

STATE OF EMEA: SALES DEVELOPMENT SURVEY RESULTS

20

A YEAR OF
GROWTH & RESILIENCE

25

SDR
LEADERS
OF EMEA



STATE OF EMEA: SALES DEVELOPMENT SURVEY 2025

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INTRODUCTION

Welcome Message

Thank you and welcome to our 2025 State of EMEA Sales Development Survey. The last 12 months have seen the embedding of AI into our thought process as SDR leaders. Our teams are becoming more AI savvy and finding new and exciting ways for their organisations to utilise those tools.

We have also seen the impact on pipeline; companies with revenue between \$ 100 m and \$1bn have seen an average deal size increase of 64% from this time last year.

But the most significant aspect of this survey has been that 55.9% of respondents have increased the size of their SDR teams over the past 12 months. So much for the SDR role being dead..

What does this tell me? It says that organisations are utilising their SDR teams more effectively, they see the revenue impact that their SDR teams are making and are doubling down on that investment.

My prediction for 2026? It will be time for late adopters of AI to fully embrace the benefits it is bringing to account segmentation, prioritisation, and insights. We will see a return to SDRs being critical internal components to their sales teams. Those who have already embraced AI as part of their SDR organisation will only see revenue contribution increase and those SDRs being ready for other roles within the organisation faster, as they understand the business far more extensively than their non-AI-using counterparts.

Enjoy the Survey!





Sponsor Message: Commsor

Hey SDR Leaders,

We said this last year and we'll say it again because it's still as relevant as ever. Sales Development continues to transform at breakneck speed across the globe. If last year taught us anything, it's that the pace of change isn't slowing down and neither are the expectations placed on SDR teams.

Inbound is slipping, cold outbound is costlier and less effective than ever, and the long-promised magic of AI-powered selling still hasn't delivered the predictable outcomes revenue teams were hoping for. With buyer behavior constantly shifting, the teams who thrive today are the ones who adapt just as quickly.

Luckily, the change in how we approach Business Development is a "meteor" us dinosaurs can help you prepare for. Across EMEA, Sales Development organisations are finding new ways to meet buyers where they are. One strategy that continues to rise above the noise is leveraging the network around you. Warm revenue isn't just a tactic; it's becoming the backbone of modern pipeline generation.

That's why Commsor is thrilled to partner once again with SDR Leaders of EMEA to bring you the second annual edition of this report. The insights and data here reflect real trends, real challenges, and real opportunities facing SDR leaders across the region. Our goal is simple: To equip you with the clarity and confidence you need to start 2026 on a strong foot.

Commsor believes in data-backed sales strategies and decisions. Your competitors are watching the same market signals: Funding rounds, leadership hires, product launches, expansion news. So if you want to win in today's market, the difference comes from how quickly and effectively you act on them. Commsor gives your team the network intelligence to turn those signals into warm introductions, quality meetings, and faster-moving deals. That 'connection edge' is how you get in early, stay top-of-mind, and win more.

The data doesn't stop at network signals though. You need to have a full understanding of performance, trends, and benchmarks across the entire Sales Development industry in EMEA to set yourself up for success.

The teams who master their networks today and use data to make informed decisions on how to act, grow, and develop, will be the ones leading the market tomorrow.

So with that said, welcome to the 2025 report. Let's dive in.

Mac Reddin

CEO of Commsor

Who Participated



WHO PARTICIPATED

Geographic Distribution

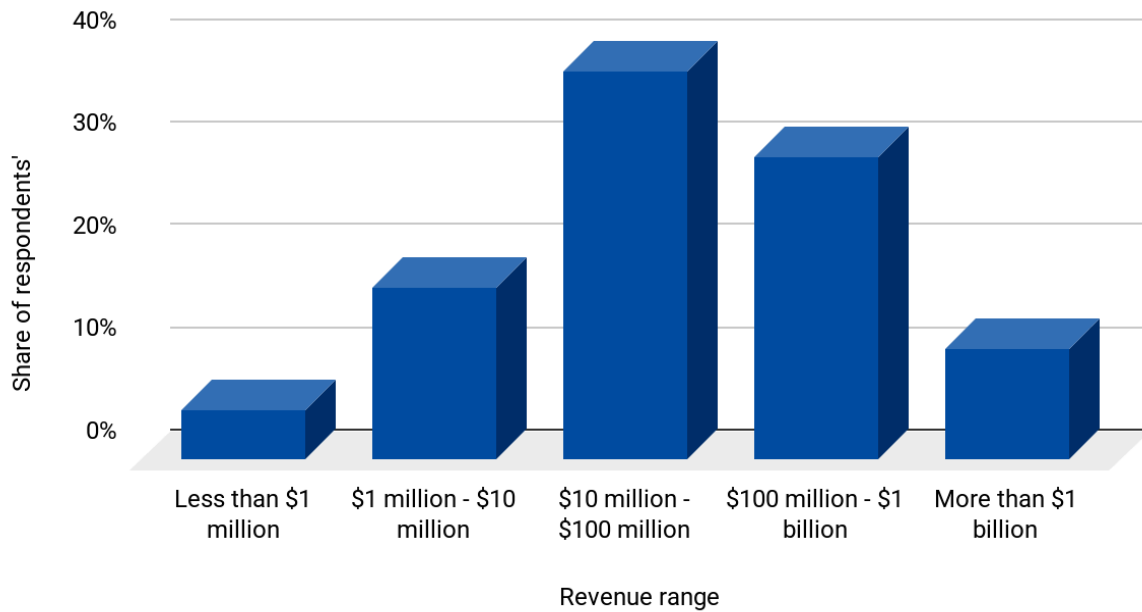
Countries Represented by the survey respondents:

Country	% of Total
United Kingdom	48.7%
Germany	9.0%
Ireland	7.7%
France	7.1%
Israel	7.1%
Netherlands	5.1%
Spain	3.8%
Sweden	1.9%
Denmark	1.3%
Portugal	1.3%
Finland	1.3%
Romania	1.3%
Hungary	1.3%
Estonia	1.3%
Ukraine	1.3%
Greece	0.6%

Company Profiles

Revenue Breakdown:

Revenue range of respondents' company

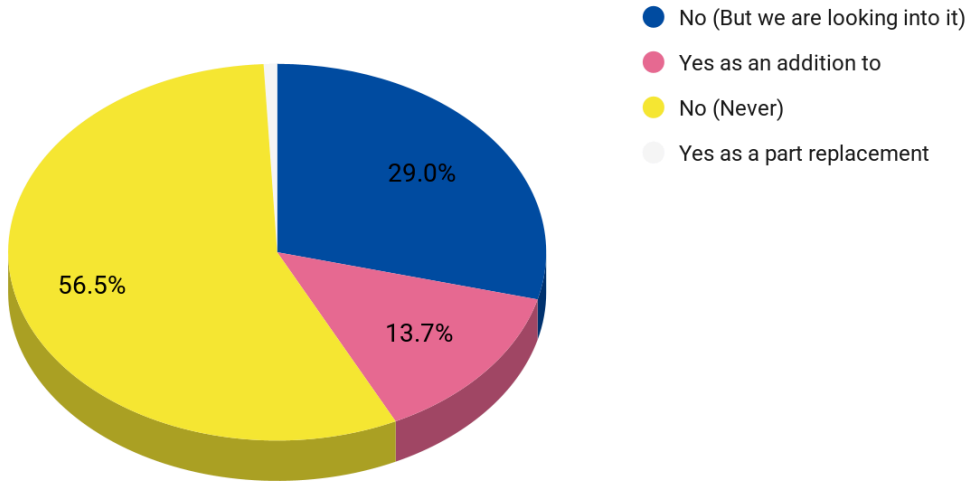


💡 Who Participated: A Representative Cross-Section of EMEA

The 2025 survey captured responses from 168 SDR leaders across 15+ countries in EMEA, with the United Kingdom representing the largest share at 48.7%, followed by Germany (9.0%), Ireland (7.7%), and France (7.1%). Participants spanned companies of all sizes, with the majority representing organizations in the \$10M-\$100M and \$100M-\$1B revenue bands, providing a balanced perspective across growth-stage startups and established enterprises.

AI Adoption Rate:

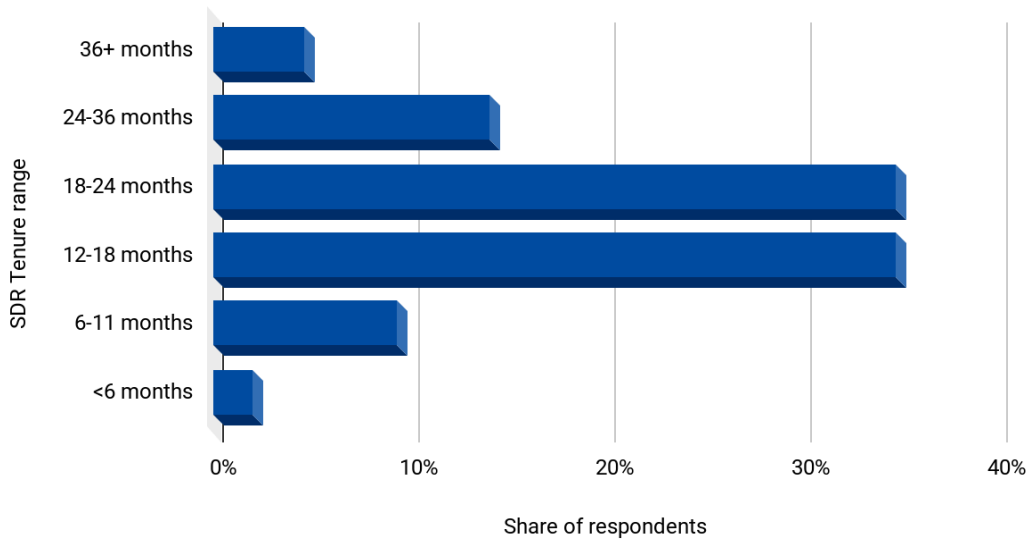
Do you currently use AI SDR's?



💡 AI SDR Turning Point: Increase in usage within EMEA

In 2024, only 8.8% of participants said they use AI SDRs. This year, 13.7% are using it in addition to the traditional SDR role and nearly 1% are looking to replace SDRs with AI. Nearly 30% are currently looking into it.

Average SDR tenure in 2025



Team structure & OPERATIONS



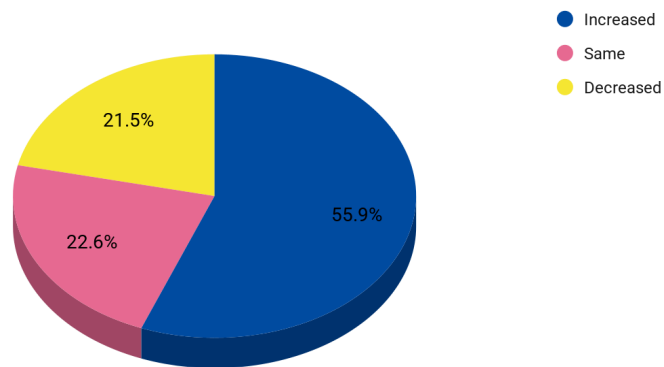
SDR Leaders of EMEA

TEAM STRUCTURE & OPERATIONS

Organizational Structure 2025

SDR Team Structure Types:

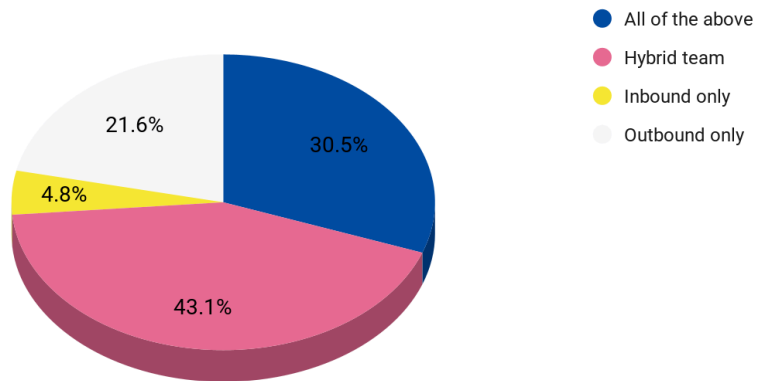
SDR team size change since last year



💡 **SDR Team Growth: The SDR is still important**

But the SDR role is dying, right? Very interesting to see that over 55% of respondents have said they've actually increased the size of their SDR team since this time last year. That shows that the narrative that's been played out online around this role not being as critical as ever for organisations is incorrect. And we're seeing that organisations are still investing heavily into their sales development function in EMEA.

Which of the following best describes your SDR organisation structure?



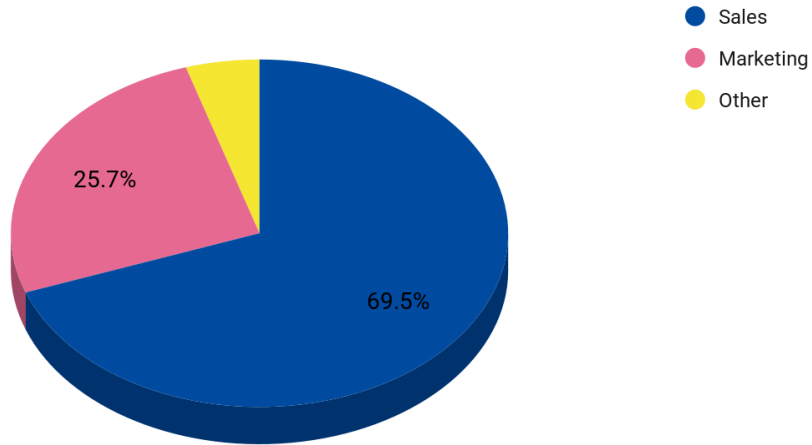
💡 Team Structure Evolution: The Hybrid Model Solidifies Its Dominance

The hybrid SDR team model - combining both inbound and outbound functions - has become the clear standard across EMEA, declining only slightly from 55.2% in 2024 to 43.1% in 2025. Meanwhile, specialized structures have gained ground: outbound-only teams have remained relatively stable (24.0% in 2024 vs. 21.6% in 2025), while a new "all of the above" category (a mixture of separate inbound and outbound teams) emerged in 2025 at 30.5%, suggesting organizations are increasingly experimenting with mixed or fluid team structures.

Inbound-only teams remain rare at just 3-4%, reinforcing that pure inbound models are no longer viable in today's competitive landscape. The trend reflects a pragmatic approach: most organizations recognize the need for SDRs to handle both inbound lead follow-up and proactive outbound prospecting, blending efficiency with pipeline generation.

Reporting Lines:

What department does your SDR team report to?



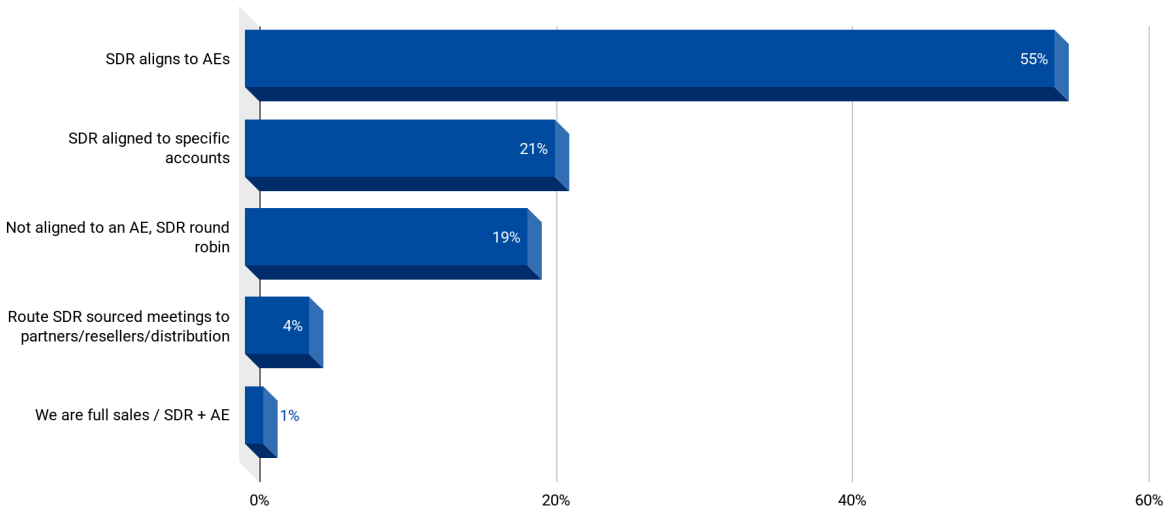
💡 Reporting Lines: Sales Ownership Strengthens in 2025

SDR teams continue to report predominantly to Sales, with 69.5% now under sales leadership - up from 63.2% in 2024. Marketing-aligned SDR teams have declined to 25.7%, while a small fraction (4.8%) report to other functions such as Revenue Operations. This shift reinforces the trend toward treating SDR as a revenue-generating function directly tied to sales execution rather than a marketing lead qualification layer.

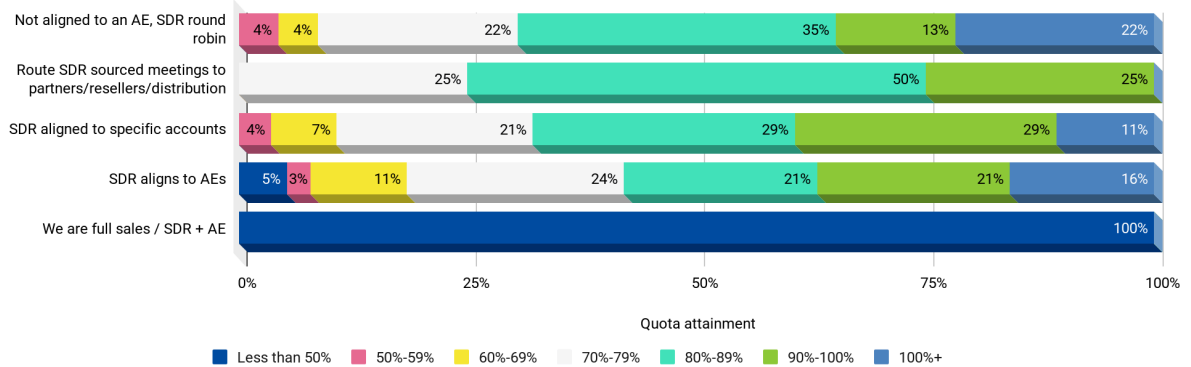
SDR Alignment Models

How SDRs Align to Revenue:

SDR alignment



How SDR alignment affects quota attainment?

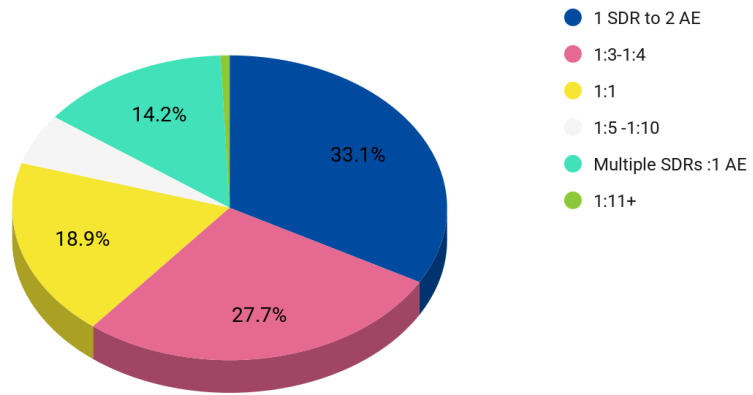


💡 Quota Attainment: What is the best model to optimise scale?

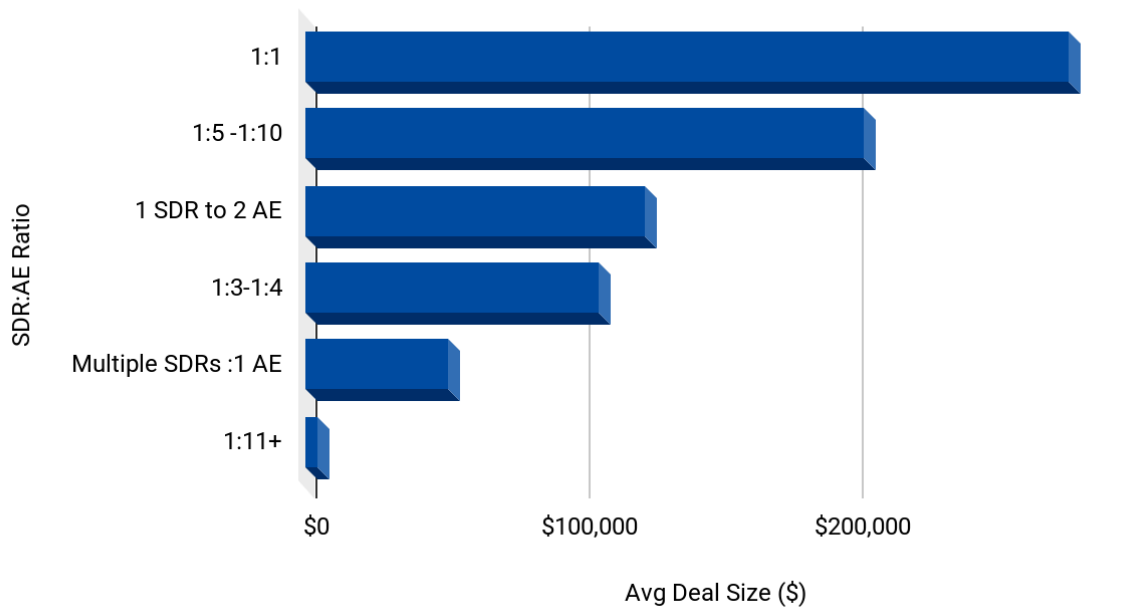
The big area of interest on these two graphs is around the not aligned to an AE ↔ SDR around Robin. That's normally associated with inbound teams, so it's interesting to see that 80% of teams are achieving quota attainment of 80% or more. What this says to me is that teams are finding more qualified and aligning more with marketing to create better marketing places that are finding warmer inbound leads for BDRs to be able to engage with.

SDR to AE Ratio:

SDR to AE ratio

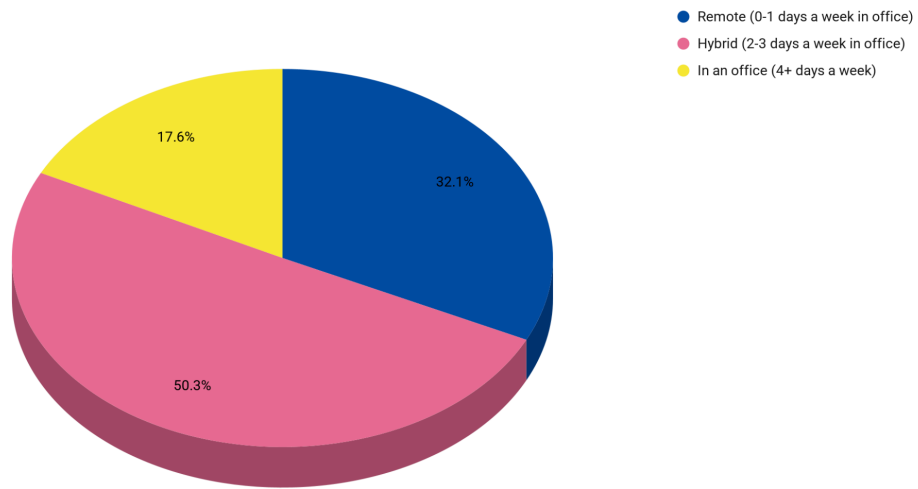


Avg Deal Size (\$) vs SDR:AE Ratio



Work Environment

Where do you work?



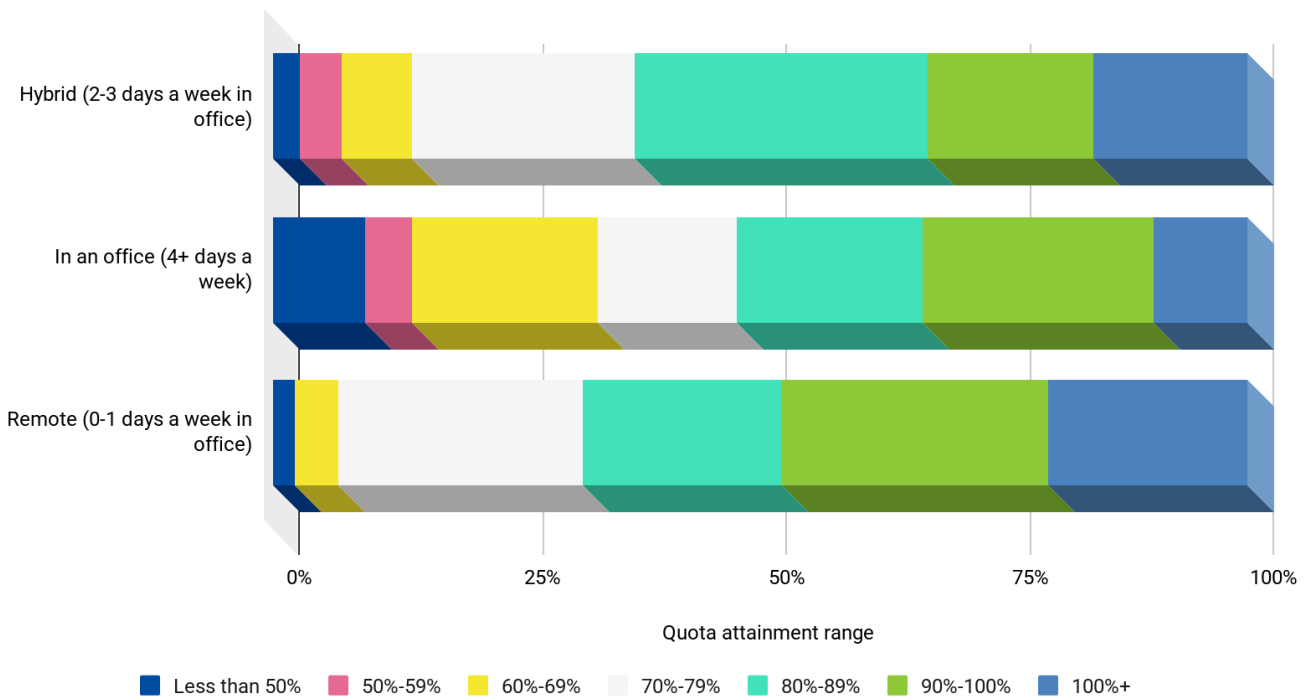
💡 Is RTO right for you?: Changing Work Models

The landscape of SDR work models has shifted dramatically between 2024 and 2025, with a clear trend toward increased office presence. In-office work (4+ days per week) has surged from just 4.8% in 2024 to 17.6% in 2025, while hybrid work (2-3 days per week) remains the dominant model at 50.3%. Simultaneously, fully remote work has grown from 24.8% to 32.1%, suggesting a bifurcation in organizational approaches: some are mandating more office time, while others are doubling down on remote flexibility. This divergence reflects ongoing debate about the optimal work environment for SDR performance, collaboration, and culture-building in a post-pandemic era.

Work Setup effect on ramp time

Ramp Time	Hybrid (2-3 days a week in office)	In an office (4+ days a week)	Remote (0-1 days a week in office)
2-4 weeks	4.8%	1.4%	4.1%
1-2 months	12.9%	5.4%	10.9%
2-3 months	25.9%	7.5%	12.2%
3+ months	6.8%	1.4%	6.8%

Work model effect on quota attainment



💡 Performance Impact: Does return to office work?

What this is showing is that working fully in the office 5 days a week is actually showing a negative impact on performance, with reps sitting under 59% of attainment. This is interesting to see when there is this more drive to have a more return-to-office policy.

Ramping & Retention



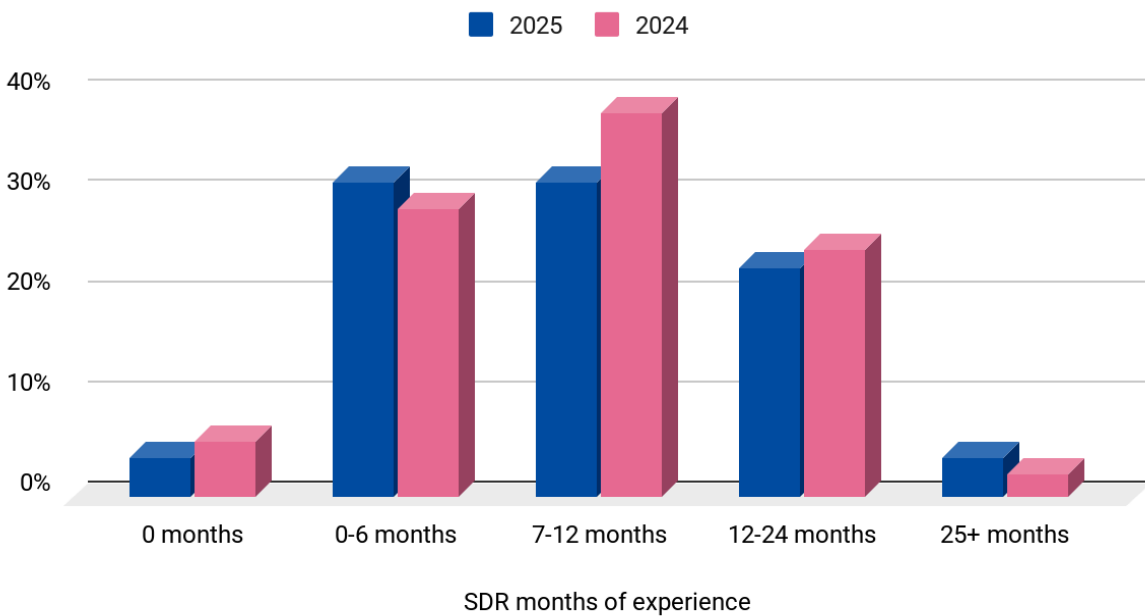
SDR Leaders of EMEA

RAMPING & RETENTION

Hiring Standards

Professional Experience Required:

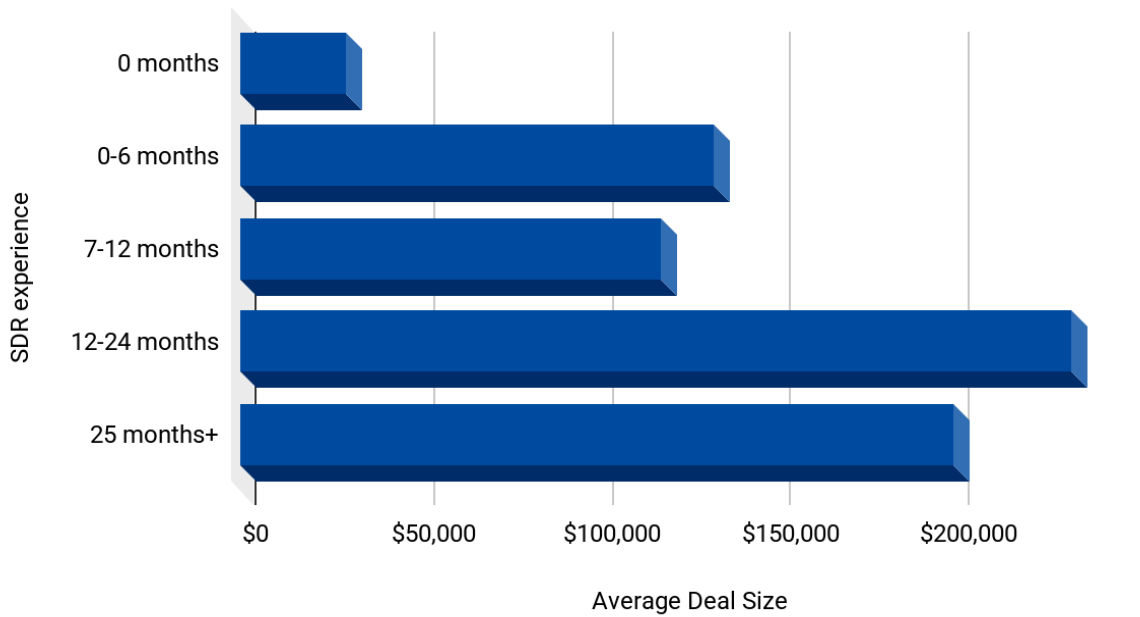
Experience required at hiring: 2024 vs 2025



💡 Hiring Profile Change: Experience Requirements Shift Toward Mid-Level Talent

Between 2024 and 2025, hiring preferences have shifted noticeably toward candidates with 0-6 months and 12-24 months of experience, while the demand for 7-12 months of experience has decreased from nearly 40% to around 32%. This suggests organisations are increasingly polarising their hiring strategies: Either bringing in junior talent to train and develop internally, or investing in more experienced SDRs who can ramp faster and deliver immediate impact.

SDR experience vs average deal size



💡 The Experience Premium: More Experienced SDRs Drive Significantly Larger Deals

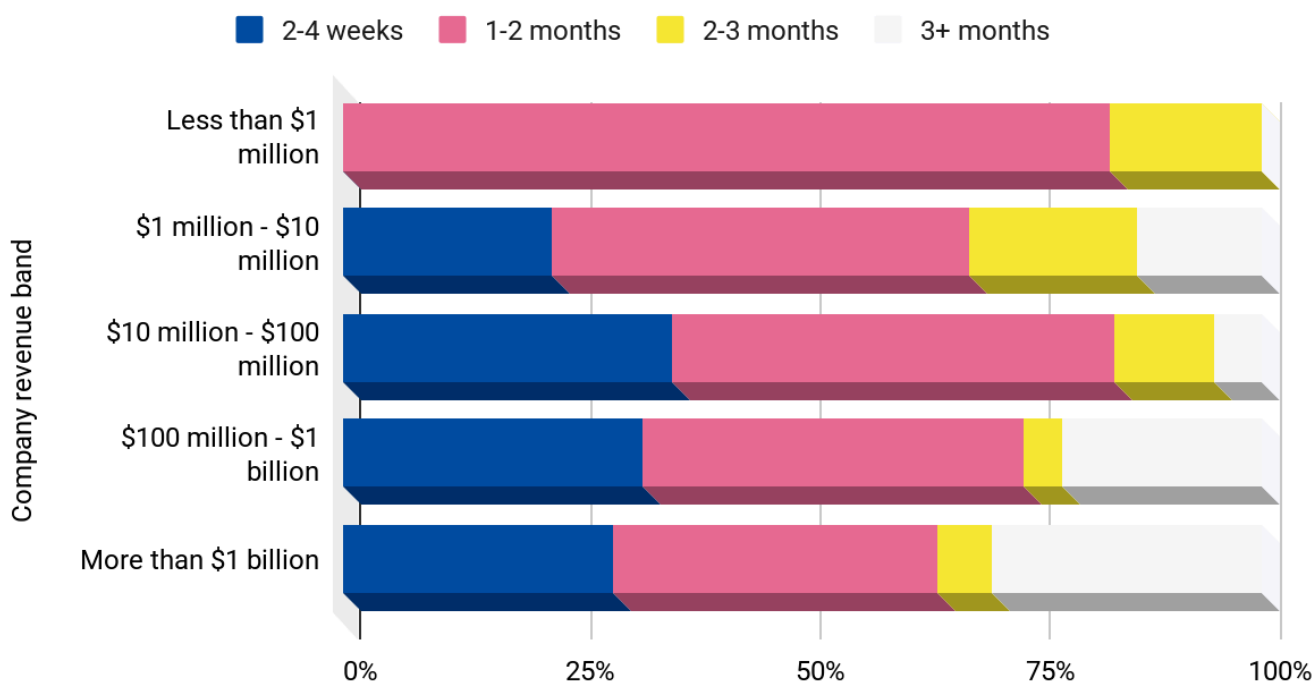
SDR experience level at hire has a direct and substantial impact on average deal size. SDRs with 12-24 months of prior experience generate deals averaging between \$200,000-\$250,000, more than double the \$120,000 average produced by those with 0-6 months of experience.

One reason for this could be that more strategic companies with larger deal sizes hire more experienced SDRs or are more successful in retaining them for longer tenures.

This potentially reinforces the ROI case for hiring experienced SDRs: while they command higher salaries, their ability to engage senior buyers, navigate complex sales cycles, and qualify higher-value opportunities delivers materially stronger pipeline contribution and revenue impact.

Ramping Success

Ramp time by company revenue band



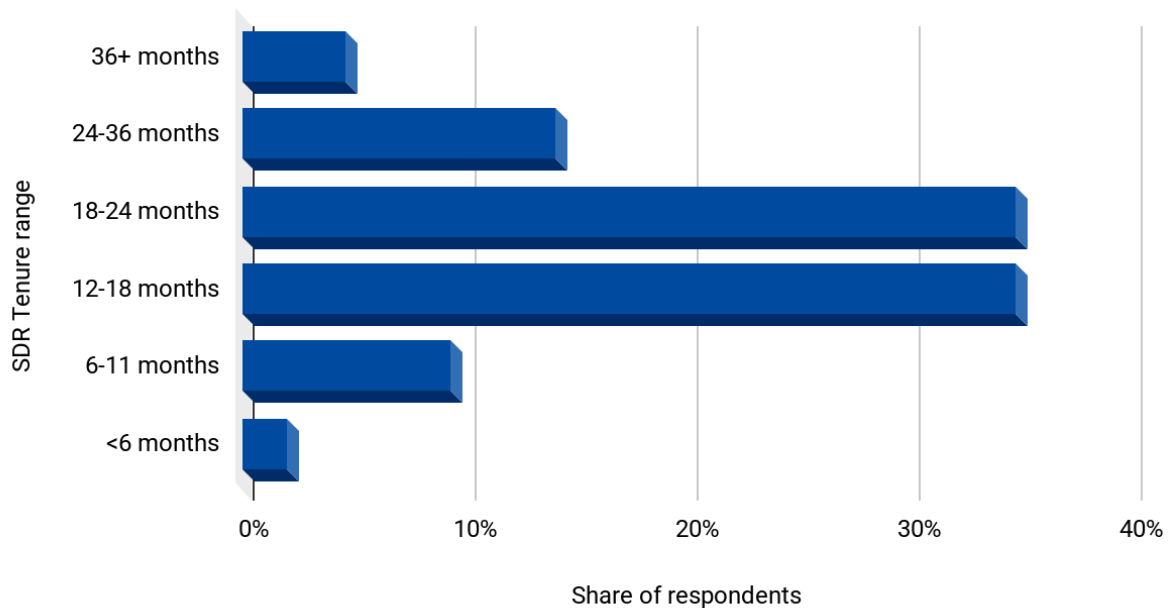
💡 Ramp Time by Company Size: No Clear Advantage at Scale

Contrary to what might be expected, larger organisations do not consistently ramp SDRs faster than smaller ones. While companies with revenue over \$1 billion show a notable proportion of SDRs ramping within 2-4 weeks and 1-2 months, they also have the largest share of SDRs taking 3 months or more to ramp, suggesting significant variability in their onboarding effectiveness. Smaller companies (<\$1 million) skew heavily toward more extended ramp periods of 2-3+ months, likely reflecting limited resources and less formal enablement. Mid-sized organisations (\$10M-\$100M) appear to strike a more consistent balance, with the majority ramping within 1-3 months. This suggests that ramp speed is driven less by company size and more by the quality of onboarding programs, enablement resources, and leadership focus: factors that don't automatically scale with revenue.

Tenure & Retention

Average SDR Tenure:

Average SDR tenure in 2025



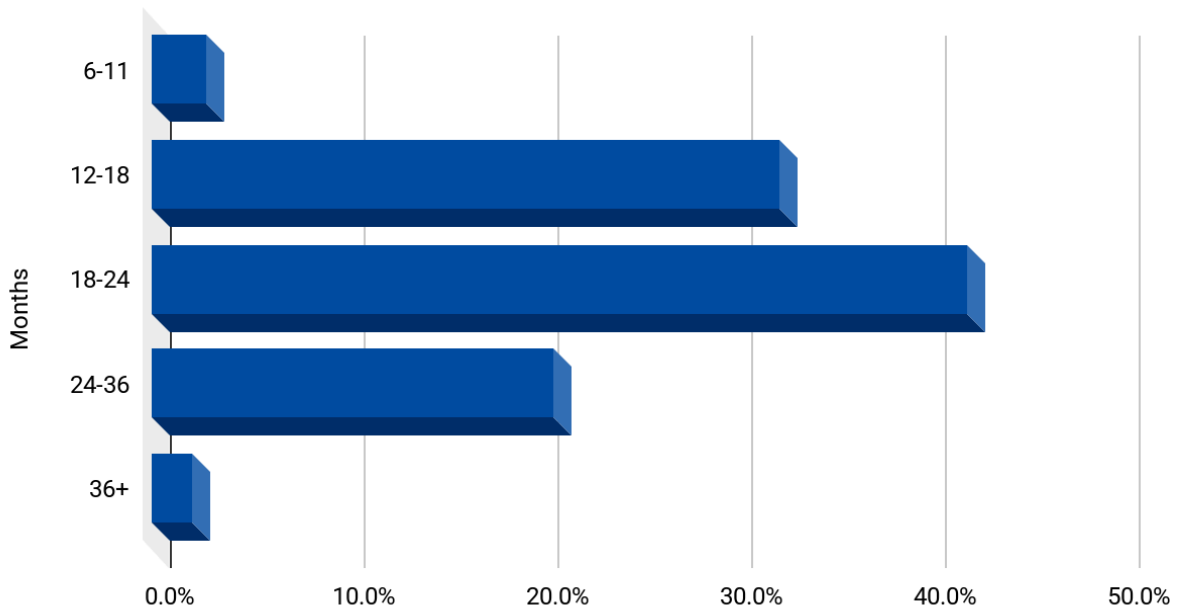
💡 Stickier SDR: SDR Tenure increasing

Average SDR tenure has improved notably between 2024 and 2025, signalling stronger retention across EMEA organisations. In 2024, the majority of SDRs (approximately 35%) stayed for 12-18 months, with another 32% remaining for 18-24 months. By 2025, we see a significant shift: the 12-18 month and 18-24 month cohorts now represent approximately 35% and 37% respectively, indicating that more SDRs are reaching and surpassing the 18-month mark. Additionally, the 24-36 month tenure band has grown from roughly 19% to 20%, while the shortest tenure bracket (<6 months) has decreased from about 2% to just 1%. This evolution suggests that EMEA organisations are becoming more effective at onboarding, engaging, and retaining SDR talent, with fewer early departures and more professionals building sustainable careers in sales development roles.

Career Progression

Promotion from SDR to the next step in the companies' career ladder:

Average time to promotion



GTM Engineers

New Role Emergence: The Rise of GTM Engineers

What was virtually nonexistent in early 2024 has become one of the fastest-growing roles in go-to-market organisations, with 13.7% of EMEA companies now employing dedicated GTM Engineers.

This specialized position bridges engineering, automation, and revenue operations, helping organizations navigate increasingly complex tech stacks and maximize AI-driven sales development tools.

The SDR Leadership Connection: A Critical Partnership

For SDR leaders, GTM Engineers represent a strategic force multiplier that's reshaping how teams operate. Rather than spending hours troubleshooting integrations, building manual workflows, or trying to extract insights from fragmented data systems, SDR leaders with GTM engineering support can focus on what they do best: coaching their teams, refining strategy, and driving revenue impact.

GTM Engineers translate operational needs into technical solutions: implementing the AI tools for account prioritization, automating administrative tasks, and creating the data infrastructure that enables smarter decision-making.

As one respondent noted, "Having a GTM Engineer has been like adding rocket fuel to our SDR operations. We're finally able to execute on the strategic vision without getting bogged down in technical debt."

Career Path Evolution

GTM Engineering also represents an emerging career path for analytical, tech-savvy SDRs who want to stay in the revenue organisation but move toward a more technical, operational role. It's another answer to the career progression question beyond the traditional AE path.

Metrics & Quota Performance

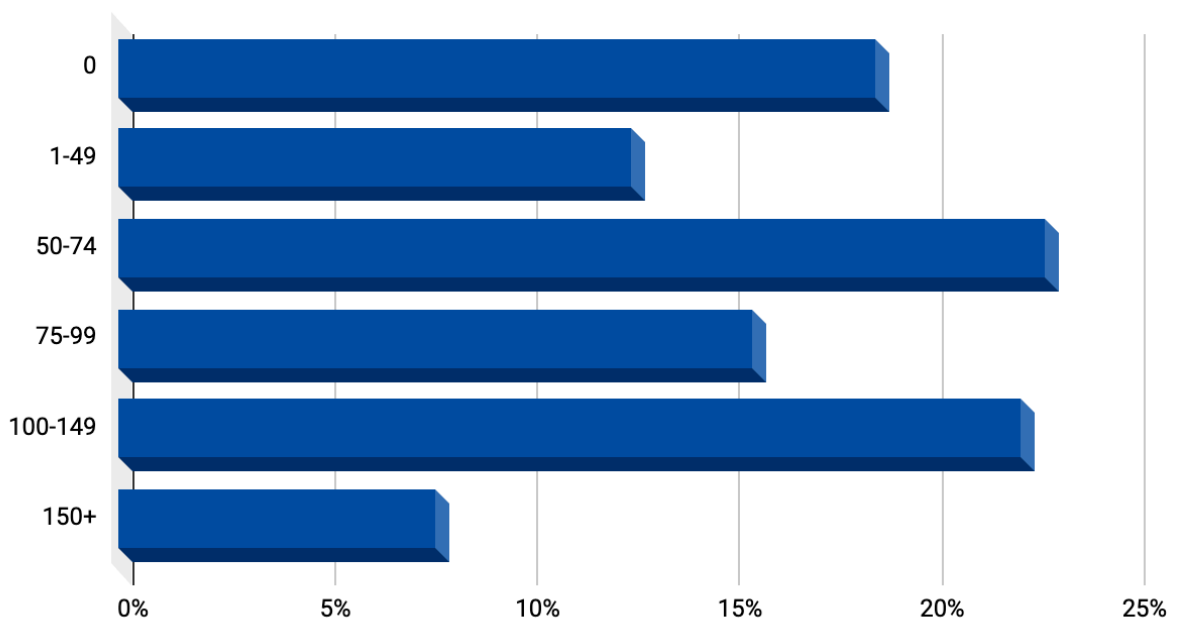


METRICS & QUOTA PERFORMANCE

Activity Metrics

Expected Daily Activities:

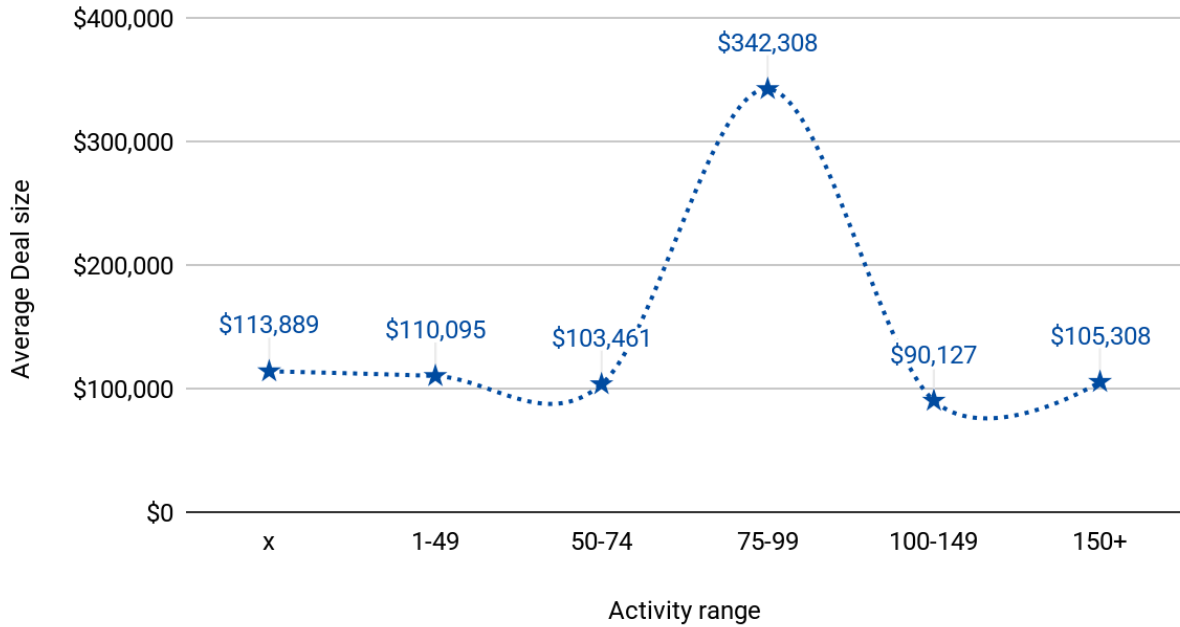
Daily SDR activity range



Does Activity Matter?: Activity Metrics for SDRs Vary

What was interesting within this was seeing actually, how leaders are not giving their SDRs a set amount of activities that they should be trying to engage per day. This might be because of the very technical persona they're going after and the need for greater research, but it'd be very interesting to dig deeper and do further studies as to why there was 18% of respondents saying that they do not ask their BDRs to have a target around their activity.

Activity paradox - more isn't better



💡 Average Deal Size/ Activity Sweet Spot: Where is it?


This number of 75-99 activities per day equated to an average deal size of \$342,000 might seem like an aberration. This was based on the 20% of respondents who entered information shared this. We will continue to dig into this stat to post Survey to provide more context.

Productivity vs Quota Attainment Matrix

Number of activities per day	Quota attainment						
	Less than 50%	50%-59%	60%-69%	70%-79%	80%-89%	90%-100%	100%+
1-49	1.5%	0.7%	0.7%	5.1%	3.7%	2.2%	1.5%
50-74	1.5%	0.7%	2.9%	7.4%	2.9%	9.6%	2.9%
75-99	0.0%	0.7%	0.7%	2.9%	6.6%	2.9%	5.1%
100-149	0.7%	0.0%	2.9%	5.1%	7.4%	6.6%	5.1%
150+	0.0%	0.7%	0.7%	1.5%	4.4%	0.7%	1.5%

The Activity Paradox: More Isn't Better - Quality Trumps Quantity

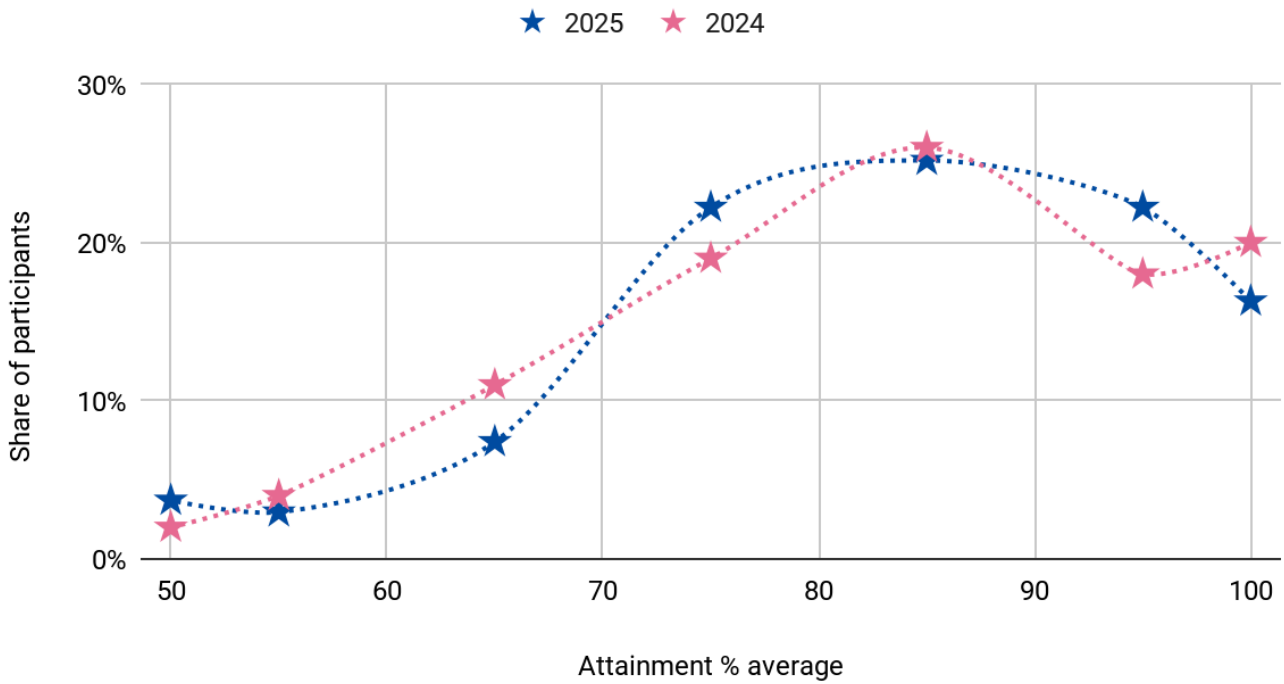
One of the most striking findings from the 2025 survey challenges conventional SDR wisdom: more activity does not necessarily equate to better results. Average deal size peaks dramatically at 75-99 activities per day, while SDRs completing 100-149 activities see deal sizes plummet to less than a third of the optimal range. The Productivity vs Quota Attainment Matrix reinforces this pattern: the highest-performing SDRs cluster in the 50-99 activity range with 70-89% quota attainment, while those grinding out 150+ activities show no performance advantage. This inverse relationship suggests that hyper-activity leads to lower-quality outreach, poor targeting, and rushed discovery, ultimately damaging conversion rates and deal value.

 **The strategic takeaway is clear:** SDR leaders should shift focus from activity volume to quality metrics such as meeting conversion rates, pipeline created per activity, and deal size, rewarding thoughtful, research-driven outreach over sheer output.

Quota Achievement

SDR Team Quota Attainment (Last 12 Months):

SDR team quota attainment

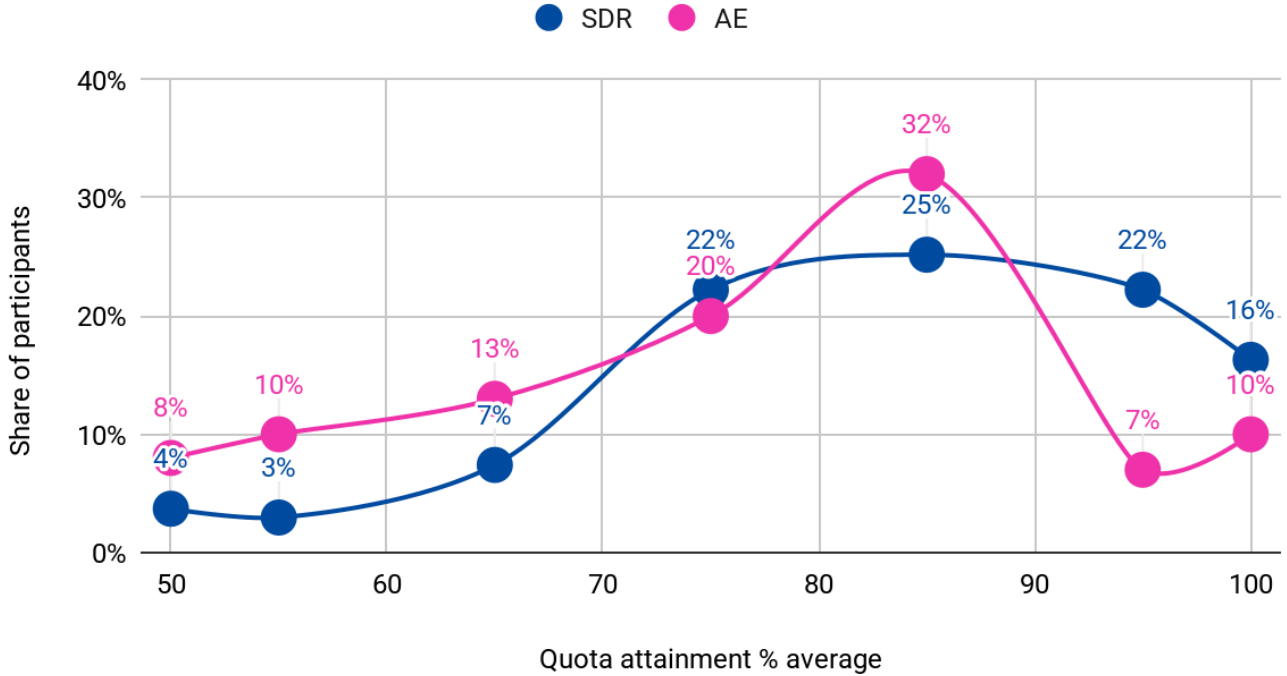


💡 Quota Achievement: Performance Distribution Remains Stable Year-Over-Year

SDR team quota attainment in 2025 closely mirrors that of 2024, with the majority of teams clustering in the 70-90% attainment range. The peak has shifted slightly from 80-89% in 2024 to a broader 80-90% band in 2025, while the share of teams hitting 100%+ quota has declined marginally from approximately 20% to 17%. This stable distribution suggests that quota-setting practices and market conditions have remained relatively consistent, with most organisations achieving solid but not exceptional performance levels.

Sales Team Quota Attainment (Last 12 Months):

SDR and AE quota attainment in 2025

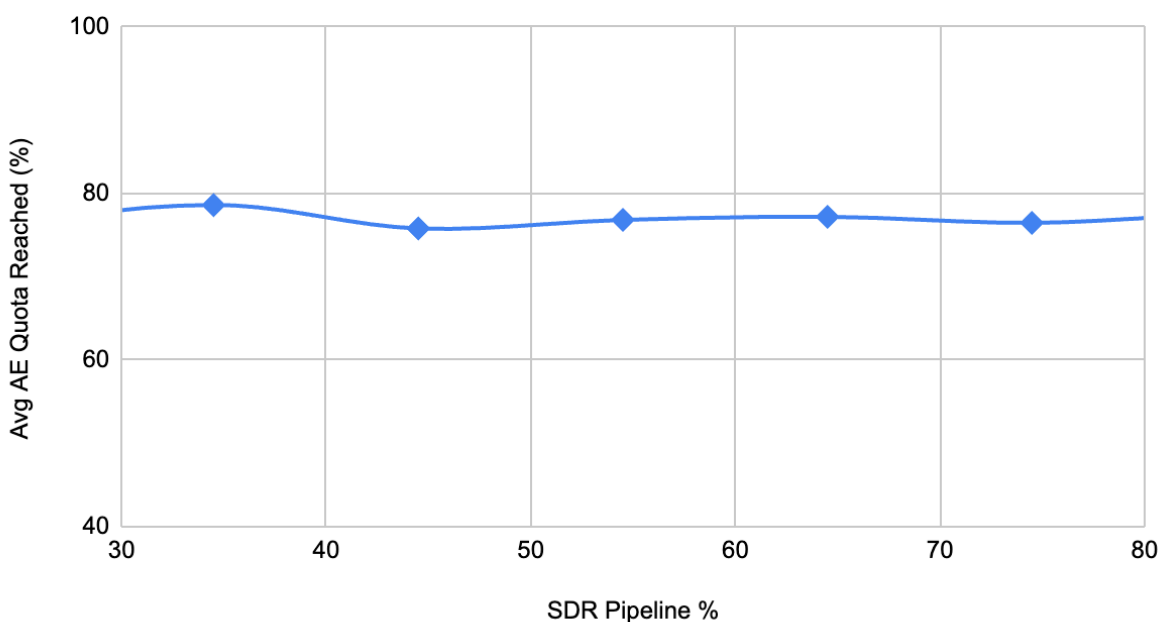


💡 The SDR-AE Performance Gap: AEs Peak Earlier, SDRs Show More Consistency

While SDR and AE quota attainment patterns track similarly through the 70-80% range, they diverge notably at higher performance levels. AE attainment peaks sharply at 80-89% (32% of teams), then drops off significantly at 90%+ and 100%, suggesting sales quotas may be set more aggressively. In contrast, SDR attainment maintains a stronger distribution in the 90-100%+ bands (22% and 17% respectively), indicating more achievable quota structures. This suggests SDR quotas may be better calibrated to realistic performance expectations, while AE quotas remain stretch targets that fewer teams consistently exceed.

Pipeline Contribution

SDR-Sourced Pipeline vs AE Quota Attainment



💡 **The Pipeline Paradox: SDR Contribution Volume Shows No Clear Impact on AE Quota Attainment**

One of the most striking findings from the 2025 survey reveals a neutral correlation between the percentage of pipeline sourced by SDRs and AE quota attainment. Whether SDR teams contribute 30% or 80% of the total pipeline, AE teams reach remarkably similar quota levels, suggesting that AE success is not materially driven by SDR-sourced pipeline volume alone. Several factors may explain this equilibrium: first, pipeline quality appears to matter more than source; both SDR- and AE-sourced deals may convert at similar rates, making the mix less consequential. Second, systemic performance factors such as deal quality, pricing, territory design, and sales enablement likely play a larger role in determining AE outcomes than SDR contribution levels. Finally, a balancing effect may be at play: in organisations with high SDR contribution, AEs prospect less; in those with lower SDR involvement, AEs compensate by self-sourcing more opportunities, resulting in comparable attainment regardless of the SDR pipeline share.

💡 **The strategic takeaway is clear:** increasing SDR pipeline contribution alone does not raise AE quota attainment. Leaders should shift focus from the volume of SDR-sourced pipeline to the quality and conversion rates of those opportunities, ensuring that every meeting booked drives measurable revenue impact.

Compensation & Benefits



SDR Leaders of EMEA

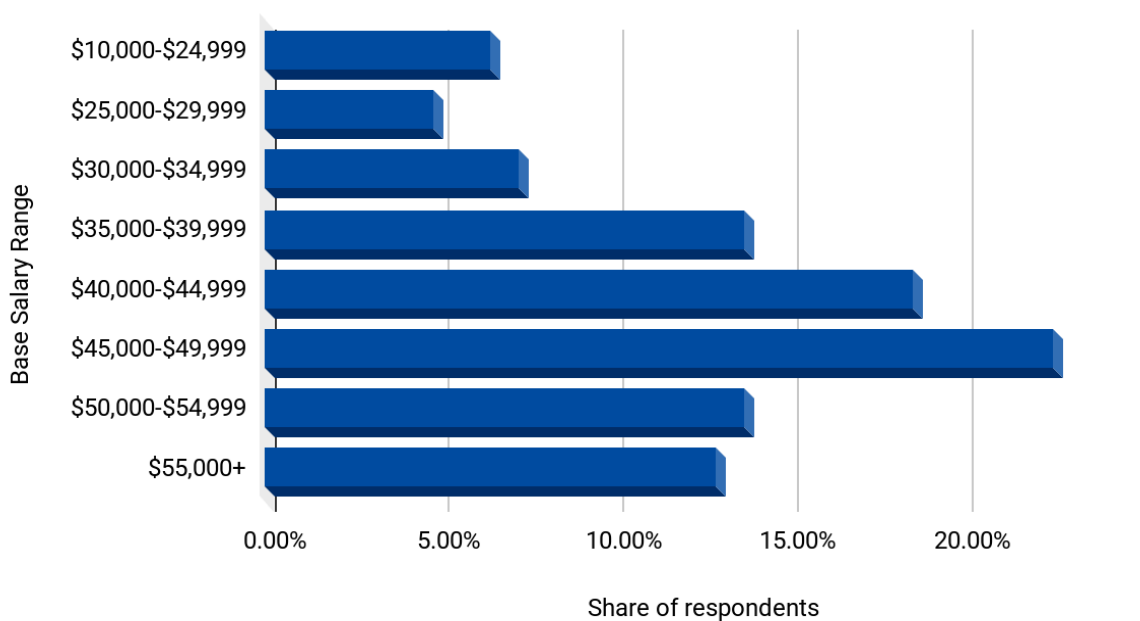
COMPENSATION & BENEFITS

Base Salary by Geography

Average SDR Base and OTE Salaries Across EMEA:

Country	Avg Base EUR 2025	Avg OTE EUR 2025
Netherlands	€43,716	€56,616
Ireland	€41,710	€54,729
Germany	€41,208	€54,645
Denmark	€40,850	€51,277
Sweden	€39,416	€45,472
United Kingdom	€38,080	€50,651
France	€35,628	€47,238
Spain	€33,540	€43,774
Israel	€32,557	€42,109
Finland	€30,100	€37,732
Romania	€27,950	€41,924
Estonia	€23,650	€30,744
Hungary	€23,650	€30,744
Ukraine	€19,350	€23,972

Base Salary Range exc commissions



Compensation Structure

70/30 Remains the Standard

The 70/30 base-to-variable split continues to dominate SDR compensation across EMEA, with 51% of organisations adopting this structure - making it the most common approach by far. The 60/40 split follows at 26%, indicating a clear preference for compensation models that provide stability through a higher base salary while maintaining meaningful performance incentives.

Compensation Plan Complexity

Compensation Plan Complexity: Two-Element Plans Dominate EMEA

Simplicity remains the winning formula in EMEA SDR compensation design. Two-element compensation plans continue to be the most common structure across the region, striking an optimal balance between clarity and motivation. This approach, typically combining a primary quota metric with one additional performance component, keeps plans straightforward enough for SDRs to understand and track, while providing sufficient flexibility to reward well-rounded performance without overwhelming complexity.

Technology & AI adoption

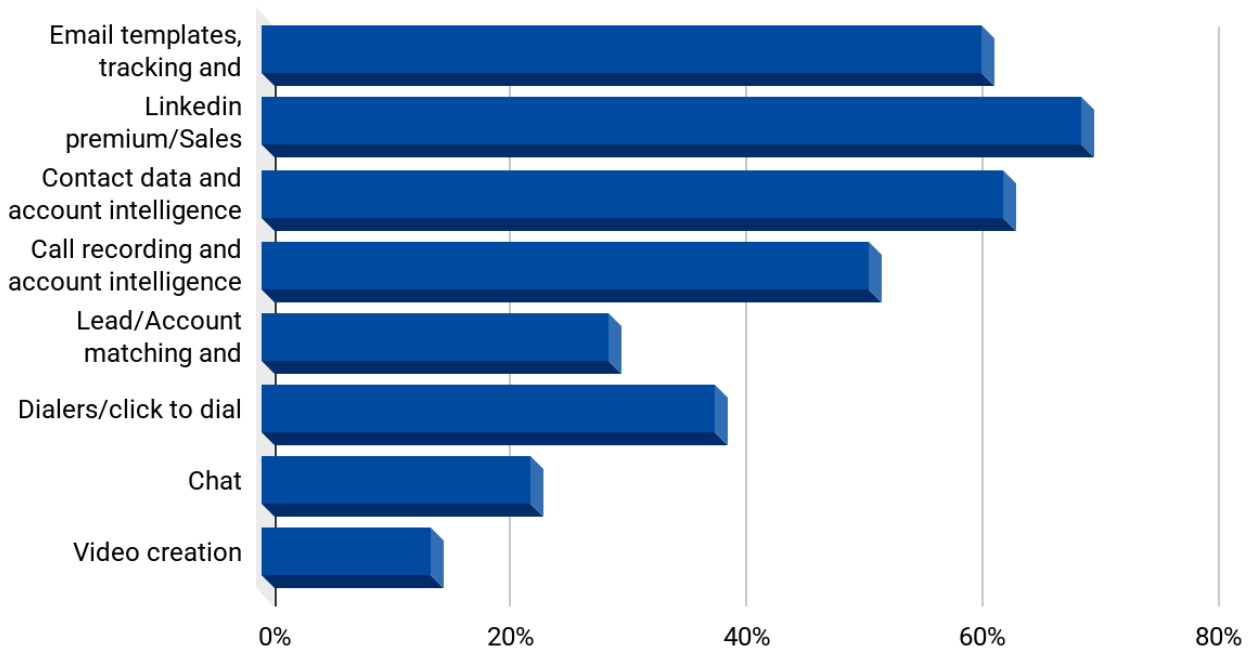


TECHNOLOGY & AI ADOPTION

Most Common Tools

Top SDR Tools by Category:

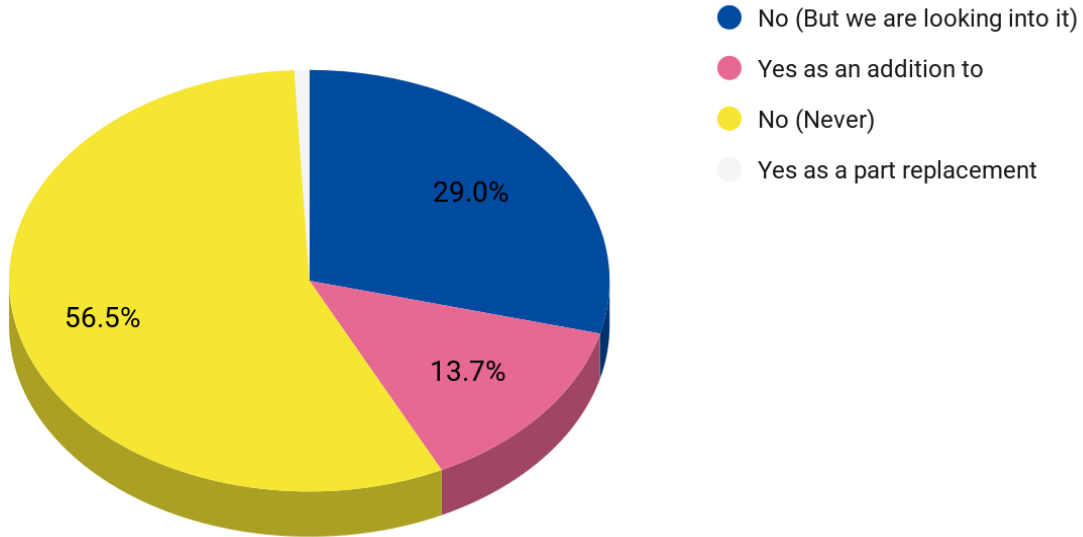
Top SDR Tools by Category



AI Adoption - The Big Story

Current AI SDR Usage:

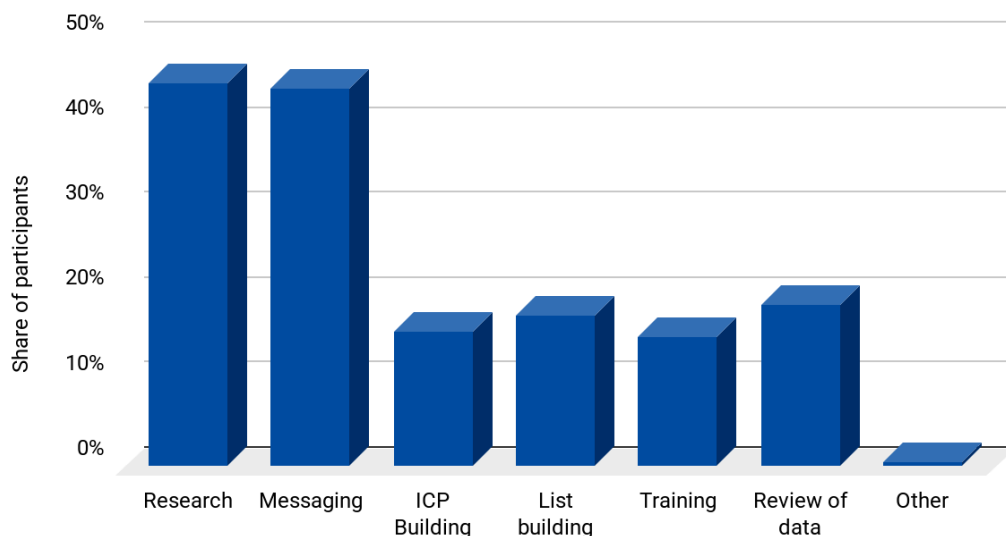
Do you currently use AI SDR's?



💡 AI Adoption - The Big Story: A Dramatic Shift in Just One Year

AI SDR adoption has exploded across EMEA between 2024 and 2025, marking one of the most significant shifts in sales development technology. In 2024, only 8.8% of organisations were using AI SDRs. By 2025, that landscape has transformed dramatically: 13.7% now use AI SDRs as an addition to their human teams, while another 29% are actively exploring implementation. Notably, the hard "No (Never)" stance has dropped from 91.2% to just 56.5%, signalling a fundamental change in attitude toward AI-powered sales development. This rapid evolution suggests that AI SDRs have moved from experimental novelty to serious consideration, with nearly half of EMEA organisations either deploying or evaluating these tools as part of their go-to-market strategy.

How do you utilise AI tools?



💡 **The AI Performance Paradox: No Clear Impact on Quota Attainment**

Despite the rapid adoption of AI tools across EMEA sales development teams, the data reveals a surprising finding: there is no meaningful correlation between AI usage and SDR quota attainment. SDRs leveraging AI tools perform at roughly the same levels as those who do not, suggesting that access to AI alone does not translate into measurable performance gains.

Several factors may explain this neutral correlation. First, AI adoption does not equal effective usage: many SDRs may have access to tools but lack the training or workflows to deploy them strategically. Second, other performance drivers such as tenure, territory quality, enablement programs, and lead quality likely play a more significant role in determining quota attainment than AI tool usage. Third, if AI tools are widely available across teams, any performance advantages may be neutralised, creating a leveling effect.

Finally, the technology itself may still be maturing, with organisations still learning how to integrate AI meaningfully into SDR workflows.

💡 **The strategic takeaway:** AI is not a silver bullet. Leaders should focus less on simply deploying AI tools and more on training SDRs to use them effectively, pairing AI adoption with strong enablement, clear use cases, and continuous optimization to unlock performance improvements.

SDR Leadership



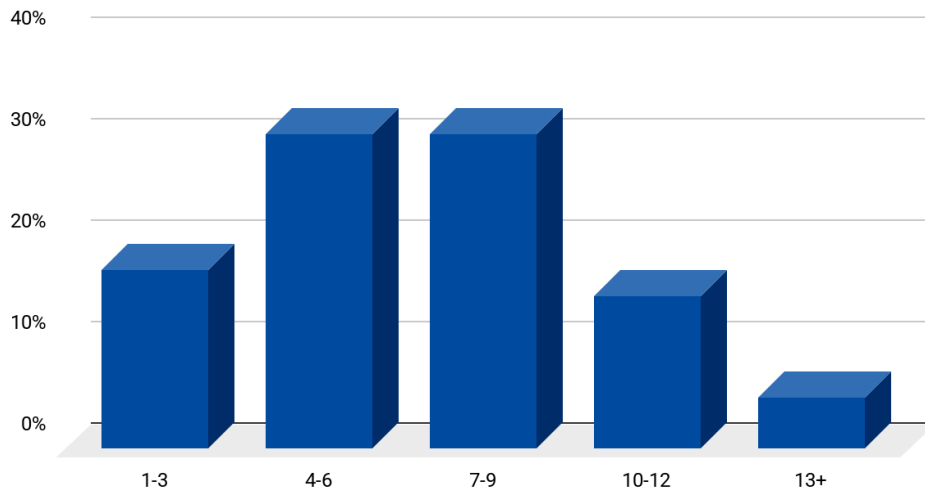
SDR Leaders of EMEA

SDR LEADERSHIP

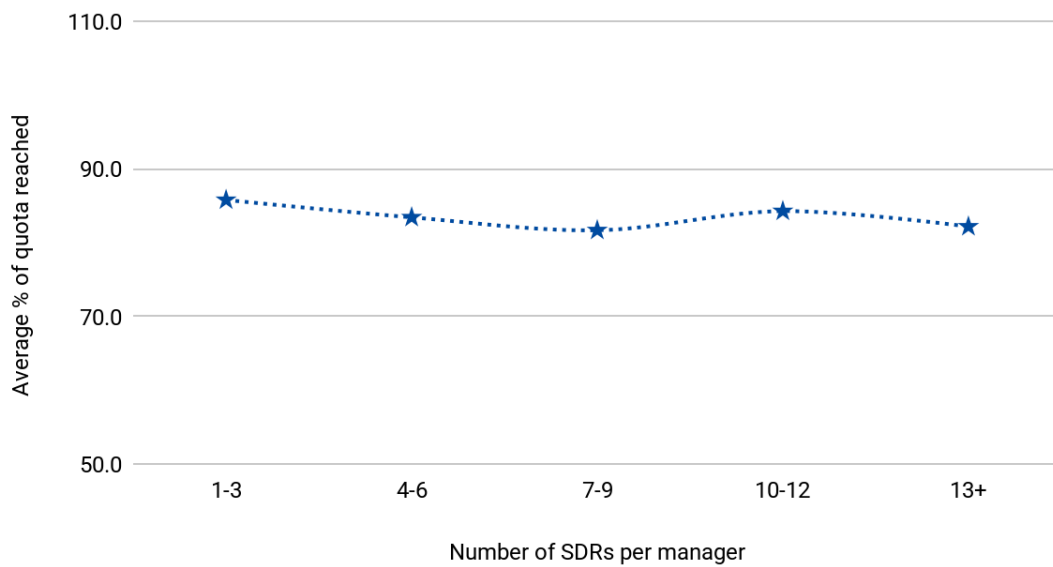
Leadership Ratios


SDR to Manager Ratio:

Number of SDRs per manager



Average quota reached vs Number of SDRs per manager



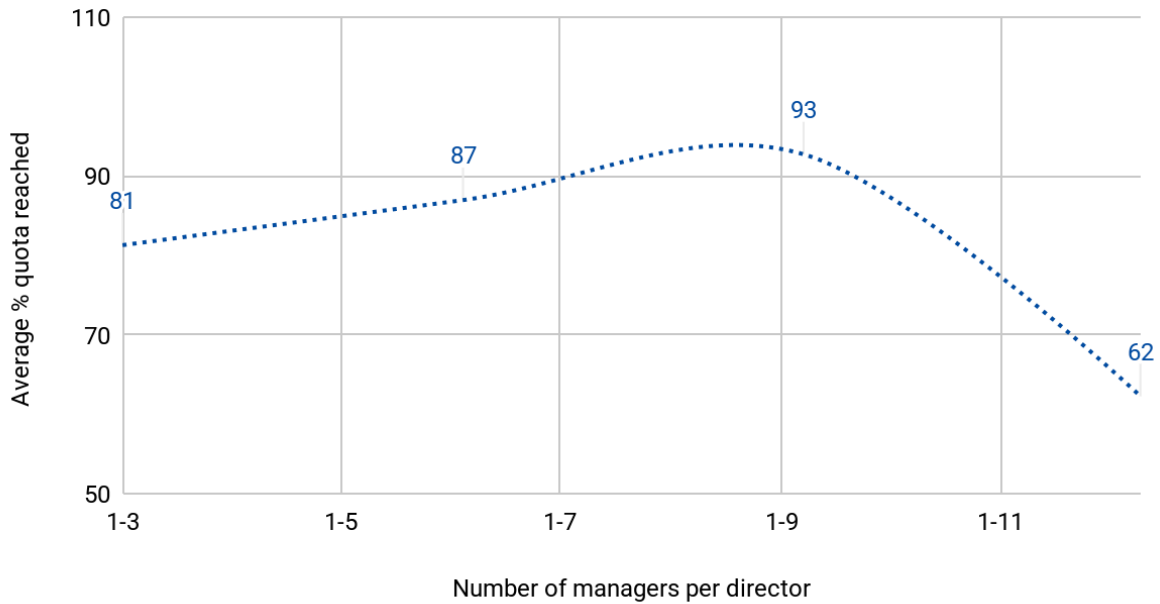
 **Is 7 to 1 Ratio still golden?: Lack of performance drop**

Contrary to conventional wisdom, the data reveal that SDR quota attainment remains remarkably consistent across a wide range of manager-to-SDR ratios whether a manager oversees 4-6 SDRs or 10-12, average quota attainment hovers between 80-87%, with no dramatic performance drop-off.

This suggests that span of control is less of a constraint than previously assumed, and that managers can effectively support larger teams without compromising results, provided they have the right enablement, systems, and coaching frameworks in place.

Manager to Director Ratio:

Average quota reached vs number of managers per director



💡 Manager-to-Director Ratio: The 9 to 1 Sweet Spot

The data reveals a clear performance peak in the manager-to-director span of control, with average quota attainment reaching 93% when directors oversee up to 9 managers. Performance climbs steadily from 81% at the 1:1 Director to 3 Manager ratio to 87% at 1-5, and peaks at 1-9 before dropping sharply to 62% when 1 director manages 11 managers. This suggests an optimal range exists where directors can provide meaningful coaching, strategic oversight, and support without becoming overstretched. Beyond the 1-9 threshold, the steep performance decline indicates that directors managing larger teams struggle to maintain effectiveness, likely due to reduced face-time, diluted coaching quality, and operational overload.

💡 The strategic takeaway: Organisations should target a 7-9 manager to 1 Director ratio to maximise SDR team performance, ensuring directors have sufficient bandwidth to develop their managers while maintaining accountability and driving results.

Leadership Titles & Compensation

SDR Leadership Compensation: Clear Progression Across EMEA

SDR leadership compensation in EMEA shows a consistent progression across seniority levels, with average OTE ranging from \$104,166 (€89,583 / £79,166) for Team Leads to \$187,500 (€161,250 / £142,500) for Senior Directors.

The compensation heatmap reveals that most Team Leads and Managers cluster in the \$50,000-\$149,999 bands, while Directors and Senior Directors predominantly fall into the \$150,000-\$249,999 range, reflecting the increasing scope and strategic responsibility at each level.

This structured compensation ladder provides clear financial incentives for career progression within SDR leadership, helping organisations attract and retain talent while offering transparent earning potential for professionals looking to advance in sales development management.

Title	Median OTE (\$)	Median OTE (€)	Median OTE (£)
Team Lead	\$112,500	€96,750	£85,500
Manager	\$112,500	€96,750	£85,500
Senior Manager	\$162,500	€139,750	£123,500
Director	\$162,500	€139,750	£123,500
Senior Director	\$187,500	€161,250	£142,500

Title	Average OTE (\$)	Average OTE (€)	Average OTE (£)
Team Lead	\$104,166	€89,583	£79,166
Manager	\$111,805	€96,152	£84,972
Senior Manager	\$156,034	€134,189	£118,586
Director	\$170,967	€147,032	£129,935
Senior Director	\$187,500	€161,250	£142,500

Conclusion



CONCLUSION

Thank You

Thank you so much for participating and reading our State of EMEA Sales Development Survey for 2025. As you can see, the sales development function in Europe is embracing the technological advances brought about by AI, and we're starting to see an increase in headcount, productivity, and revenue.

My main call-out for all leaders who have taken the time to go through this survey is:

- 1. AI Will Become Table Stakes:** Continue to research, pilot, and implement AI tools that are going to help reduce the administrative burden of your SDR teams.
- 2. The Hybrid Model Solidifies:** No correlation shows being in the office five days a week improves performance. It actually shows the opposite. When considering return to office, consider working two to three days in the office that shows the maximal amount of quota attainment in your teams.
- 3. Experience Commands Premium:** Average deal sizes of more experienced SDRs is proving out a theory that leaders are hiring more senior SDRs who have more than 12 months of experience in roles. If you want to generate pipeline and revenue fast, this is the way to go.
- 4. Quality Metrics Gain Ground:** More activity is proving not to be as effective as quality activity. When considering the number of activities you're asking your teams to do, consider the range you're asking them to achieve.
- 5. Specialisation Increases:** This year, we've started to see the rise and the hiring of more GTM engineers within businesses taking advantage of AI tools that are out there to really optimise processes. I expect that next year we will see another big increase in GTM engineers utilising AI tools to make SDR teams more efficient.

Share this with your peers and share it with your leaders. You now have quantitative and qualitative data points that you can share, showing how organisations are scaling, improving, and paying salaries. Take this back to your senior leaders and show them where the sales development function is going. If you are identifying gaps in your organisation, this is a great tool to use as you plan for 2026 to help secure the necessary budget, tools, and headcount you need.



About SDR Leaders of EMEA

SDR leaders in EMEA are often alone. Their bosses are in the US. They live on an island where they can't speak to their peers, and they might not have the opportunity to speak with sales or marketing about problems, as they're the ones that are creating them. SDR leaders of EMEA is a place, a refuge for those sales development leaders to get a sanity check, to have a shoulder to cry on, to learn best practices, and to ensure that they are some of the best SDR leaders in the world.

Stay Connected

Join our community:



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Website: www.sdr-leader.com

Next survey: Autumn 2026

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METHODOLOGY APPENDIX

Survey Design

168 SDR leaders across EMEA participated, representing companies from <\$1M to >\$1B in revenue and spanning multiple industries.

Data Validation

Incomplete responses were removed, outliers validated, salary data standardised across currencies, and job titles cross-referenced with company size for consistency.

Statistical Methods

Analysis included cross-tabulation, correlation analysis, median and mean calculations, and year-over-year percentage change tracking.

Limitations

Self-reported data may include estimation bias. Correlation does not imply causation. Sample size varies by question due to optional responses.

Report prepared by: SDR Leaders of EMEA

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Thank you!



SDR Leaders of EMEA