

GERMANY MARKET INSIGHTS | REPORT 2026

# Nearshore engineering teams for German companies

How mid-market companies can build,  
operate and scale integrated engineering  
teams in Portugal

DECISION PAPER FOR TECHNOLOGY AND BUSINESS LEADERS

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# ➤ Add engineering capacity without outsourcing ownership

A decision guide for German mid-market companies considering integrated engineering teams in Portugal.

Germany has the EU's largest ICT workforce. It also has selective hiring pressure, slower mid-market digital investment and continued demand for advanced skills. Nearshoring is therefore not a response to a universal labour shortage (it is a second route to the specific people, seniority and continuity required by a defined roadmap).

Nearshore Portugal, part of DevelopX, is an embedded engineering team partner that helps European companies overcome talent shortages by building and integrating high-performing teams in Portugal. It sources and screens senior professionals, manages employment, payroll and local HR and supports long-term retention while each client selects the people and directs their work within its own tools, processes and culture.

## 2.3m

ICT specialists in  
Germany  
Eurostat, 2025

## 109k

Unfilled roles in an  
employer survey  
Bitkom, 2025

## 30%

SMEs completed digital  
projects  
KfW, 2022-2024

## 1 hour

Working-day difference,  
Germany and mainland  
Portugal

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"Nearshore Portugal" is referred to as NP in this document.

# Inside this paper

Four parts move from the decision itself to how to mobilise, evaluate and scale a team.

| Part                        | Sections                                                                      |
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| 05-07 Design                | Delivery and contracting models · Integrated operation · German organisations |
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## PART ONE

## 01

# Decide

Whether a nearshore engineering team is the right response to a capacity gap, and why Portugal is a credible market for German mid-market companies.

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005

# ➔ A large ICT workforce does not guarantee the right capability at the required time

The evidence supports a selective capacity problem, not a claim that Germany has run out of engineers.

Germany employed about 2.3 million ICT specialists in 2025, 22.2% of the EU total. ICT specialists represented 5.5% of German employment, above the 5.0% EU average. The European Commission still identifies specialist shortages as a constraint, particularly for advanced capabilities.

A 2025 Bitkom survey of 855 German companies estimated 109.000 unfilled IT roles. It found that 85% of respondents perceived an IT skills shortage and 79% expected it to worsen (employer-reported evidence, not a count produced by the public employment service).

The Federal Employment Agency provides a necessary counterpoint. Its 2025 analysis found 157 shortage occupations overall, down from 163 in 2024.

Software development was no longer classified as a shortage occupation, and the agency found no evidence of a general labour shortage.

## OUR JUDGEMENT

Germany does not need generic low-cost staffing. The credible case is selective access to engineering professionals who can join an accountable client team and support a roadmap that local hiring alone may not cover with the required timing or continuity.

# ➤ What the signals mean for a mid-market buyer

| Signal                                   | What it means for a mid-market buyer                                                               |
|------------------------------------------|----------------------------------------------------------------------------------------------------|
| 2.3 million ICT specialists              | Germany offers a deep local market, so nearshoring must complement a credible domestic hiring plan |
| 109.000 employer-survey vacancies        | Perceived pressure remains high, but buyers should test the exact occupation and seniority         |
| No 2025 software shortage classification | Generic developer scarcity is a weak justification for a long-term external structure              |
| 30% of SMEs completed digital projects   | Execution discipline and investment capacity can be as important as talent access                  |
| Advanced technology gaps remain          | Selective platform, data, AI and security needs may justify a broader search                       |

KfW reports that only 30% of German SMEs completed digitalisation projects in 2022-2024, five percentage points fewer than in the previous period. SME digital spending fell to EUR 23.8 billion in 2024. For mid-market buyers, the constraint may be budget, prioritisation or organisational absorption as much as recruitment.

# ➤ The client gains employed engineering professionals, not an outsourced software project

The distinction protects product ownership and makes responsibilities easier to evaluate.

In Nearshore Portugal's model, professionals based in Portugal join the client's organisation. They use the client's tools and processes, take direction from the client's leaders and contribute to work owned by the client. The model can begin with one specialist or expand into a dedicated team, hub or future client-owned operation.

Nearshore Portugal recruits and employs the professionals. We manage Portuguese employment contracts, payroll, HR and retention. We support continuity and the local people experience. We do not take over the client's product strategy, technical direction or accountability for engineering delivery.

# ➤ Who owns what

| Client retains                    | Nearshore Portugal manages              | Shared activity                             |
|-----------------------------------|-----------------------------------------|---------------------------------------------|
| Product and business priorities   | Recruitment and candidate sourcing      | Role definition and team design             |
| Daily work allocation             | Portuguese employment contracts         | Onboarding plan and team integration        |
| Technical direction and standards | Payroll and local people administration | People feedback and continuity planning     |
| Delivery commitments and outcomes | HR support and retention                | Capacity changes and succession needs       |
| Security and risk acceptance      | Local employment administration         | Access readiness and role-specific controls |

## How this differs from common alternatives

- **Local recruitment:** the client hires directly and assumes every employment and people responsibility.
- **ESN or consulting engagement:** the provider may supply expertise for a project or period under a consulting structure.
- **Independent contractor:** the buyer contracts an individual and carries more continuity and classification exposure.
- **Project outsourcing:** the provider accepts responsibility for a defined output, delivery method or service result.
- **Nearshore engineering team:** the people are employed and supported in Portugal while the client directs the work.

# ➤ Fit depends on the work, the time horizon and the client's readiness to lead

A lower location cost does not compensate for unclear ownership or an unstable mission.

Nearshoring is strongest where the capability need will last, the work can be integrated into an existing operating rhythm and the client is ready to interview, onboard and manage the professionals. It is weaker where the request is only a list of technologies or every decision remains trapped with one local expert.

| Strong-fit signal           | Why it helps                                                |
|-----------------------------|-------------------------------------------------------------|
| Durable capacity need       | The team has time to acquire context and improve continuity |
| Clear client manager        | Daily decisions and feedback do not depend on the provider  |
| Defined role outcomes       | Candidate quality can be assessed against real work         |
| Shared tools and access     | Professionals operate inside the client's delivery system   |
| Need for specific seniority | A second EU talent market can widen the search              |
| Multi-year cost pressure    | Location economics can compound across a stable team        |

# ➤ Portugal combines working-day overlap, an EU context and a second engineering talent market

Portugal is a credible base, but team quality still depends on assessment and client approval.

Mainland Portugal is one hour behind Germany. EU clock changes are coordinated, which preserves a long shared working day. Both countries are EU Member States and use the euro. This reduces time-zone, currency and cross-border friction without removing the need for clear contracts, employment analysis and controls.

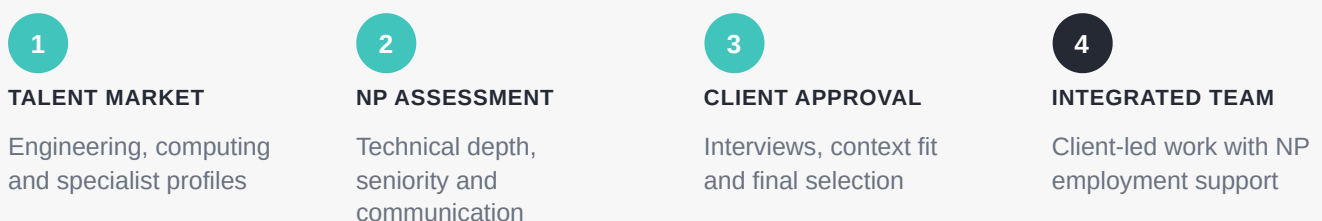


Figure 1. Quality is established through role-specific evidence, assessment and client approval, not location alone.

# What each advantage means and what to validate

The privately produced EF English Proficiency Index 2025 placed Portugal sixth globally, immediately behind Germany, in its very-high proficiency band. Treat this as a country signal only (interview each candidate for the communication required by the role and identify where German is mandatory).

| Portugal advantage        | Buyer value                                | What to validate                                   |
|---------------------------|--------------------------------------------|----------------------------------------------------|
| One-hour difference       | Normal working-day collaboration           | Meeting load, on-call needs and travel cadence     |
| Higher-education pipeline | A continuing source of engineering talent  | Role depth, seniority and technical evidence       |
| EU context                | A common regulatory baseline               | Data roles, access, sector duties and audit rights |
| English proficiency       | A practical international working language | Individual communication in interviews             |
| German-speaking search    | Support for roles where German is material | Availability, level and added market constraint    |
| Cost structure            | Potential for lower fully loaded team cost | Complete fee and buyer-retained effort             |

## PART TWO

## 02

# Procedures

Choosing the engagement model, the operating process and the collaboration habits that make an integrated team work in practice.

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| Delivery and contracting models   | 05 |
| Integrated operation              | 06 |
| Working with German organisations | 07 |

# ➔ Start with control, employment structure and the intended end state

Team size matters, but legal classification and operational reality matter more.

Nearshore Portugal supports models from one specialist to a dedicated operation. In each model, the client should understand who employs the people, who directs the work, which costs are included and what may change later.

| Model                  | Use it when                                                 | Client retains                                         | NP manages                                                 |
|------------------------|-------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------|
| Staff Augmentation     | An existing team needs one or several specific profiles     | Work allocation, technical direction and delivery      | Sourcing, employment, payroll, HR and retention            |
| Dedicated Team         | A roadmap needs stable capacity across several roles        | Priorities, daily management and delivery              | Team design, recruitment and people operations             |
| Direct Hire            | The client is ready to employ people in Portugal            | Employment and every long-term people responsibility   | Market mapping, search and recruitment support             |
| Build-Operate-Transfer | A client-owned Portugal operation is the intended end state | Strategy, investment, daily work and transfer decision | Build, local operations and agreed transfer support        |
| Nearshore Hub          | Several teams need a scalable Portugal base                 | Portfolio, standards, governance and roadmap           | Local recruitment engine, employment and people operations |

# ➤ Selecting the model and structuring a BOT

## How to select the model

- **One specialist need:** use Staff Augmentation when the receiving team and manager already exist.
- **Several interdependent roles:** use a Dedicated Team where continuity across a roadmap matters.
- **Permanent Portuguese presence:** evaluate Direct Hire, Build-Operate-Transfer or a Nearshore Hub.
- **Uncertain first step:** begin with a bounded team hypothesis and a clear route to expand the structure.

## Build-Operate-Transfer in three phases

| Phase    | Nearshore Portugal                                                     | Client                                                       |
|----------|------------------------------------------------------------------------|--------------------------------------------------------------|
| Build    | Maps the market, recruits and employs the approved people              | Defines roles, interviews candidates and prepares leadership |
| Operate  | Runs payroll, HR and retention under the agreed model                  | Directs the work, standards and organisation                 |
| Transfer | Supports the agreed transfer of people, processes and local operations | Accepts employment ownership and the future operating model  |

# ➤ Integration begins before the first candidate is presented

The strongest process connects role definition, technical assessment and people operations to the client's real environment.

The process starts with the work and the receiving organisation. A role title alone is not enough. Nearshore Portugal needs the technical context, seniority, management setup, employment assumptions and access constraints required to search and assess candidates well.

| Stage        | Nearshore Portugal                                   | Client                                              | Output                              |
|--------------|------------------------------------------------------|-----------------------------------------------------|-------------------------------------|
| 1. Discover  | Tests the need and talent-market fit                 | Defines the business need and manager               | Role or team brief                  |
| 2. Search    | Sources profiles across the Portuguese market        | Protects interview time                             | Curated candidate group             |
| 3. Assess    | Screens technical depth, seniority and communication | Runs role-specific interviews                       | Approved candidate decision         |
| 4. Employ    | Manages contract, payroll and local HR setup         | Confirms start, equipment and policies              | Employment-ready professional       |
| 5. Integrate | Supports onboarding and people follow-up             | Provides access, priorities and technical direction | Professional inside the client team |
| 6. Retain    | Manages HR, engagement and continuity                | Provides work feedback and future capacity needs    | Stable team and scaling plan        |

# ➤ Quality gates and what remains true after launch

## Quality has three gates

- **Market gate:** the role, seniority and compensation expectations must be realistic in Portugal.
- **Assessment gate:** technical evidence must match the actual work rather than a generic technology checklist.
- **Client gate:** the client interviews and approves every professional before the employment process is completed.

## What remains true after launch

- **Client leadership:** the client assigns work, sets standards and remains accountable for outcomes.
- **NP people operations:** Nearshore Portugal manages Portuguese employment contracts, payroll, HR and retention.
- **Shared continuity:** both sides surface role changes, performance issues and succession needs early.
- **One delivery environment:** internal and nearshore professionals should use the same work system where controls allow it.

## THE RESULT

An employed professional or team in Portugal working inside the client's organisation with a visible responsibility split.

# ➤ Good collaboration is designed through decisions, documentation and direct access

National stereotypes are a weak operating model. Explicit working agreements are stronger.

German mid-market companies vary widely in hierarchy, documentation, engineering maturity and procurement practice. A distributed team should work from the client's actual norms rather than a simplified idea of German business culture. Portugal ranked sixth globally in the 2025 EF English Proficiency Index, while Germany ranked fourth. Where German communication is material, Nearshore Portugal can run a targeted search (the chosen language pattern should be tested in interviews and reflected in documentation, onboarding and stakeholder access).

| Operating requirement   | Practical design                                                                       |
|-------------------------|----------------------------------------------------------------------------------------|
| Clear decision rights   | Name who recommends, who must be consulted and who makes the final decision            |
| Access to context       | Connect professionals directly to product, architecture, security and business experts |
| Written traceability    | Record material decisions, assumptions and open risks in the client's work system      |
| Management availability | Protect time for feedback, prioritisation and dependency removal                       |
| Procurement alignment   | Translate commercial commitments into realistic operational responsibilities           |

# A lightweight operating cadence

| Operating requirement         | Practical design                                                                        |
|-------------------------------|-----------------------------------------------------------------------------------------|
| Works council and legal input | Involve the relevant internal bodies early where the arrangement or tooling requires it |

| Cadence   | Purpose                                             | Owner                                |
|-----------|-----------------------------------------------------|--------------------------------------|
| Daily     | Surface blockers, dependencies and immediate help   | Client team lead                     |
| Weekly    | Review work, quality, priorities and people signals | Client manager with NP support       |
| Monthly   | Review team health, continuity and capacity needs   | Client sponsor and NP people lead    |
| Quarterly | Review total cost, model fit and future scaling     | Business sponsor, procurement and NP |

## Common integration mistakes

- **Translation through one manager:** it slows decisions and prevents direct context transfer.
- **Separate backlogs:** they create different priorities and weaker accountability.
- **Invisible team changes:** they damage trust and create continuity risk.
- **Meeting-heavy collaboration:** it can hide poor documentation and unresolved ownership.

PART THREE

03

# Justify and control

Building a credible cost case, and making access, data roles and ownership visible before work starts.

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# ➤ The cost-saving case is real only when the comparison includes the full capability

A lower daily or hourly rate can be useful, but it is not the same as a lower total cost.

Eurostat estimated average hourly labour cost across the whole economy at EUR 45.0 in Germany and EUR 19.4 in Portugal in 2025. These values show a structural location gap (they are not engineering salaries, Nearshore Portugal fees or a guaranteed saving).

Germany



Portugal

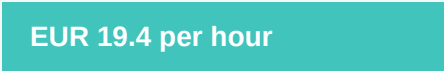


Figure 2. Average hourly labour cost, whole economy, 2025 (Eurostat estimate for enterprises with ten or more employees).

|                       |                                                                |
|-----------------------|----------------------------------------------------------------|
| Total capability cost | Team fee or direct employment cost                             |
| Plus                  | Recruitment, onboarding, leadership, tools, travel, transition |
| Minus                 | Vacancy delay avoided, repeated hiring avoided                 |

# ➔ What the total capability cost actually includes

Nearshoring can reduce cost through lower location-based employment expense, a shorter vacancy period, reduced local recruitment effort and consolidated HR administration. The value increases when a stable team avoids repeated hiring and preserves knowledge. The actual result depends on role seniority, scarcity, equipment, benefits, service fee, travel and client-retained management effort.

| Cost line             | Question to answer                                                       |
|-----------------------|--------------------------------------------------------------------------|
| People                | Which roles, seniority, benefits and working patterns are included?      |
| Employment operations | Are payroll, HR administration and retention support included?           |
| Enablement            | Who funds equipment, licences, workspace and onboarding?                 |
| Client management     | How much product, architecture, security and people time is required?    |
| Continuity            | How are absence, replacement, succession and knowledge transfer handled? |
| Delay                 | What is the value of filling the capability earlier than the local plan? |

## CREDIBLE SAVING CLAIM

State that the model can lower total employment and capacity cost. Do not promise a fixed percentage until the actual team, fee and client-retained effort have been modelled.

# ➔ EU proximity reduces transfer friction but does not replace buyer control

The contract and operating design should make access, data roles and ownership visible before work starts.

Germany and Portugal share the EU data-protection framework. Where Nearshore Portugal processes personal data on the client's behalf, controller and processor roles must be identified correctly and documented. EDPB guidance requires processing instructions, confidentiality, security, subprocessor controls, assistance, deletion or return and audit support to be addressed in the contract.

A team in Portugal does not determine where data is hosted, which cloud provider is used or who can access production (those are separate design choices). The client should define the system boundary, approve identities and environments and keep repositories, credentials and evidence within its control where practical.

| Control area        | What should be agreed                                                             |
|---------------------|-----------------------------------------------------------------------------------|
| Identity and access | Named users, least privilege, strong authentication and rapid access removal      |
| Code and IP         | Client-visible repositories, ownership clauses, review rules and licence controls |
| Data                | Purpose, environment, location, approved providers and deletion or return         |

# ➤ Control areas and sector-specific overlays

| Control area               | What should be agreed                                                         |
|----------------------------|-------------------------------------------------------------------------------|
| Employment confidentiality | Contractual duties, policies and role-specific awareness                      |
| Development controls       | Testing, review, secrets, dependencies, logging and release permissions       |
| Incidents                  | Notification route, evidence, responsibilities and follow-up actions          |
| Continuity                 | Knowledge coverage, documentation, handover and access to client-owned assets |

## German and sector-specific overlays

- **NIS2 and the BSI Act:** the German BSI Act has applied since 6 December 2025 and was amended in March 2026. In-scope entities should map provider access into their governance and reporting design.
- **Fintech and financial services:** DORA has applied since 17 January 2025 and increases attention on ICT risk management, third-party risk and resilience evidence.
- **Manufacturing and connected products:** separate enterprise IT from operational technology. CRA vulnerability and incident reporting starts on 11 September 2026 for manufacturers of products with digital elements.
- **AI and data:** define approved tools, confidential information rules, data provenance, human review and output testing.

### WORKING BASELINE

Use client-controlled identities, repositories and engineering tools where practical. The client retains final risk acceptance and Nearshore Portugal supports the agreed employment and people controls.

# ➤ Start with a business constraint, then define the engineering capability required

A strong first role is defined by the receiving team and the business need, not by a fixed catalogue.

Nearshore Portugal can search for the engineering profiles required by the client. The practical constraint is not a service catalogue (it is whether the Portuguese talent market can provide the required seniority, technical depth, communication and availability at an acceptable cost).

| Capability area            | Illustrative profiles                                        | Client leadership required                             |
|----------------------------|--------------------------------------------------------------|--------------------------------------------------------|
| Product engineering        | Front-end, back-end, full-stack, mobile and architecture     | Product priorities, architecture and release ownership |
| Cloud and platform         | Cloud, DevOps, SRE and platform engineers                    | Platform roadmap, access and operational standards     |
| Data and AI                | Data engineering, analytics, machine learning and governance | Data ownership, use cases, quality and risk decisions  |
| Cybersecurity              | Application, cloud, identity and security operations         | Risk priorities, policy and final acceptance           |
| Infrastructure and support | Systems, network, workplace and support engineering          | Service model, tools and escalation rules              |
| Quality                    | QA, automation, performance and reliability                  | Quality standards, environments and release gates      |

# ➤ Three recurring German buyer patterns

| Capability area           | Illustrative profiles                           | Client leadership required                            |
|---------------------------|-------------------------------------------------|-------------------------------------------------------|
| Experience engineering    | UX, UI, research and design systems             | Customer access, product roadmap and outcome measures |
| Leadership and specialist | Engineering leads, architects and niche experts | Authority, organisational fit and scope               |

- **Fintech:** platform, data, quality and security capacity around controlled digital services, auditability and resilience requirements.
- **Manufacturing:** cloud, integration, data and support roles around connected operations, with explicit IT, OT and plant-access boundaries. Manufacturing-X reinforces the need for secure, sovereign and interoperable data exchange.
- **Scale-ups:** senior product and platform capacity where roadmap demand grows faster than the local organisation can recruit and onboard.

## PART FOUR

## 04

# Mobilise and evaluate

From the first conversation to an operational team, with evidence, a buyer checklist and answers to the most common questions.

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025

# ➤ The first 90 days should create a stable employment and working relationship

Scale follows when the right people are selected, integrated and supported inside the client's organisation.

The journey begins with a role or team hypothesis. Nearshore Portugal tests the market, sources and assesses candidates and supports client interviews. After approval, we complete the employment, payroll and HR setup while the client prepares access, equipment, work and management attention.

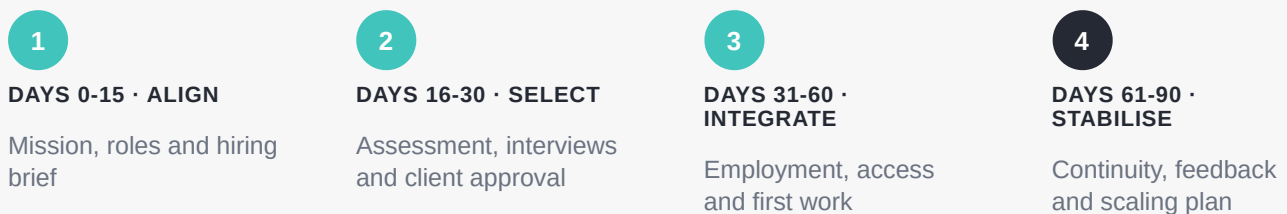


Figure 3. Recommended sequence. Actual timing depends on role scarcity, interviews, notice periods and client access readiness.

# ➤ The 90-day phases and the review that follows

| Phase                  | Nearshore Portugal                                       | Client evidence                                               |
|------------------------|----------------------------------------------------------|---------------------------------------------------------------|
| Days 0-15   Align      | Tests role, market, seniority and employment assumptions | Named manager, role outcomes, budget logic and interview plan |
| Days 16-30   Select    | Sources and assesses the first candidate group           | Timely interviews, documented feedback and approval decision  |
| Days 31-60   Integrate | Completes employment setup and people onboarding         | Equipment, access, priorities and first reviewed work         |
| Days 61-90   Stabilise | Runs HR follow-up, retention support and capacity review | Working cadence, quality feedback and scaling plan            |

## The 90-day review

- **Role fit:** the professional is working at the expected level and scope.
- **Integration:** access, decisions and direct collaboration are functioning.
- **Quality:** work meets the standards defined by the client.
- **People health:** feedback, engagement and employment support are active.
- **Economics:** the full capability cost remains credible against the alternative.

### SCALING PRINCIPLE

Increase capacity deliberately. A larger team should not be used to hide weak prioritisation or unresolved client ownership.

# ➤ Long-term teams show the value of continuity

These examples use our internal engagement records, reviewed in July 2026. The strongest evidence in a nearshore relationship is team continuity as business needs change. We can provide fuller context and reference availability during the sales process.

## 11 FTE

### Global Blue

Infrastructure and support · BOT · 5+ years

## 10 FTE

### müller x net

Multi-stack · Nearshore Hub · 6+ years

## 5 FTE

### Infinitas Learning

.NET and React · Dedicated Team · 6+ years

## 5 FTE

### rb2

Microsoft Stack · B.O.T. · 4 years

## 12 FTE

### EnBW

.NET Core, Vue, React and Azure · 4+ years

## 4 FTE

### OTRS

Perl, Linux, Vue.js · Dedicated Team · 7+ years

| Partnership        | What the engagement demonstrates                               | What to explore with us                                                             |
|--------------------|----------------------------------------------------------------|-------------------------------------------------------------------------------------|
| Global Blue        | A multi-year infrastructure and support team using a BOT model | Team evolution, service scope, governance and transfer path                         |
| Infinitas Learning | A focused engineering team retained across a long roadmap      | Team boundary, continuity and integration                                           |
| EnBW               | A larger multi-profile engineering team in the energy sector   | Capability mix, technical leadership and security boundaries                        |
| müller x net       | A nearshore hub supporting several technologies                | Hub structure, scaling model and knowledge retention                                |
| rb2                | Digital Agency & E-Commerce Development                        | A build-operate-transfer model applied to e-commerce delivery at smaller team scale |
| OTRS               | Software Development                                           | A long-tenured, compact team sustaining a specialized software product              |

# ➤ A credible partner makes assumptions easy to inspect

Use the checklist before price becomes the only visible difference.

## Five red flags

- **CV volume without role understanding:** a large shortlist can hide weak assessment.
- **Unclear employer responsibilities:** the proposal should state who manages contracts, payroll, HR and support.
- **Delivery claims from a talent partner:** do not confuse employment support with client-owned technology delivery.
- **A saving promised before team design:** cost depends on actual roles, fee and retained client effort.
- **Certifications as the main quality proof:** quality still depends on candidate evidence and client controls.

## Three final checks

| Check     | Pass condition                                                       |
|-----------|----------------------------------------------------------------------|
| Need      | The business reason and required capability are clear                |
| Ownership | Product, technical, employment and risk decisions have named owners  |
| Evidence  | Candidate quality and the operating model can be tested before scale |

# ➤ Short answers to the questions German technology and procurement leaders ask most often

The final answer always depends on the role, market conditions and the client's operating environment.

| Question                                              | Short answer                                                                                                                             |
|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Is Nearshore Portugal a software development company? | No. We recruit and employ engineering professionals and manage payroll, HR and retention. The client directs the work and owns delivery. |
| Is nearshoring the same as project outsourcing?       | No. In this model the professionals join the client's organisation rather than accepting a provider-owned project outcome.               |
| Can we begin with one specialist?                     | Yes. Staff Augmentation can address one defined need. The receiving client team and manager must already exist.                          |
| Which profiles can NP search for?                     | Engineering profiles required by the client, subject to an honest market test for seniority, depth, availability and cost.               |
| Do we choose the candidates?                          | Yes. Nearshore Portugal screens candidates and the client interviews and approves every professional.                                    |
| Who employs the professionals?                        | Nearshore Portugal employs them in Portugal under the selected model and manages payroll and local HR.                                   |

# ➤ More questions, and a useful first conversation

| Question                               | Short answer                                                                                                                              |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Can NP find German-speaking engineers? | Yes. We can run a targeted search when German proficiency is material to the role. Availability and cost must be tested.                  |
| How does Portugal support quality?     | Portugal has a broad engineering and computing education pipeline. NP assessment and client approval remain essential.                    |
| Does nearshoring save money?           | It can lower total employment and capacity cost. The actual saving depends on the team, fee, vacancy time and client-retained management. |
| Can the team become ours later?        | Yes, when Direct Hire or Build-Operate-Transfer terms are agreed before the transition.                                                   |
| How do we begin?                       | Start with the capability need, role outcomes, client manager, budget logic and expected first 90 days.                                   |

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# Ready to build your engineering team in Portugal?

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