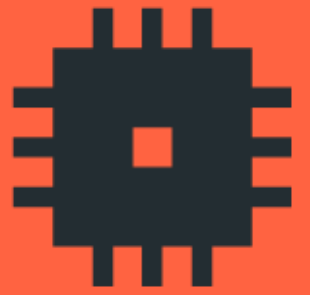


SALARY SURVEY 2026



SAAS MARKETS

PIE

Our latest 2026 Market Report contains completely up to date data on salary level research for Go-To-Market teams for the UK SaaS Market.

This information has been obtained directly from candidates operating within the UK market and provides a salary range from the most recent candidates qualified by PIE Recruitment across different categories as well as information from leading tech platforms specifically analysing compensation data.

The candidates surveyed operate in a wide range of business operating stages, from seed fund to Series A through C fund stage, creating wide general salary bands.

The SaaS team at PIE is always happy to give you individually tailored salary advice according to your own growth stage. Should you require something more bespoke or looking at a different specialism, please don't hesitate to get in touch with your requirements – click below on your preferred method of contact.



MARKET OVERVIEW

From aggressive growth to intelligent growth

B2B SaaS is growing up. The story of 2025 wasn't new tools, it was new principles. Hype has given way to accountability. Buyers are more informed, buying groups are more cautious and boards want evidence of repeatable, efficient growth rather than growth at any cost.

The businesses that will do well in 2026 and beyond are the ones where every revenue conversation starts with outcomes and measurable value, not product features. That shift is driving how teams are built, how roles are being defined and how hiring decisions are being made.

Market backdrop

SaaS didn't shrink in 2025, instead it got professional. Enterprise tech spend is expected to keep rising in 2026, with Gartner forecasting worldwide IT spending at \$6.15tn in 2026 (up 10.8%).

Public cloud is still the engine room underneath that, with Gartner previously forecasting \$723.4bn of public cloud end-user spend in 2025.

What's changed is how growth is pursued with fewer "growth at all costs" plays and far more focus on efficiency, payback and measurables.

The workforce reset has continued. Layoffs trackers show substantial job cuts across 2025, meaning a lot of experienced GTM and leadership talent is on the market, at the same time as headcount plans remain cautious.

From a UK lens, tech funding didn't disappear, it became choosier. techUK's recap cites UK startups raising around £10.6bn in 2025 (largest in Europe), but the expectation is clearly for disciplined deployment rather than "spray and pray".

Leaner teams AND higher expectations

Across the market, SaaS teams are leaner. AI is no longer a side project, it's becoming embedded into GTM workflows, with automation taking on work that previously required whole teams of people. For SaaS businesses doing roughly £3–£15M a year in recurring revenue, Series A teams are getting smaller. The typical company has gone from about 20 people in 2023 to around 15 now. A recent businessinsider interview with a CEO notes that he aims to have more AI agents in place than employees - which is either admirable or a very stark warning about the future depending on your stance!

We're seeing this reflected in hiring strategy too:

- more risk-averse hiring decisions
- more reactive hiring (to fill a gap, solve a specific problem)
- fewer "build ahead of the curve" team expansions.

And with finance harder to access, the market has become more selective. Funding is still there but it has become more concentrated and investors are more demanding on efficiency and proof.

The fall and redesign of Customer Success

Let's be clear, customer success is not dead, but it's one of the clearest pressure points we've seen. From being a role we recruited heavily across 2019 - 2022, we're now seeing less CS hiring, tighter CS org designs and more reliance on technology and automation. From conversations we're having with founders and hiring teams, it's the case that for some businesses, the traditional CS role is being redefined into more technical, product-led or implementation-heavy models and for some businesses, it's being phased out almost in its entirety. Whether this trend is here to stay or not, that aligns with wider customer operations trends, with customer service leaders actively exploring and (in some cases) implementing customer-facing conversational AI at scale.

Commercially, the impact is real:

- CS salary bands have dropped in parts of the market (especially where the remit has narrowed)
- CS talent is often moving into renewals, account management, onboarding / implementation, CS Ops/RevOps or adjacent revenue roles where retention and expansion sit closer to commercial ownership

Less SDR hiring, more account precision

We're also seeing a reset at the outset of the sales process. There is markedly less SDR hiring and where SDRs are still being hired, the bar is far higher. Lead qualification has become more valuable, not less. SDRs are expected to understand the ICP, align tightly with marketing and contribute to multi-threaded account plans rather than run activity for activity's sake. With inboxes full to the brim with outreach and ever-increasing outreach fatigue from prospects, SDRs who are good on the phone will stand out from the crowd.

At the same time, many businesses are expecting AEs to carry more outbound responsibility including cold prospecting. This is part of the broader move away from lead volume and towards account precision (ABM, intent signals, buying group engagement).

Tighter briefs and the return of the headhunt

Because teams are lean and processes under more scrutiny, job briefs are getting tighter - we're seeing this right across our account base. Clients are looking for fewer "nice-to-haves" and more evidence of:

- background in the same eco-system
- credibility with the buyer - and a 'black book' is becoming highly sought after!
- evidence they've already succeeded in a similar set-up: same kind of deal sizes, similar sales cycle or a renewal/retention model like yours.

As a consequence, recruitment partnership value has swung back towards real market mapping and headhunting. Clients still want comparisons and they still want pace but they don't want a "one hit wonder" CV sent across. They want a targeted approach and a shortlist built on tangible evidence. And they are keen to know when good talent which matches the above criteria hits the market - if the heavy lifting in terms of market experience is already present in the candidate, they are much more open to conversations even if a role isn't currently open.

What the best SaaS businesses are doing differently

The strongest operators we see in this market are not just “doing more with less”. They are doing less and doing it better:

- aligning Sales, Marketing, CS and Product around shared commercial metrics
- investing in RevOps discipline and revenue systems, not disconnected dashboards
- using AI for routine work so humans spend time on the high-value, high-context interactions
- building repeatable account plans, not spray-and-pray sequences

Revenue leaders want visibility into what is changing in pipeline, why deals move, where risk sits and where effort should go. In this era, confidence and alignment beat “more activity”.



SALARY SURVEY FINDINGS

BENEFITS GUIDE

BONUS/COMMISSION



The single most important benefit in the market.

82% of candidates rank bonus as a top-five benefit, making it the #1 most important benefit overall in our research.

This reinforces that performance-based reward is still a major motivator in commercial sales roles but it is now judged in the context of the whole package, not in isolation.

INSIGHT: BONUS/COMMISSION OPENS DOORS. THE REST OF THE PACKAGE DECIDES WHETHER CANDIDATES WALK THROUGH THEM.

HOLIDAY



A genuine deal-breaker.

Over 50% of candidates say they would reject a role if the holiday allowance does not meet their expectations.

25+ days is now the perceived baseline, and the option to buy additional leave is becoming increasingly important in offer decisions.

INSIGHT: HOLIDAY ALLOWANCE NOW SITS FIRMLY IN THE "ACCEPT/REJECT" CATEGORY, NOT THE "NICE TO HAVE" COLUMN.

HEALTHCARE



Now part of the baseline package.

Healthcare (individual and family) sits firmly in the top tier of valued benefits. Many candidates now assume it will be included.

Where employers can differentiate is through family cover, dental, critical illness and wider wellbeing support.

INSIGHT: HEALTHCARE GETS YOU TO PARITY. THE QUALITY OF IT SETS YOU APART.

REMOTE WORKING



Now a filter, not a perk

**-87% of professionals now work hybrid or fully remote.
-66% would not consider a full-time office-based role.**

Office-only roles dramatically reduce the available talent pool and are increasingly seen as outdated, even in traditionally field-based sectors.

INSIGHT: FLEXIBILITY IS NO LONGER A DIFFERENTIATOR. IT'S AN ENTRY REQUIREMENT.

PENSION



Long-term security is back in focus.

Enhanced pension provision is now one of the most frequently selected top-tier benefits in the entire survey.

Candidates are becoming far more conscious of long-term financial security and are actively judging employers on how seriously they take this.

INSIGHT: PENSION IS NO LONGER BACKGROUND NOISE. IT'S PART OF THE DECISION.

SOFT PERKS & LIFESTYLE BENEFITS



Small things, big signals.

Across SaaS roles, there is a clear rise in the importance of "quality of life" benefits: things that don't show up in base pay, but materially affect how a role feels day to day.

Startups in particular are increasingly using these to compete for talent they can't always outbid on salary alone.

INSIGHT: SOFT PERKS WON'T FIX A WEAK CORE PACKAGE. BUT THEY DO MAKE A STRONG ONE FEEL HUMAN AND SUSTAINABLE.

PAY PROGRESSION & REVIEWS

Candidates expect momentum, not stagnation.

Nearly 80% of professionals now have a formal annual salary review, and 100% of those expect a pay increase at their next review. While most anticipate sensible 2-5% rises, the key shift is this: clear, structured progression is now part of the offer, not a vague promise.



INSIGHT: IF YOU CAN'T EXPLAIN WHAT HAPPENS TO SOMEONE'S PAY OVER THE NEXT 2-3 YEARS, YOUR OFFER & OVERALL PACKAGE WILL FEEL INCOMPLETE.

Salary still matters to candidates. But in SaaS, as in many other sectors, it is now far from the whole story.

Our latest candidate research shows that decisions are increasingly being made based on the total package on offer, not just base salary and commission potential. This isn't a new idea, but there is no doubt that concern around sustainability, lifestyle and long-term security is playing a much bigger part in how roles are evaluated, particularly in a sector known for its pace and pressure.

Unsurprisingly, performance-related reward still sits at the heart of the SaaS value proposition, with the vast majority of candidates ranking commission as one of their top priorities. A big change here has been a shift from OTE and % based commission for AE roles with the majority of clients now offering a double OTE, usually uncapped to AEs and those in 360 sales roles.

What is perhaps more telling is what sits alongside it. In our data, pension provision, healthcare and car benefits all consistently appear in the top tier of benefits valued by candidates. Benefits that would once have been seen as "nice to have" are now widely viewed as part of the baseline offer, not optional extras.

This reflects a broader split in the market. Larger, more established businesses often continue to compete on structure, security and depth of benefits, while startup/scale-ups increasingly look to balance this with flexibility, autonomy and lifestyle-led perks. The strongest employers - regardless of size - are those who can combine both into a coherent, well thought-through proposition.

The question of flexibility continues to be a defining factor. In our survey nearly 90% of respondents now work in hybrid or fully remote models and around two-thirds say they would not consider a role that requires them to be office-based full time. Notably even those respondents currently working in fully office-based roles said that they would not consider such roles in the future. Businesses that treat flexibility as a trust and performance reward, rather than a control issue, are finding themselves with a material advantage in attracting talent.

Quality-of-life benefits are increasingly acting as decision filters too. In our data, 25+ days holiday is now the norm and anything below this can be seen as a deterrent in a job offer. Demand for options such as buying additional leave, alongside broader wellbeing support, continues to rise. These benefits are no longer fringe considerations; they are part of how candidates judge whether a role is actually workable and sustainable.

And it isn't only about the offer on day one. SaaS professionals are thinking much more carefully about what happens next. Nearly 80% surveyed have a formal annual salary review and every single one of those expects a pay increase at their next review. Most are realistic - the majority anticipate increases in the 2-5% range - but the expectation of clear, structured progression is now firmly embedded in how roles are evaluated. A strong starting package without a clear sense of momentum increasingly feels incomplete.

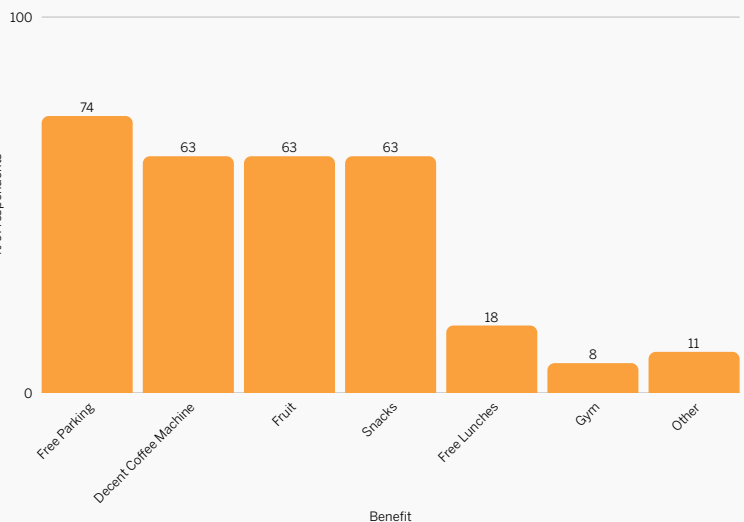
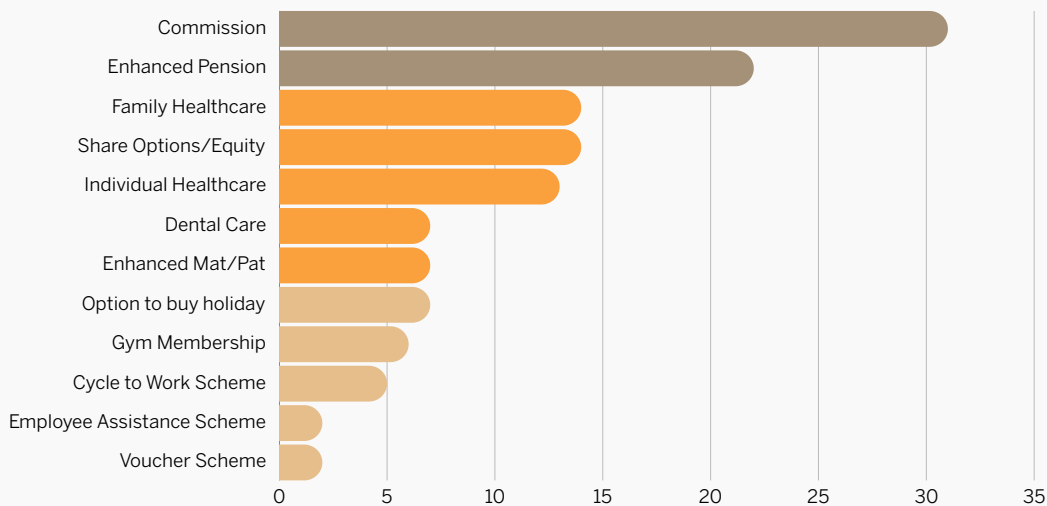
In a market where businesses are competing not just with each other but with adjacent sectors and increasingly sophisticated employers for the same commercial talent, one thing is clear. The strength, clarity and balance of your overall package has become one of the most decisive factors in whether you win or lose the people you want.

When evaluating a job opportunity, the data shows a very clear hierarchy of priorities.

At the top of the stack sits the leading practical benefit, which reflects the realities of many commercial roles. Car allowance or company car, along with fuel or expensed travel, feature prominently in candidates' top priorities. In a sector where roles are often field-based, hybrid or multi-site, these benefits are not seen as perks, they are seen as essential tools to do the job. Closely following behind this we see core financial and security-led benefits. Bonus is consistently ranked as one of the most important elements of any package. This reinforces a key theme where candidates are not just optimising their short term earnings but seeking stability and sustainability as well.

Beyond this sits a second tier of benefits focused on protection, flexibility and quality of life. Healthcare enhancements, equity participation and parental benefits all play a meaningful role in shaping how attractive an offer feels. Meanwhile, lifestyle and "soft perks" such as gym membership, cycle-to-work schemes and the option to buy additional holiday are valued, but tend to act more as tie-breakers between similar offers rather than primary decision drivers, sitting comfortably down in the third tier of our graph.

The overall picture is clear - candidates are making considered, long-term decisions. A competitive basic salary may open the conversation, but it is the balance and credibility of the total package that ultimately determines whether an offer feels compelling or incomplete.



Soft perks are still overwhelmingly focused on low-cost, in-office convenience rather than genuinely lifestyle-changing benefits. Free parking, coffee and snacks are common; things like extra holiday, gym or meaningful wellbeing perks are still the exception rather than the rule.

SALARY BANDINGS

SALES



ENTRY LEVEL SALES DEVELOPMENT REPRESENTATIVE

HIRING DEMAND: VERY HIGH / 0-1 YEARS EXPERIENCE

AVERAGE	HIGH
£30,000	£35,000

£10-15K OTE



SALES DEVELOPMENT REPRESENTATIVE

HIRING DEMAND: VERY HIGH / GENDER SPLIT M70/F30 / 1-2 YEARS EXPERIENCE

AVERAGE	HIGH
£35,000	£45,000

£10-15K OTE



SENIOR SALES DEVELOPMENT REPRESENTATIVE

HIRING DEMAND: VERY HIGH / GENDER SPLIT M78/F22 / 2-4 YEARS EXPERIENCE

AVERAGE	HIGH
£40,000	£65,000

£10-15K OTE



SDR MANAGER

HIRING DEMAND: VERY HIGH / GENDER SPLIT M66/F34 / 5-15 YEARS EXPERIENCE

AVERAGE	HIGH
£50,000	£80,000

£20-30K OTE



TOP HIRING LOCATION: LONDON

POTENTIAL GEMS: MANCHESTER, READING, LEEDS

ACCOUNT EXECUTIVES



JUNIOR ACCOUNT EXECUTIVE

HIRING DEMAND: **VERY HIGH** / GENDER SPLIT M65/F35 / 1-3 YEARS EXPERIENCE

AVERAGE	HIGH
£45,000	£55,000

DOUBLE OTE



ACCOUNT EXECUTIVE

HIRING DEMAND: **VERY HIGH** / GENDER SPLIT M65/F35 / 3-4 YEARS EXPERIENCE

AVERAGE	HIGH
£70,000	£90,000

DOUBLE OTE



SENIOR ACCOUNT EXECUTIVE

HIRING DEMAND: **VERY HIGH** / GENDER SPLIT M69/F31 / 5-12 YEARS EXPERIENCE

AVERAGE	HIGH
£80,000	£140,000

DOUBLE OTE



ENTERPRISE ACCOUNT EXECUTIVE

HIRING DEMAND: **VERY HIGH** / GENDER SPLIT M79/F21 / 8+ YEARS EXPERIENCE

AVERAGE	HIGH
£100,000	£140,000

DOUBLE OTE



VP SALES/SALES DIRECTOR

HIRING DEMAND: **VERY HIGH** / GENDER SPLIT M77/F23 / 10+ YEARS EXPERIENCE

AVERAGE	HIGH
£100,000	£150,000

DOUBLE OTE + EQUITY





CRO

HIRING DEMAND: VERY HIGH / GENDER SPLIT M78/F22 / 12+ YEARS EXPERIENCE

AVERAGE	HIGH
£150,000	£231,600

DOUBLE OTE + EQUITY



TOP HIRING LOCATION: LONDON

POTENTIAL GEMS: MANCHESTER, READING, BELFAST

CUSTOMER SUCCESS



CUSTOMER SUCCESS EXECUTIVE

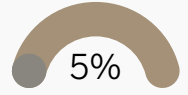
HIRING DEMAND: HIGH / **GENDER SPLIT M46/F54** / 0-2 YRS EXPERIENCE

AVERAGE	HIGH
£30,000	£45,000

Commercial
£15-20K OTE



Operational



CUSTOMER SUCCESS MANAGER

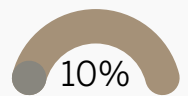
HIRING DEMAND: VERY HIGH / **GENDER SPLIT M45/F55** / 3-6 YRS EXPERIENCE

AVERAGE	HIGH
£50,000	£75,000

Commercial
£20-30K OTE



Operational



SENIOR CUSTOMER SUCCESS MANAGER

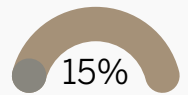
HIRING DEMAND: VERY HIGH / **GENDER SPLIT M42/F58** / 6-10 YRS EXPERIENCE

AVERAGE	HIGH
£60,000	£90,000

Commercial
£30-40K OTE



Operational



DIRECTOR OF CUSTOMER SUCCESS

HIRING DEMAND: VERY HIGH / **GENDER SPLIT M44/F56** / 10-15 YRS EXPERIENCE

AVERAGE	HIGH
£90,000	£135,100

Commercial
£30-40K OTE



Operational



VP CUSTOMER SUCCESS

HIRING DEMAND: VERY HIGH / **GENDER SPLIT M65/F35** / 13-30 YRS EXPERIENCE

AVERAGE	HIGH
£110,000	£181,700

Commercial
£30-40K OTE



Operational



TOP HIRING LOCATION: LONDON

POTENTIAL GEMS: MANCHESTER, READING, LEEDS

MARKETING



MARKETING ASSISTANT

HIRING DEMAND: MEDIUM / GENDER SPLIT 67F/33M / 0-4 YRS EXPERIENCE

AVERAGE	HIGH
£30,000	£36,400

5-10% BONUS



MARKETING EXECUTIVE

HIRING DEMAND: MEDIUM / GENDER SPLIT 67F/33M / 2-6 YRS EXPERIENCE

AVERAGE	HIGH
£36,400	£50,000

5-10% BONUS



MARKETING MANAGER

HIRING DEMAND: VERY HIGH / GENDER SPLIT 66F/34M / 7-10 YRS EXPERIENCE

AVERAGE	HIGH
£60,000	£85,000

5-10% BONUS



MARKETING DIRECTOR/VP MARKETING

HIRING DEMAND: VERY HIGH / 59F/41M / 12-20 YRS EXPERIENCE

AVERAGE	HIGH
£100,000	£130,000

10-20% BONUS



CHIEF MARKETING OFFICER (CMO)

HIRING DEMAND: VERY HIGH / GENDER SPLIT 46F/54M / 15-30 YRS EXPERIENCE

AVERAGE	HIGH
£130,000	£180,000

**UP TO 30% BONUS
+ EQUITY**



TOP HIRING LOCATION: LONDON

POTENTIAL GEMS: MANCHESTER, READING, LEEDS

GET IN TOUCH



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Managing Director



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