current options, free and paid. Pick one route per stage of the plan rather than collecting badges.

The window

Restructurings reward the early. The exposed work will not vanish overnight, and the rising roles are still being defined, which means the standards, the rates and the reputations are being set now by whoever turns up first. None of the five moves needs an employer to create a new role, though some, particularly training and certifications, may need time or budget. There is one question that decides which side of the restructuring you land on, and it is worth asking at the start of your next project: am I here to run this process, or to understand it?

The 18-month plan

Months 0-3

Pick the target role, be candid about the skills gap, and complete one relevant learning path or certification.

Months 3-9

Apply it in live work: a migration workstream, a BTP or agent POC, a process documented end to end, a jurisdiction checklist for a real programme.

Months 9-18

Turn the experience into visible evidence: a case study, a talk, a published point of view, or the role move itself.

Certification routes

- **Free:** SAP Learning AI journeys; Claude Academy (Claude, agents, with certificates); DeepLearning.AI short courses; Elements of AI for a colleague at zero
- **Paid credentials:** SAP Certified - SAP Generative AI Developer; IAPP AIGP; ISO/IEC 42001 training from BSI and PECB; Microsoft Azure AI Fundamentals
- **Universities and professional bodies:** the Oxford Artificial Intelligence Programme and Oxford AI Ethics, Regulation and Compliance Programme; the author holds Oxethica's CAIP, CAIE and CAIA certifications.

About the author

John McGann is an SAP programme director who has led large-scale SAP and enterprise transformation programmes. He is the founder of Zymbos, a membership platform and AI tools directory built to help professionals cut through the AI noise, and Zymbos Advisory, which provides independent AI conformity assessments using the Oxethica platform and publishes the AI Governance Tracker, a paid subscription tracking AI legislation across 17 jurisdictions. He completed the Oxford Artificial Intelligence Programme and the Oxford AI Ethics, Regulation and Compliance Programme at Saïd Business School, and holds Oxethica's CAIP, CAIE and CAIA certifications. Connect with John on [LinkedIn](#).

The Starting Point for AI Transformation



Jeet Poptani
Transformation Leader,
AumentoAI Consulting

Jeet Poptani is an enterprise transformation industry leader with 20+ years of hands-on experience delivering large-scale transformation and implementing complex SAP S/4HANA, D365, IFS, multi-ERP programmes across 25+ countries, 20+ industries, and £80M+ programme budgets. Expert in industry solutions. Connect on [LinkedIn](#).

Most leadership teams arrive at AI asking: "What can we do with AI?" The right question is: "Where does AI specifically solve a real operational problem we already have?"

These are fundamentally different starting points. One chases capability. The other chases value.

The four questions worth asking before any AI investment

Before any programme governance conversation, before any vendor engagement, before any budget request - I ask leadership teams to stress-test their AI initiative against four dimensions:

Business Impact. Does this problem create measurable cost, delay, or quality issues today? If you can't quantify the pain, you can't measure the gain.

Data Availability. Do you have quality data to train and evaluate against - or a credible path to acquire it? AI without data is an aspiration, not a strategy.

Technical Feasibility. Can an AI system realistically learn from this problem and integrate into existing workflows without creating more friction than it removes?

Organisational Readiness. Are your people prepared to adopt and trust AI outputs? Change management is not a footnote - it is the programme.

The honest pre-flight check

I often find that the most valuable conversation in an AI programme is the one nobody wants to have: could a simpler solution solve this first?

Would process optimisation or traditional automation get you 80% of the way there at 20% of the cost and risk? If the answer is yes - do that first.

AI earns its place when the problem involves repetitive cognitive tasks requiring speed, consistency, and scale; when pattern recognition, prediction, or content generation is genuinely required; and when there is a realistic path to learn and adapt as the process evolves. Matching competitors is not a use case. It is a way to spend budget and explain shortfalls.

The Starting Point for AI Transformation

Choosing the right AI approach

Not all AI is the same, and the enterprise landscape has matured enough that the choice of which type of AI matters as much as whether to use AI at all.

In my transformation work, I've seen the same category mistakes made repeatedly:

Organisations deploy **Large Language Models** on structured tabular data where a **Relational Foundation Model** - or even classic machine learning - would deliver faster, more accurate, more auditable results at a fraction of the cost.

They build **complex agentic workflows** for single-inference problems where one well-designed LLM call with retrieval augmentation would suffice.

They skip the basics - demand forecasting, payment delay prediction, churn scoring - and jump straight to AI-generated executive dashboards that nobody uses.

Matching the tool to the task

Structured data, predictive output → Relational Foundation Models (e.g. SAP RPT-1) or Classic ML

Unstructured data, language, documents → LLMs with RAG

Multi-step, autonomous, cross-system reasoning → AI Agents

Start simple and narrow. Demonstrate measurable value. Then expand.

What I tell every executive sponsor

AI transformation is not a technology project. It is an operational improvement programme that uses AI as one of its tools.

The organisations winning with AI right now are not the ones with the largest models or the biggest budgets. They are the ones with the clearest problem statements, the strongest data discipline, and the leadership maturity to walk away from solutions in search of a problem.

That last part is harder than it sounds.

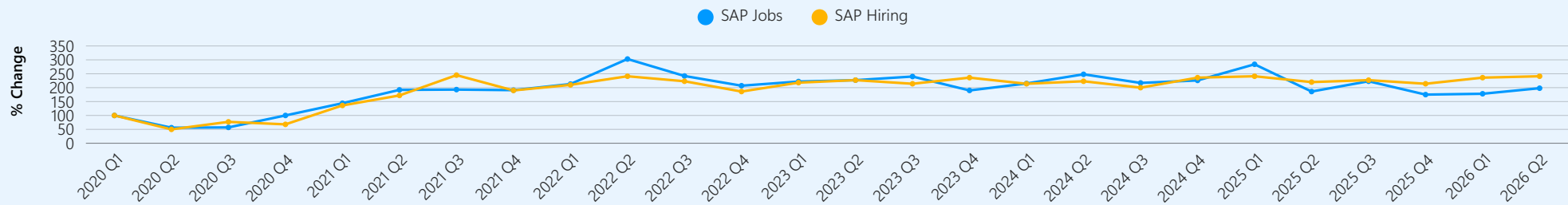
If your organisation is entering an AI initiative in 2026, the most valuable thing your leadership team can do is slow down by six weeks at the start - to get the problem definition right - and save twelve months of rework at the end.

I'm happy to share the decision framework I use in practice with any leadership team navigating this. You can connect with me on [LinkedIn](#).

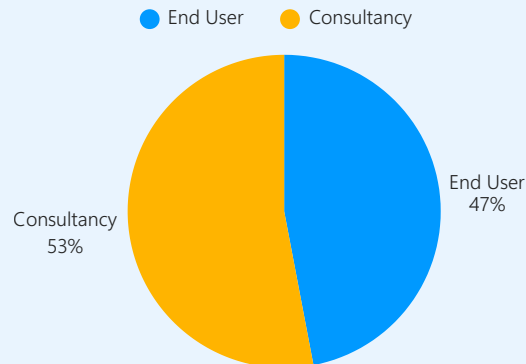
Jobs & Hiring Data

Who is Hiring?

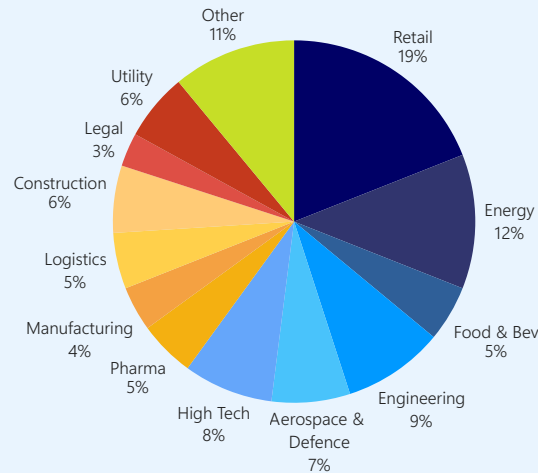
Trend Over Time



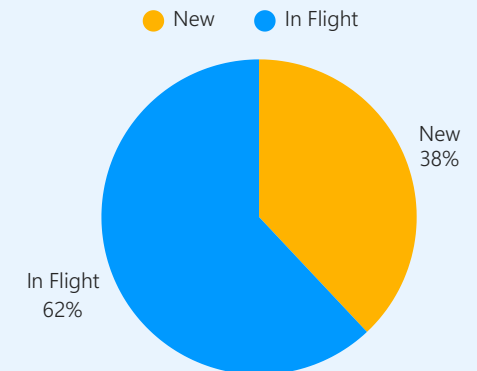
End User vs Consultancy



End User Industry Split



Programme Status



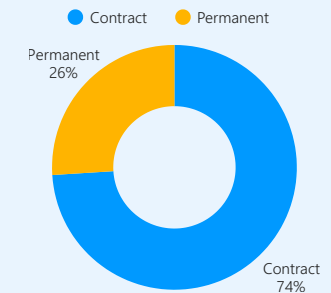
Jobs & Hiring Data

Q2 Demand

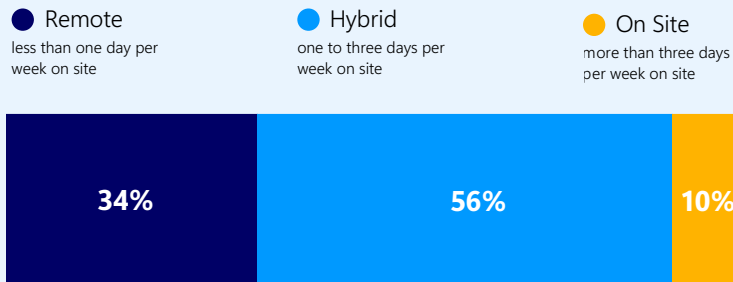
Both SAP jobs and hiring increased last quarter which is positive news for the industry. Unusually the demand balance between end customers and consultancies tipped in favour of the SI's for the first time which may indicate customers looking for external expertise to deliver new and emerging SAP solutions which their own internal teams do not yet have experience in – we will track this for Q3 and compare in the next Report. Vacancy flow was also dominated by contract/interim positions which accounted for 74% of all vacancies (permanent 26%).

Consistent with the previous quarter there was a healthy balance between SAP roles on in-flight programmes (62%) versus programmes new to market (38%). Roughly a third of programmes being new to market points to an industry in mid-cycle; a market dominated by new projects suggests a surge, where demand outruns delivery capacity. A market dominated by in-flight work would conversely suggest that demand is drying up and a slowdown is coming as programmes finish. One new to two in-flight sits between those: eg the S/4HANA transition as an industry is well under way, but many organisations are still to start.

Permanent vs Contract Jobs



SAP Jobs by Work Requirement



In Q2, only **1.7%** of SAP jobs were fully AI-focused

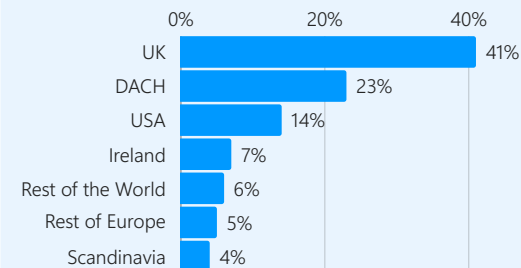
UK Contract: Inside IR35 vs Outside IR35

28%
Inside IR35

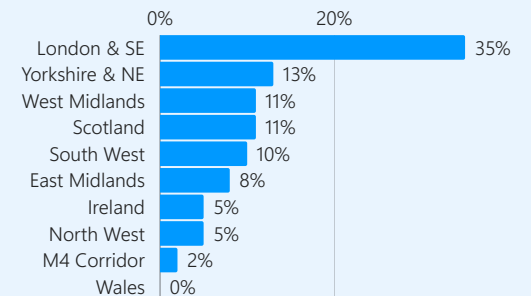


72%
Outside IR35

Location Split - Global



Location Split - UK & Ireland

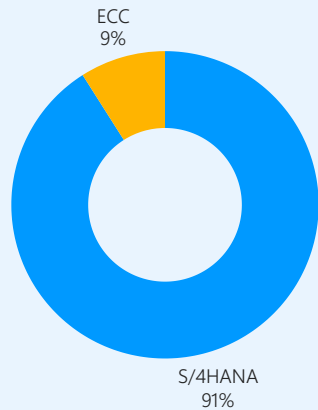


SAP Jobs & Hiring Activity

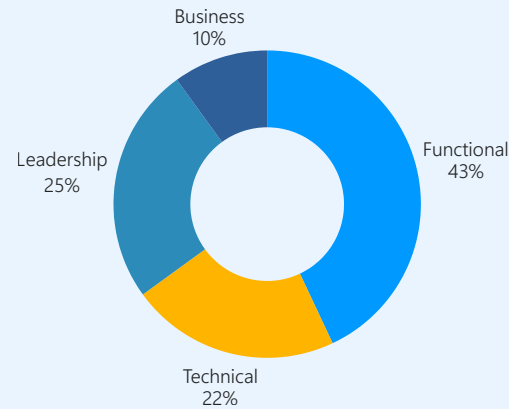
Q2: Most In Demand

S/4HANA vs ECC Expertise

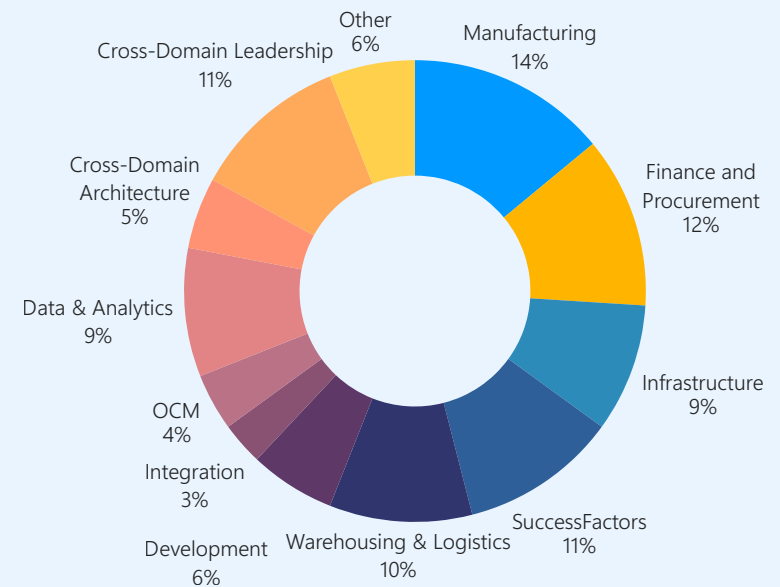
● S/4HANA ● ECC



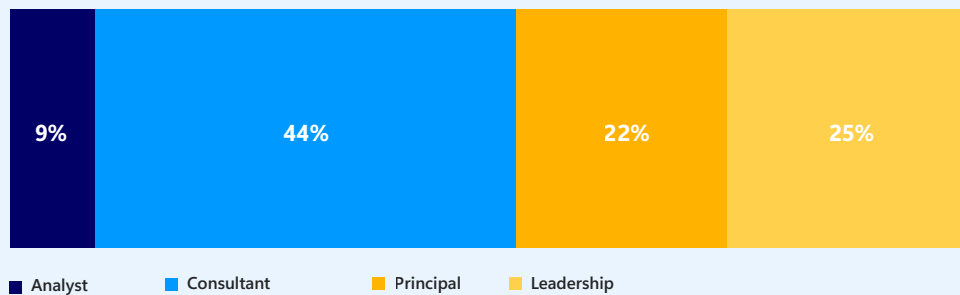
Function



Domain



SAP Jobs by Seniority



Top 5 In-Demand SAP Skills in Q2 2026

1

MANUFACTURING & SUPPLY CHAIN

Global businesses now migrating complex manufacturing and supply chain functions to S/4HANA as a second step after already completing the process with finance have driven the surge in demand for core PP, PM, and QM skills along with MES experience. Shout out to manufacturing process leads who are in particularly high demand and to the smaller-but-growing demand for Digital Manufacturing skills, SAP's cloud-based MES that connects directly with S/4 (and ECC).

14% of Q2 2026 SAP demand

2

FINANCE & PROCUREMENT

Real-time financial insights and advanced reporting have become a focal point as businesses look to drive the value out of S/4HANA financial solutions and AI-driven processes. Finance teams are now expected to deliver live dashboards instead of static month-end reports. Procurement resilience has also become a priority given the complexity and volatility of global supply chains. To future proof skills, MM/Ariba procurement professionals should look to expand knowledge into the AI/analytics layers that sit on top of SAP.

12% of Q2 2026 SAP demand

= 3

X-DOMAIN LEADERSHIP

We have separated cross-domain leadership roles from those that are solely responsible for specific processes eg the finance or logistics streams etc. These roles include Global Delivery, CIO Advisory, Head of Apps, Programme Management and so on. 38% of the SAP client engagements we supported last quarter were new to market, and all required varying degrees of top external talent to provide strategic and operational oversight, C-level reporting and delivery leadership.

11% of Q2 2026 SAP demand

= 3

SUCCESSFACTORS

The consistent requirement for SuccessFactors skills that we have experienced over the last few years has been driven partly by generational workforce expectations (self-service, mobile access, transparency) and post-pandemic remote work demands that on-premise systems weren't built for. It is no surprise given SAP's direction of travel that the most recent release SF cycle has pushed major features such as people intelligence, payroll, learning, talent, recruiting, and workforce management to AI and Joule integration.

11% of Q2 2026 SAP demand

5

WAREHOUSING & LOGISTICS

Warehouse and logistics consultants who can bridge order capture (SD), warehouse operations (EWM), transportation planning (TM), and cross-border compliance (GTS) are in high demand and are commanding a premium. S/4HANA implementations are cross-functional by nature and, depending on the scale of the programme, companies are looking to hire people who understand the whole order-to-delivery chain rather than individual module specialists working in silos.

10% of Q2 2026 SAP demand

Q2's Top 5 in-demand SAP skills accounted for **58%** of all vacancies.

SAP Salary Benchmarking

Are you paying the right amount for your permanent SAP resources?

Share this page
SAP Benchmarking



Job Role	Salary Range	
Leadership	Lower	Higher
Transformation	£140k ↔ 0%	£220k ↔ 0%
Programme	£120k ↔ 0%	£150k ↔ 0%
Project	£80k ↔ 0%	£120k ↔ 0%
PMO	£45k ↔ 0%	£80k ↔ 0%
BAU/Head of	£90k ↔ 0%	£120k ↔ 0%
Technical	Lower	Higher
Architect	£90k ↑ 12.5%	£130k ↔ 0%
Basis	£60k ↓ -7.7%	£95k ↔ 0%
Security	£60k ↔ 0%	£90k ↔ 0%
ABAP	£60k ↔ 0%	£90k ↔ 0%
Integration	£75k ↑ 7.1%	£95k ↔ 0%

Job Role	Salary Range	
Technical	Lower	Higher
Data Manager	£75k ↔ 0%	£105k ↔ 0%
Data Lead	£80k ↔ 0%	£100k ↔ 0%
Data Consultant	£55k ↔ 0%	£85k ↔ 0%
Business	Lower	Higher
Process GPO	£95k ↑ 5.6%	£125k ↔ 0%
Process Lead	£85k ↔ 0%	£110k ↔ 0%
Process BA	£50k ↔ 0%	£85k ↑ 6.3%
Change Manager	£75k ↔ 0%	£100k ↔ 0%
Change Consultant	£60k ↔ 0%	£85k ↔ 0%
Training Manager	£70k ↔ 0%	£90k ↔ 0%
Training Lead	£60k ↔ 0%	£90k ↔ 0%
Training Delivery	£45k ↔ 0%	£70k ↔ 0%



Compared to previous
quarter

SAP Salary Benchmarking

Are you paying the right amount for your permanent SAP resources?

Share this page
SAP Benchmarking



Job Role	Salary Range			
Functional	Lower		Higher	
Solution Architect	£80k	↔ 0%	£125k	↔ 0%
OtC Lead	£80k	↔ 0%	£110k	↔ 0%
OtC Consultant	£60k	↔ 0%	£90k	↔ 0%
RtR Lead	£90k	↔ 0%	£120k	↔ 0%
RtR Consultant	£70k	↔ 0%	£90k	↔ 0%
PtP Lead	£80k	↔ 0%	£110k	↔ 0%
PtP Consultant	£70k	↔ 0%	£90k	↔ 0%
Manufacturing Lead	£80k	↔ 0%	£95k	↔ 0%
Manufacturing Consultant	£65k	↔ 0%	£85k	↔ 0%
Warehousing/Logistics Lead	£80k	↔ 0%	£95k	↔ 0%
Warehousing/Logistics Consultant	£65k	↔ 0%	£85k	↔ 0%

Job Role	Salary Range			
Functional	Lower		Higher	
SF Manager	£95k	↔ 0%	£115k	↔ 0%
SF Lead	£75k	↔ 0%	£115k	↔ 0%
SF Consultant	£70k	↔ 0%	£105k	↔ 0%
BI Manager	£75k	↔ 0%	£100k	↔ 0%
BI Lead	£65k	↔ 0%	£85k	↔ 0%
BI Consultant	£45k	↔ 0%	£80k	↔ 0%
Test Manager	£75k	↔ 0%	£95k	↔ 0%
Test Lead	£65k	↔ 0%	£90k	↔ 0%
Test Consultant	£45k	↔ 0%	£75k	↔ 0%



Compared to previous
quarter

SAP Day Rate Benchmarking

Are you paying the right amount for your contract SAP resources?

Share this page
SAP Benchmarking



Job Role	Contract Benchmarking			
Leadership	Lower		Higher	
Transformation	£1,300	↔ 0%	£2,400	↓ -4%
Programme	£750	↓ -6.3%	£950	↔ 0%
Project	£600	↔ 0%	£800	↔ 0%
PMO	£400	↔ 0%	£600	↔ 0%
BAU/Head of	£600	↔ 0%	£700	↔ 0%
Technical	Lower		Higher	
Architect	£800	↓ -5.9%	£1,200	↔ 0%
Basis	£500	↔ 0%	£650	↔ 0%
Security	£500	↔ 0%	£650	↔ 0%
ABAP	£400	↔ 0%	£600	↓ -7.7%
Integration	£600	↔ 0%	£800	↓ -5.9%

Job Role	Contract Benchmarking			
Technical	Lower		Higher	
Data Manager	£750	↔ 0%	£1,000	↔ 0%
Data Lead	£600	↔ 0%	£800	↓ -5.9%
Data Consultant	£450	↔ 0%	£600	↑ 9.1%
Business	Lower		Higher	
Process GPO	£650	↔ 0%	£850	↔ 0%
Process Lead	£550	↔ 0%	£600	↓ -7.7%
Process BA	£350	↔ 0%	£500	↔ 0%
Change Manager	£600	↔ 0%	£900	↓ -5.3%
Change Consultant	£500	↔ 0%	£650	↔ 0%
Training Manager	£600	↔ 0%	£700	↔ 0%
Training Lead	£550	↔ 0%	£600	↓ -7.7%
Training Delivery	£400	↔ 0%	£500	↔ 0%



Compared to previous
quarter

SAP Day Rate Benchmarking

Are you paying the right amount for your contract SAP resources?

Share this page
SAP Benchmarking



Job Role	Contract Benchmarking			
Functional	Lower		Higher	
Solution Architect	£950	↓ -5.3%	£1,200	↔ 0%
OtC Lead	£550	↔ 0%	£650	↔ 0%
OtC Consultant	£500	↔ 0%	£600	↔ 0%
RtR Lead	£600	↔ 0%	£750	↓ -6.3%
RtR Consultant	£500	↔ 0%	£600	↓ -7.7%
PtP Lead	£650	↔ 0%	£750	↔ 0%
PtP Consultant	£550	↔ 0%	£650	↔ 0%
Manufacturing Lead	£650	↔ 0%	£850	↔ 0%
Manufacturing Consultant	£550	↔ 0%	£750	↔ 0%
Warehousing/Logistics Lead	£600	↔ 0%	£800	↓ -5.9%
Warehousing/Logistics Consultant	£550	↔ 0%	£650	↔ 0%

Job Role	Contract Benchmarking			
Functional	Lower		Higher	
SF Manager	£700	↔ 0%	£850	↓ -5.6%
SF Lead	£600	↔ 0%	£750	↔ 0%
SF Consultant	£500	↔ 0%	£650	↔ 0%
BI Manager	£600	↔ 0%	£700	↓ -5.6%
BI Lead	£600	↔ 0%	£700	↔ 0%
BI Consultant	£500	↓ -9.1%	£650	↔ 0%
Test Manager	£600	↔ 0%	£850	↔ 0%
Test Lead	£500	↔ 0%	£600	↔ 0%
Test Consultant	£350	↔ 0%	£500	↑ 11.1%



Compared to previous
quarter

Global SAP Freelancer Pay Rates

Understanding the regional cost variance in the SAP contractor/freelancer market gives global businesses real leverage in a few distinct ways:

1. Sourcing strategy and cost arbitrage

SAP skills aren't evenly priced across geographies, a company that understands this can strategically source eg configuration work from a lower-cost delivery centre while keeping high-stakes solution architecture roles in a premium market, rather than paying premium rates for every seat on a project by default.

2. Nearshore/offshore delivery model design

Global SI firms like Deloitte, EY, and Accenture already build their delivery models around this; Bangalore, Manila, and Katowice postings alongside Hamburg and Eindhoven roles for the same EWM work is a deliberate blended-rate strategy. A business can copy this: keep business-facing design and integration leads onshore, push configuration and build work to lower-cost regional hubs, and blend the overall programme rate down without sacrificing quality on the parts that need local business context.

3. Budgeting accuracy for multi-country rollouts

A global S/4HANA rollout typically spans multiple countries. If programme budget execs don't know that, say, EWM or FICO contractor rates in Germany, India, the US, and the UK differ significantly, budget estimates built off a single "blended average" rate will either overpay in low-cost markets or under-budget (and then scramble) in high-cost ones.

4. Talent retention and flight risk

Rate awareness also protects against attrition mid-project. If a business is paying a UK-market rate for a consultant based in a market where local competitors are paying more, that person becomes a flight risk when you need them most. Conversely, overpaying relative to local market rate wastes budget.

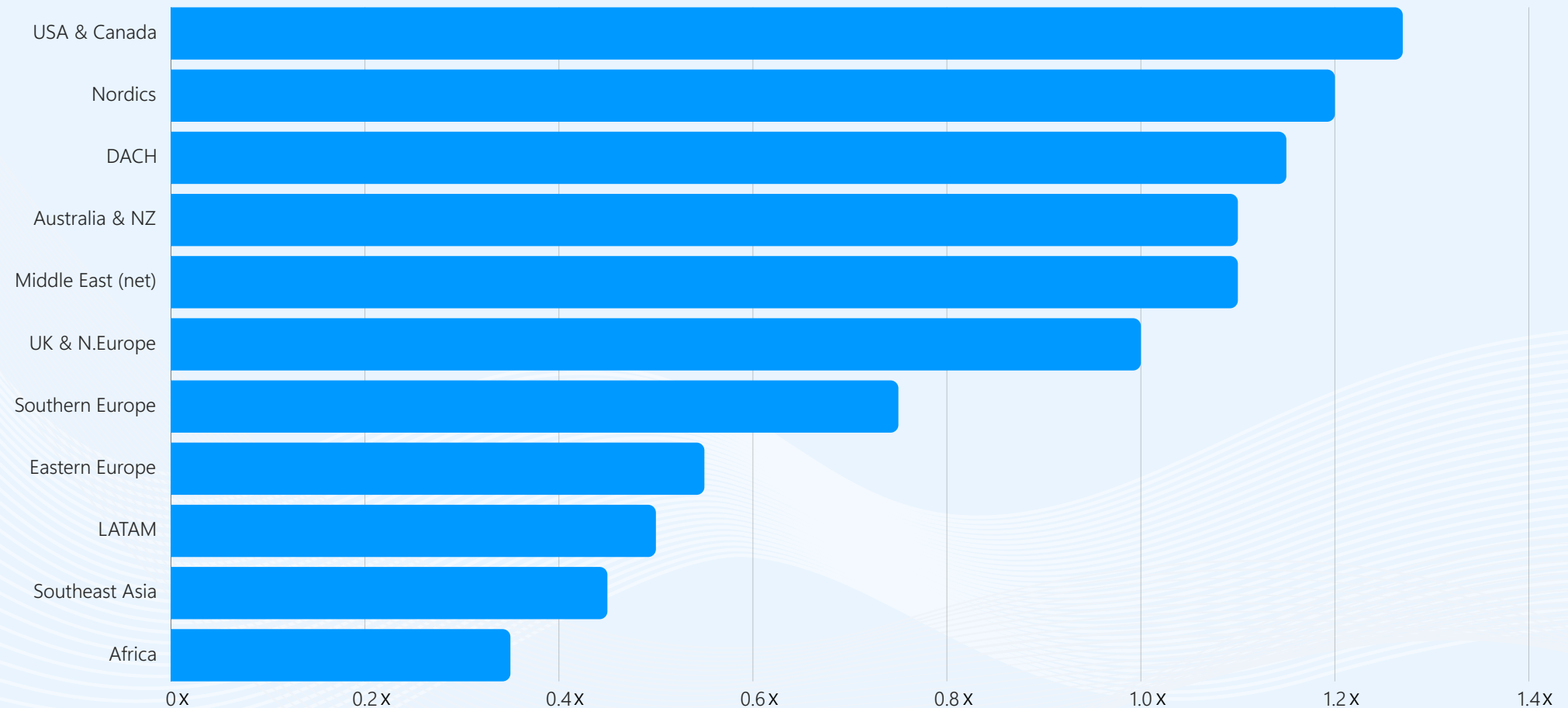
5. Negotiating leverage with SIs and staffing vendors

System integrators build in margin on top of what they pay contractors, of course they do. A client who knows regional market rates can push back intelligently on a blended rate card, rather than accepting whatever number is quoted. This is especially relevant right now given how thin the pool of S/4HANA-ready, or Joule/AI-literate consultants is across specific modules; scarcity in one region can be offset by looking where the same skill is more available.

Global SAP Freelancer Pay Rates

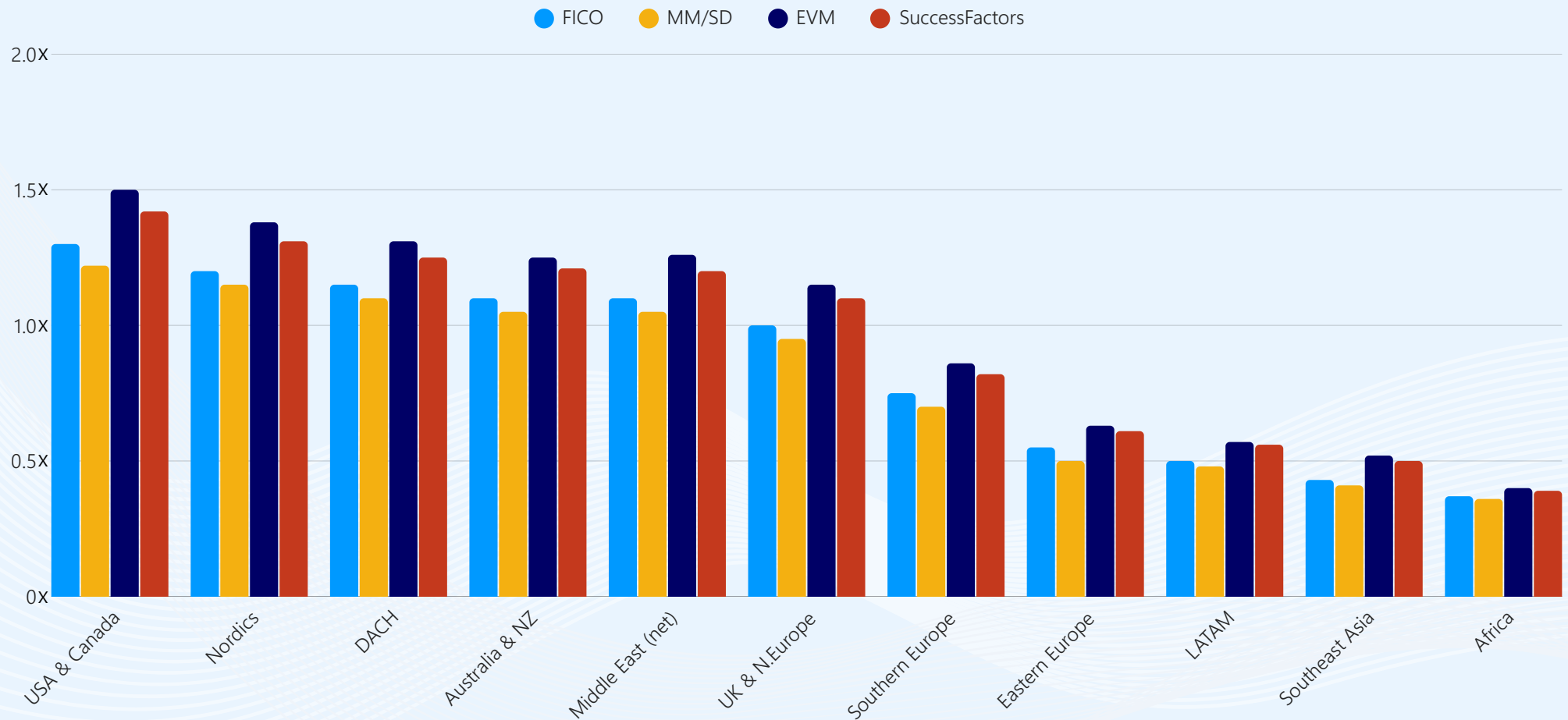
bluewaveSELECT delivers compliant, risk-free SAP resources in all regions highlighted, and updates average day rate values on an ongoing basis.

Baseline: UK & Northern Europe SAP contractor rate of £600-900/day depending on modules, scarce skills, experience and business impact.



Global SAP Freelancer Pay Rates

Looking closely at high demand areas of SAP, there is a cost pattern across all regions:
FICO baseline, MM/SD slightly below, EWM +15%, SuccessFactors +10%.



What's changed vs 2025?

Key 2026 adjustments

1

DACH AND NORDICS SLIGHTLY HIGHER

Large S/4HANA migrations and smaller talent pools increased premiums; contractors in this region frequently reach €900–€1,200/day.

3

EASTERN EUROPE GAP NARROWING

Remote cross-border contracting allows senior specialists to secure Northern/Central European rates more often, especially in architecture or programme roles.

2

USA PREMIUM WIDENED SLIGHTLY

Cloud ERP transformation budgets and consulting-led delivery have pushed US bill rates higher than most of Europe.

4

MIDDLE EAST PREMIUM INCREASED

Government transformation programmes (Saudi Vision initiatives, etc.) continue driving higher programme-level rates.

Global SAP Freelancer Pay Rates

bluewaveSELECT's global network of specialist SAP talent enables large enterprises to deliver complex implementations with confidence. By connecting organisations to the right expertise anywhere in the world, we help ensure projects move forward seamlessly across multiple regions.

Our international reach not only accelerates deployment and drives consistency but also provides the flexibility to scale resources as needs evolve, balancing cost efficiency with high-quality delivery. With access to consultants who understand both global best practices and local business nuances, we provide the expertise that allow companies to achieve smoother rollouts, stronger user adoption and sustainable long-term success with SAP.



bluewaveSELECT delivers compliant SAP talent solutions globally. Please ask your consultant how we can help.

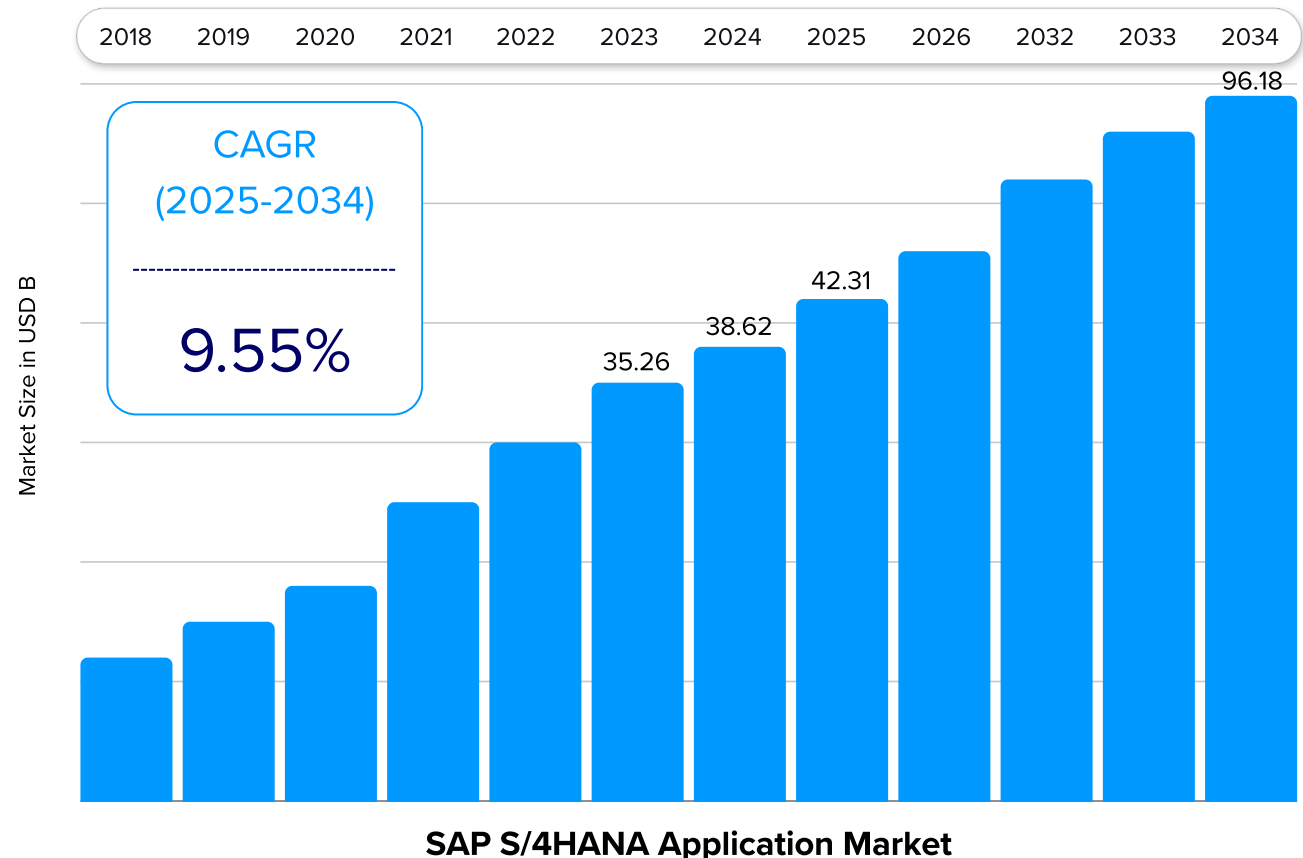
S/4HANA Adoption

Current Deployment Levels

In February, an SAPInsider survey showed that 31% of member organisations had already transitioned to S/4HANA, 26% are in active implementation and 21% remain in the evaluation phase.

41% plan to move before the 2027 SAP ECC end-of-support deadline however, 18% of these businesses say will not finish by 2027.

Globally, the SAP S/4HANA market is projected to grow from USD 42.31 billion in 2025 to USD 96.18 billion by 2034, reflecting a compound annual growth rate (CAGR) of 9.55%.



S/4HANA Adoption

Deployment by Industry

Adoption rates and key drivers for SAP S/4HANA by industry:

Industry	Adoption Rate	Key Drivers
Manufacturing	40% (UK)	Supply chain optimisation, real-time analytics, AI integration
Retail	30% (UK)	Omnichannel inventory management, customer experience enhancement
Banking & Financial Services	Moderate	Risk management, regulatory compliance, financial reporting
Healthcare	Emerging	Patient care improvement, regulatory compliance, process integration
Utilities	Growing	Operational efficiency, asset management, sustainability reporting
Public Sector	10% (UK)	Legacy system challenges, budget constraints
Technology & Telecom	Moderate	Customer relationship management, real-time analytics

S/4HANA Adoption

Adoption by Company Size

No. of Employees	% of S/4HANA Customers
Small (<50 employees)	29%
Medium (50-1,000 employees)	38%
Large (>1,000 employees)	33%

Revenue Range	% of S/4HANA Customers
Small (<\$50M)	38%
Medium (\$50-\$1B)	18%
Large (>\$1B)	40%

Note: Percentages do not total 100% due to omitted or undisclosed data.

Adoption by Region

- **UK** Manufacturing and Retail lead S/4HANA adoption due to digital transformation and real-time data.
- In the **USA**, Manufacturing, Healthcare, Pharmaceuticals and Consumer Packaged Goods are key adopters, seeking streamlined production, optimised processes and enhanced customer experience.
- **APAC's** S/4HANA adoption is growing rapidly (10.2% estimated growth in Q2 2025), with Greenfield deployments common in Manufacturing, Healthcare, and Energy.

Risk Mitigation Checklist

Implementing SAP S/4HANA presents technical, strategic and organisational challenges. This nine-point Risk Mitigation Checklist helps anticipate and reduce major project risks.

[Download this page](#)[Download Checklist
as PDF](#)

1

PROJECT PLANNING & GOVERNANCE

- Define clear business goals and KPIs for the implementation.
- Choose correct deployment model (on-premise, private or public cloud) early.
- Establish a strong project governance structure (PMO, steering committee).
- Secure executive sponsorship and business buy-in.
- Include change control and escalation procedures in your governance model.

2

SCOPE & REQUIREMENTS MANAGEMENT

- Clearly define and freeze project scope early in the lifecycle.
- Avoid scope creep by enforcing a change request process.
- Prioritise high-impact business processes and modules.
- Identify "must-have" vs "nice-to-have" features to manage complexity.

3

TECHNICAL PREPARATION & INFRASTRUCTURE

- Conduct a readiness assessment (including sizing and landscape planning).
- Upgrade/prepare infrastructure (servers, network, cloud subscriptions).
- Evaluate & refactor existing custom code using SAP's Custom Code Analyser.
- Plan for system performance and load testing before go-live.

4

DATA MIGRATION & QUALITY

- Perform early data cleansing and validation.
- Use SAP tools (e.g., SAP Data Services, Migration Cockpit) for data migration.
- Establish a master data governance (MDG) framework.
- Test data migration in phases to avoid full rollback risks.

5

CHANGE MANAGEMENT & TRAINING

- Conduct an impact analysis to identify affected teams and roles.
- Develop and execute a structured change management plan.
- Provide hands-on training for SAP Fiori and redesigned processes.
- Identify and prepare super-users or change champions.

CONTINUES ON NEXT PAGE >>

Risk Mitigation Checklist

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as PDF](#)

6

TESTING & VALIDATION

- Perform end-to-end integration testing with all upstream/downstream systems.
- Include negative test cases and performance/load testing.
- Involve business users in user acceptance testing (UAT).
- Maintain a robust defect tracking and resolution process.

7

CUTOVER PLANNING & GO-LIVE

- Create a detailed cutover checklist with clear task ownership.
- Perform a dry run (mock go-live) to identify bottlenecks.
- Set up rollback procedures and contingency plans.
- Ensure helpdesk and hypercare support are ready post go-live.

8

SECURITY, COMPLIANCE & AUDIT READINESS

- Implement role-based access controls aligned with business processes.
- Review SOD (segregation of duties) risks with GRC tools.
- Ensure audit trails, logging, and compliance reporting are configured.
- Test data privacy and compliance scenarios (e.g., GDPR, SOX, HIPAA).

9

RESOURCE & VENDOR MANAGEMENT

- Vet system integrators/consultants for S/4HANA-specific experience.
- Align internal resources and SMEs with critical project phases.
- Monitor vendor SLAs and hold regular check-ins.
- Use a blended team model for knowledge transfer and long-term support.



Cost vs business benefit remains the primary inhibitor for the move to S/4HANA, however, there is no denying that adoption is entering a mature phase in 2026. The majority of businesses we partner with are 'S/4HANA-active' in one form or another and are increasingly selecting hybrid cloud-based deployments, with the private cloud option being particularly popular due to its balance of control and scalability.

UK & Ireland SAP User Group Update



James Squires, Head of Commercial at UKISUG

As Head of Commercial at UKISUG, my priority is scaling our commercial capabilities, deepening partner ecosystems and ensuring every interaction delivers measurable ROI across our independent SAP community.

A Landmark Year for S/4HANA & BTP

It has been an exceptional year for SAP transformation across the UK & Ireland. Through high-impact events like our BTP Symposium, S/4HANA Symposium and dedicated Focus Groups, we've provided the unvarnished peer insights and technical clarity enterprise teams need to de-risk migrations and maximise cloud adoption.

On the Horizon: UKISUG Connect 2026

Looking ahead, momentum is building toward our flagship gathering, UKISUG Connect 2026. Whether you are navigating an ongoing S/4HANA journey, optimising data management or exploring emerging AI capability within your SAP landscape, UKISUG Connect 2026 will be the definitive space to benchmark your progress and connect with peers who have walked the path before you.

I look forward to connecting with you as we build on this landmark year of community growth.

Get in Touch

For more details on UKISUG membership, events or how we can support your organisation, please contact: James Squires, Head of Commercial: james.squires@sapusers.org



UK & Ireland SAP User Group Update

The S/4HANA Symposium 2026

As mentioned above, this year's S/4HANA and BTP Symposium were an exceptional opportunity to support our members with their challenges and questions.

The S/4HANA Symposium ran three streams mapped to the journey: Plan & Prepare, Migrate & Implement, Optimise & Evolve. A day of practical detail and a lot of insight to take home.

Among the highlights:

- **An honest pulse check** - UKISUG CEO, Craig Dale, on where the SAP community really stands with 2027 approaching
- **Twenty years on ECC and what came next** - Simon Pennington from Amey's on building beyond core ERP
- **The risks nobody plans for** - Yash Agarwal from Kingfisher on technical debt, clean core and cloud migration threats.

Have a look at what our members had to say about the day:

"Sharing the learnings from other customers experience is invaluable." **Andrew Storey, Howden Joinery Group**

"Excellent networking opportunities where I learnt [a lot] from [partners]." **Abhijeet Kulkarni, Glencore UK**

[Check out our wrap up video](#)

The BTP Symposium 2026

The BTP Symposium was a great and insightful day, where everyone enjoyed a full day of sessions, collaborating with peers, learning from customer experiences and uncovering new ways to modernise, integrate and innovate across the SAP landscape.

Our four key take aways:

- BTP is becoming the foundation of SAP's AI strategy
- SAP's vision is moving from AI assistance to AI execution
- Trusted, contextualised data is essential for enterprise AI
- Process knowledge is as important as access to data

[Read the full blog post](#)

[Check out our wrap up video](#)

Don't miss the next event!

Days like this are one of the real perks of UKISUG membership and they're free to attend as a member. Not a member but keen to join us at a future event as a guest? We're always happy to invite interested SAP professionals along, just reach out to James at james.squires@sapusers.org.

UK & Ireland SAP User Group Update

UKISUG Connect 2026

Connect is UKISUG's annual conference, held this year at The ICC Birmingham from 29 November to 1 December. It's the largest independent SAP customer gathering in the UK and Ireland: sessions led by customers, SAP and partners; SAP experts on hand to answer burning questions; your peers in the same room dealing with the same challenges you have. New to SAP or new to the User Group? This is the place to be to get started!

 **29 Nov - 1 Dec 2026**
 **The ICC, Birmingham**

Save the date

The programme will launch this September, so watch the website for more details. In the meantime, if you would like a flavour of what to expect, you can look back at last year's wrap up video.

[View the 2025 wrap up video](#)



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Sources

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SAPInsider

UKISUG (UK & Ireland SAP User Group)

McKinsey & Company

CIO.com

AI Weekly

The Register

Dealroom News

TechTarget

Forbes

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