BUILDING TOMORROW IN ENGINEERING & CONSTRUCTION

Scandinavian Salary Trends & Preferences Report 2026

Responsibility, complexity and life-fit in the candidate market.

Based on our data on senior white-collar Engineering & Construction professionals in Sweden & Norway.

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Foreword

Construction is often described as a traditional industry. But the work itself is changing quickly.

Digital planning tools, BIM, automation, sustainability requirements, infrastructure investment, reconstruction needs, and increasingly complex project environments are changing how engineering work is done — from planning and coordination to delivery.

Still, the most important question is not only which tools are becoming more common now. It is what the market actually rewards — and what senior Engineering & Construction professionals want in return.

This report is a data-driven reality check on the senior white-collar Engineering & Construction market in Sweden and Norway. It looks at salary signals, skill premiums, and candidate preferences from 2025 to understand where value is moving in 2026.

WHAT THE MARKET SAYS VS. WHAT THE DATA CAN PROVE

We started where most market shifts start: with the conversation.

In our daily work, we speak with candidates, employers, and hiring teams across Engineering & Construction. Over the past year, some assumptions have surfaced repeatedly: BIM and digital tools should pay more, infrastructure expertise should be in demand, seniority and leadership should matter, future-facing skills should create scarcity, and candidates should mainly be motivated by salary and stability.

Repeated often enough, market talk starts to harden into assumptions.

But assumptions are not insights. So, we turned the market conversation into hypotheses and tested them against the data. Some held up. Some became more specific. And some did not survive contact with the numbers.

SALARY & SKILLS MEET PERSONAL PREFERENCES

This report explores two sides of the Engineering & Construction value equation.

Part 1 focuses on salary and skills: which competencies create salary leverage, which assumptions hold up in the data, and how the market appears to reward responsibility, scarcity, and project-critical expertise.

Part 2 focuses on candidate preferences — what senior Engineering & Construction professionals in Sweden and Norway prioritize when evaluating real career opportunities.

WHERE HUMAN VALUE MOVES NEXT

The aim of this report is not to repeat what everyone is already saying about digitalization, AI, or the future of construction.

It is to compare the market story with the evidence — and show where the data confirms, challenges, or sharpens the assumptions shaping the Nordic Engineering & Construction talent market.

Executive Summary

KEY FINDINGS

1. Digital tools are essential — but they are not the premium.

BIM, CAD, Revit, AutoCAD, Tekla, SolidWorks, and GIS are central to modern construction work. But in the salary data, they appear closer to baseline than differentiators.

2. Salary value follows responsibility load.

The strongest salary signals are connected to leadership, delivery ownership, and outcome-carrying roles. Seniority matters, but responsibility appears to be a salary separator.

3. Some future-facing skills already pay — but the premium is selective.

Reconstruction, metallurgy, steel structures, data centers, and selected automation-related competence show salary signals. Not every future-facing skill pays.

4. Salary still matters — but candidates are pricing sustainable responsibility.

Salary increase remains important, but compensation preferences are broadening toward pension, wellbeing, bonus models, ownership, and long-term value.

5. Candidates want responsibility that builds value — not just pressure.

Cross-competence, competence sharing, technical specialization, and informal leadership are gaining importance. Development is more than a promotion.

6. Construction flexibility is not remote-first — it is life-fit.

Construction candidates are not primarily asking to work from anywhere. They are placing more value on commute, project location, schedule, autonomy, influence, and whether the setup works in real life.

THE CORE SHIFT:

As construction projects become more complex, value moves toward the people who can carry complexity without only absorbing more pressure.

MARKET PULSE 2026

The Engineering & Construction salary market is not simply rewarding more skills — it is rewarding more relevant responsibility.

The data challenges a common assumption in the industry: that digital construction tools automatically create salary leverage. BIM, CAD, Revit, AutoCAD, Tekla, SolidWorks, and GIS are central to modern construction work — but in the salary data, these tool-based signals do not create premiums. In several cases, they even correlate with lower salary effects.

That does not mean the tools are unimportant — rather, they have become expected. At the same time, candidate preferences show the human side of that shift, increasingly weighing compensation alongside pension, wellbeing, competence growth, autonomy, influence, location, and sustainable responsibility.

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PART 1:

Salary & Skills

WHAT THE MARKET REWARDS

The market conversation around Engineering & Construction is full of assumptions: digital tools, senior titles, infrastructure, sustainability, and automation should all pay a premium.

Some of that is true — but the data tells a more selective story.

The salary and skills section of this report focuses on three Market Insights:

1. Digital tools are essential — but they are not the premium.
2. Responsibility pays more than seniority labels.
3. Some future-facing skills already pay — but the premium is selective.

Together, they show a market where salary value does not follow every skill. It follows the people and competencies closest to responsibility, complexity, and project-critical value.

MARKET INSIGHT 01:

Digital Tools Are Essential — But They Are Not the Premium

BIM, CAD, Revit, AutoCAD, Tekla, SolidWorks, and GIS are central to modern construction work.

But in the salary data, tool-based signals appear closer to baseline expectations than salary differentiators.

Order of Content:

- Key finding
- Country breakdown
- Why this matters now

MARKET INSIGHT 01

Digital Tools Are Essential — But They Are Not The Premium

WHAT THE MARKET ASSUMED

Digital construction tools like BIM, CAD, Revit, AutoCAD, Tekla, SolidWorks & GIS create salary leverage.

WHAT THE DATA SHOWS

BIM-related tools and GIS show negative salary effects — closer to baseline expectations than salary differentiators.

TESTED MARKET ASSUMPTIONS	VERDICT	INTERPRETATION
BIM/Revit is a digital transformation premium	**NOT A PREMIUM**	Tool-based execution appears closer to baseline than salary leverage
Digital tool-stacking creates higher salary value	**NOT A CLEAR PREMIUM**	More tools do not automatically mean higher salary
AutoCAD is an entry or baseline credential	**NEGATIVE EFFECT**	Not supported as a premium
GIS is an infrastructure specialist marker	**NEGATIVE EFFECT**	Does not act as an infrastructure salary marker

THE STRATEGIC TAKEAWAY

Do not position construction value around tools alone.

FOR CANDIDATES, the point is not to remove BIM, CAD, or GIS from your profile — but the stronger move may be to connect technical tools to project impact. Expand on what decisions you influence, what risks you reduce, what systems you coordinate, and what responsibility you carry.

FOR COMPANIES, this means tool requirements should be treated carefully. BIM and CAD fluency may be necessary, but they are not enough to identify the right candidates. The stronger question is what level of responsibility, complexity, and project-critical work the candidate has handled through those

MARKET INSIGHT 01

A CLOSER LOOK AT SWEDEN & NORWAY

Sweden shows a smaller negative effect for the BIM / CAD / 3D tools at **−999 SEK/month,** while Norway shows more than three times the Swedish effect at **-3 737 NOK/month.**

GIS shows a stronger negative effect in Sweden at **−3 139 SEK/month,** almost identical to the Norwegian GIS result at **-3 354 NOK/month.**

The Swedish finding suggests that digital design tools are important but not differentiating enough to create a salary premium.

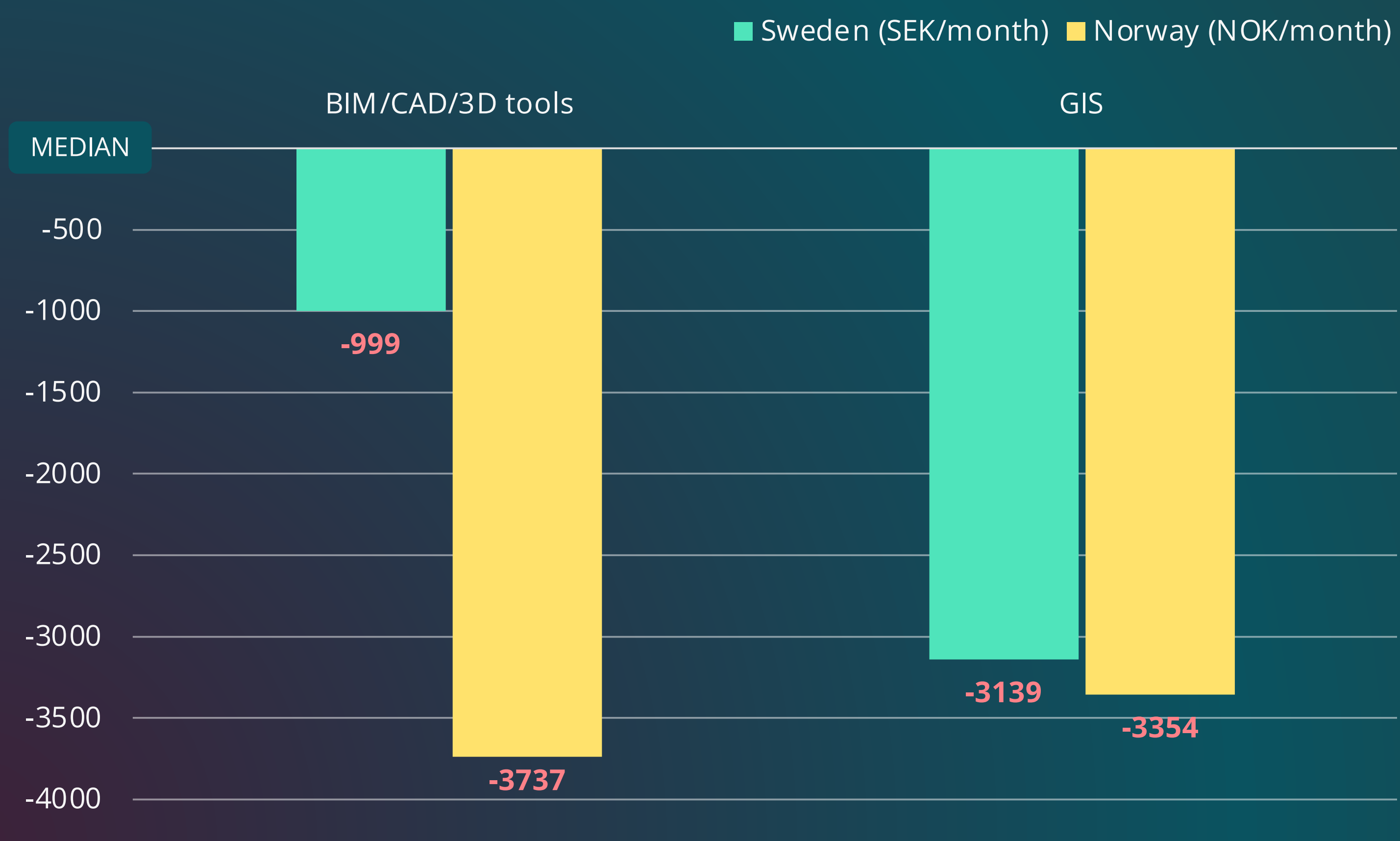
In Norway, the data does not prove that digital construction skills are valued less — but they may be especially widespread in the Norwegian market, making them less useful as salary differentiators.

FOR CANDIDATES, the message is simple: BIM, CAD, Revit, AutoCAD, Tekla and GIS belong in the profile, but they should not carry the whole profile. A stronger salary story should explain what you have done with the tools. Did you coordinate across disciplines, improve design quality, reduce rework, support complex decisions, or help keep a project moving?

FOR EMPLOYERS, this means BIM & CAD should be treated as baseline screening signals rather than proof of high-value competence. Digital fluency and high-value competence are not necessarily the same thing — a candidate may know the tools, but the salary-relevant question is what level of responsibility they can carry through them.

The tool is the starting point — but the responsibility behind it is the differentiator.

SWEDEN & NORWAY — Salary Effects per Skill Area



MARKET INSIGHT 01

WHY THIS MATTERS NOW

Construction has spent years digitalizing. BIM, CAD, 3D modeling, Revit, AutoCAD, Tekla, SolidWorks, GIS, and other digital tools are now deeply connected to how modern Engineering & Construction work gets planned, coordinated, designed, and delivered.

That makes the market assumption understandable: if construction work is becoming more digital, then digital construction tools should pay more. But the data tells a different story: digital tools show a negative salary effect, making it one of the clearest counterintuitive findings in the salary data.

It does not mean BIM, CAD, or GIS are worthless — but these types of tools don't appear to separate higher-paid profiles from the rest of the market. The most likely explanation is that these tools have become too common to create salary leverage on their own.

When enough candidates list the same skills, the market stops treating those signals as rare, and they become part of the expected competence set. The salary premium is not in knowing the software — it appears when the person can use their competence to carry something more difficult: project coordination, technical responsibility, complex decisions, risk, quality, or outcomes.

DIGITAL COMPETENCE IS EXPECTED — PROJECT-CRITICAL VALUE IS NOT

The previous market conversation may have treated digitalization as a value driver in itself, which may have made sense when BIM and digital design tools were still emerging.

At that stage, tool fluency could signal modernization, efficiency, and a more future-ready professional profile — but when digital tools become widely adopted, the market changes how it reads them. Tool fluency becomes expected and does not provide any signal. That is why this insight matters now.

FOR CANDIDATES, they should not assume that a long software list will automatically create salary leverage. Instead, in today's market, data suggests that a stronger profile needs to explain the work behind the tools: the project type, the complexity, the coordination, the responsibility, and the consequences of getting the work right.

FOR COMPANIES, this changes how skills should be assessed. If BIM, CAD, and GIS are treated as premium signals, companies will overestimate the value of tool familiarity and underestimate the value of judgment, responsibility, and project-critical experience.

The better question is not only whether this person use the tool — but if they use the tool to carry complexity.

> **Digital tools may define the role. They do not define the premium.**

MARKET INSIGHT 02:

Salary Value Follows Responsibility Load

What separates the market may not be one single title, employer type, or location — but the weight of responsibility attached to the role.

The data shows strong salary premiums around leadership and Manager or Lead designations.

These are not perfect measures of responsibility, but they are useful signals: roles where people are more likely to carry delivery, coordination, budget, quality, risk, people, clients, and project outcomes.

That is where salary value starts to become more visible.

Order of Content:

- Key finding
- Country breakdown
- Why this matters now

MARKET INSIGHT 02

The Market Pays For Ownership, Not Just Seniority

WHAT THE MARKET ASSUMED

Construction salaries follow formal seniority: big titles, big employers, big-city locations, and years of experience.

WHAT THE DATA SHOWS

Higher salaries are not necessarily tied to larger employers, big-city locations, or seniority — it appears where responsibility becomes visible.

SALARY SIGNALS THAT ADD PREMIUM?	VERDICT	EFFECT / DIRECTION
CEO / Director — Norway	CONFIRMED PREMIUM	+35 622 NOK/month
CEO / Director — Sweden	CONFIRMED PREMIUM	+28 109 SEK/month
Manager / Lead — Norway	CONFIRMED PREMIUM	+32 978 NOK/month
Manager / Lead — Sweden	CONFIRMED PREMIUM	+15 000 SEK/month
Norway vs. Sweden	CONFIRMED MARKET GAP	+14 616 SEK/month
Tenure	CONFIRMED	Positive effect
Big city	NOT CLEARLY SUPPORTED	Weak / inconsistent
Company size	NOT SUPPORTED	Not significant

THE STRATEGIC TAKEAWAY

Make responsibility visible.

FOR CANDIDATES, salary leverage may come from showing what outcomes you own: delivery, budget, risk, coordination, client trust, project quality, people leadership, and business-critical decisions. Don't just list responsibilities — show what depended on your judgment.

FOR COMPANIES, compensation planning should focus less on generic seniority labels and more on actual responsibility load. The people who carry delivery outcomes are the people the market prices differently.

MARKET INSIGHT 02

The Line Between Doing and Owning The Work

WHAT WE TESTED

We tested whether Engineering & Construction salaries follow responsibility, leadership, business understanding, and project accountability, including:

- Whether leadership pays more than specialization alone
- Whether business skills combined with construction skills create salary leverage
- Whether informal leadership can act as a salary ceiling breaker
- Whether risk management works as a project leadership signal
- Whether project manager roles show compensation gaps
- Whether company size or big-city location explains salary value
- Whether responsibility matters before the very top formal titles

This finding matters because it follows directly from the BIM result in the previous insight: the same market that does not reward digital tool lists shows large premiums for people who are accountable for outcomes.

The data does not simply show that senior people earn more — that would not be very surprising. The more interesting finding is how salary separates around responsibility-linked roles.

CEO and Director designations carry large premiums. But Manager and Lead roles also show strong effects, which suggests that the salary signal is not only sitting at the very top of the hierarchy. It appears earlier, where professionals are trusted to carry delivery, coordination, risk, people, clients, and project outcomes.

That is why the interpretation should not be "titles automatically pay" — a better interpretation is that salary value follows the responsibility load behind the title.

This is also supported by what the data does not show. Company size does not show a clear salary effect, and big-city location is weak or inconsistent. So higher salary cannot simply be explained by larger employers, city-based roles, or formal seniority markers — the stronger story is ownership.

Leadership and Manager / Lead designations show strong salary premiums in both Sweden and Norway. Tenure also shows a positive effect. Company size is not significant, and big-city location is weak or inconsistent.

MARKET INSIGHT 02

A CLOSER LOOK AT SWEDEN & NORWAY

Norway has a higher structural salary floor than Sweden. The country-level gap is **+14 616 SEK/month** in the current data, meaning that Norway pays more overall.

But that should not become the whole story, because the responsibility premium still appears in both markets.

CEO / Director roles unsurprisingly show strong salary premiums, with **+28 109 SEK/month** in Sweden and **+35 622 NOK/month** in Norway.

Manager / Lead roles also show clear premiums: **+15 000 SEK/month** in Sweden and **+32 978 NOK/month** in Norway.

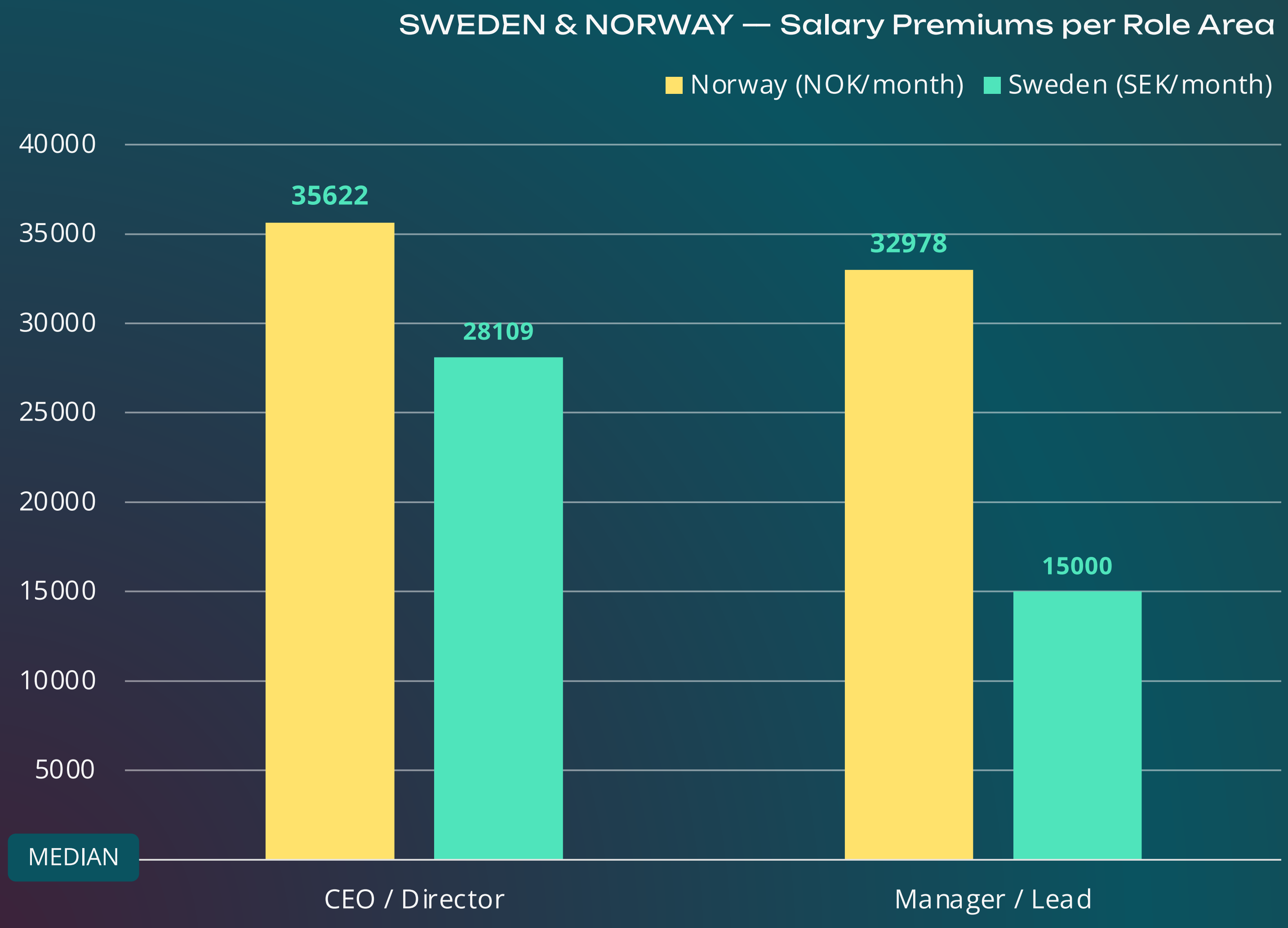
In Sweden, the premium is strongest at the CEO level, but in Norway, the Manager premium comes much closer to CEO — suggesting that responsibility may be priced more broadly across leadership layers.

That makes Norway's salary story two-sided. Yes, Norway pays more structurally, but inside that higher-paying market, responsibility still creates separation.

The country gap explains part of the salary difference. The role-level premiums show where value continues to move within each market.

So the safest conclusion is not that titles alone create the premium — it is this:

Salary value appears where responsibility becomes visible enough for the market to price.



MARKET INSIGHT 02

WHY THIS MATTERS NOW

THE CONSTRUCTION SALARY MARKET IS DRAWING A LINE BETWEEN CONTRIBUTION AND ACCOUNTABILITY

Engineering & Construction work has always required responsibility. But the pressure around that responsibility may be changing.

Projects are becoming more complex. Margins are tighter. Sustainability requirements are stronger. Technical systems are more connected. Coordination depends on more stakeholders. Delivery risks can move quickly from technical details to business-critical consequences.

In that environment, execution alone is not enough. The previous insight showed that tool-based competence does not automatically create salary leverage. This insight shows what the market appears to price more clearly: the ability to carry outcomes when the work becomes harder to coordinate, deliver, and de-risk.

FOR CANDIDATES, career value needs to be communicated through accountability, not only experience. It is not enough to say that you have worked on large projects, used advanced tools, or held a senior-sounding role.

The stronger questions are:

- What budgets have you influenced?
- What risks have you managed?
- What outcomes depended on your decisions?
- What teams, clients, subcontractors, or technical disciplines have you coordinated?
- What became easier, safer, faster, or more reliable because you were involved?

FOR COMPANIES, this finding has direct implications for workforce planning. If responsibility carries one of the strongest salary premiums, then responsibility needs to be defined clearly.

Organizations need to know which roles truly carry outcomes, which roles support outcomes, and where compensation needs to reflect the difference.

Some people execute tasks. Some coordinate work. Some carry the outcome. Those are not always the same profiles — and the market seems to be paying for the difference.

> **Responsibility pays when the weight of the role becomes visible.**

MARKET INSIGHT 03:

Some Future-Facing Skills Already Pay — But the Premium Is Selective

Responsibility is where the strongest salary separation becomes visible.

But responsibility is not the whole story.

As construction projects become more complex, value is also beginning to concentrate around a smaller group of future-facing skills and project environments.

The next insight looks at which of those signals are already being priced — and which are still more expectation than premium.

Order of Content:

- Key finding
- Country breakdown
- Why this matters now

MARKET INSIGHT 03

Some Future-facing Skills Already Pay — But the Premium Is Selective.

WHAT THE MARKET ASSUMED

Skill areas like sustainability, automation and infrastructure get a higher salary — they are seen as part of the future of construction.

WHAT THE DATA SHOWS

Only a small number of specific scarcity areas skills are currently driving higher salaries — most are still emerging.

FUTURE-FACING SKILL?	VERDICT	INTERPRETATION
Reconstruction NO	CONFIRMED	Strongest future-facing skill signal
Reconstruction SE	NOT SIGNIFICANT	Directional, but not confirmed
Metallurgy NO	CONFIRMED	Industrial and material expertise pays
Metallurgy / steel structures SE	CONFIRMED	Reliable cross-market signal
Data centers SE/NO	POSITIVE	AI-related infrastructure creates a large measurable salary signal
PLC / Automation SE	CONFIRMED / EMERGING	Automation-related competence is forming as a salary signal
PLC / Automation NO	NOT SIGNIFICANT	Directional, but not confirmed
Green building / BREEAM NO	EMERGING	Sustainability premium may be developing
Green building / BREEAM SE	NOT SIGNIFICANT	Directional, but not confirmed
GIS	NOT SUPPORTED	GIS does not function as a future-skill salary premium here

THE STRATEGIC TAKEAWAY

Position for the future, but be specific.

FOR CANDIDATES, take care to build competence around project-critical scarcity: reconstruction, data centers, industrial systems, automation, material expertise, and complex delivery environments. Don't rely only on broad future-facing labels like sustainability, infrastructure, AI, or digitalization. Show where your competence connects to difficult project needs, technical risk, energy demand, aging assets, industrial complexity, or delivery responsibility.

FOR COMPANIES, this is a sourcing challenge. Future-facing talent will not always be visible through broad labels. The value sits in specific combinations of technical depth, responsibility, and project relevance.

MARKET INSIGHT 03

The Future of Construction

WHAT WE TESTED

We tested whether future-facing scarcity skills and complex project environments create salary premiums, including:

- Whether Green building / BREEAM creates a sustainability salary uplift
- Whether PLC / Automation carries a salary premium
- Whether GIS works as an infrastructure specialist marker
- Whether electrician-related competence shows rising salary effects
- Whether aging workforce scarcity is visible in salary outcomes
- Whether mega projects related to data centers, energy, & infrastructure affects salary
- Whether Norway's infrastructure skills appear near the top of the salary market
- Whether contractor and consultancy environments show salary differences

THE MARKET IS BEGINNING TO PRICE FUTURE SCARCITY — BUT NOT EVENLY

Future-facing skills are often discussed as if they belong to one category: sustainability, automation, infrastructure, reconstruction, energy, digitalization, and industrial specialization.

They are sometimes grouped together as "the future of construction." But the salary data suggests a more selective market.

Some future-facing areas already show salary premiums. Others are positive but still forming. Some do not show salary leverage at all.

That nuance makes the finding more credible, because it avoids treating the future as one broad trend. The market is not pricing every future-oriented skill label equally. It appears to be pricing the skills closest to current scarcity, technical difficulty, and project-critical value.

That is why reconstruction stands out.

Reconstruction is not only future-facing because it relates to aging infrastructure and existing building stock — it is also salary-relevant because it tends to be difficult work.

It often means working within constraints that already exist: older structures, technical limitations, safety requirements, sustainability expectations, reuse demands, and coordination across disciplines.

MARKET INSIGHT 03

DATA CENTERS

Data centers add a different but equally important signal. They are one of the clearest examples of how AI demand reaches the Engineering & Construction market.

Where Reconstruction reflects pressure around aging infrastructure and existing assets, data centers reflect a newer kind of construction demand: the physical build-out behind AI and digital infrastructure.

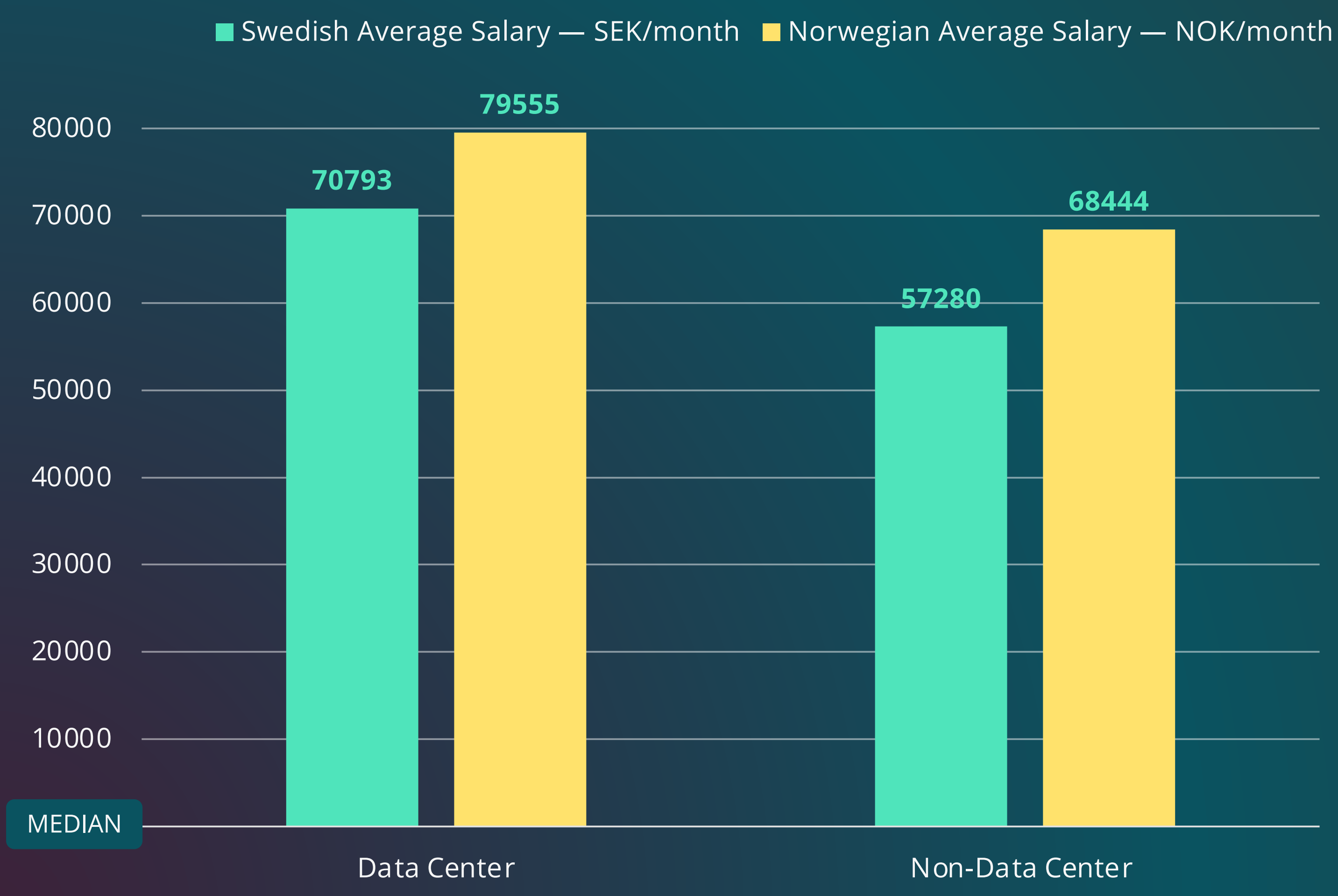
AI may be discussed as software, automation, or digital productivity in many industries. But in construction, part of the AI story becomes physical: data centers, power capacity, cooling systems, land use, energy infrastructure, technical installations, and high-pressure delivery environments. That is why the positive data center premium matters.

This does not mean every data center-related role will command a premium. But it does suggest that data center experience is starting to carry salary value in both markets — and the reason is likely not the label alone.

The value appears to sit in the complexity behind the work: energy intensity, technical building systems, electrical coordination, cooling, automation, tight timelines, and the need to connect construction delivery with digital infrastructure demand.

In that sense, data centers are not just another project type. They are one of the places where the future of AI becomes a construction challenge.

SWEDEN & NORWAY — Salary Premium for Data Center Workers



MARKET INSIGHT 03

INDUSTRIAL, AUTOMATION & SUSTAINABILITY SIGNALS

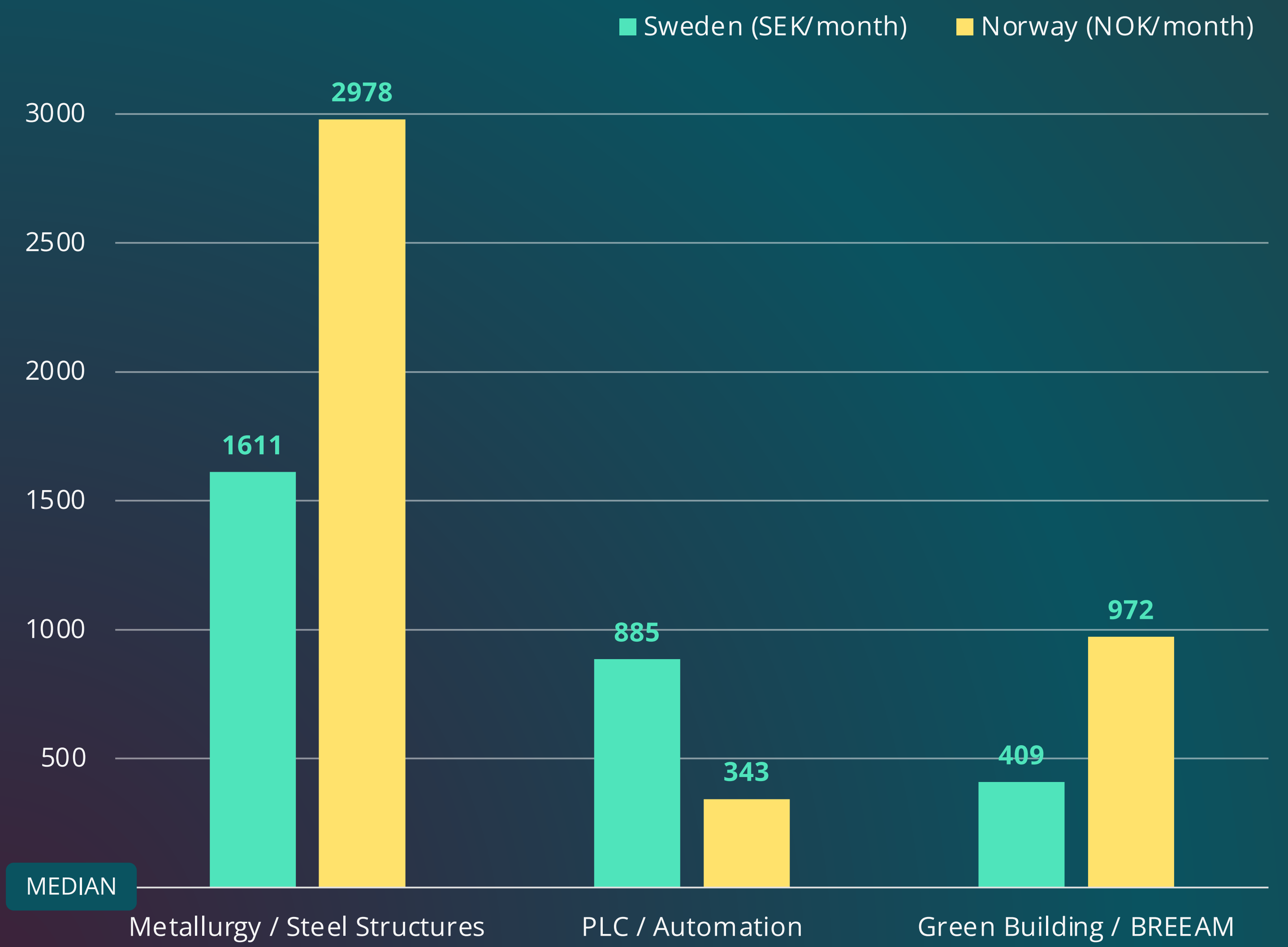
Metallurgy tells a similar story in a different environment. It points toward industrial and heavy construction settings where material expertise, steel structures, energy, oil and gas, mining, and complex technical environments matter, with a salary premium of **+2978 NOK/month** in Norway, and **+1611 SEK/month** in Sweden.

PLC / Automation is more visible in Sweden at **+885 SEK/month**, where the salary signal is stronger. In Norway, the direction is positive, but the effect is not strong enough to make it the main story at only **+343 NOK/month**.

Green building / BREEAM is also positive in both markets, adding **+972 NOK/month** in Norway and **+409 SEK/month** in Sweden — but this signal should be handled carefully. It may become stronger over time, especially as sustainability requirements continue to shape construction. But in this data, the premium is still forming.

Future-facing does not automatically mean salary-premium. The premium seems to appear when the future-facing skill or project environment is already tied to scarcity, risk, responsibility, and real project demand.

SWEDEN & NORWAY — Salary Premium per Skill Area



MARKET INSIGHT 03

A CLOSER LOOK AT SWEDEN

Sweden shows its clearest future-facing signals in data centers. With a clear premium at over **13 500 SEK/month,** this shows a significant positive salary signal. This connects the Swedish construction market to one of the clearest AI-related infrastructure trends.

Metallurgy / steel structures and PLC / Automation also add a premium, although far below data centers. This hints at a future demand in industrial, structural, and heavy construction environments where material expertise and technical judgment are important.

PLC / Automation shows **+885 SEK/month.** Automation is often discussed as part of the future of construction, but the salary data only supports a careful claim. In Sweden, the signal is visible. In Norway, it is more directional.

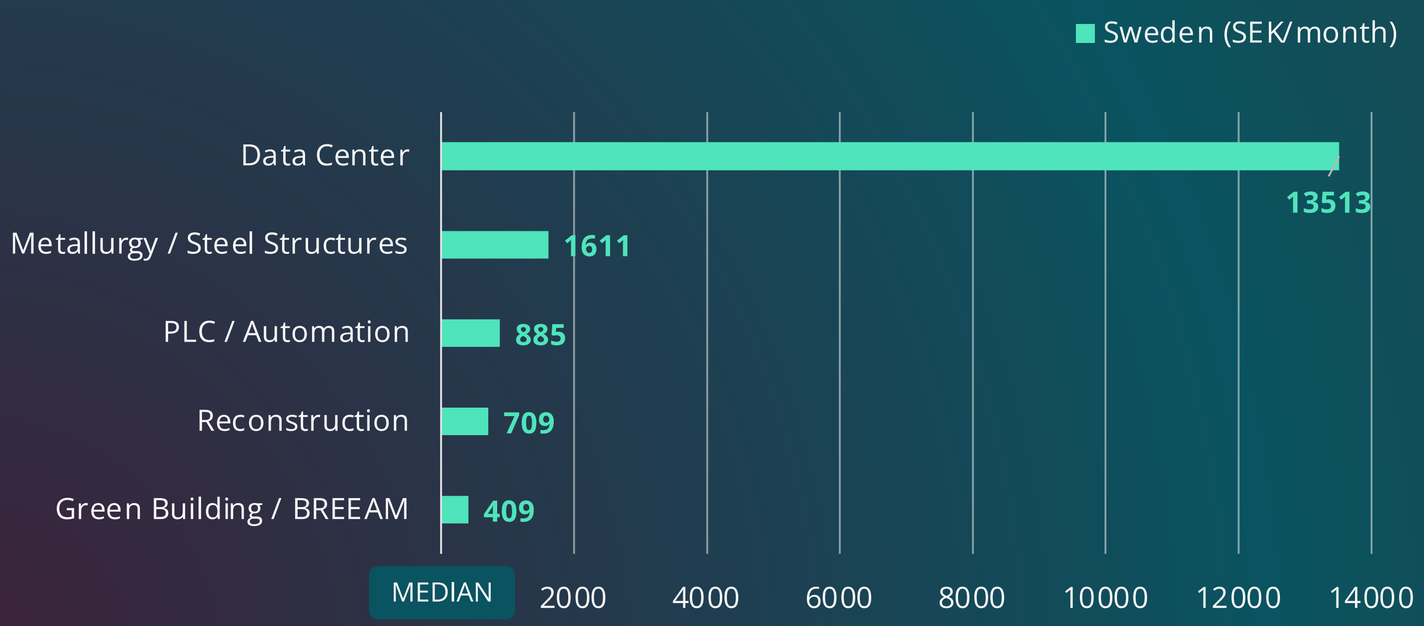
Reconstruction is positive in Sweden, but not significant. So is Green building / BREEAM but that should also be framed as directional rather than confirmed.

FOR SWEDISH CANDIDATES, this means future-proofing should be specific. A broad sustainability, AI, or digitalization profile may not be enough to create salary leverage. The stronger positioning may be to show how future-facing competence connects to project-critical work: automation, industrial systems, steel structures, data centers, technical systems, energy demand, cooling, coordination, material choices, technical risk, and delivery complexity.

FOR SWEDISH EMPLOYERS, future-facing competence should not be treated as a vague employer-brand theme. If automation, industrial construction, material expertise, or sustainability competence matters to the future project pipeline, it needs to be identified and developed before scarcity becomes more expensive.

Specific skills are beginning to matter, especially where they connect to industrial environments, automation, material expertise, and specialized technical responsibility.

SWEDEN — Salary Premium per Skill Area



MARKET INSIGHT 03

A CLOSER LOOK AT NORWAY

Norway's strongest standout premium in this insight is also data center experience. one of the clearest signals connecting AI-related infrastructure to salary value in the Engineering & Construction market in Norway.

With a premium of **+8 869 NOK/month**, Reconstruction work is not simply about building something new. It is about modifying, upgrading, extending, and improving what already exists. That kind of work often requires strong technical judgment, coordination across disciplines, and the ability to work with constraints that cannot simply be designed away. As infrastructure and building stock age, this kind of competence becomes more important. The salary data suggests that Norway may already be pricing that scarcity.

Metallurgy also shows a strong positive signal in Norway, pointing toward industrial project demand, including heavy construction environments connected to energy, oil and gas, mining, materials, and technical systems.

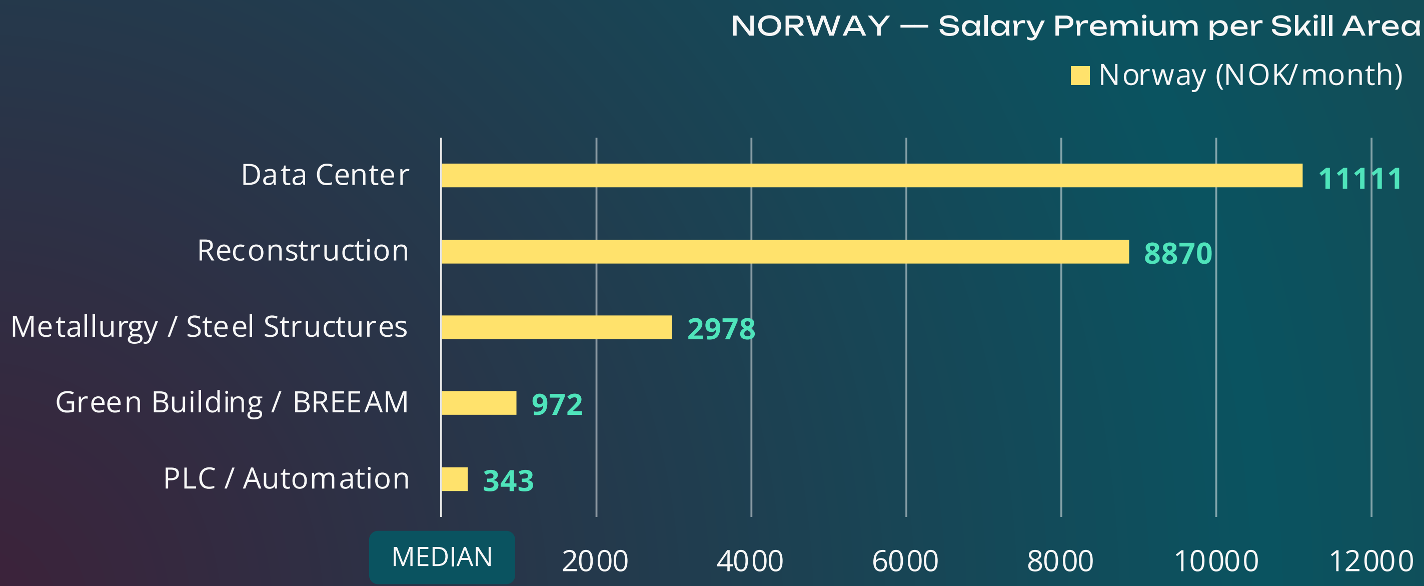
Green building / BREEAM is showing a positive direction, but the evidence is still closer to forming than fully confirmed. There's also a positive but small premium for PLC / Automation.

FOR NORWEGIAN EMPLOYERS, this creates a sourcing challenge. If Reconstruction, industrial specialization, and data center experience are showing salary movement already, competition for these profiles may become more difficult. Waiting until the need is urgent may make the talent problem more expensive.

Data center experience should not be treated as a generic project reference. It may point to competence in complex technical environments where energy, cooling, coordination, automation, and delivery pressure meet.

FOR NORWEGIAN CANDIDATES, the strongest future-facing positioning appears around Reconstruction, Metallurgy, and data center experience.

These signals suggest that project environments tied to aging infrastructure, industrial complexity, AI-related infrastructure, heavy technical demands, and material expertise may create salary leverage.



MARKET INSIGHT 03

WHY THIS MATTERS NOW

THE FUTURE OF CONSTRUCTION WILL NOT BE PRICED AS ONE TREND

Construction is entering a period where future value may not be defined by one single shift, but by several forces at once:

- Aging infrastructure
- Energy transition
- Automation
- Sustainability requirements
- Industrial investment
- Data centers and AI-related infrastructure
- Reconstruction needs
- More complex project environments

But the salary data shows that the market is not pricing all of these forces equally yet.

Some future-facing skills are already close enough to current scarcity to create salary separation. Others may become more valuable over time, but the premium is still developing.

FOR CANDIDATES, this means future-proofing should be specific. It may not be enough to move toward broad labels like sustainability, infrastructure, AI, or digitalization. The stronger move may be to build competence where scarcity, responsibility, and project-critical value meet.

That means asking:

- What kind of project need does this skill solve?
- Is the competence rare enough to matter?
- Does it connect to risk, complexity, or delivery?
- Does it make me more useful in the environments where demand is growing?

FOR COMPANIES, this creates a sourcing problem. Some of the most valuable future-facing profiles may be difficult to identify through standard job titles or broad skill filters.

The premium may sit in people who combine technical depth with project context: reconstruction, data centers, metallurgy, automation, industrial systems, and complex delivery environments.

That makes future-facing workforce planning more precise. Companies may need to identify which competencies are becoming harder to find before the market fully prices them.

The future is not priced equally. Data centers show where AI becomes Construction demand.

PART 2:

Preferences

WHAT CANDIDATES WANT IN RETURN

If salary and skills show what the market rewards, preference data shows what candidates define value.

The preferences section of this report focuses on three Market Insights:

4. Salary still matters — but candidates are pricing sustainable responsibility.
5. Candidates want responsibility that builds value — not just pressure.
6. Construction flexibility is not remote-first — it is life-fit.

This section looks at what senior Engineering & Construction professionals in Sweden and Norway prioritize when evaluating real career opportunities — beyond salary alone.

MARKET INSIGHT 04:

Salary Still Matters — But Candidates Are Pricing Sustainable Responsibility

Future-facing skills only create salary value when they connect to real project complexity.

But complex work also changes what candidates expect in return.

If the market is asking senior professionals to carry more responsibility, candidates are asking what makes that responsibility worth carrying.

The next insight looks at compensation — and why salary still matters, but no longer carries the full value equation alone.

Order of Content:

- Key finding
- Country breakdown
- Why this matters now

MARKET INSIGHT 04

Salary Still Matters — But Candidates Are Pricing Sustainable Responsibility

WHAT THE MARKET ASSUMED

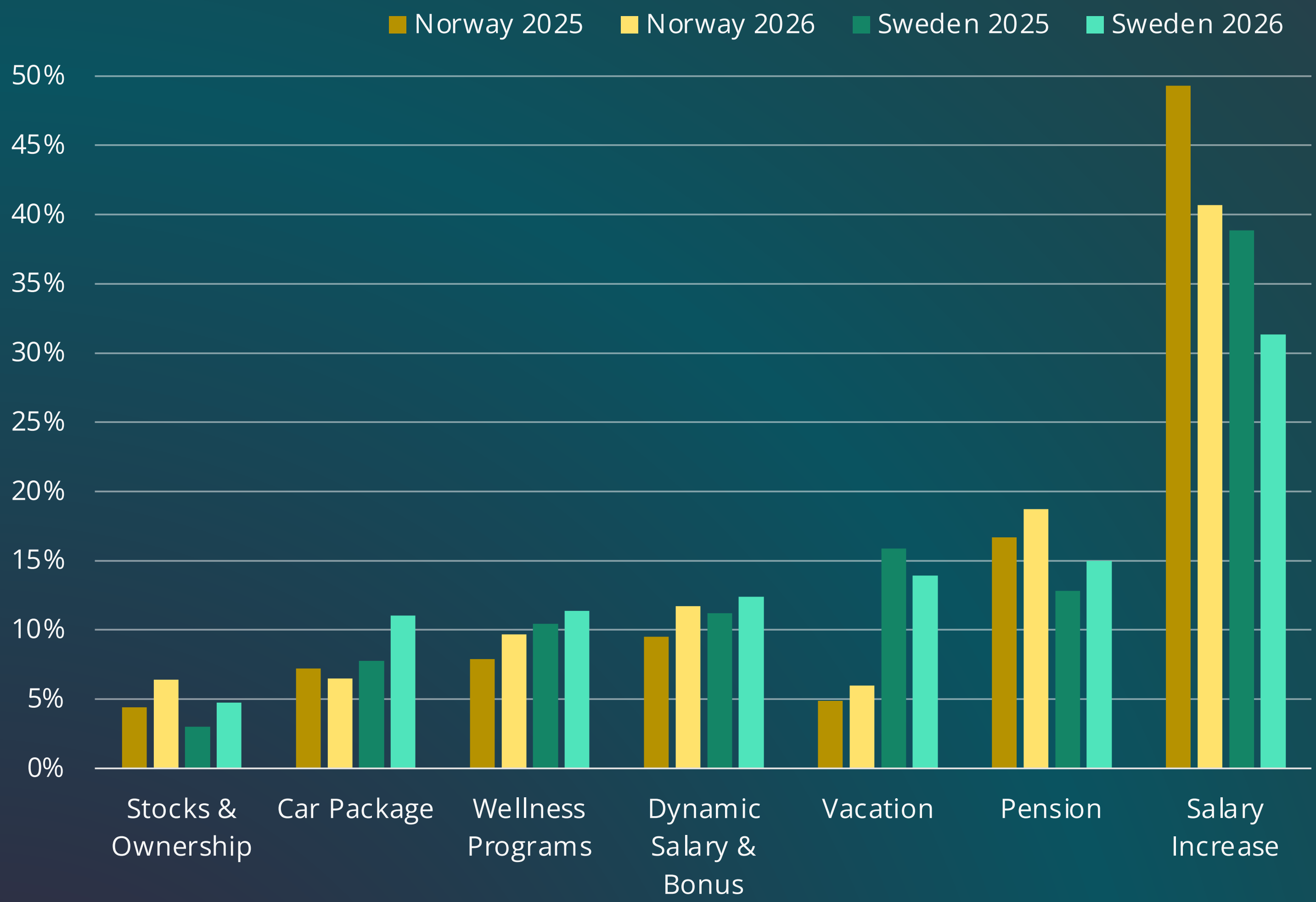
Construction candidates are primarily salary-driven.

WHAT THE DATA SHOWS

Salary increase remains the largest compensation preference — but its dominance has weakened.

SWEDEN & NORWAY — Preferences in Salary & Compensation

% of surveyed people selecting each Salary & Compensation option



THE STRATEGIC TAKEAWAY

Build offers around total value.

FOR CANDIDATES, the stronger move is to evaluate compensation as a package: salary, pension, bonus, wellbeing, benefits, future upside, and long-term security. Do not only ask whether the offer improves monthly income, but whether it makes the responsibility worth carrying over time.

FOR COMPANIES, salary still opens the conversation. But strong offers increasingly need to show how the role protects long-term value, not only how it improves immediate pay.

MARKET INSIGHT 04

Construction Candidates Are Still Salary-Conscious — But Not Salary-Only

SALARY & COMPENSATION

The preference data does not support a story where salary has stopped mattering — that would be wrong. Salary increase remains the largest compensation preference in both Sweden and Norway. But the shift is in what surrounds salary.

In both markets, the preference for salary increase has declined compared with last year. In Sweden, it moves from **38.9% to 31.3%**, a decline of **−7.5 percentage points**. In Norway, it moves from **49.3% to 40.7%**, a decline of **−8.6 percentage points**.

That is still a high level — especially in Norway, salary increase remains a very strong preference.

But the movement is clear: **salary is less dominant than before.**

At the same time, several compensation preferences connected to long-term value are moving upward. Pension rises in both countries, along with Dynamic salary and bonus, Stocks and ownership. Wellness programs also rise, with a stronger movement in Norway and a stable positive movement in Sweden.

This suggests that candidates are becoming more specific about what good compensation should entail. If the salary market rewards responsibility, complexity, and project-critical accountability, candidates are likely to ask what they receive in return for carrying that pressure.

The underlying question becomes: Does this offer only pay me more, or does it also make the responsibility worth carrying? This may also reflect a more human shift in how construction candidates think about value.

Engineering & Construction roles can carry a very specific kind of pressure. The work is tied to timelines, budgets, safety, clients, subcontractors, technical risk, and physical outcomes. When something goes wrong, the consequences are not abstract — and that makes compensation feel different.

A salary increase still matters, but candidates may also be asking what protects them around the pressure of the role.

In that sense, the movement in the data may not be away from money, but instead toward compensation that feels more resilient. When responsibility becomes heavier, candidates may look for value that helps them carry it sustainably.

MARKET INSIGHT 04

A CLOSER LOOK AT SWEDEN

Sweden shows a clear decline in salary increase as a stated preference, from 39% to 31%. Salary has not become unimportant — but the decline suggests that salary no longer carries the compensation story alone.

Wellness programs remain stable but slightly positive, whereas pension, dynamic salary & bonus, and stocks & ownership rise — making long-term security more visible in the Swedish data.

The strongest Swedish difference is the car package. It rises from 8% to 11%, making it a more visible practical benefit in Sweden than in Norway.

Vacation, however, slightly declines. This does not mean time off has stopped mattering, but it does suggest that vacation is not the main growth signal in Swedish compensation preferences this year.

FOR SWEDISH CANDIDATES, this means compensation should be evaluated across the full package. A higher base salary may be important, but pension, bonus structure, benefits, car package, wellbeing, and long-term upside can change the real value of an offer.

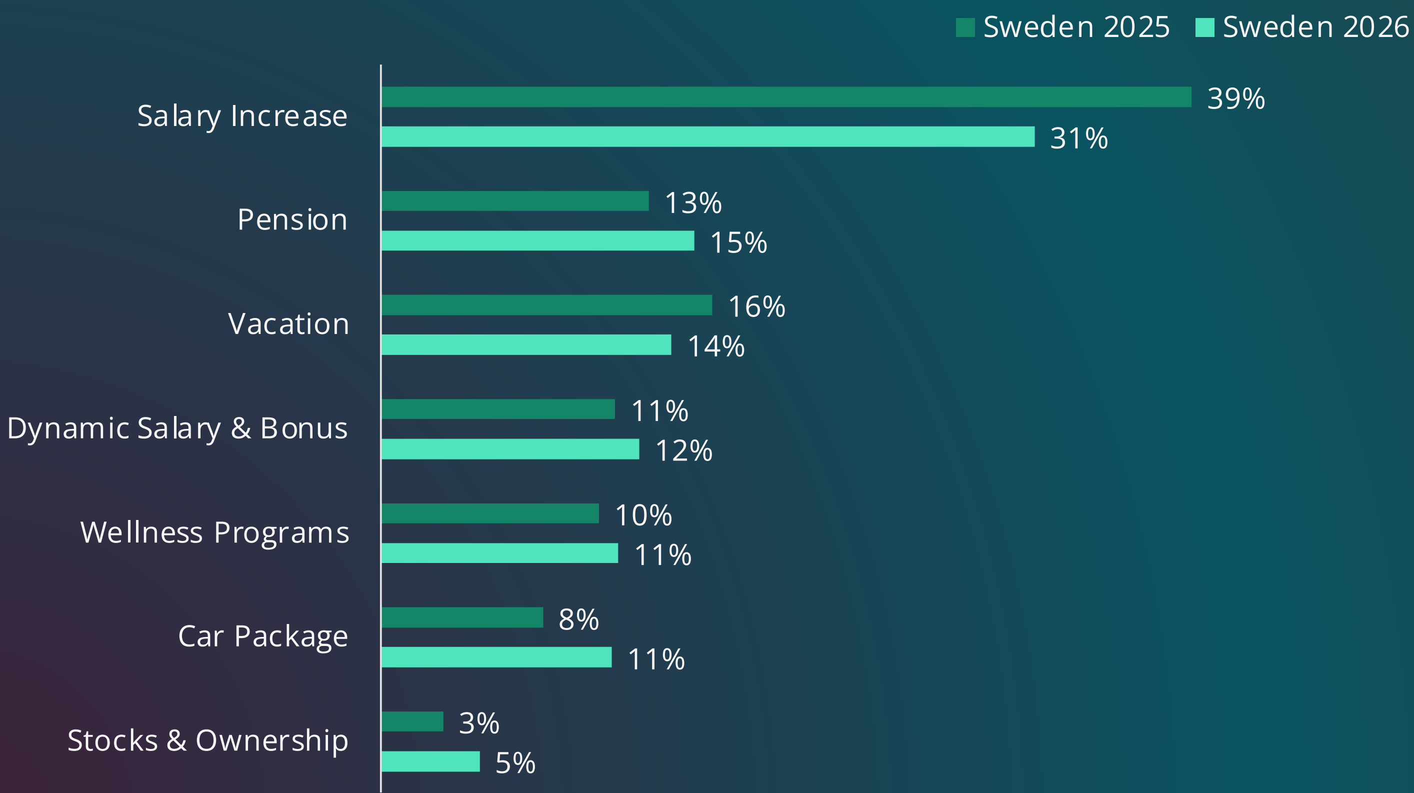
FOR SWEDISH EMPLOYERS, this means compensation communication needs to be concrete. If the offer includes pension, bonus, car package, wellness, or ownership-related value, those elements should be explained clearly rather than treated as secondary benefits.

The Swedish story is not only about security, but about practical total value.

Salary still matters, but pension, bonus models, wellness, ownership, and car benefits all shape how the offer is evaluated.

SWEDEN — Preferences in Salary & Compensation

% of surveyed people selecting each Salary & Compensation option



MARKET INSIGHT 04

A CLOSER LOOK AT NORWAY

Norway remains more salary-led than Sweden. Salary increase is still the largest compensation preference by far, at 41%. But it has also declined significantly, from 49% since last year.

At the same time, long-term and flexible compensation preferences are all moving upward. In fact, car package is the only compensation preference in this group that declines slightly in Norway.

The story may therefore not be that candidates are moving away from salary, but that salary is being placed inside a broader security equation.

Pension is particularly important here. In a market where salary increase remains high, the rise in pension suggests that senior candidates are also thinking about long-term stability and future protection.

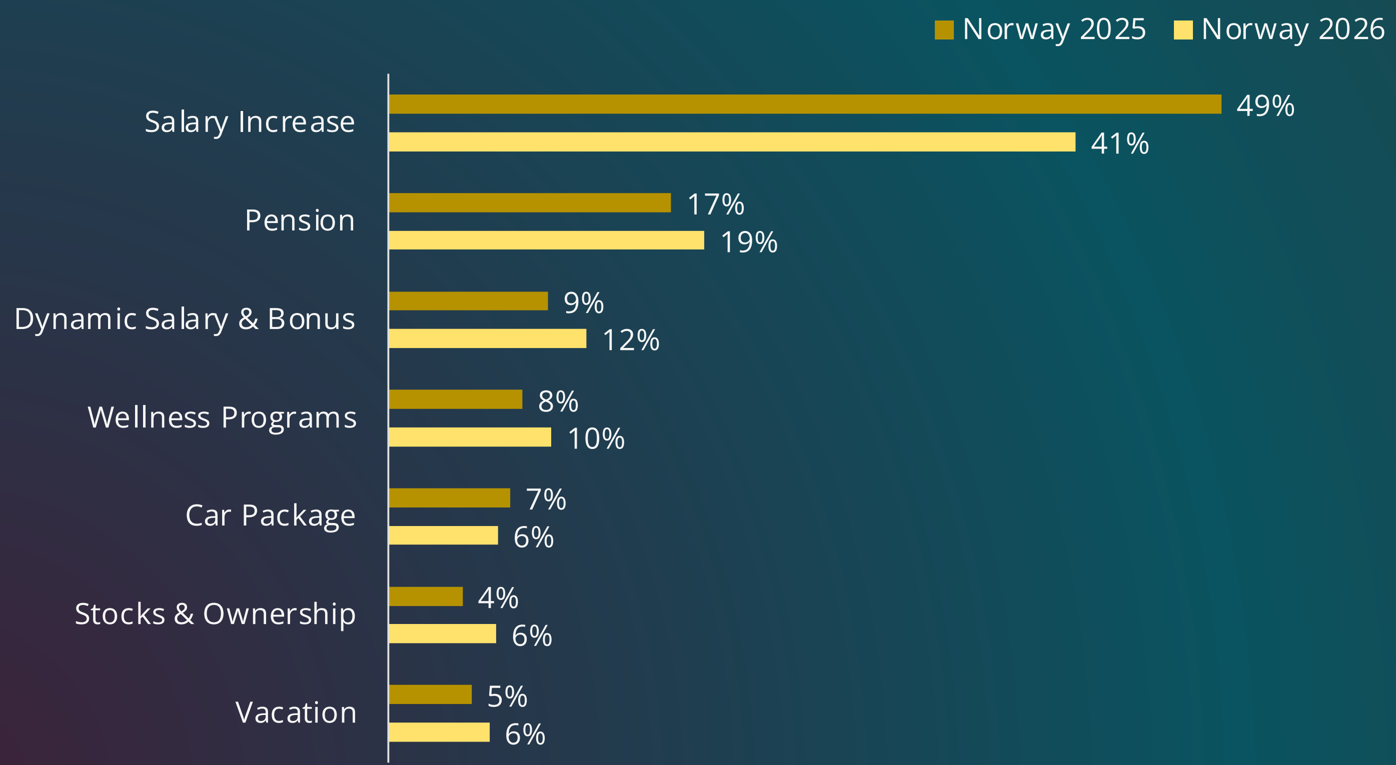
FOR NORWEGIAN CANDIDATES, the strongest compensation evaluation may be salary plus security. A high salary increase still matters, but pension, bonus structure, ownership, wellness, and long-term protection can meaningfully affect the value of a move.

FOR NORWEGIAN EMPLOYERS, salary remains central. But the offer may be stronger when it connects salary to pension, bonus models, wellbeing, and future value. For senior candidates carrying responsibility, compensation needs to feel both competitive and secure.

The salary preference remains high, but the direction is the same as Sweden: salary is losing some dominance.

NORWAY — Preferences in Salary & Compensation

% of surveyed people selecting each Salary & Compensation option



MARKET INSIGHT 04

WHY THIS MATTERS NOW

The salary section showed that Engineering & Construction value is moving toward responsibility, scarcity, and project-critical competence. That makes the compensation preference shift more meaningful.

If the market rewards the people who carry complexity, candidates will naturally ask what they receive in return for carrying it. This is where the data becomes human.

Salary still matters because responsibility should be paid for. But pension, wellness, bonus models, ownership, and practical benefits matter because they help answer a different question:

"Can I carry this role over time without losing too much in return?"

Construction roles often come with pressure: deadlines, budgets, clients, safety, compliance, technical complexity, and project risk.

For senior candidates, the offer needs to speak to that reality. A higher salary can make a role attractive — but a broader compensation package can make it feel sustainable. Candidates seem to be expanding how they define compensation — not by rejecting salary, but by adding conditions around it.

The underlying question becomes:

Does this offer only pay me more, or does it also protect me while I carry more responsibility?

That is an important shift.

In a market where complexity, delivery pressure, and project-critical accountability are increasing, compensation becomes more than a monthly number. It becomes part of how candidates evaluate whether the role is sustainable.

FOR CANDIDATES, this means evaluating the full value equation, not only the monthly salary.

FOR COMPANIES, it means compensation strategy cannot stop at base pay. Strong offers will explain how the full package supports the person behind the responsibility: salary, pension, bonus, wellbeing, ownership or upside, practical benefits, and long-term security.

That is especially important for passive candidates — a senior Engineering & Construction professional who is not actively looking may not move for salary alone. They need to believe that the whole offer makes the responsibility worth carrying.

When responsibility gets heavier, candidates look for compensation that protects more than income.

MARKET INSIGHT 05:

Candidates Want Responsibility That Builds Value — Not Just Pressure

Compensation answers one question:

"Is the responsibility worth the reward?"

Personal development answers the next one:

"Will this responsibility make me stronger over time?"

The next insight looks at how Engineering & Construction candidates think about growth — not only as advancement, but as competence, influence, and responsibility that builds long-term value.

Order of Content:

- Key finding
- Country breakdown
- Why this matters now

MARKET INSIGHT 05

The Workplace Must Fit Into Real Life

WHAT THE MARKET ASSUMED

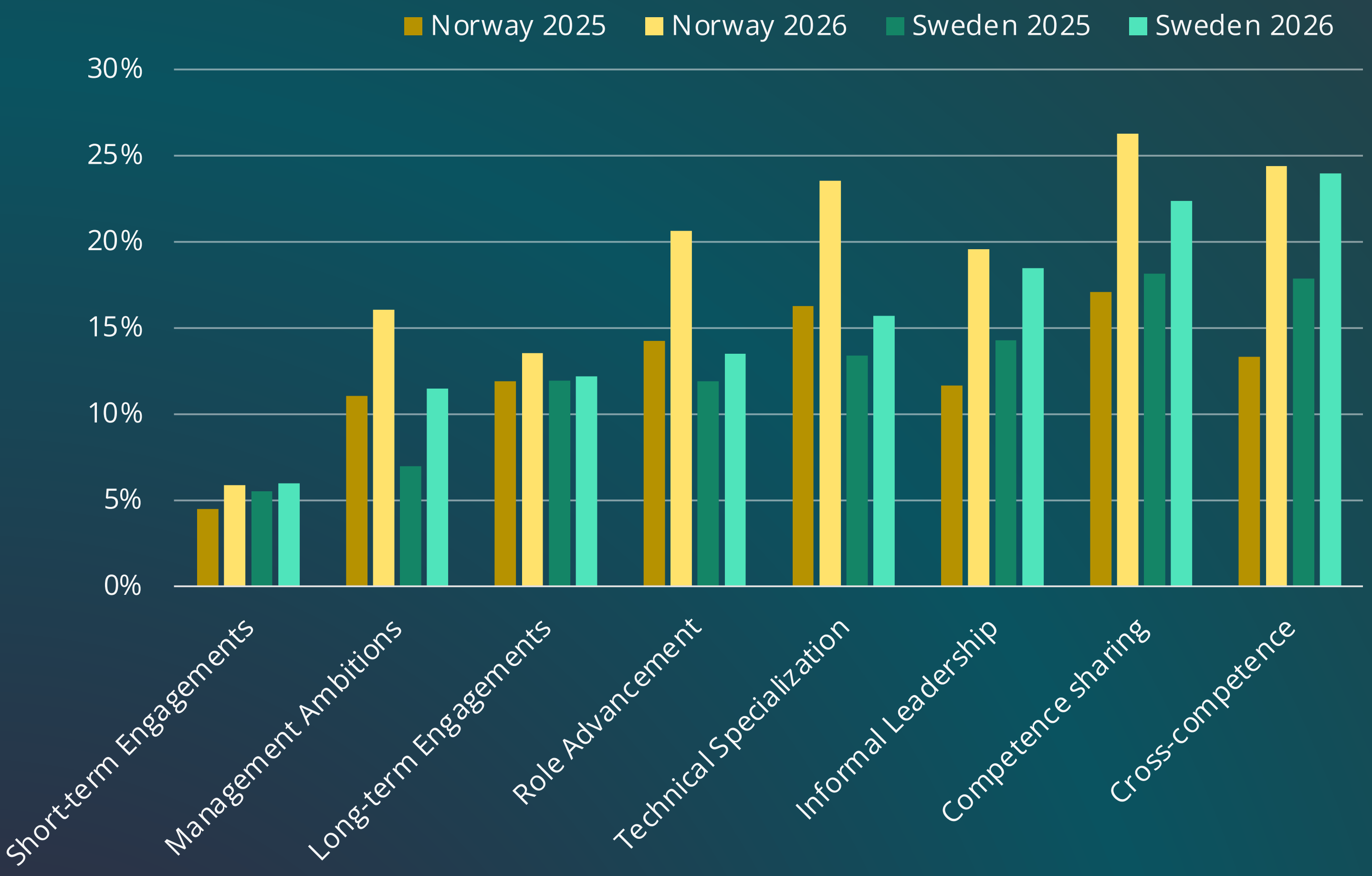
Construction career development is a ladder: more senior title › more management › responsibility › larger projects › higher salary.

WHAT THE DATA SAYS

Candidates are not only looking up, but across. Development may be less about title, and more about the competence to carry complexity.

SWEDEN & NORWAY — Preferences in Personal Development

% of surveyed people selecting each Personal Development option



THE STRATEGIC TAKEAWAY

Treat personal development as career durability.

FOR CANDIDATES, the strongest career path may combine technical depth, broader competence, and influence over decisions. Do not only ask what title comes next. Ask whether the role helps you become more capable, more trusted, and more prepared for complex project environments.

FOR COMPANIES, development should not only mean promotion. Senior professionals may respond strongly to environments where they can share knowledge, build new competence, take informal leadership, and grow responsibility without simply adding pressure.

MARKET INSIGHT 05

Development Is Becoming Broader Than Promotion

PERSONAL DEVELOPMENT

The old construction career logic was relatively clear: gain experience, take on larger projects, move into formal leadership, earn more.

That path still exists. But the preference data suggests that candidates are expanding how they think about development.

The data shows increases in cross-competence, competence sharing, and informal leadership. Technical specialization is still relevant. Role advancement and management ambitions are also moving upward, but not enough to make formal promotion the only story.

This points to a broader definition of career value: candidates seem to want development that helps them become more capable across disciplines, more influential in project environments, and more resilient in the market.

The salary data showed that responsibility pays. But responsibility in construction is not light: it often comes with delivery pressure, coordination demands, risk, client expectations, safety, compliance, and technical complexity.

So the preference data adds an important human layer. Candidates are not rejecting responsibility — they are asking for the development conditions that make responsibility possible to carry.

CROSS-COMPETENCE IS ESPECIALLY IMPORTANT

As projects become more complex, few senior professionals can create value only by staying inside one narrow lane. They need to understand adjacent disciplines, coordinate with different stakeholders, and connect technical decisions to project delivery.

COMPETENCE SHARING POINTS IN THE SAME DIRECTION

Candidates may be looking for environments where knowledge moves between people, not only where individuals are expected to solve complexity alone.

INFORMAL LEADERSHIP ALSO MATTERS

It suggests that candidates may want influence, trust, and involvement in decisions before, or alongside, formal management responsibility. That is an important distinction.

The next step in a construction career may not always be a new title — it may be a wider role in the project environment. More influence, more trust, more technical range, and more ability to help others succeed. That is sustainable responsibility.

MARKET INSIGHT 05

A CLOSER LOOK AT SWEDEN

Sweden shows a steady development shift. The strongest movement is cross-competence, which increases from 18% to 24%. Competence sharing and informal leadership also rise.

This creates a clear Swedish pattern: candidates are placing more value on broader competence, shared learning, and influence in the work environment.

Technical specialization also increases, but the movement is smaller. That does not mean specialization is unimportant, but that the stronger growth signal is around range and collaboration.

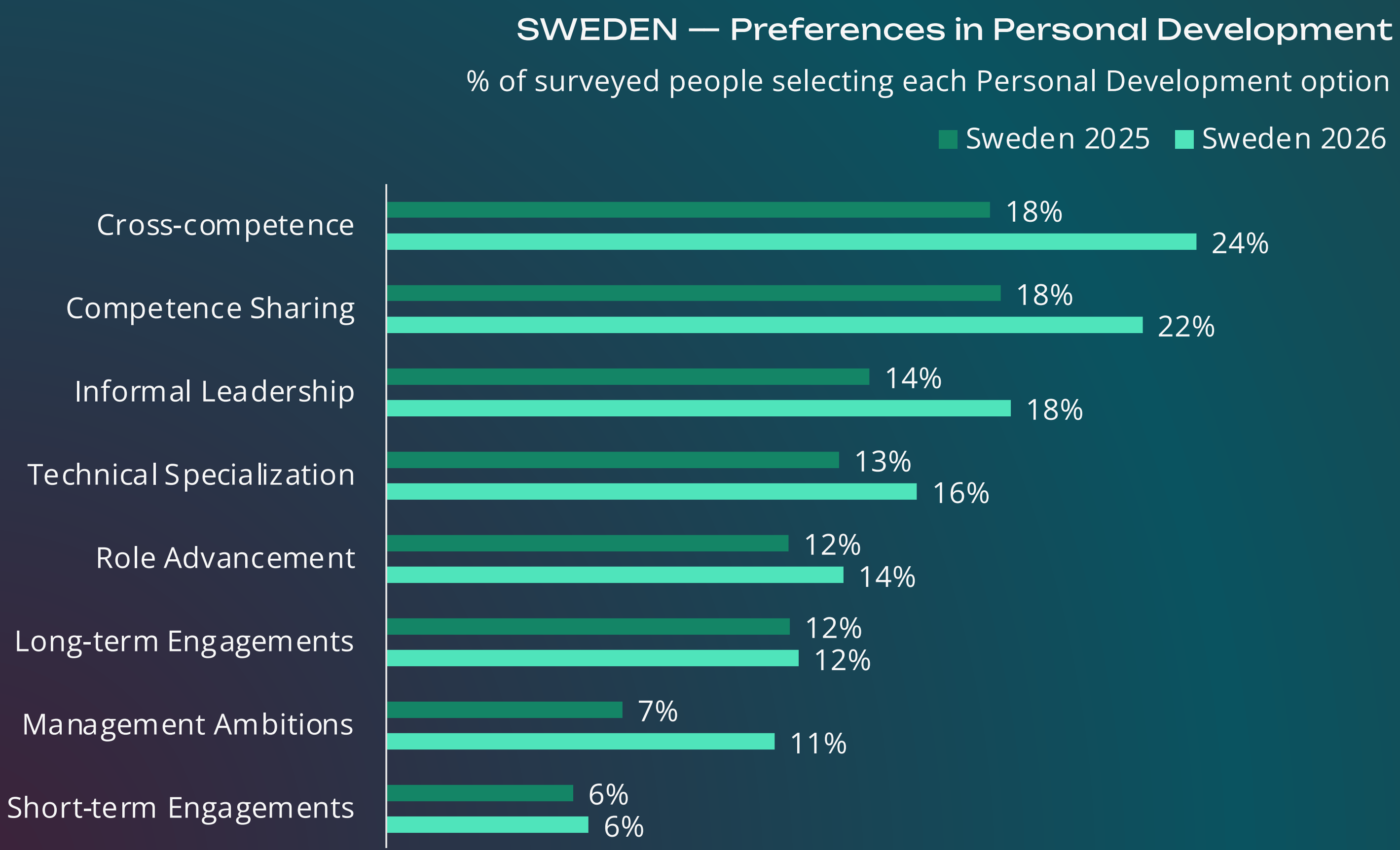
Management ambitions rises from 7% to 11%, while role advancement rise more modestly. Swedish candidates seem to still be interested in progression, but not only through a traditional title ladder.

The Swedish story is therefore about broader capability.

Candidates may want to become more useful across disciplines, more involved in decisions, and more trusted in project environments, without necessarily defining development only as formal management.

FOR SWEDISH CANDIDATES, this means career planning should include both depth and range. Technical specialization still matters, but cross-competence and competence sharing may help create stronger long-term value in complex project environments.

FOR SWEDISH EMPLOYERS, this means development should be made visible in everyday work. Candidates may respond to environments where knowledge is shared, cross-functional learning is encouraged, and informal leadership is recognized before it becomes a formal title.



MARKET INSIGHT 05

A CLOSER LOOK AT NORWAY

Norway shows the strongest development movement in this insight. Cross-competence rises from 13% to 24%, a major increase. Competence sharing remains the most popular preference, rising from 17% to 26%, while technical specialization increases from 16% to 24%.

That gives Norway a very clear development signal:

Candidates want broader range, stronger learning environments, and deeper technical capability at the same time.

We also see a clear rise in informal leadership, role advancement and management ambitions. So the Norwegian story is not only about learning, but also influence and progression.

Compared with Sweden, Norway shows stronger movement across almost the whole personal development category. The pattern is the same in both countries, but the intensity is higher in Norway.

Norwegian candidates appear to be placing even more weight on development that helps them handle complexity, expand responsibility, and stay valuable in a changing market.

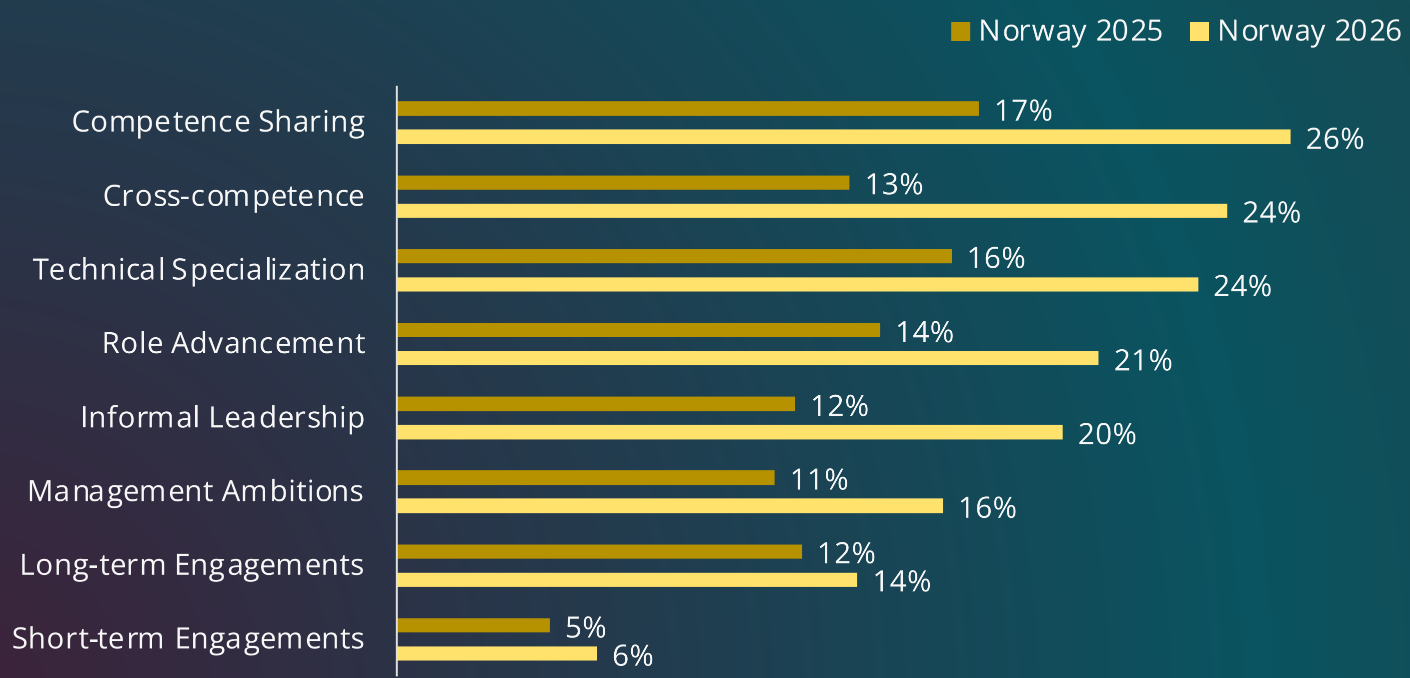
Both long-term and short-term engagements rise. These are not the main signals, but they suggest that candidates may still value different forms of project exposure, depending on how that exposure contributes to development.

NORWEGIAN CANDIDATES may find the strongest career positioning in the combination of cross-competence, technical depth, and informal leadership. The data suggests that candidates want to grow into responsibility in their own way.

NORWEGIAN EMPLOYERS could see a clear opportunity. Development environments that combine competence sharing, technical growth, informal leadership, and role progression may be especially attractive to senior candidates. In a market where project complexity is increasing, development is not only a retention tool — it is part of workforce readiness.

NORWAY — Preferences in Personal Development

% of surveyed people selecting each Personal Development option



MARKET INSIGHT 05

WHY THIS MATTERS NOW

COMPLEX PROJECTS REQUIRE BROADER COMPETENCE

Engineering & Construction work is becoming more complex.

Projects increasingly depend on coordination across disciplines, technical systems, stakeholders, regulations, sustainability requirements, budgets, risk, and delivery timelines.

That changes what development needs to mean, and a narrow promotion ladder may not be enough.

Companies need people who can understand more of the project environment, connect different areas of expertise, share knowledge, influence decisions, and carry responsibility without becoming isolated inside it.

That is why the rise in cross-competence and competence sharing matters.

FOR CANDIDATES, this means future-proofing may come from becoming broader and more influential, not only more senior.

The practical question is not only what your next title might be, but what will make you more capable in the next project environment. That could mean building technical depth, learning across disciplines, sharing knowledge with others, taking informal leadership, or becoming trusted earlier in decisions.

FOR COMPANIES, this changes how growth should be supported. The goal should not only be to prepare people for bigger titles, but for more complex responsibility.

That means creating environments where senior professionals can learn across boundaries, share competence, build influence, and take on responsibility with the right support around them. Because if responsibility is becoming more valuable in the salary market, then sustainable responsibility becomes more valuable in the candidate market.

The next career step is not always a bigger title. Sometimes it is broader competence.

MARKET INSIGHT 06:

Construction Flexibility Is Not Remote-first — It Is Life-fit

The previous insight showed that candidates are thinking about development beyond the traditional promotion ladder, placing more value on competence, influence, learning, and responsibility that creates long-term career value.

But even meaningful responsibility needs the right conditions around it.

The question is not only whether a role is hybrid or remote — it is whether the setup works in real life.

That is why the final preference insight turns to location, flexibility, and everyday work design.

Order of Content:

- Key finding
- Country breakdown
- Why this matters now

MARKET INSIGHT 06

Construction Flexibility Is Not Remote-first — It Is Life-fit

WHAT THE MARKET ASSUMED

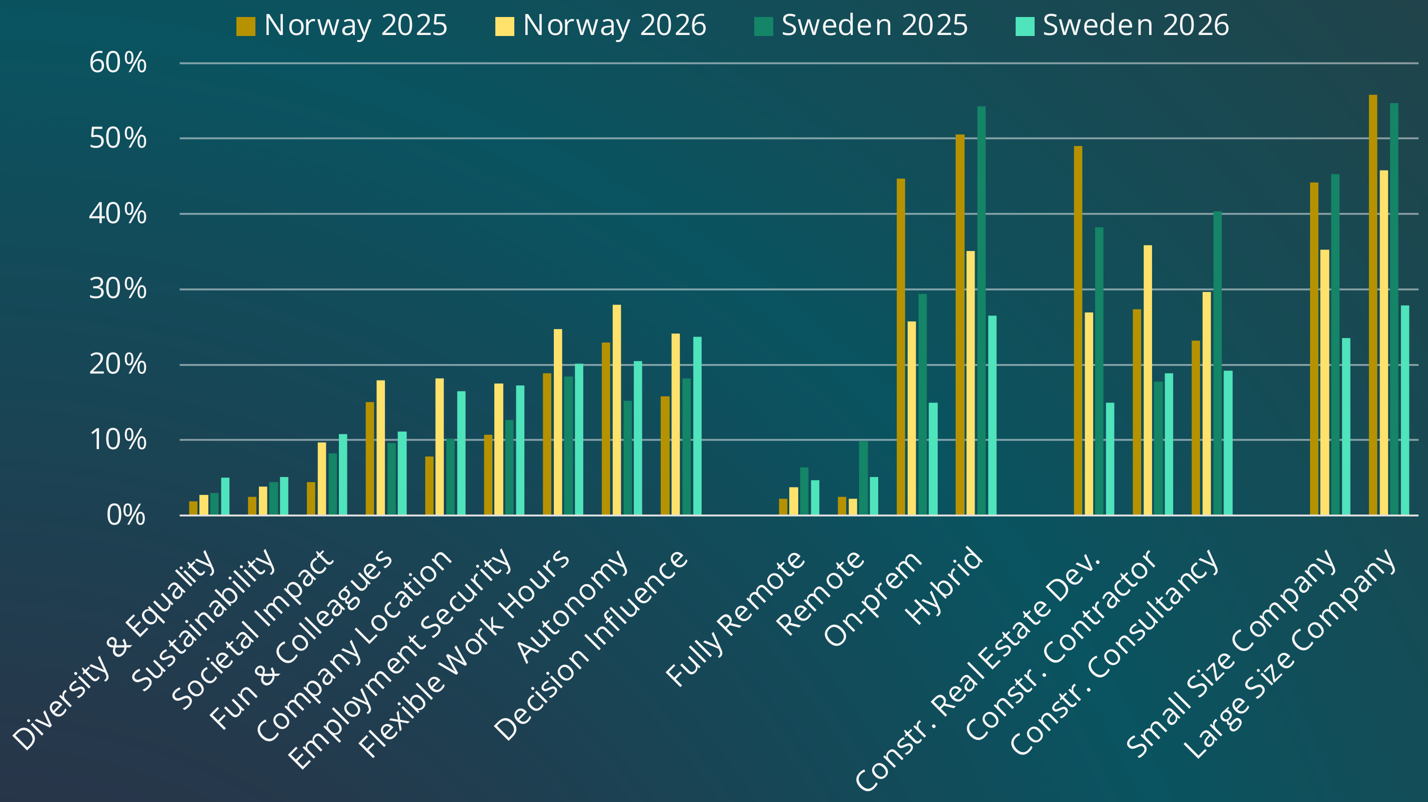
The construction industry is less flexible because projects are tied to physical sites, offices, clients, and local delivery.

WHAT THE DATA SAYS

Candidates care more about where work happens, how much friction the role creates, and if the setup supports both career value and life quality.

SWEDEN & NORWAY — Preferences in the Workplace Environment

% of surveyed people selecting each Workplace Environment option



THE STRATEGIC TAKEAWAY

Do not define flexibility only as remote work.

FOR CANDIDATES, the key question is whether a role gives enough practical control over commute, geography, schedule, energy, influence, and stability. Do not only ask whether the role is hybrid or remote, but how the setup actually works around project location, travel expectations, decision-making, flexible hours, and life outside work.

FOR COMPANIES, flexibility in Construction needs to be realistic. It may be less about offering full remote work and more about reducing friction: smarter location planning, flexible hours, clearer decision rights, better project alignment, and more transparent expectations around where and how work happens.

MARKET INSIGHT 06

Flexibility Is Practical Before It Is Ideological

WORKPLACE ENVIRONMENT

The Construction market remains tied to the real world. Projects are physical. Sites, clients, and employer geography matter. Some work needs to happen close to the project, the team, or the delivery environment. That is why the preference shift around company location is so interesting.

Candidates are not simply asking to work from anywhere — they are asking whether work fits the practical realities of their lives: commute, project geography, office location, schedule, travel, energy, and control.

In Construction, location is not just convenience. It can shape career value. A strong role can become less attractive if the commute is too difficult, the project geography is too demanding, or the daily setup creates too much friction.

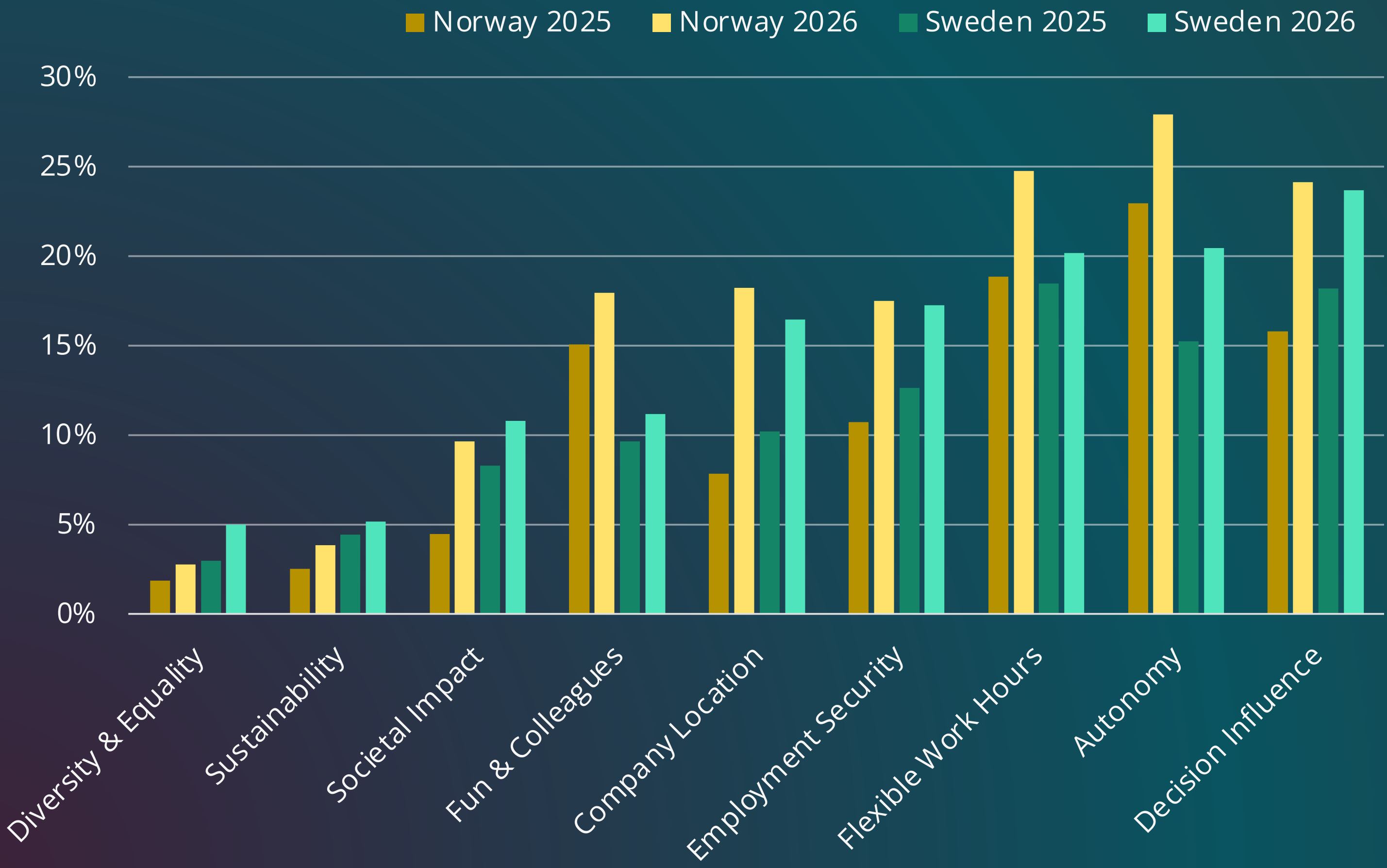
At the same time, a role with the right location, clear expectations, flexible hours, and meaningful influence can make responsibility easier to carry.

That is the main shift in this data.

Company location increases strongly in both Sweden and Norway. Decision influence rises in both markets. Autonomy, employment security and flexible work hours also increase — the latter especially in Norway.

SWEDEN & NORWAY — Preferences in the Workplace Environment

% of surveyed people selecting each Workplace Environment option



MARKET INSIGHT 06

REMOTE OPTIONS

At the same time, the remote-option data does not point to one simple model.

Hybrid declines sharply. On-prem declines sharply. Fully remote remains limited and mixed. Remote work also declines or stays close to stable.

This does not support a story where Construction candidates are moving toward full remote work. But it also does not support a simple return-to-office story.

If candidates were only moving back toward traditional presence, on-prem would rise — but it doesn't. The better interpretation is that candidates may be moving away from fixed labels and toward practical fit.

Hybrid is not enough if the commute is difficult. Remote is not enough if the work becomes isolating or unclear. On-prem is not attractive if presence creates friction without purpose. Fully remote is not realistic for many Construction roles.

The real question is how the setup works.

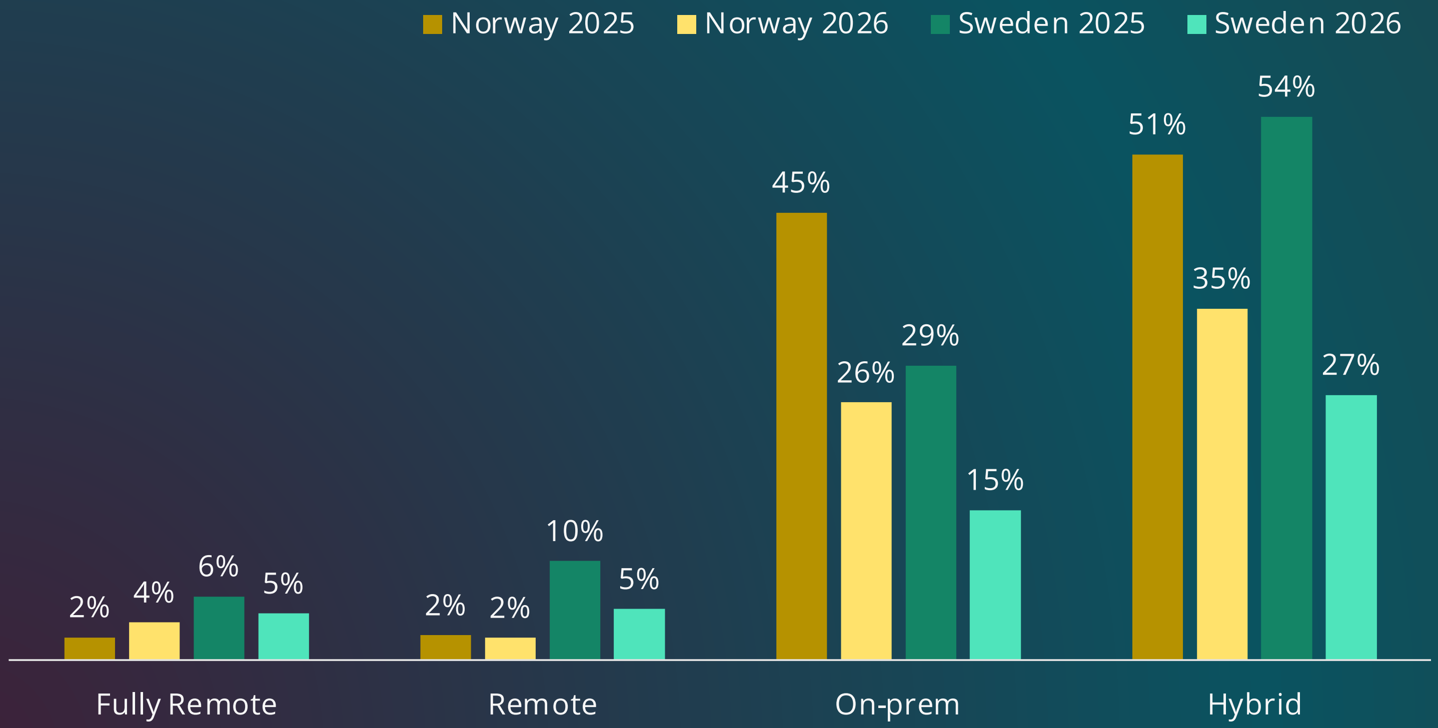
- Where is the project, and where is the office?
- How much travel is expected?
- How flexible are the hours?
- How much influence does the candidate have?
- How sustainable is the role over time?

That is why this insight belongs at the end of the preference section, because it brings together salary, responsibility, development, and life-fit.

Candidates are not rejecting responsibility — they are asking whether the conditions around responsibility make sense in real life.

SWEDEN & NORWAY — Remote Option Preferences

% of surveyed people selecting each Remote Option



MARKET INSIGHT 06

A CLOSER LOOK AT SWEDEN

Sweden shows one of the clearest shifts in the preference data. At first, the remote-options data may look like flexibility is losing importance — but the data tells a different story.

Company location, decision influence, autonomy, employment security, and flexible work hours all increase.

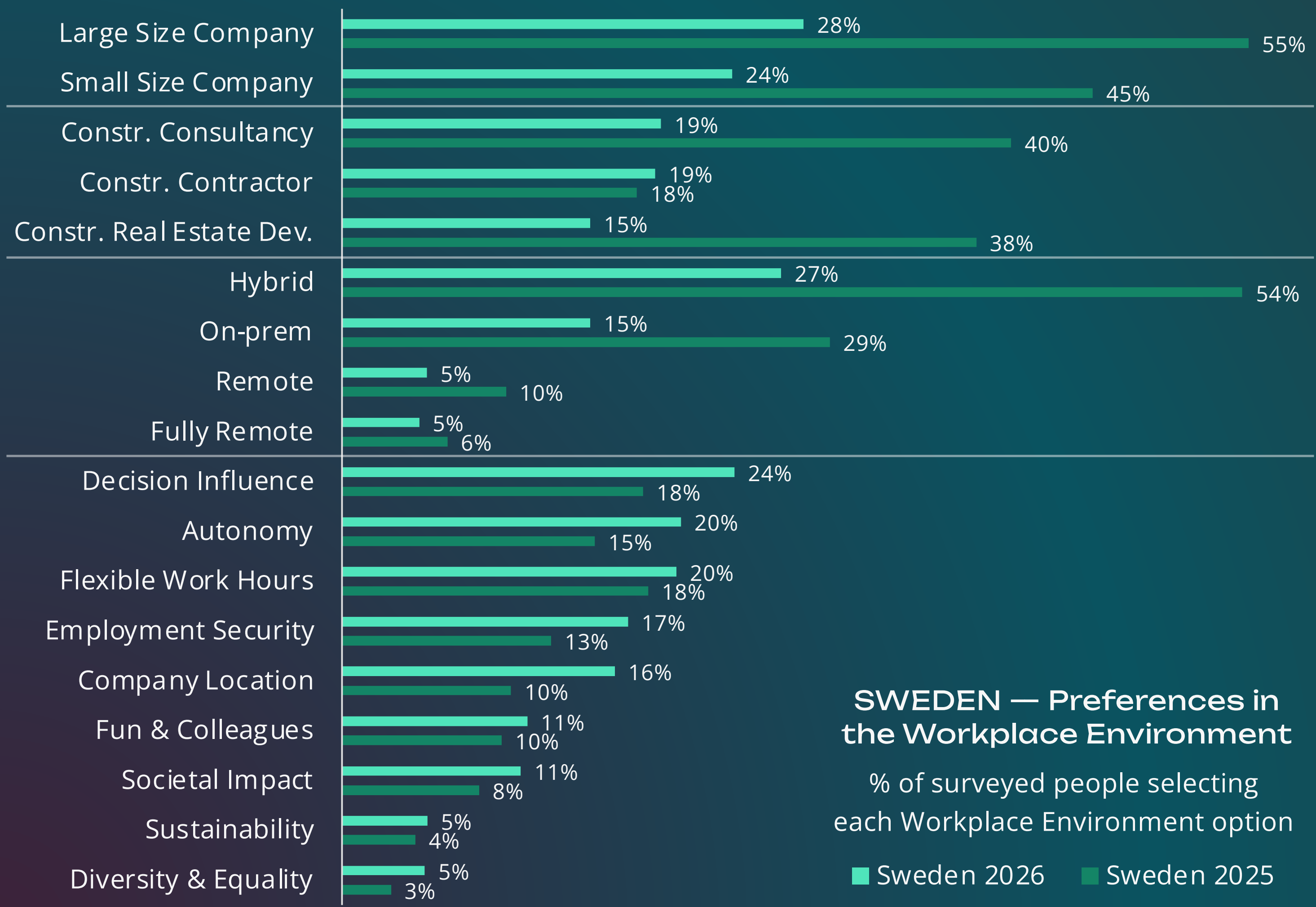
Swedish Construction candidates are not moving away from flexibility itself — they are moving away from flexibility as a label.

The same pattern appears in employer preferences. Consultancy, real estate developer, large company, and small company all lose preference share. That does not mean employer type no longer matters. It means candidates may be evaluating the actual conditions of the role more carefully than the category of the employer.

The major shift goes from asking "Is this hybrid?" or "What type of company is this?" towards "does this role work in real life?"

FOR SWEDISH CANDIDATES, this means location and work setup should be evaluated as part of career value. A strong title or salary may not be enough if the commute, project geography, or daily structure creates too much friction.

FOR SWEDISH EMPLOYERS, flexibility should be explained practically. Candidates may want to understand office location, project location, schedule expectations, decision influence, autonomy, and how the role supports sustainable responsibility.



SWEDEN — Preferences in the Workplace Environment

% of surveyed people selecting each Workplace Environment option

Sweden 2026 Sweden 2025

MARKET INSIGHT 06

A CLOSER LOOK AT NORWAY

Norway shows the strongest movement around company location, which rises from 8% to 18% and making it one of the clearest location signals in the preference data.

But the remote-option data shows a more complicated picture. Hybrid declines from 51% to 35%, and on-prem drops from 45% to 26%. Fully remote rises slightly, but remains low. Remote work stays close to stable.

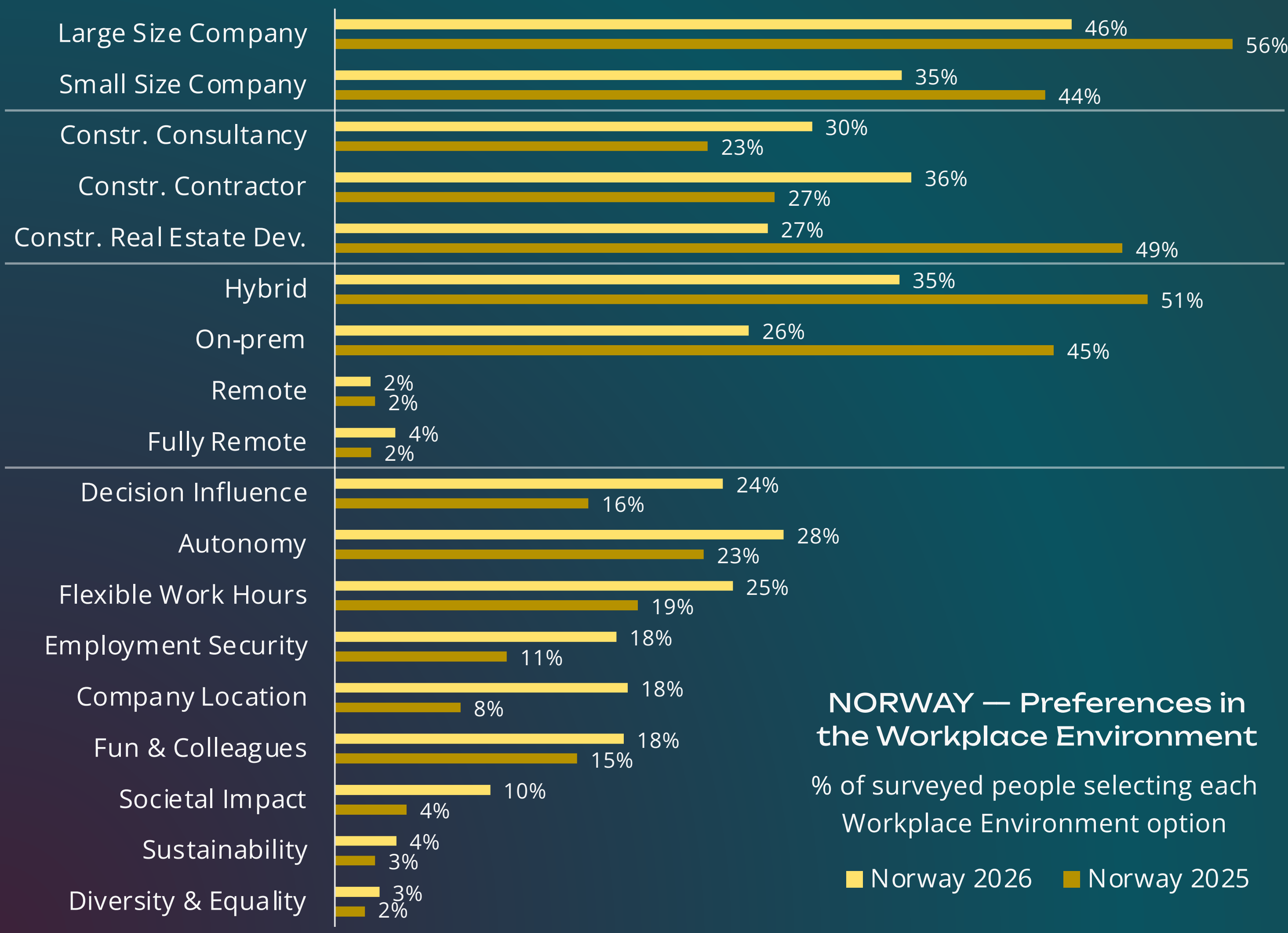
That means Norway should not be read as a full-remote market. The stronger signal is that candidates want more practical control over the conditions around work.

Decision influence rises from 16% to 24%. Autonomy, employment security, and flexible work hours also increase.

Together, this points to a market where candidates are asking less for a specific workplace label — and more for a setup that works in real life.

FOR NORWEGIAN CANDIDATES, this means the strongest evaluation may be practical: where is the work, how much control do I have, how much influence do I get, and does the setup support the life I want around the role?

FOR NORWEGIAN EMPLOYERS, location strategy is part of talent strategy. Project location, office setup, travel expectations, flexible hours, and decision rights can all influence how attractive an opportunity feels.



NORWAY — Preferences in the Workplace Environment

% of surveyed people selecting each Workplace Environment option

MARKET INSIGHT 06

WHY THIS MATTERS NOW

LOCATION IS BECOMING PART OF THE VALUE EQUATION

Engineering & Construction work is tied to place. That will not disappear. But place has become more important in how candidates evaluate value.

This final preference insight shows that candidates are placing more weight on practical life-fit: location, autonomy, influence, flexible hours, and security.

This matters because senior Construction roles often require responsibility that extends beyond normal working hours. Project pressure, travel, stakeholder coordination, and delivery demands can all affect the rest of life.

So when candidates evaluate a role, they are not only asking:

- What will I earn?
- What will I learn?
- What responsibility will I carry?
- They are also asking:
- Where will this work happen?
- How much friction will it create?
- How much control will I have?
- Will the setup support my life, or slowly work against it?

FOR CANDIDATES, this means location should be evaluated as part of career value. The right project in the wrong geography may not be sustainable. The right employer setup can make responsibility easier to carry.

FOR COMPANIES, this makes location strategy part of workforce strategy. Employer location, project location, office setup, travel expectations, flexible hours, and decision-making all shape whether an opportunity feels attractive. A strong salary may not be enough if the practical life-fit is poor.

That is the final preference lesson of the report.

Construction flexibility is not about working from anywhere — but about making responsibility fit the life around it.

Conclusions

Engineering & Construction is becoming more complex.

The salary market is responding by rewarding responsibility, delivery ownership, and specific forms of future-facing scarcity.

The candidate market is responding by asking for responsibility that is sustainable, supported, and connected to long-term value.

The future of Engineering & Construction will not be defined only by who knows the right tools, but by who can carry the outcome — and whether the role gives enough back to make that responsibility worth taking on.

Salary shows where value is priced. Preferences show what professionals want in return. Together, they show one of the more telling talent questions for 2026:

How do we make responsibility valuable without making it unsustainable?

WHAT THIS MEANS FOR CANDIDATES

Show what your expertise helps you carry

The salary data suggests that tools alone do not create the strongest market leverage — responsibility does.

The strongest candidate positioning is not only "I know BIM" or "I work with Revit." It is showing how technical expertise connects to project value — what you've owned, coordinated, decisions you've made and risks you've reduced.

At the same time, career planning should look beyond the next salary step. The better question is not only which role pays more now, but which environment will make your expertise more valuable — and your responsibility more sustainable — over time.

WHAT THIS MEANS FOR COMPANIES

Define responsibility before the market prices it for you

Do not treat Construction talent as one broad technical category. Some skills are expected, some are scarce, and some only become valuable when connected to responsibility. Digital tools may be necessary, but they are not enough to define senior market value.

Remember that compensation is only part of the equation. Senior candidates are also evaluating whether a role supports security, pension, wellbeing, competence growth, influence, location, and practical life-fit.

The strongest roles will offer responsibility is worth carrying.

About Worko

We hope you've enjoyed this report and its insights into the Scandinavian Engineering & Construction market.

At Worko, we specialize in data-driven recruitment in high competence industries, like Engineering, offering career planning & expert advice to senior professionals, as well as competence planning for companies — proactively aligning candidates' career plans with the competence plans of businesses.

Through our own data & platform, we create pipelines of talent who are ready when you are. We track change-readiness as a key data point, enabling you to hire more & better candidates over time.

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Worko keeps an eye on the market for you, while you focus on your current work. Together, we'll map out your personal preferences, skills, and estimate a time when you'd be open to new opportunities — be it in a month, or in a year. Everything is completely on your terms.

We'll build a personal relationship as part of your career planning journey. But even if you're not currently interested in career planning, you can still find benefits from us: get access to our reports, articles & newsletters, packed with insights & advice for the Construction industry — without any need to engage with us directly. Visit our website for more information on our services for senior white-collar Engineering & Construction professionals.

FOR CLIENTS

Our vision is to rethink recruitment strategy. By viewing recruitment as a long-term strategic plan — instead of always filling one position, one time, several times in a row — you can create foresight and predictability.

This ultimately makes your company less sensitive to shifts in the market, sudden vacancies, and leaves of absence in your staff, and increases your chances of hiring the right people.

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Thank you for reading this report.

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Methodology & Data Notes

DATA SOURCE

OLS regression (ElasticNet feature selection, 80/20 holdout, nested 5-fold CV) on 2025 Worko dataset, n = 170,611.

VARIABLES

Annual base salary (SEK/month, PPP-adjusted) as dependent variable; independent variables: 22 skill-cluster representatives, tenure, country, city size, employer size, CEO flag.

MODEL FIT

Adjusted R^2 = 0.26 (26.12%). Sweden 0.20, Norway 0.16.

CONFIDENCE

Figures shown are point estimates; significance tested via p-values ($p<0.05$), HC3 robust SE, Bootstrap 95% CI (100 resamples).

CURRENCIES

1 NOK = 0.93 SEK. All figures normalized.

OFFICIAL BASELINES

SEK 42,900 average base salary (SCB) / NOK 62,070 (SSB).