

TECH TALENT TRENDS REPORT

& SALARY BENCHMARK

2026

PORTUGAL



The **largest**
community-based
tech talent report

- × Tech Roles
- × Programming languages and Frameworks
- × Work models
- × Salary
- × Benefits
- × Career drivers
- × AI Trends

1. Methodologies
2. Demographic Data
3. Roles & Technology
4. Salary Benchmark
5. Work Models & Flexibility

6. Benefits & Career Drivers
7. Devs & AI: Skills, Concerns, and Recruitment Processes
8. Conclusions



INTRODUCTION

For the first time, **two of the most recognised sources of insight into the Portuguese tech talent market – Landing.Jobs and Damia** – have joined forces to produce a single, comprehensive report.

Both organisations have spent years analysing the evolution of Portugal’s tech ecosystem from complementary perspectives. Landing.Jobs has captured the voice and reality of tech professionals through its community and platform, while Damia has observed the market from inside recruitment processes, helping companies build and scale tech teams across the country.

By bringing these perspectives together, this joint edition becomes the most complete view of the Portuguese tech talent market to date. It combines community-driven data with recruitment intelligence to offer a clearer picture of how the ecosystem is evolving for companies, professionals, and decision-makers alike.

More than a collection of statistics, this report aims to reduce information asymmetry across the ecosystem. Transparent data empowers professionals to make informed career decisions and helps companies design more competitive and fair hiring strategies.

Ultimately, the goal remains the same for both Landing.Jobs and Damia: to contribute to a stronger, more transparent, and better-informed tech community in Portugal.

This report is built for that community, and with it in mind.

Last updated on [15 May 2026](#)

KEY FINDINGS AT A GLANCE

The numbers that define the Portuguese tech market in 2026



53.671 EUR average tech salary (0.9% YoY).

After seven years of growth, salaries are starting to stabilize.

Remote-first roles pay 14.3% more than office-first roles.

Remote-first average gross salary: 62.798€ vs office-first average gross salary: 54.951€.

Product Companies pay 24.8% more than Consulting.

19% are actively looking for other jobs and 40% would be open to relocate to a foreign company.

Only 13% currently work cross-borders.

Gender pay gap in senior roles is still around 14% in both tech development and management roles.

Women now represent 22% of the workforce, marking another year of slow but gradual progress.

74% of tech professionals use AI coding tools.

GitHub Copilot leads (56%), followed by Claude Code (34%) and ChatGPT Code Interpreter (31%).

MARKET OVERVIEW

A market in transformation: redefined by AI, maturing in expectations.

After several years marked by uncertainty, hiring slowdowns, and rapid shifts in work models, the Portuguese tech talent market is entering a new phase of transformation. Demand for specialised talent remains strong, particularly in areas connected to **AI, data, DevOps, and cloud-native architectures**. At the same time, the rise of AI-powered tools and agents is beginning to reshape how teams are built and how work gets done.

One of the most visible consequences is a growing pressure on entry-level opportunities. With senior professionals becoming significantly more productive through AI assistance, companies are hiring fewer junior developers, raising important questions about the long-term sustainability of the ecosystem and how the next generation of Portuguese tech talent will be developed.

Portugal continues to strengthen its position as an international tech hub, attracting global companies and foreign professionals who see the country as a strategic location for building technology teams. At the same time, the ecosystem is becoming more complex and competitive. Companies are navigating global hiring dynamics, distributed teams, and evolving expectations around flexibility and productivity. AI adoption is accelerating across organisations, not only influencing the type of roles being created, but also redefining the skills companies value most.

The tech workforce itself is evolving. Professionals are becoming more strategic in their career choices, prioritising roles that offer meaningful impact, flexibility, and growth in an increasingly automated environment. For companies, attracting and retaining talent requires more than competitive salaries. Employer branding, engineering culture, learning opportunities, and clear career development paths have become decisive factors. As the market matures, organisations that invest in long-term talent development, including pathways for junior professionals, will play a crucial role in maintaining the health and renewal of the ecosystem.

This report combines community-driven insights with recruitment market intelligence to explore how these dynamics are reshaping the Portuguese tech talent market, helping professionals and organisations navigate what comes next.

MARKET OVERVIEW



ABOUT THIS EDITION'S SPONSOR: INSCALE

INSCALE is an insourcing company that connects European businesses with exceptional tech talent in strategic global locations, addressing one of the most pressing challenges organizations face today: accessing top-tier IT professionals.

With nearly 750 employees, 20 years of experience, and approximately 40 million € in annual revenue, the company currently serves over 50 clients across Denmark, the UK, Sweden, Norway, Switzerland and Belgium.

We sit in a space between exceptional engineering talent and ambitious technology companies – and make that space meaningful. A space where remote collaboration feels local.

Where every engineer belongs.

Where every client gains a trusted partner, not just a vendor.

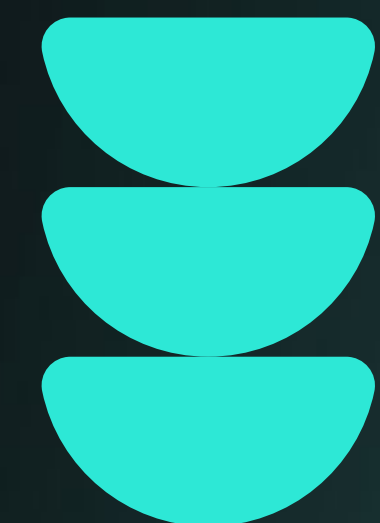
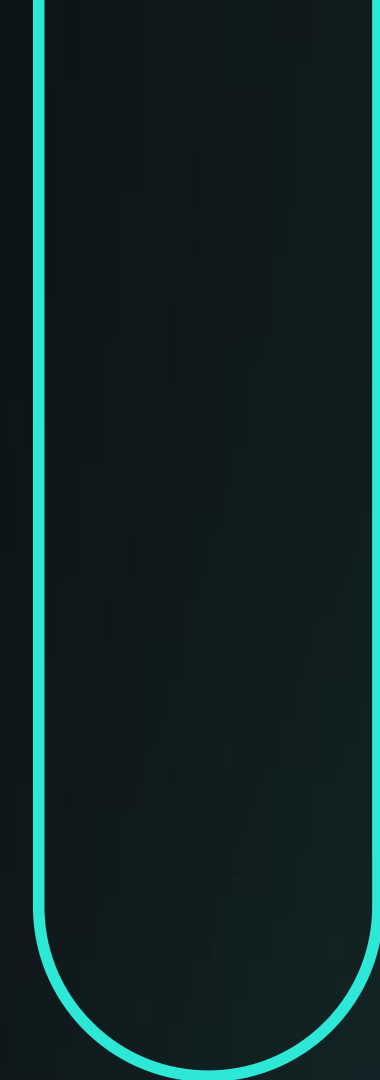
Because in this business, productivity matters. Growth matters. But people matter most.

This is how together we become more.

www.inscale.net

*INSCALE supported the production and distribution of this report, but did not influence the research, data analysis, or insights presented.

All data findings, and editorial decisions were independently produced by Landing.Jobs and Damia according to the methodology described in this report.





1. Methodologies

This report combines two complementary datasets and research methodologies from Landing.Jobs and Damia, offering a broader and more balanced view of the Portuguese tech talent market. By combining community-driven insights with recruitment market intelligence, this study provides both a **snapshot of current market conditions and a forward-looking perspective on hiring expectations.**

 Landing.Jobs — **Dataset:** Talent Reality

The Landing.Jobs contribution is based on a large-scale survey of tech professionals.

The survey was open to the public between **December 2025 and March 2026**, gathering responses from **1,115 tech professionals located in Portugal.**

Participants include both **Landing.Jobs platform users and other tech professionals from the community**, ensuring a broad representation of the Portuguese tech market.

To maintain the accuracy of the results:
Respondents who identified as **part-time workers, students, currently unemployed or working for foreign countries, were excluded from salaries statistics.** In all other sections of the report, those respondents were included.

This dataset reflects **current employment conditions, salaries, preferences, and perceptions** of tech professionals working in the market today.



 — Dataset: Talent Interview Expectations

Damia's contribution is based on **recruitment data collected over eight years (2018–2025)** through real hiring processes conducted in the Portuguese tech market.

The dataset includes information from **over 6,500 tech candidates** who shared their **salary expectations during the early stages of recruitment processes**. This information reflects the compensation candidates would consider attractive to accept a new opportunity.

All data was **anonymized, standardised across roles and technology stacks**, and processed with statistical cleaning methods, including the removal of outliers to ensure consistency and accuracy.

Damia's dataset focuses on **salary expectations**, rather than current salaries. This approach provides a more dynamic view of the market by capturing the **supply and demand forces shaping compensation levels** and better reflects what companies need to offer to attract talent.

Because the data originates directly from **live recruitment processes rather than self-reported surveys**, it provides an additional layer of realism and predictive insight into hiring trends.

TWO PERSPECTIVES ON THE SAME MARKET



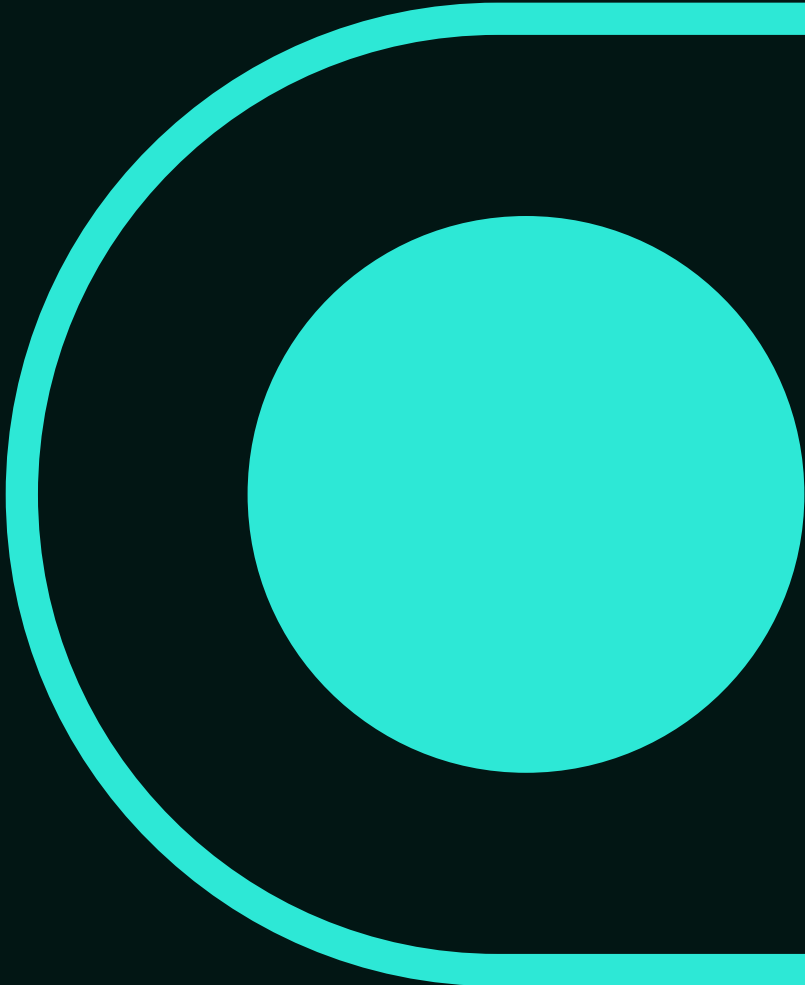
Talent interview expectations dataset

What it measures: Salary expectations from candidates in active recruitment processes.
Sample: 6,500+ tech candidates across 8 years (2018–2025).
Perspective: Reflects what companies need to offer to attract talent.
Method: Data from live interviews, anonymised and cleaned.



Talent reality dataset

What it measures: Current salaries, preferences, perceptions, and career drivers.
Sample: 1,115 tech professionals (survey Dec 2025 – Mar 2026).
Perspective: Reflects what professionals earn and value today.
Method: Community-driven survey open to all tech professionals.



Seniority Classification

To maintain consistency across the benchmark analysis, seniority levels are defined primarily by **years of professional experience**:

Junior: 0–3 years ▪ **Mid-level:** >3–5 years ▪ **Senior:** more than 5 years

While the tech market contains multiple quality tiers, influenced by factors such as company maturity, engineering culture, and product complexity, years of experience were used as the primary classification criteria to ensure comparability across roles and companies.

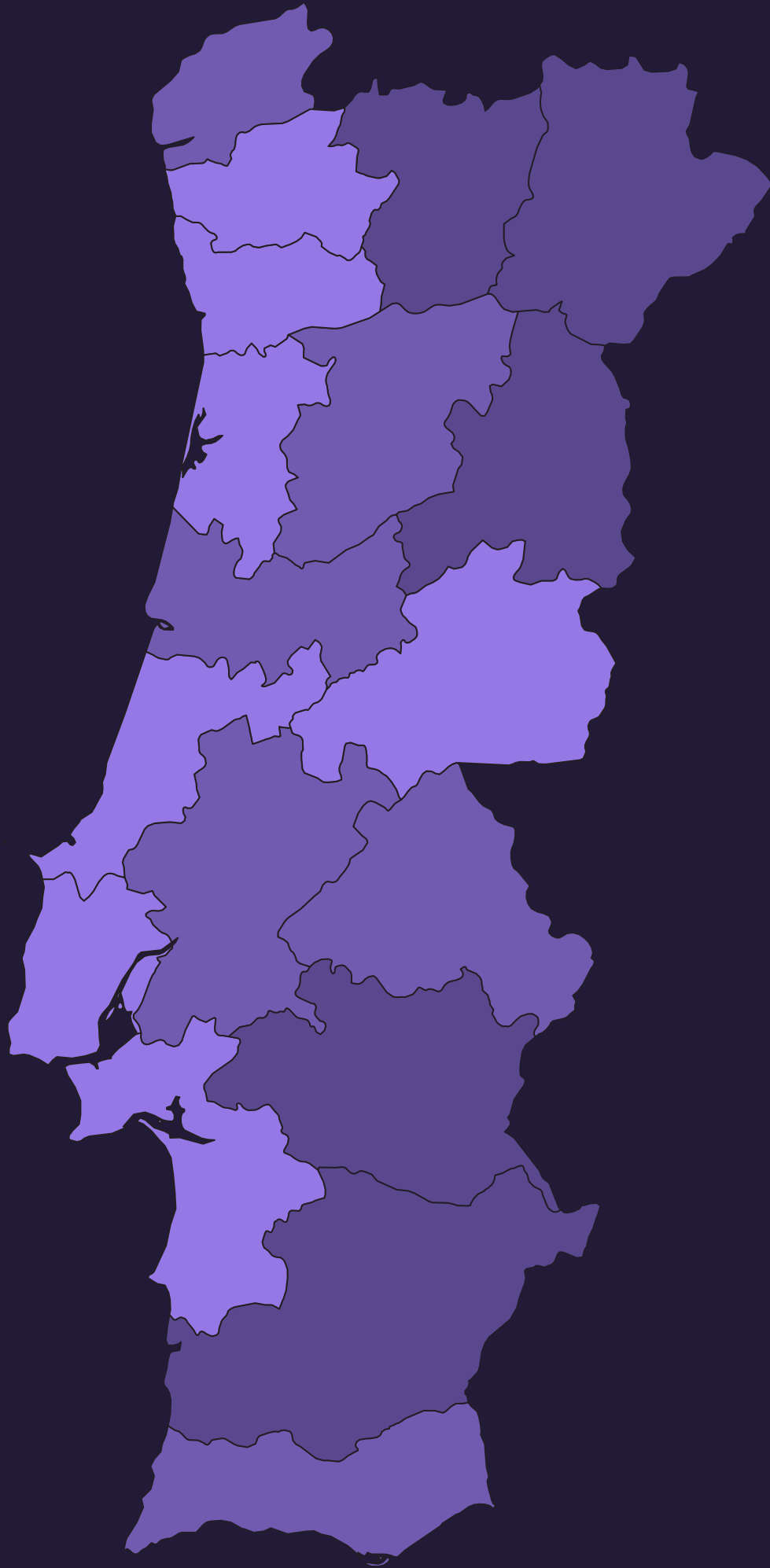


2. Demographic Data

The geographic distribution of tech talent in Portugal continues to show a strong concentration in major urban areas. Currently, around **62% of demand is focused in Lisboa**, highlighting the increasing pressure to attract and secure talent in this region, while **Porto represents approximately 18.7% of the market**.

The remaining candidate pool is spread across cities such as **Braga, Setúbal, Aveiro**, and **Leiria**, which continue to grow as relevant talent hubs, although at a more gradual pace.

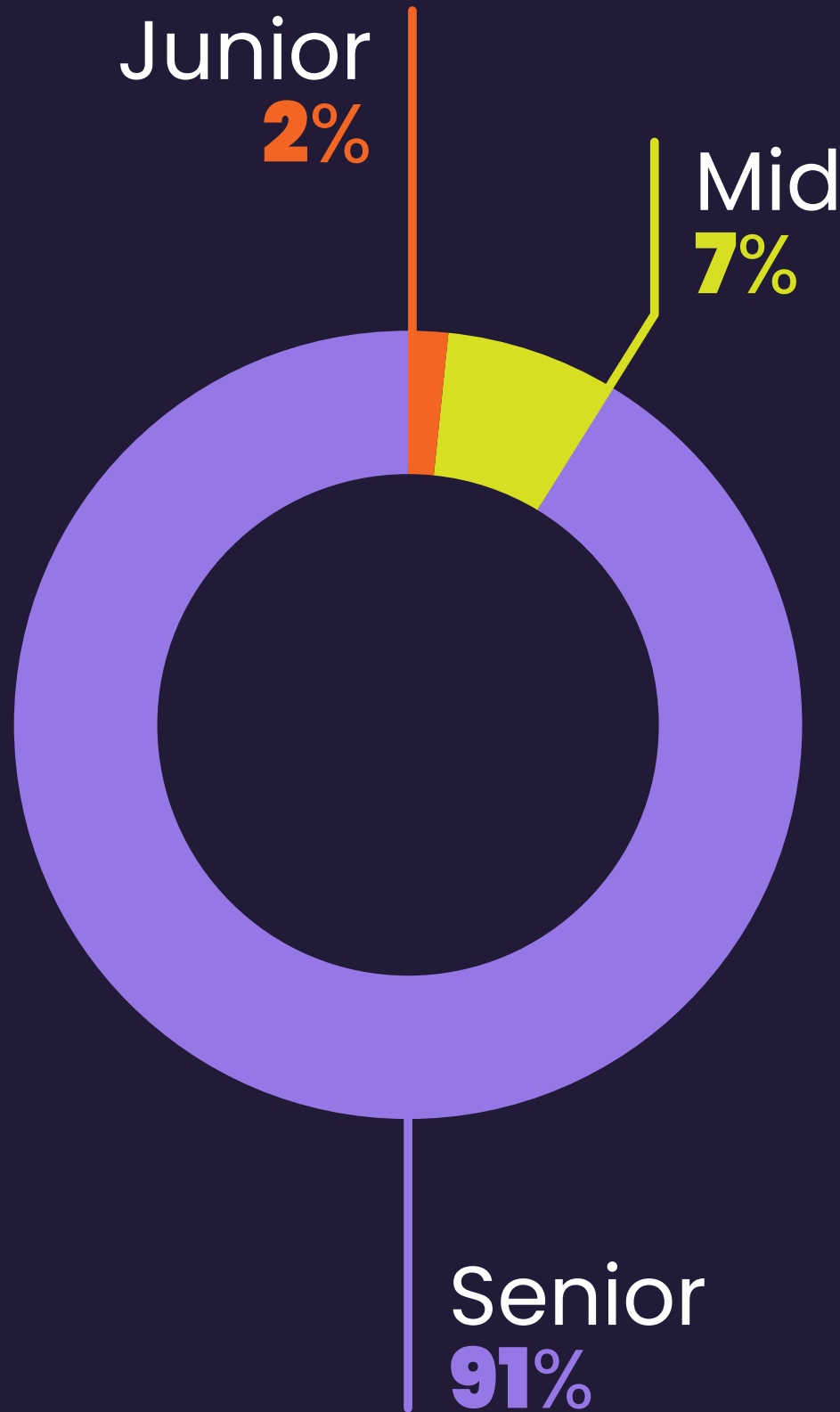
This dynamic reflects not only the sustained centralisation of opportunities in Lisbon but also the challenges companies face in highly competitive environments when hiring for tech roles.



- 62% Lisboa
- 18.7% Porto
- 3.7% Braga
- 2.3% Setúbal
- 1.5% Aveiro
- 1.2% Castelo Branco
- 1.2% Coimbra
- 0.7% Santarém

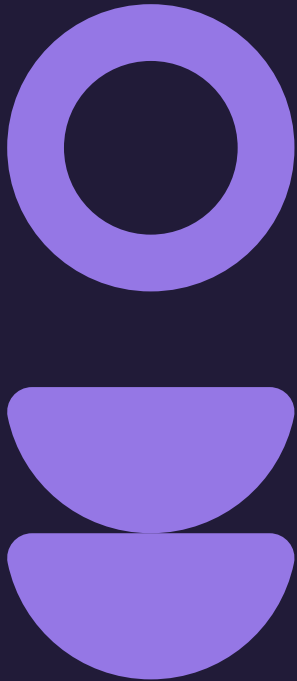


- 0.6% Leiria
- 0.6% Viana do Castelo
- 0.5% Viseu
- 0.4% Faro
- 0.3% Madeira
- 0.1% Açores
- 0.1% Guarda
- 0.1% Portalegre
- 6% Others



Comparing the 2025 distribution with the previous year, we can observe a clear shift towards more senior profiles (91% vs 75% last year). The share of senior-level professionals has increased, while the demand for mid-level profiles has decreased.

This suggests that companies are becoming more selective, prioritising experienced candidates who can deliver immediate impact over more intermediate/junior profiles.



98% of respondents are based in Portugal, making the dataset strongly representative of the local market.

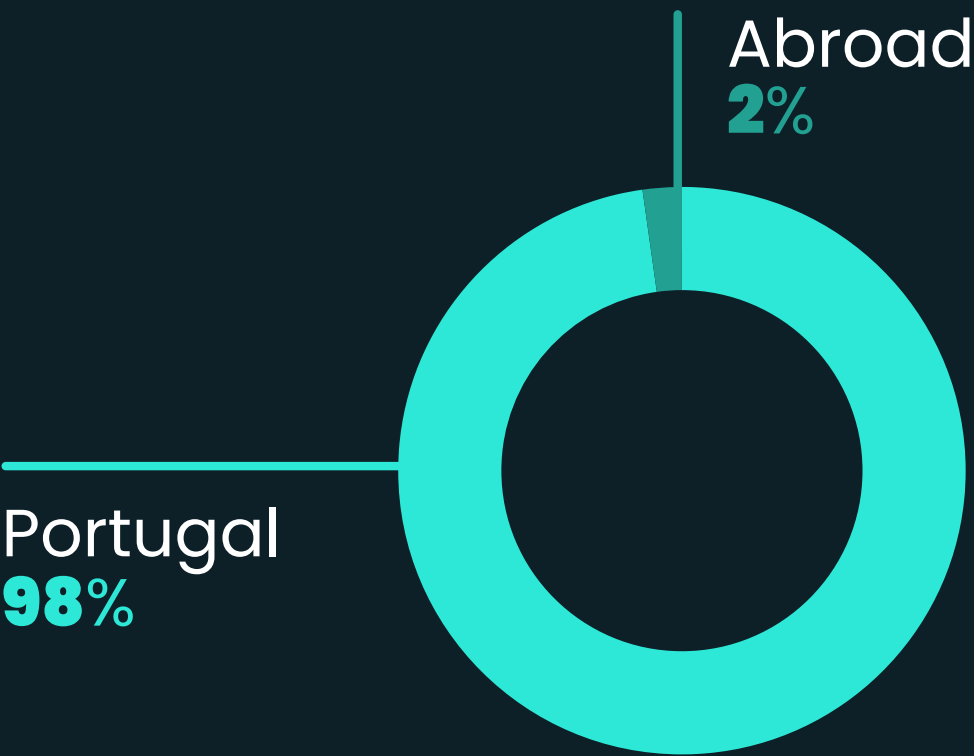
Only 2% are based abroad, primarily in **Europe** (53%), followed by **South America** (27%), indicating some geographic dispersion but low overall international weight.

Lisbon alone accounts for 42% of respondents, reinforcing its position as the main tech hub in the country.

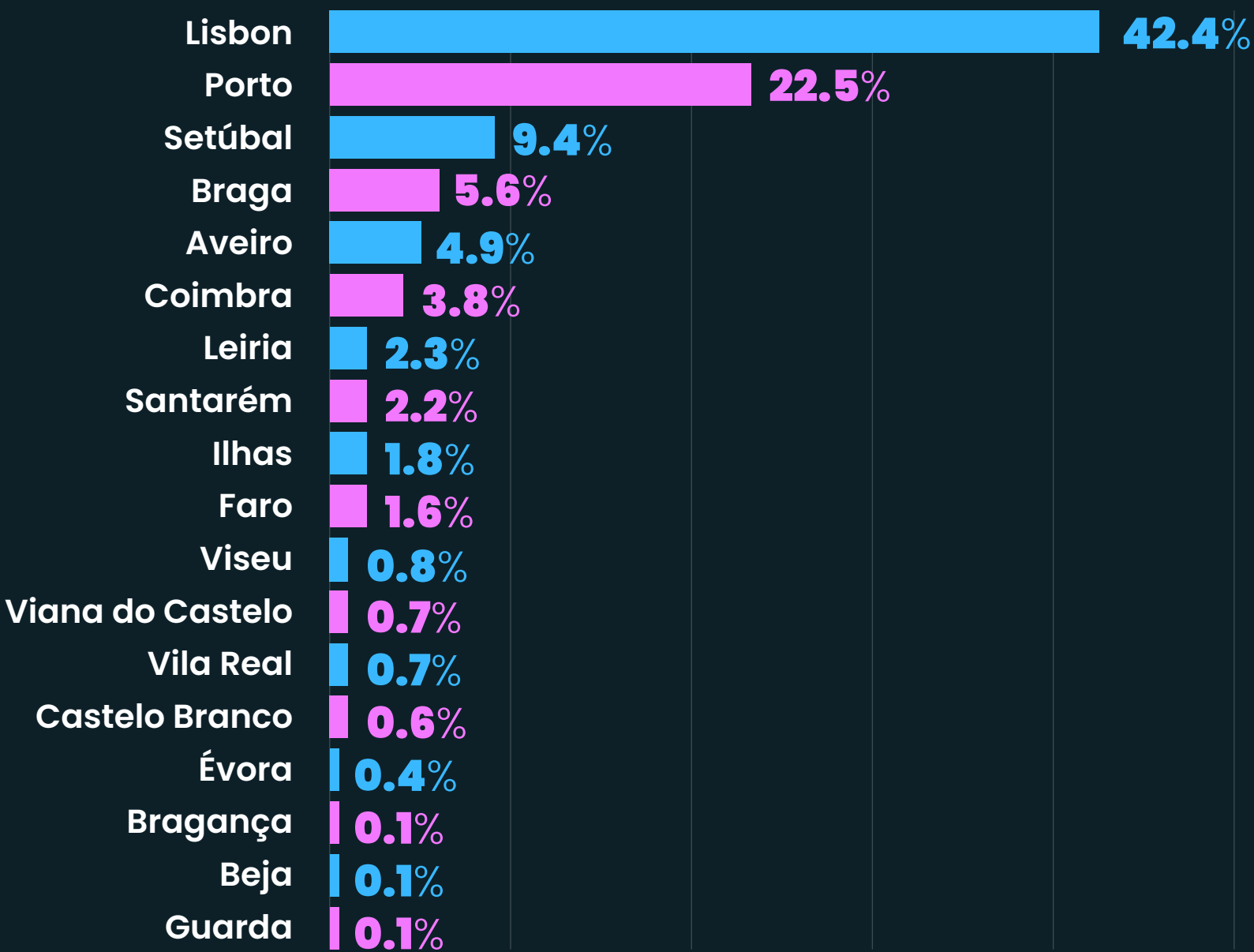
With 22,5%, **Porto** clearly stands as the second major centre, though significantly behind Lisbon. **Setúbal** (9%), **Braga** (6%), and **Aveiro** (5%) show some relevance, suggesting growing but still limited regional ecosystems.

Interior regions remain underrepresented indicating persistent geographic concentration of opportunities and talent.

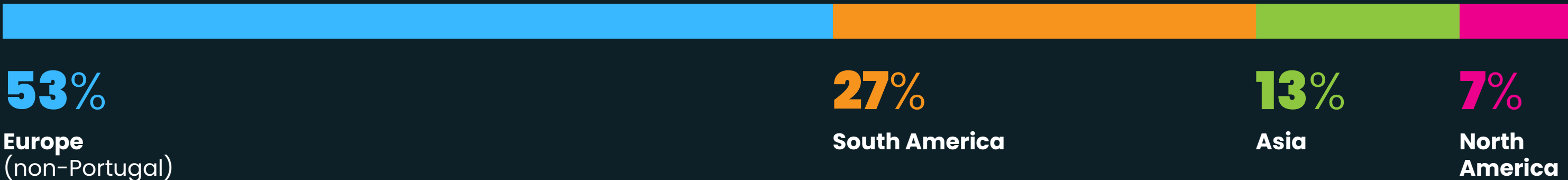
Country



Region



Residence



The survey sample is heavily skewed towards male respondents, who represent approximately 77% of the total population.

Women now represent 22% of the tech workforce, marking another year of gradual progress (+0.5% since last year). Despite this positive trend, the gender gap remains significant and highlights the need for continued inclusion efforts.

Male and female distributions are very similar, with only slight differences in the 25–34 segment, where female representation is slightly higher.

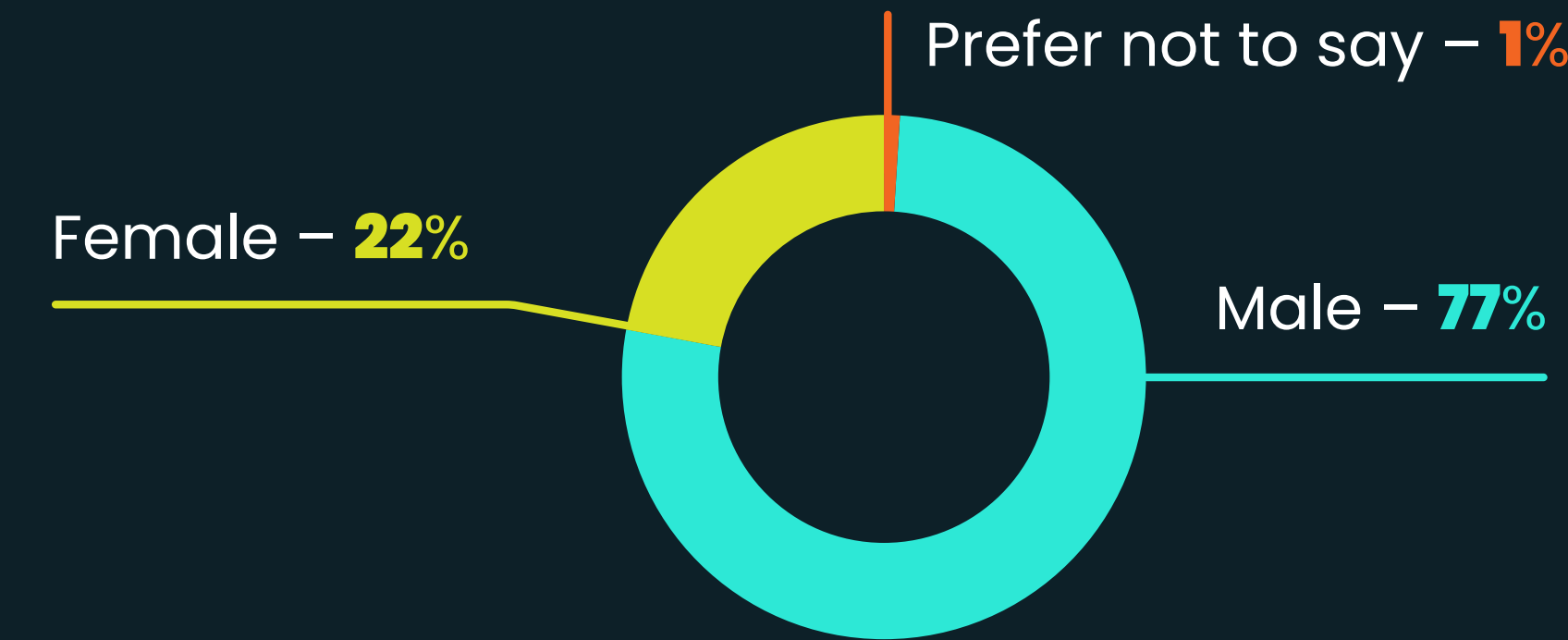
The majority of professionals fall within the 35–54 age group (55%–58%), indicating a highly experienced and mature workforce.

The 25–34 segment is also significant (36% male, 42% female), showing a healthy pipeline of younger professionals entering and growing within the sector.

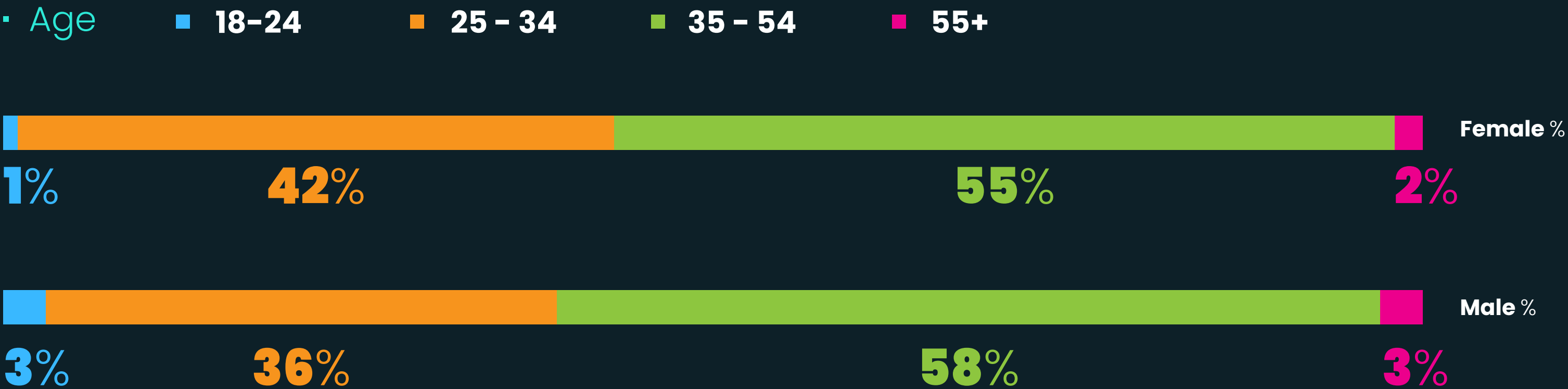
The 18–24 group is minimal (1%–3%), suggesting limited direct entry into tech roles without prior experience.

Professionals aged 55+ represent only 2%–3%, indicating a drop-off at later career stages or transition into other roles.

Gender



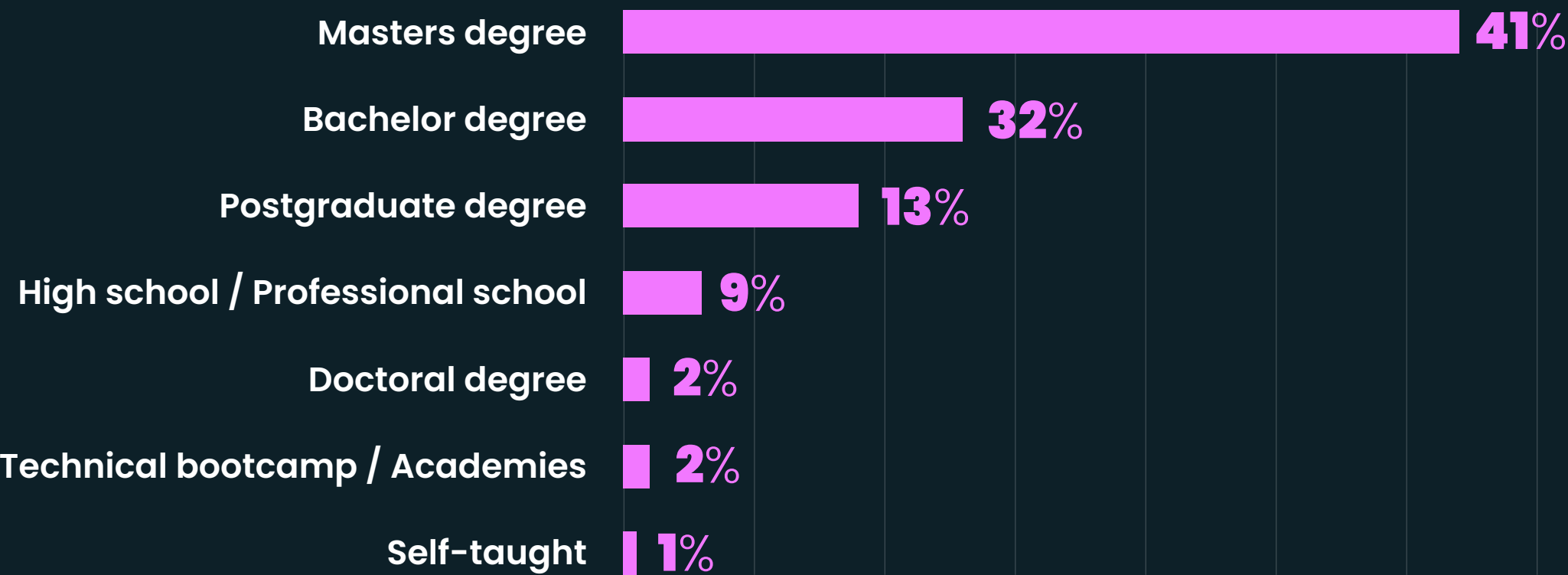
Age



Higher education dominates the tech workforce.

Most professionals hold a Bachelor’s or Master’s degree, accounting for around 73% of the workforce. Advanced education continues to be a key characteristic of tech talent in Portugal.

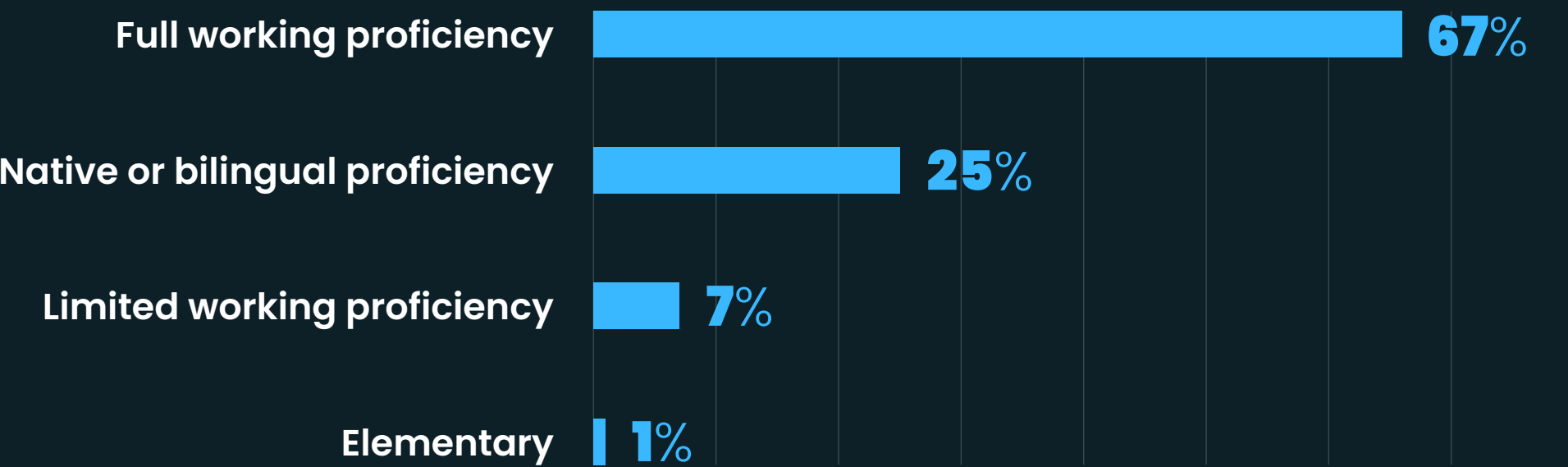
Education Level



English proficiency is near-universal among tech professionals.

Over 90% of respondents report high or native-level English skills, reinforcing Portugal’s strong positioning in the global tech market and enabling cross-border opportunities.

English Level



- **32.4%**
Intermediate
Level
- **67.6%**
Proficient
Level

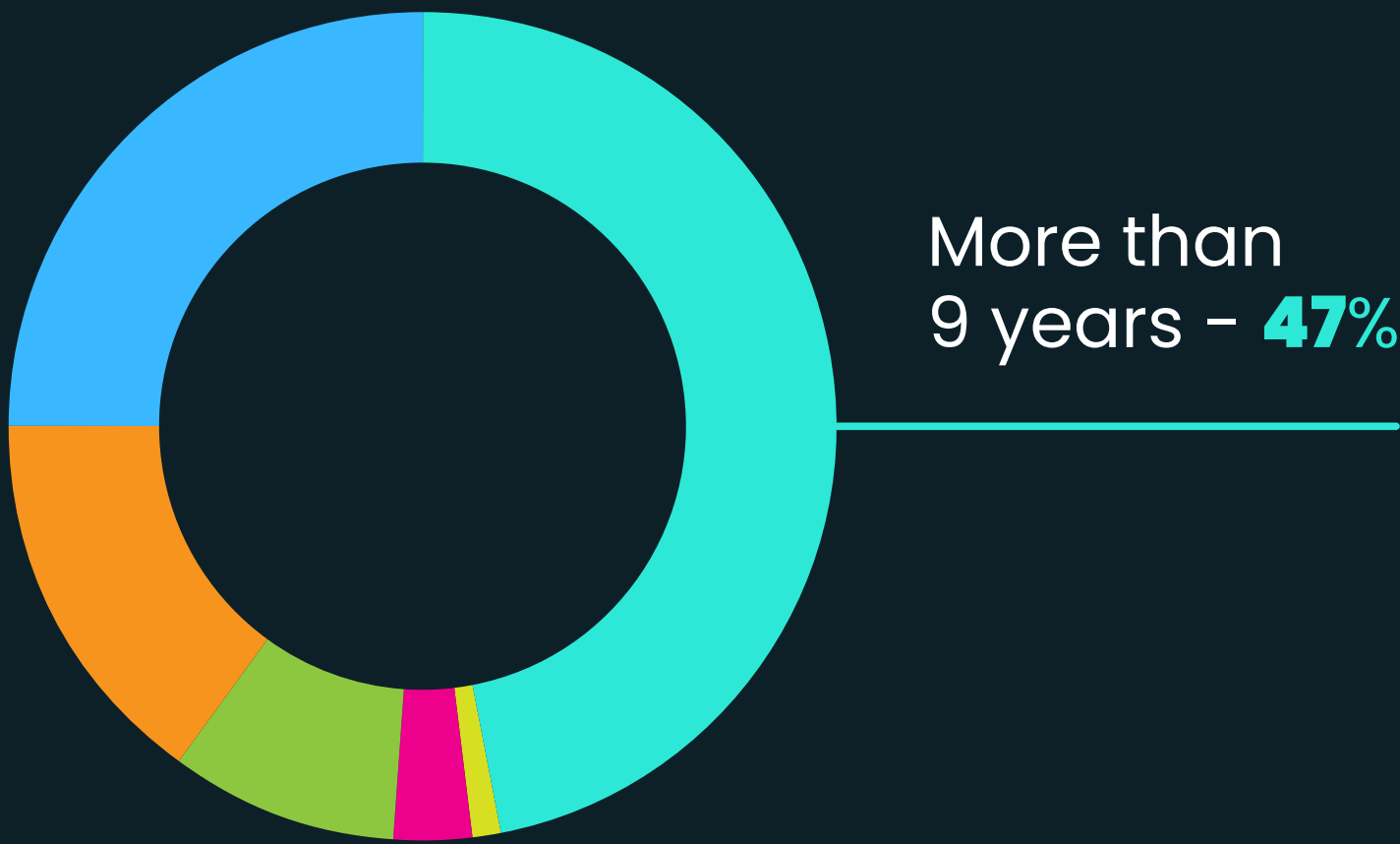


Based on our sample, having a level of English above intermediate is increasingly becoming a requirement, mainly driven by the need to collaborate with international teams.

In fact, candidates with proficient-level English already represent more than 67% of our sample.

• Years of Experience

- 5+ to 9 years – 25%
- 3+ to 5 years – 15%
- 1+ to 3 years – 9%
- Less than 1 year – 3%
- No working experience – 1%



Nearly half of respondents (47%) have more than 9 years of experience.

Professionals with 5–9 years (25%) represent a significant share, reinforcing a solid pipeline of experienced tech professionals.

Only 13% have less than 3 years of experience, indicating high entry barriers and a preference for experienced talent.

Early-career professionals remain a minority in the market.





3. Roles & Technologies

26 % Backend Developers

9 % Product Manager

5 % Frontend Developers

15 % Fullstack Developers

8 % Leadership

4 % Mobile Developers

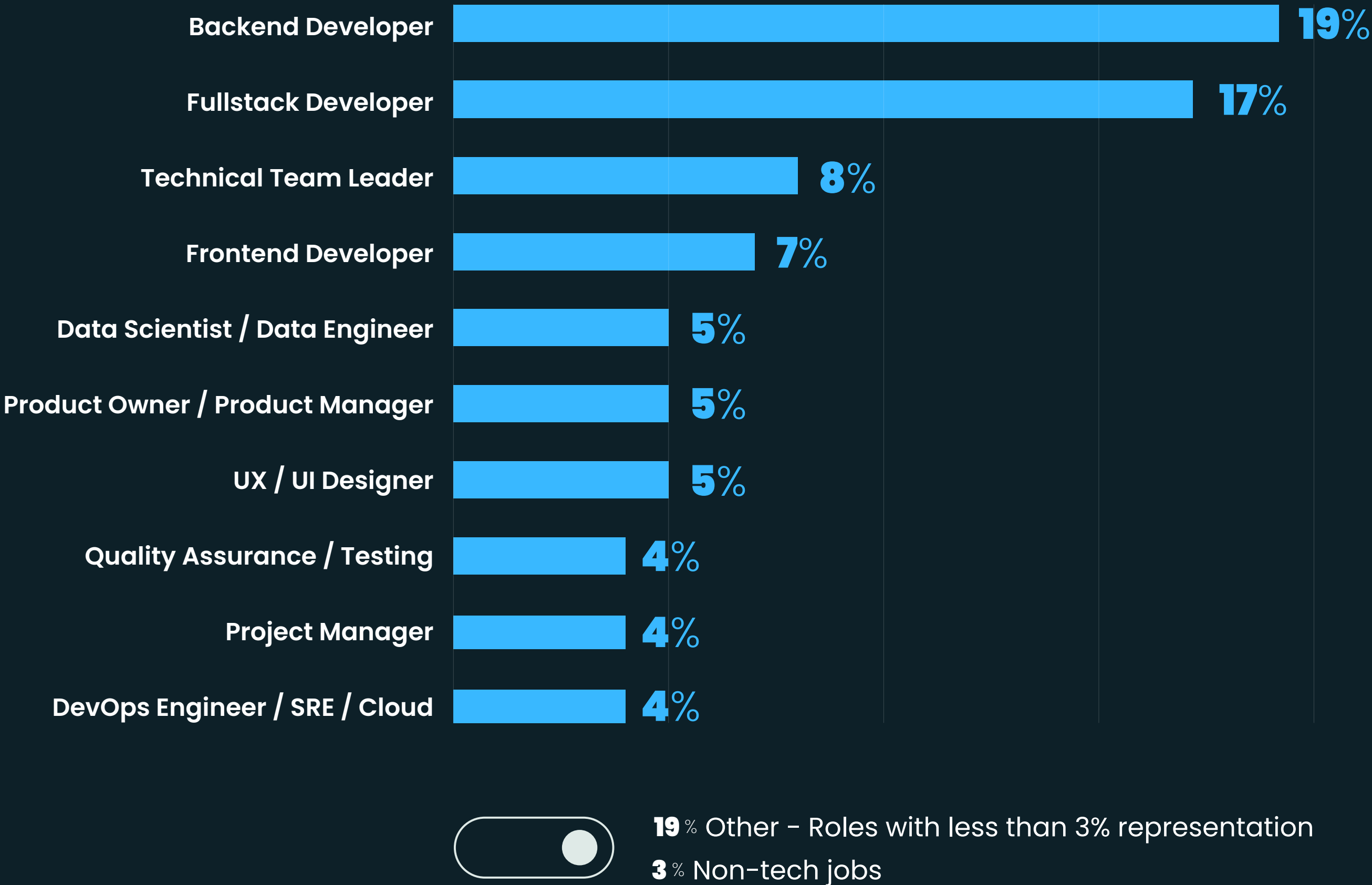
9 % Data Professionals

5 % DevOps/ SRE

2 % Quality Assurance

17 % Others

- The role distribution highlights a developer-centric ecosystem, supported by a smaller layer of leadership and specialised roles, reinforcing that core engineering remains the primary driver of tech operations.
- Development roles clearly dominate confirming that software development is the core of tech delivery capacity.
- At 7%, Frontend roles are less represented, suggesting a stronger demand for backend-heavy or end-to-end skill sets.
- Technical Team Leaders (8%) indicate a structured layer of technical management, supporting delivery teams.

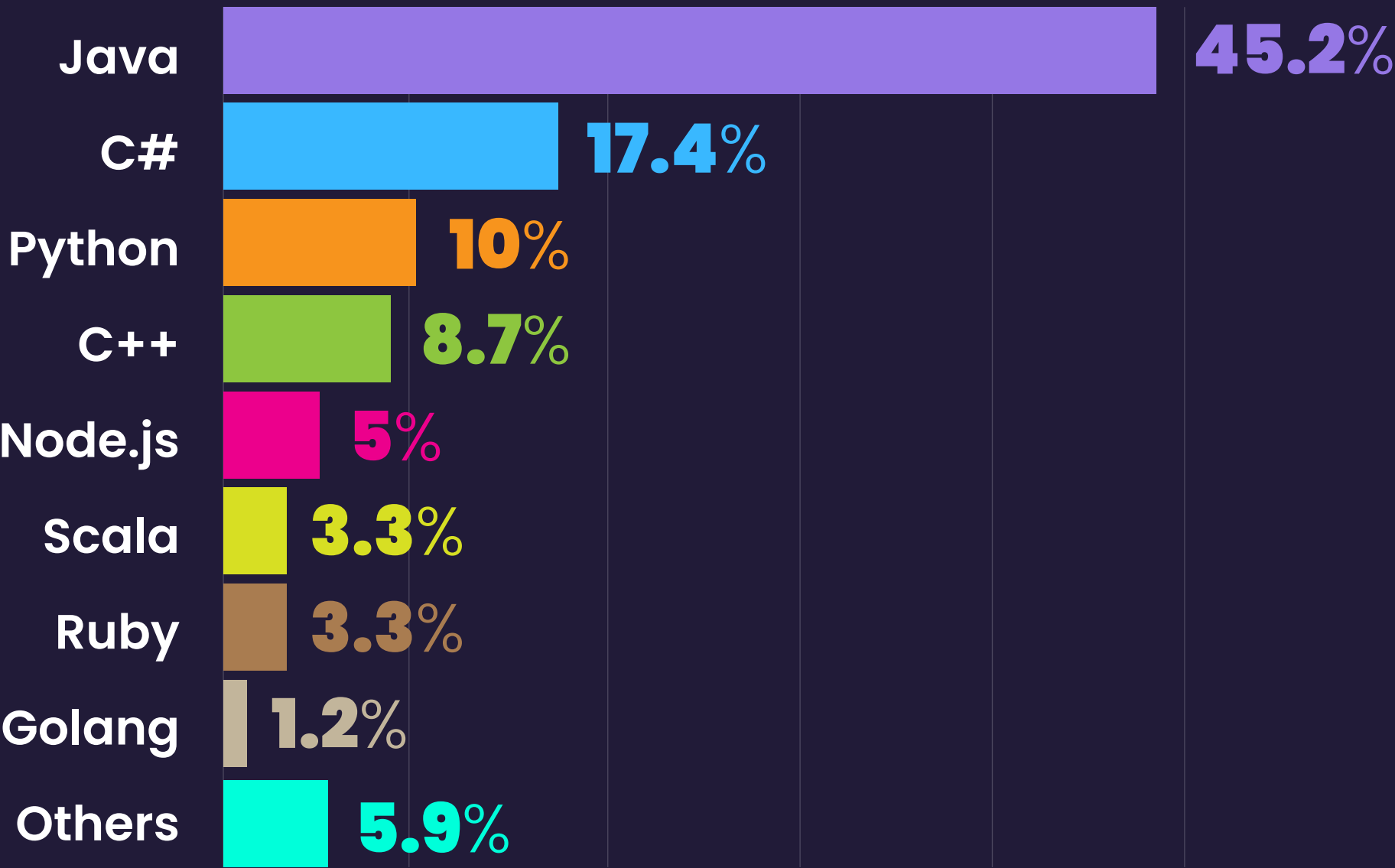


3. Roles & Technologies

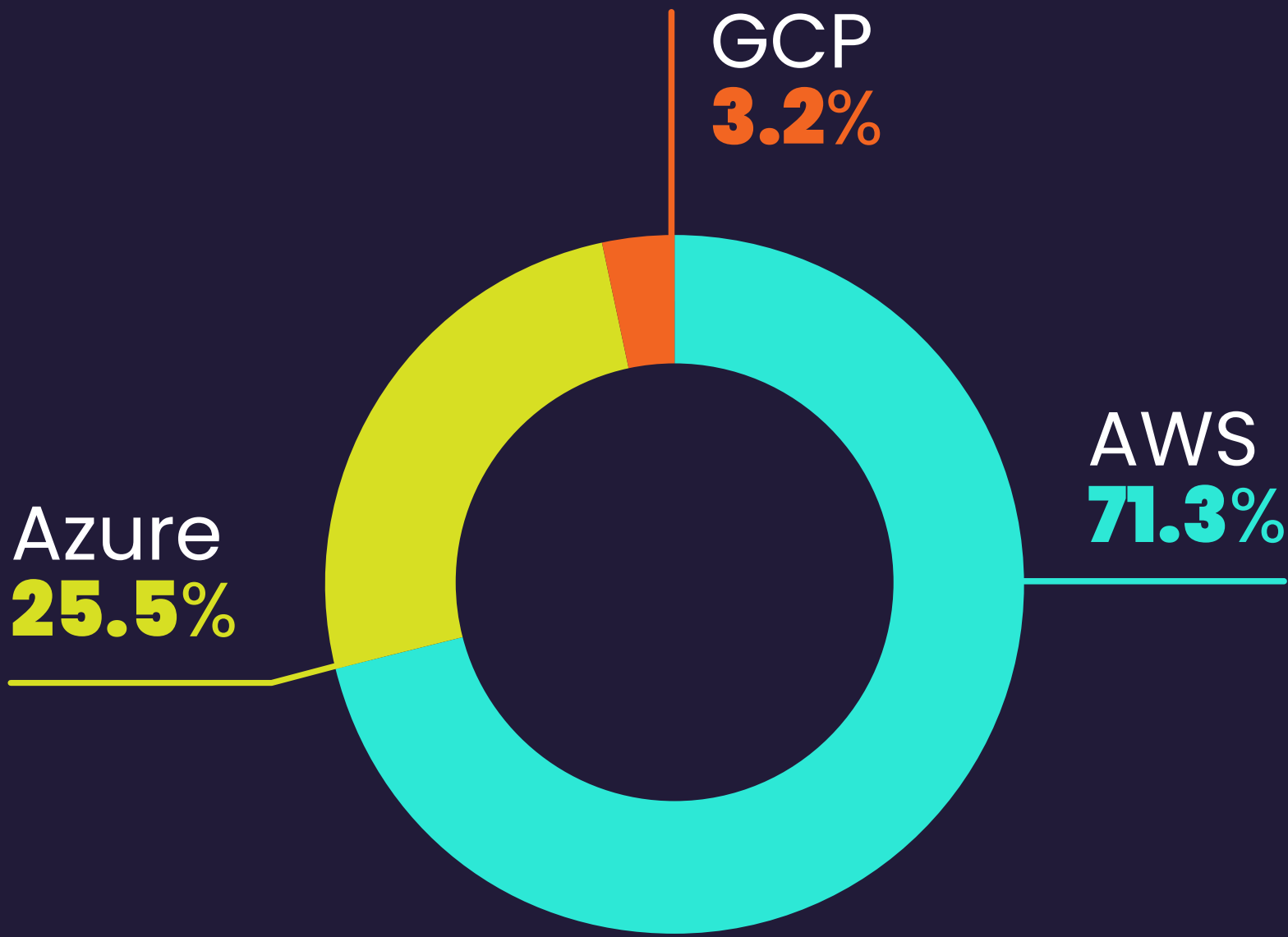
MOST POPULAR ROLES & TOOLS

 **damia** – **Dataset:** Recruitment Market Intelligence

▪ Most Popular Tools



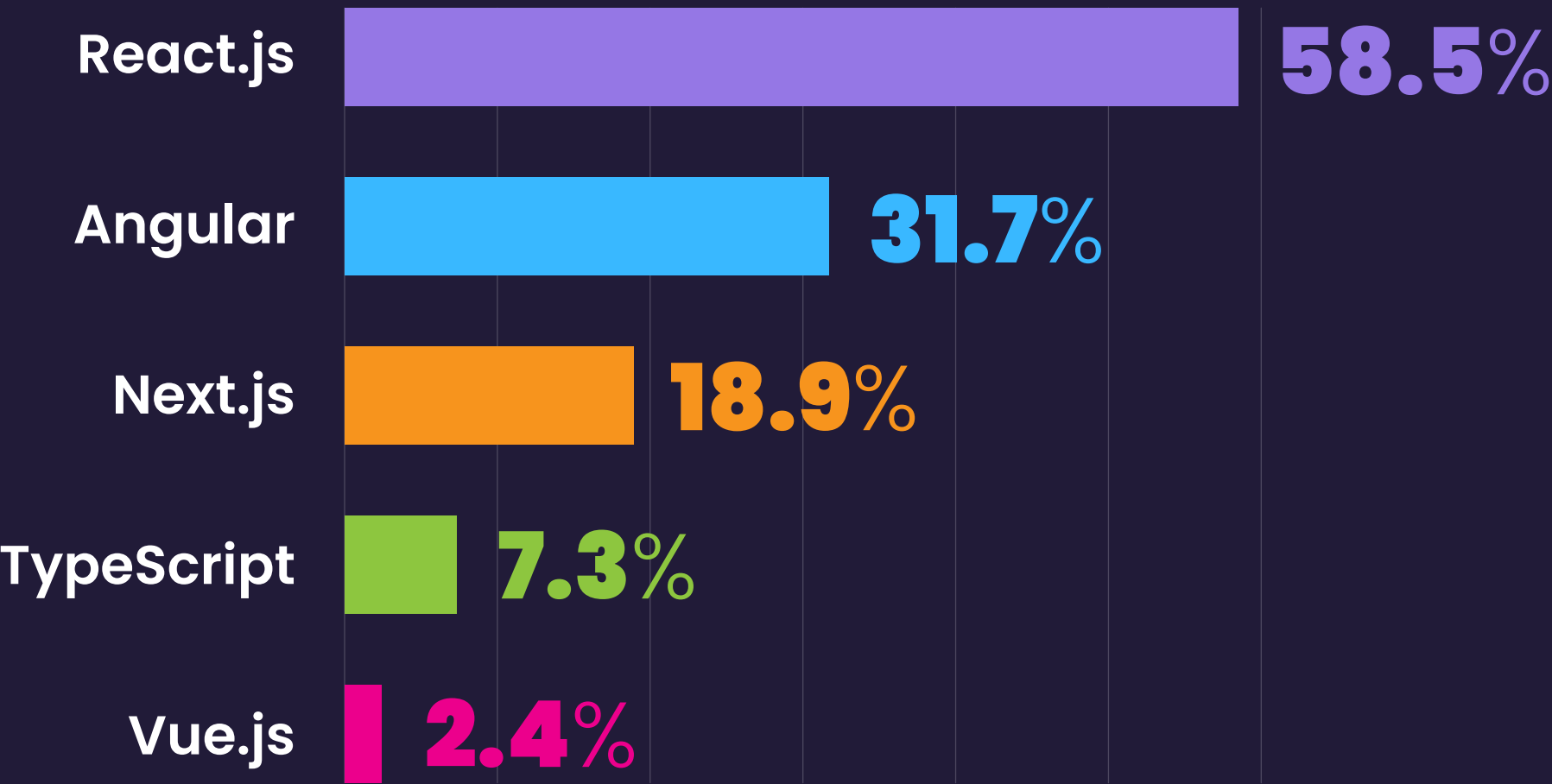
▪ Most Popular Cloud Platforms



From a market perspective, we believe it's more accurate to compare libraries directly with programming languages.

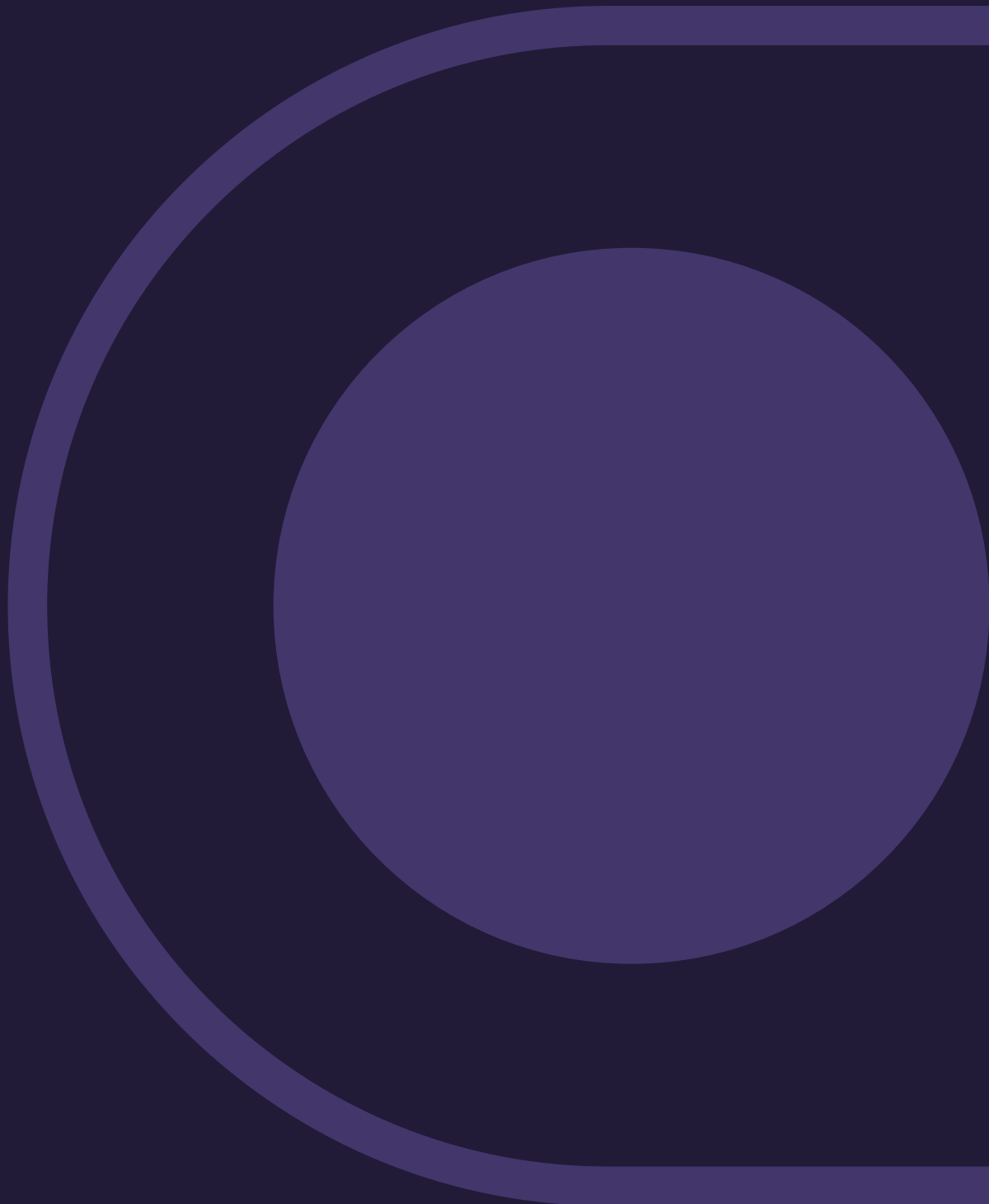


▪ Most Popular Tools

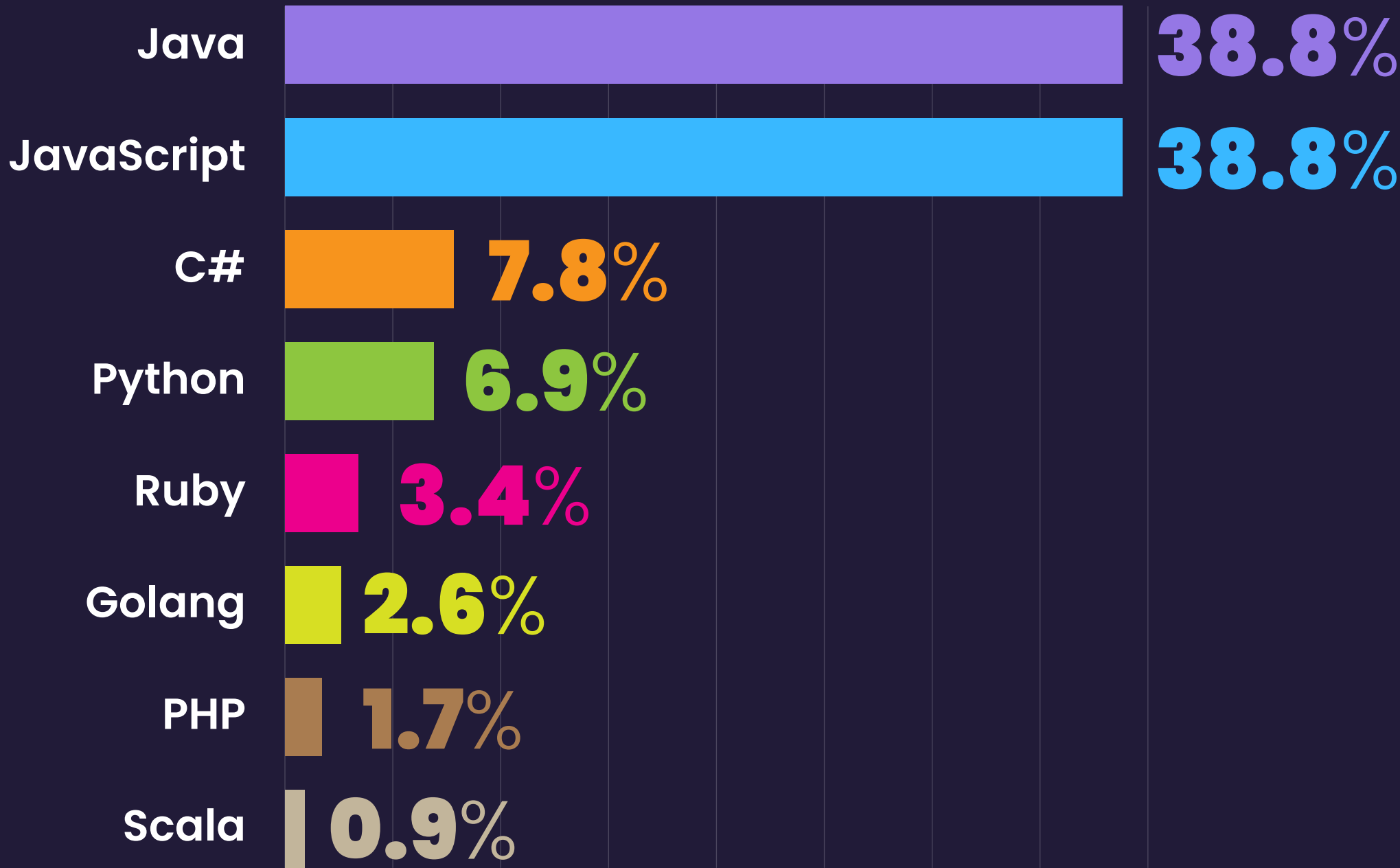


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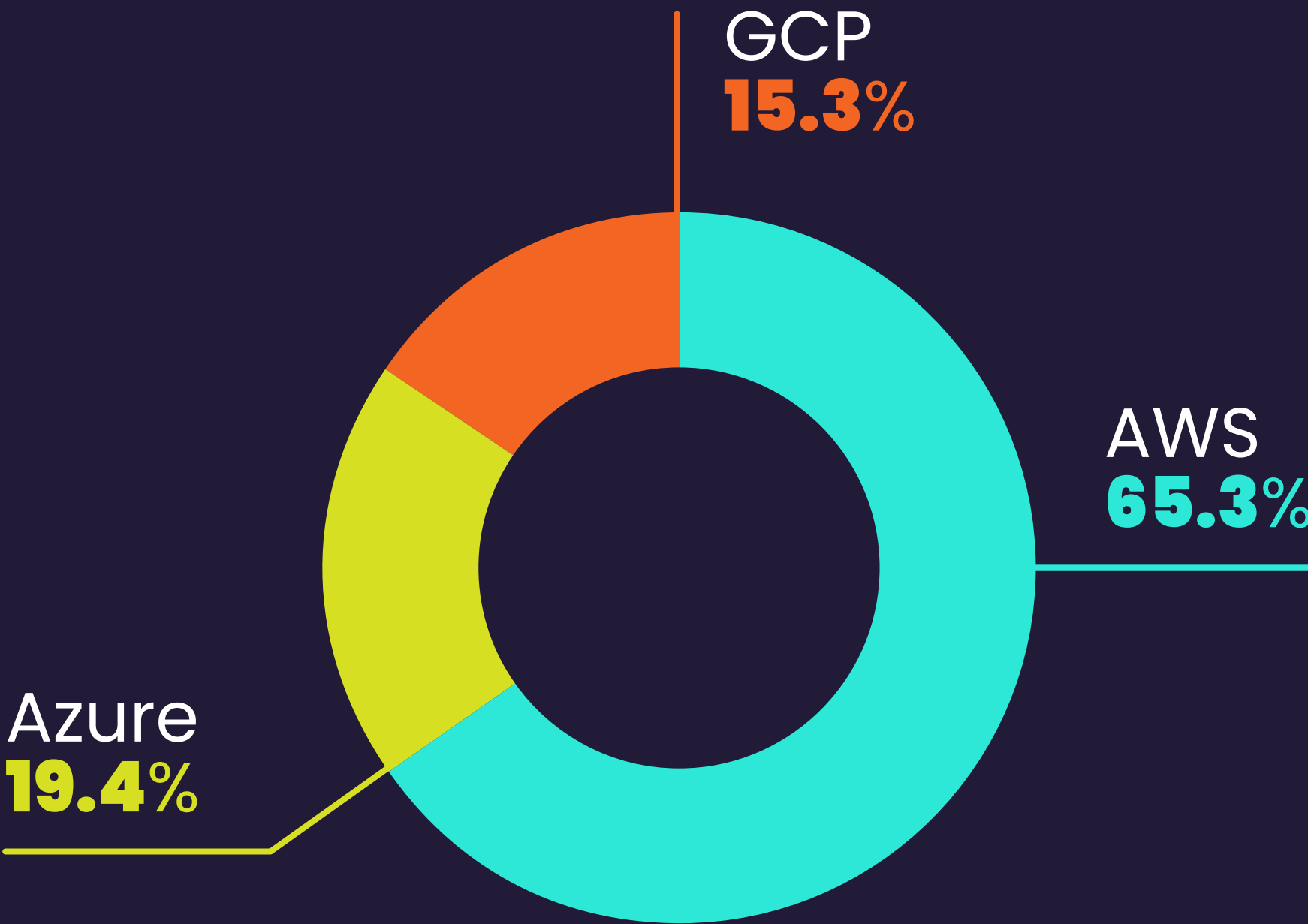
Note: Percentages represent the share of candidates using each tool and can exceed 100%, as many professionals work with more than one tool.



▪ Most Popular Programming Languages

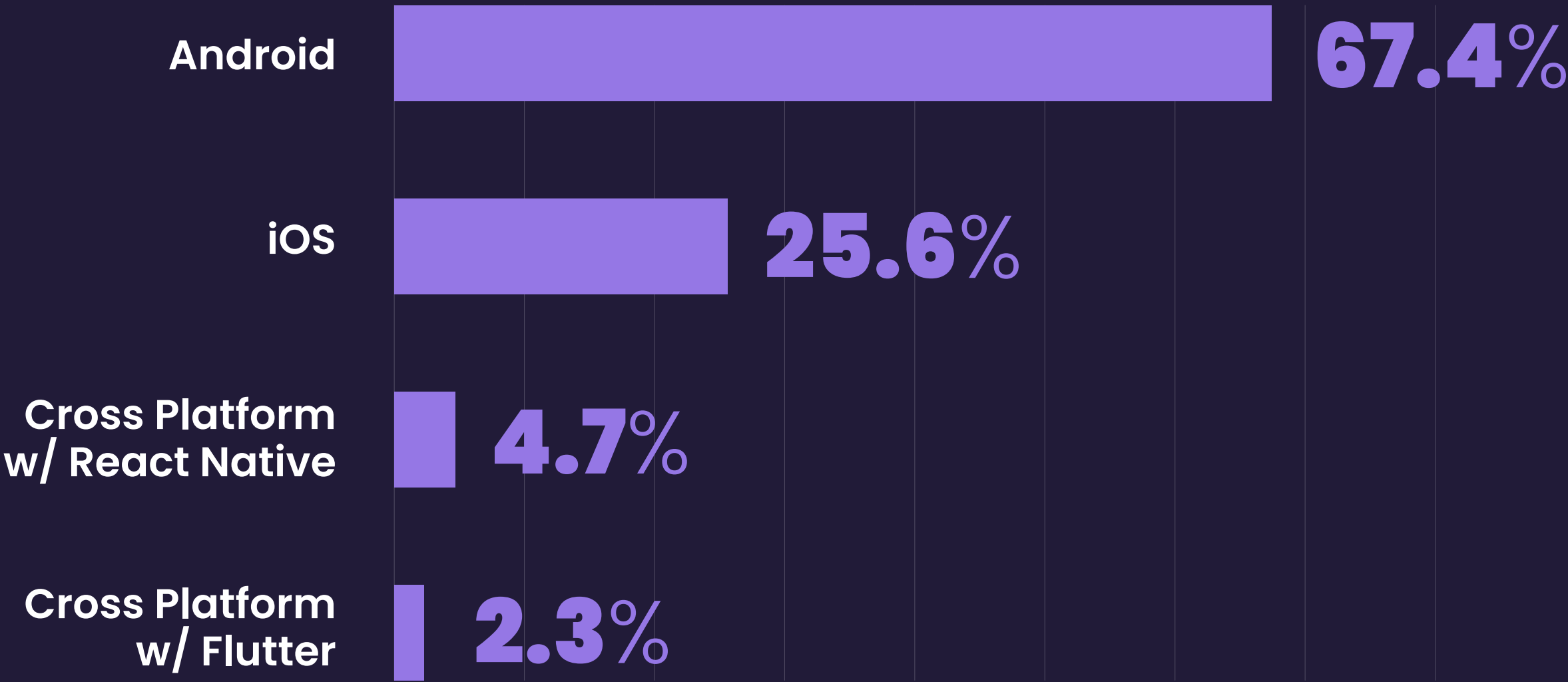


▪ Most Popular Cloud Platforms



Note: Percentages represent the share of candidates using each tool and can exceed 100%, as many professionals work with more than one tool.

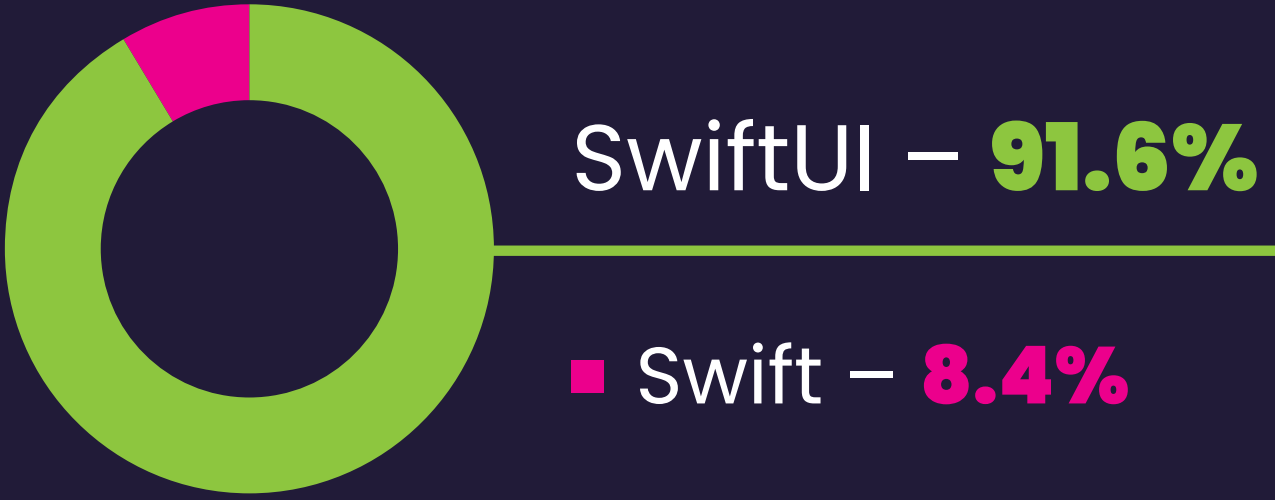
Mobile Distribution



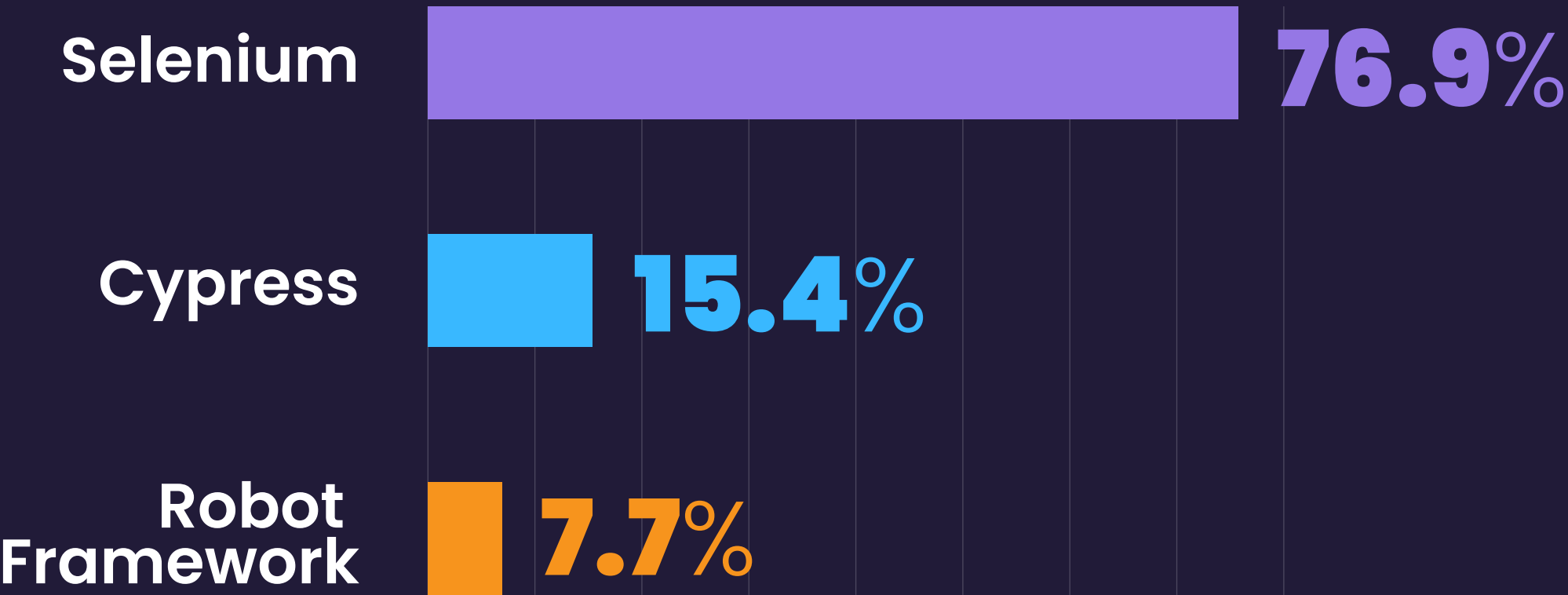
Android Stack



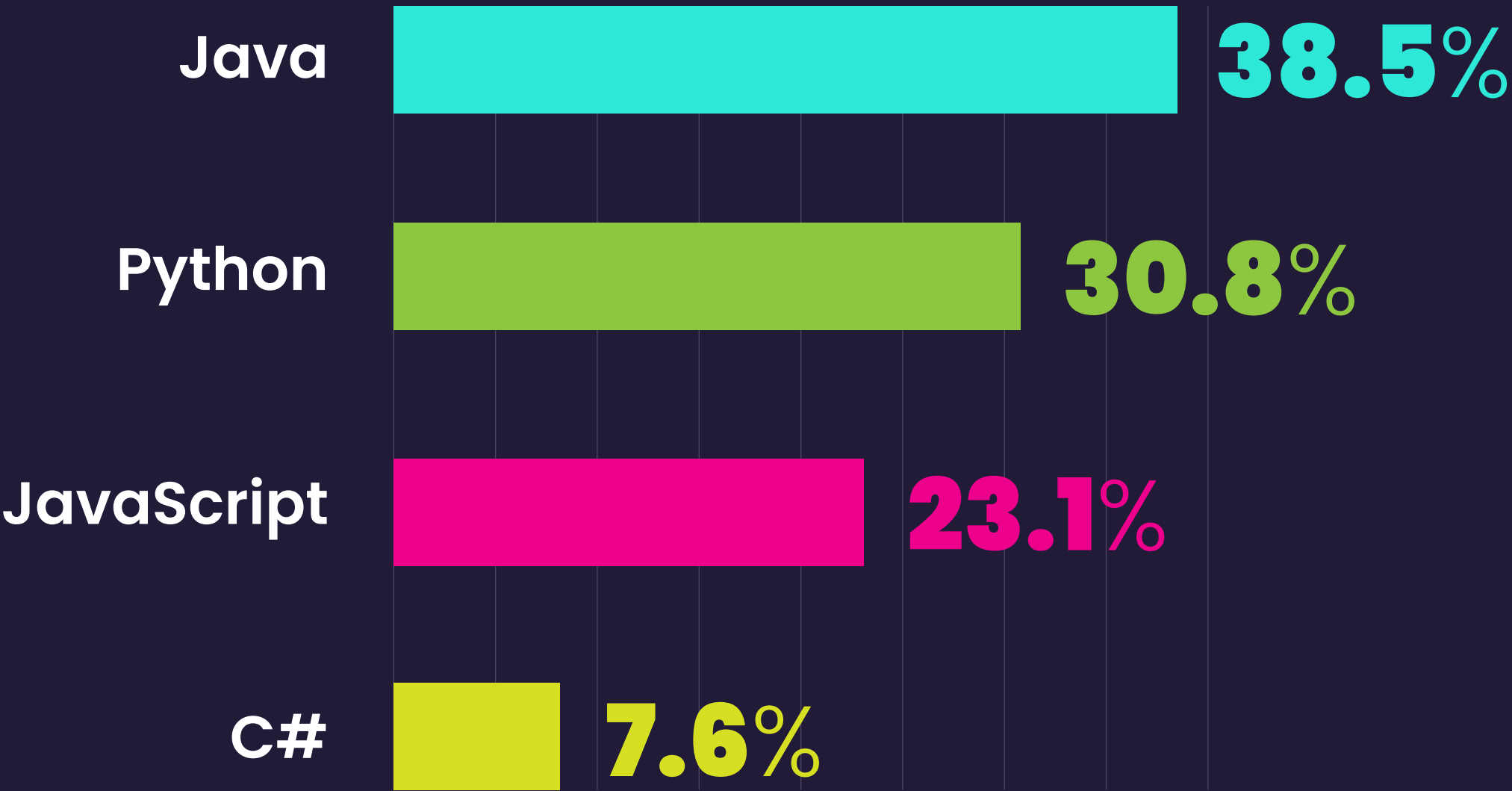
iOS Stack



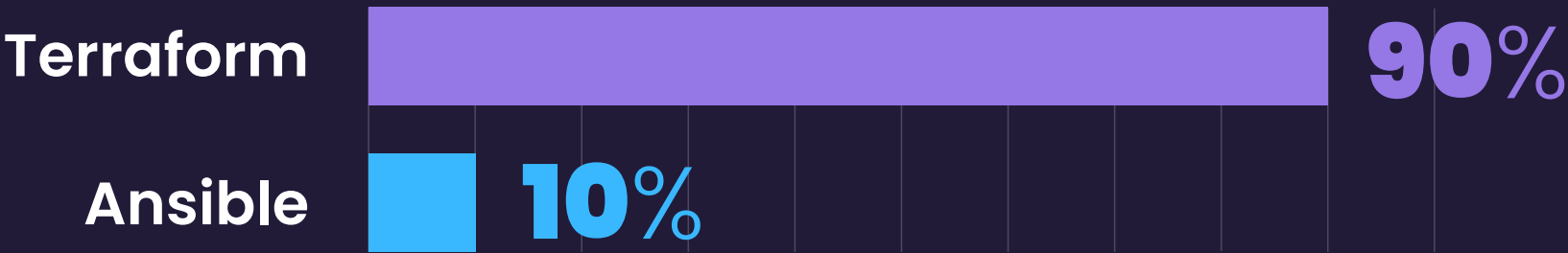
• Most Popular Testing Tools



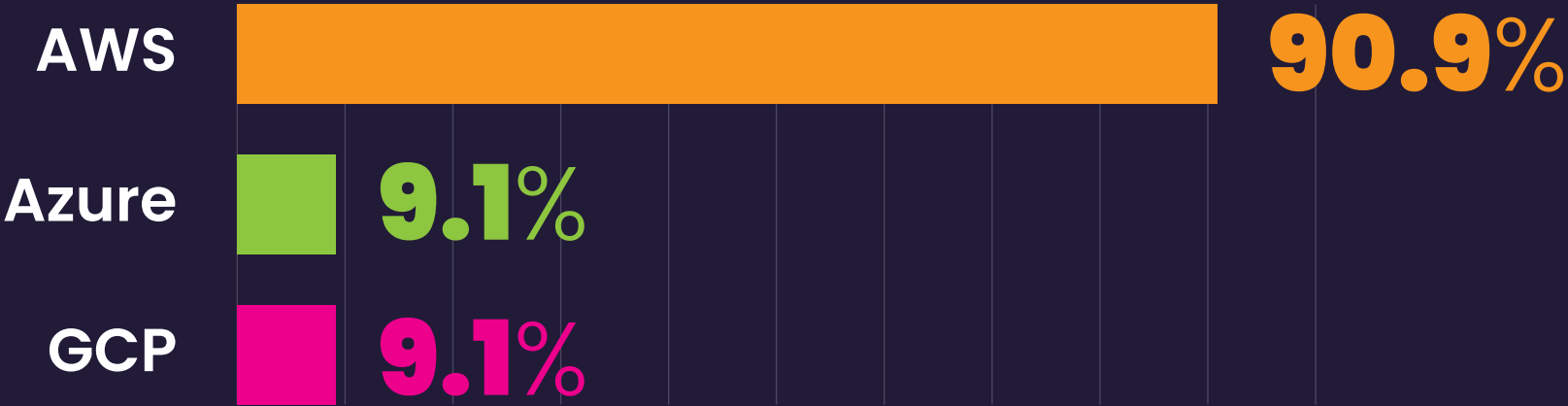
• Most Popular Programming Languages



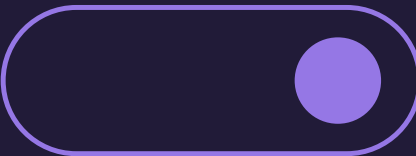
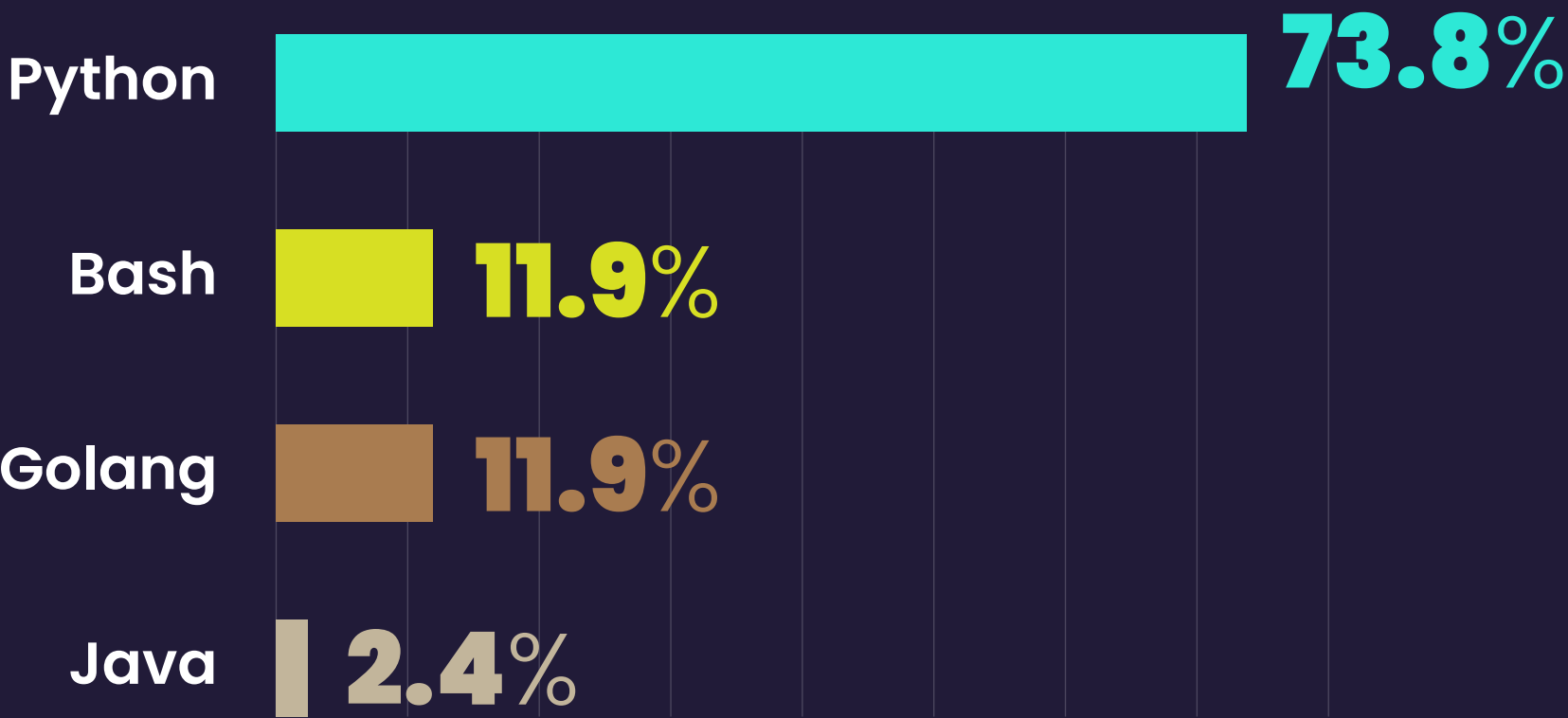
▪ Most Popular Tools



▪ Most Popular Cloud Platforms



▪ Most Popular Languages



Note: Percentages represent the share of candidates using each tool and can exceed 100%, as many professionals work with more than one tool.



3. Roles & Technologies

AI TALENT LANDSCAPE: MOST INFLUENCED TECH ROLES



PRODUCT MANAGER

▪ Candidate Experience

▪ 60.8%
With AI

▪ 39.2%
Without AI

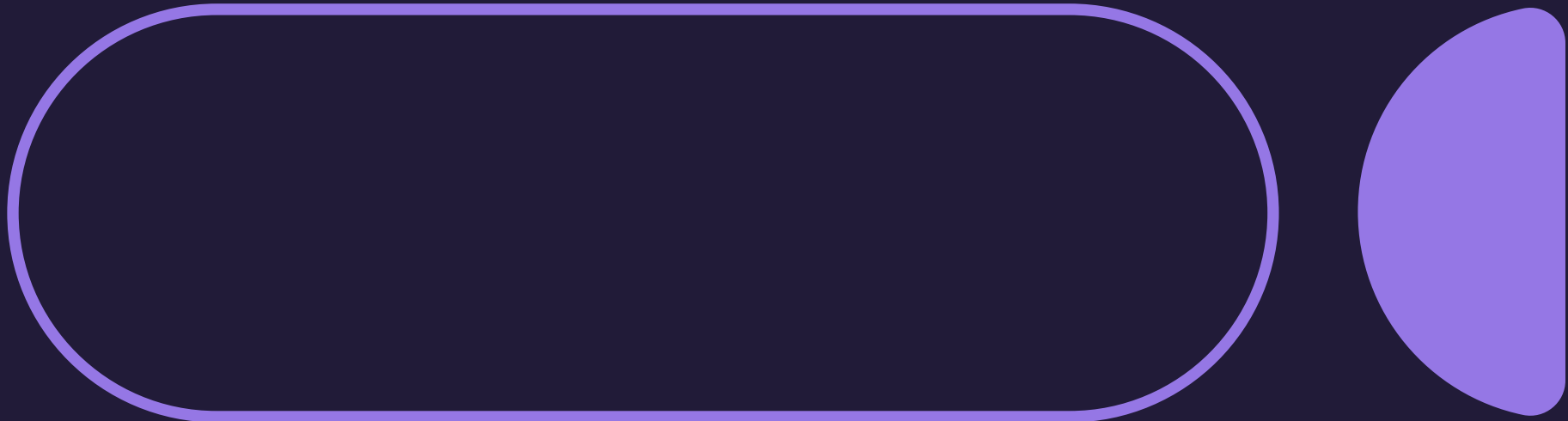
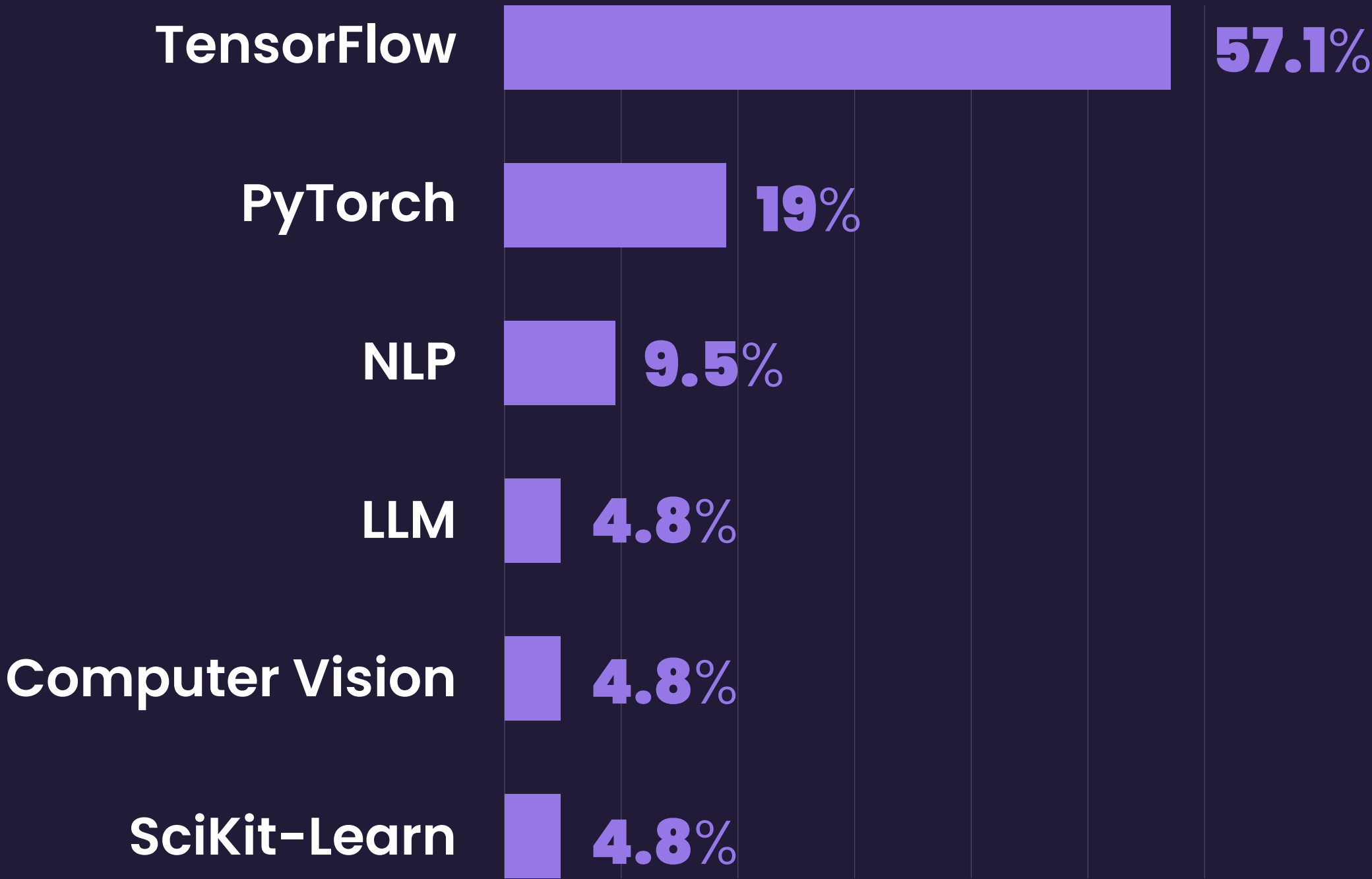


The Portuguese market follows the global trend regarding the expected profile of Product Managers. Familiarity with AI and ML concepts is no longer a competitive advantage, it has become a baseline requirement.

Organizations are looking for professionals who can not only leverage artificial intelligence in product decisions, but also lead the creation of AI-powered products. This benchmarking confirms that, in Portugal, the Product Manager of the future combines AI literacy with hands-on experience in building intelligent products.

MACHINE LEARNING

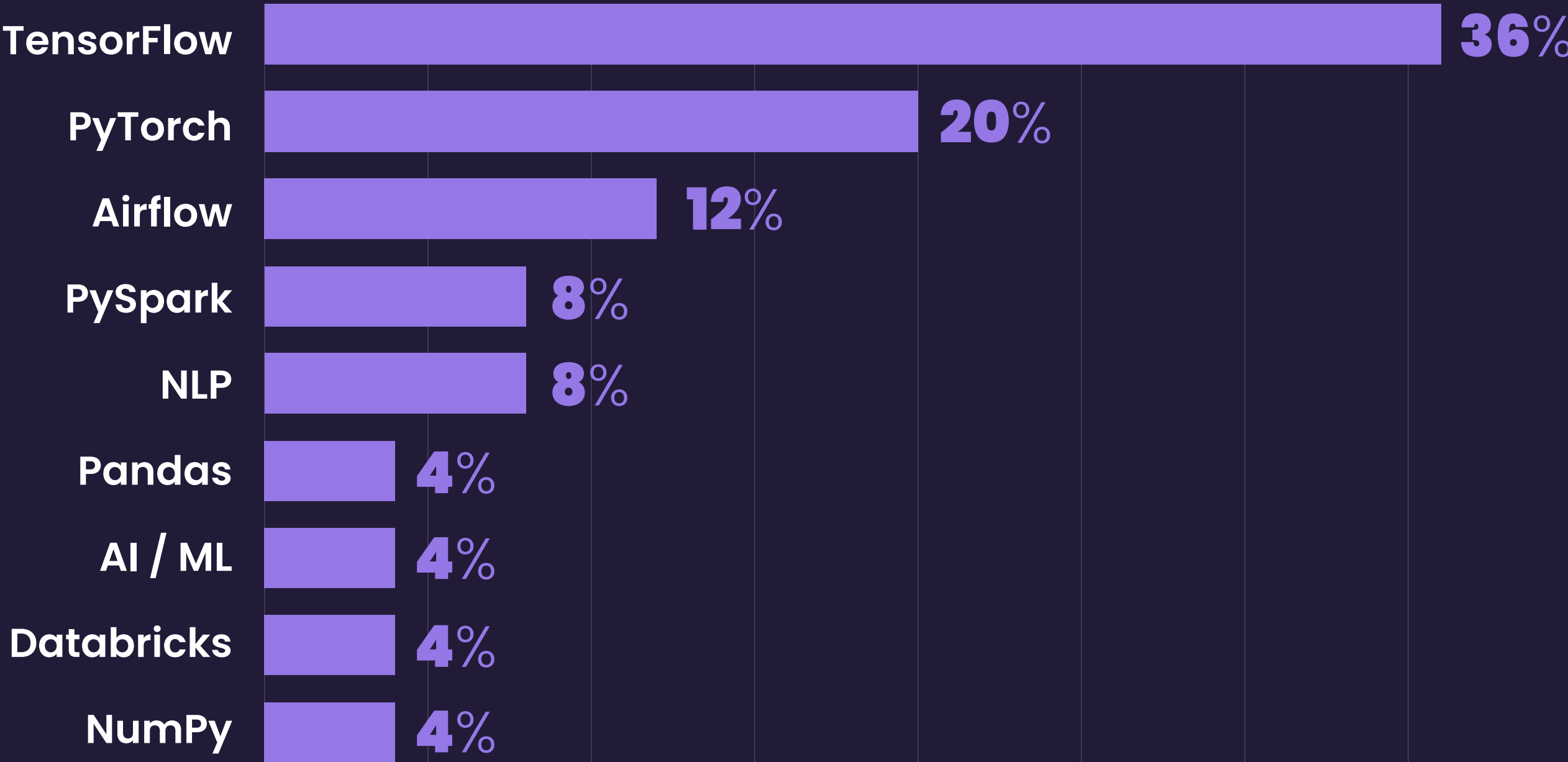
• Most Popular Skills & Tools



Categories include both libraries (TensorFlow, PyTorch, SciKit-Learn) and application domains (NLP, LLM, Computer Vision), as these represent the most frequently cited specialisations by candidates.

DATA SCIENTIST

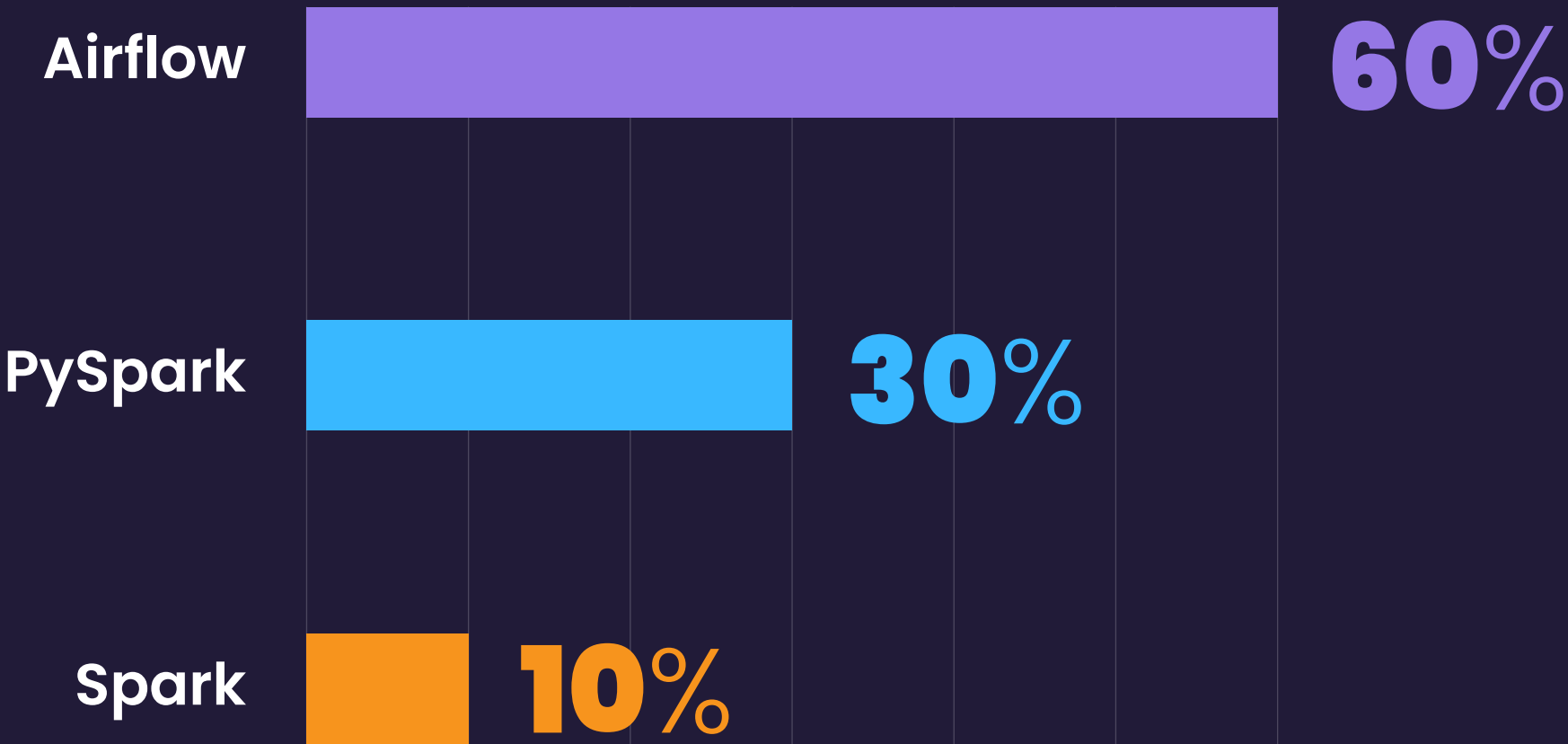
• Most Popular Core Data Tools



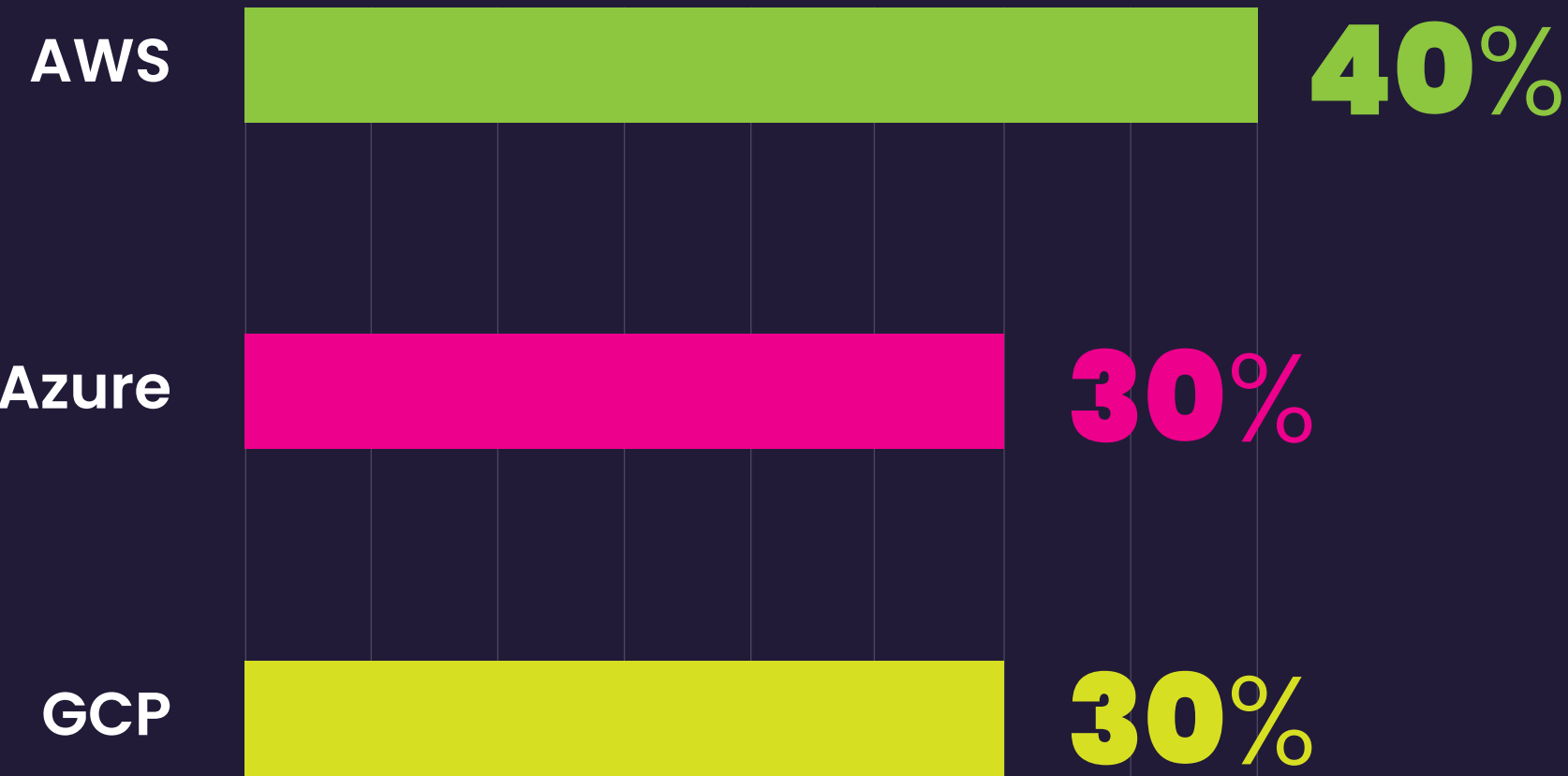
56.7% of our sample works with **AI** and/or **ML systems**.

DATA ENGINEER

▪ Most Popular Core Data Tools



▪ Most Popular Cloud Platforms



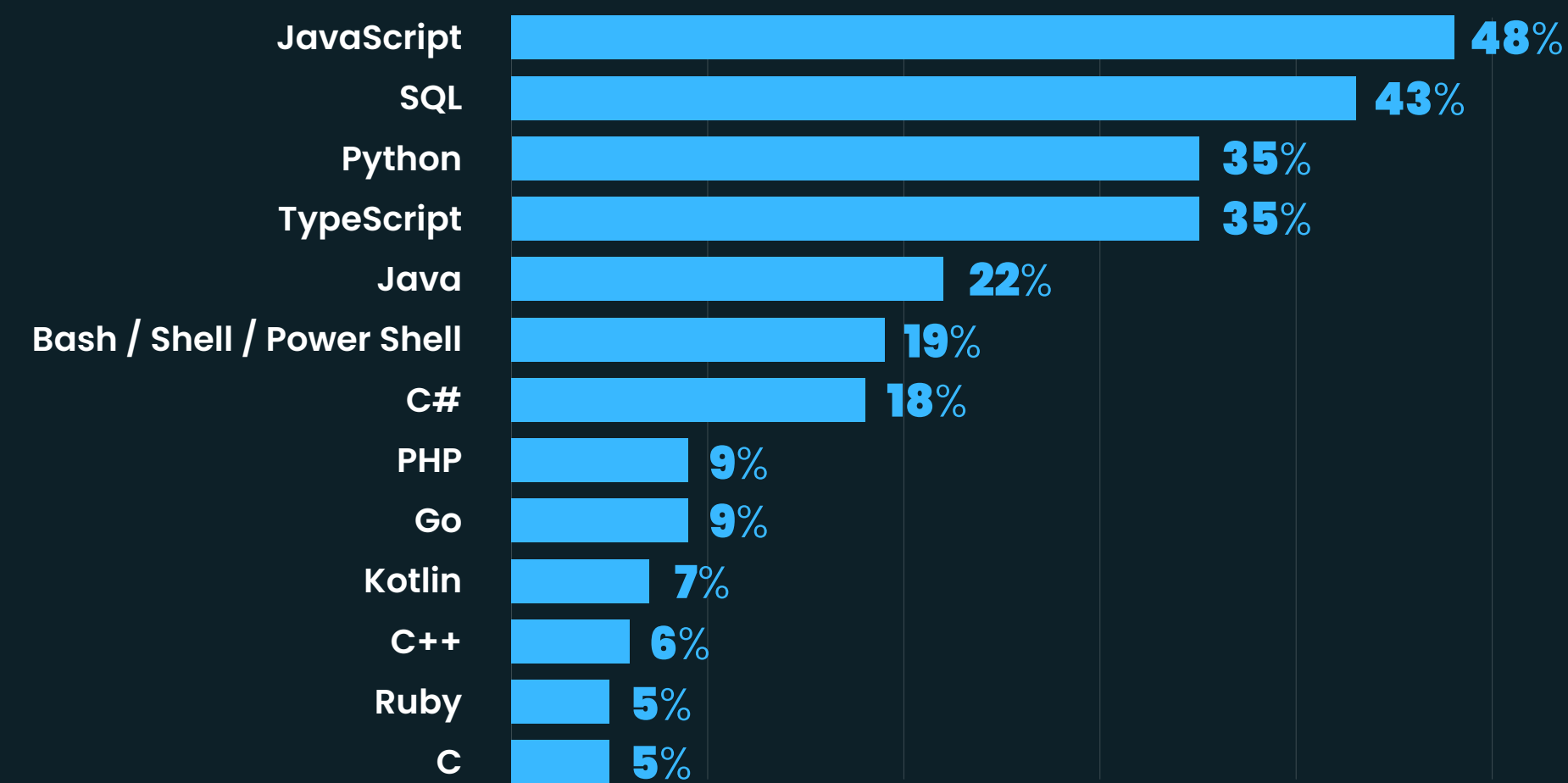
3. Roles & Technologies

MOST POPULAR

PROGRAMMING LANGUAGES, FRAMEWORKS, CLOUD PROVIDERS & IAC TOOLS

 Landing.Jobs — **Dataset:** Tech Professionals Survey

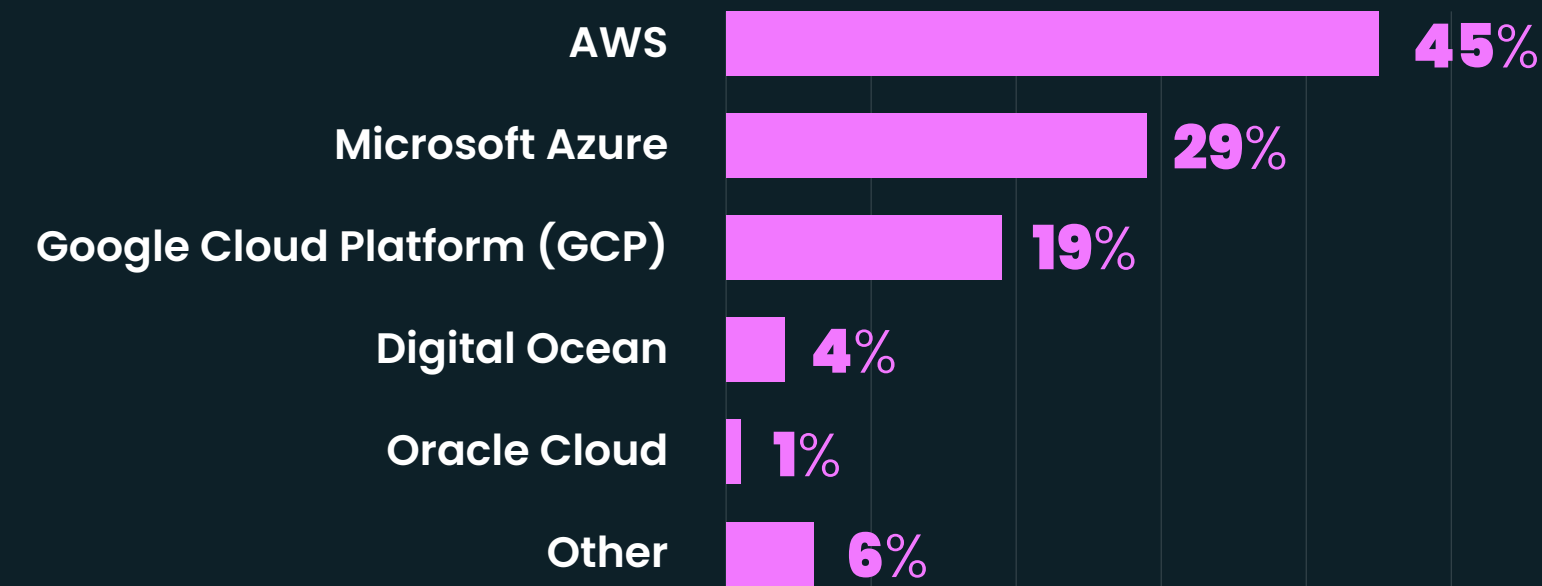
Language Skills



- The ecosystem is clearly JavaScript-centric, with complementary technologies (TypeScript, SQL) reinforcing fullstack and data-driven capabilities.
- JavaScript leads as the most widely used language (48%), reinforcing its dominance across both front-end and backend ecosystems.
- SQL (43%) and Python (35%) show strong adoption, reflecting the continued importance of data handling, analytics, and backend processing.
- Modern development stack adoption is evident with TypeScript and Python (both 35%), signalling a shift toward more scalable and maintainable JavaScript-based applications.
- A long tail of less common languages indicates specialisation rather than standardisation in certain technical domains.

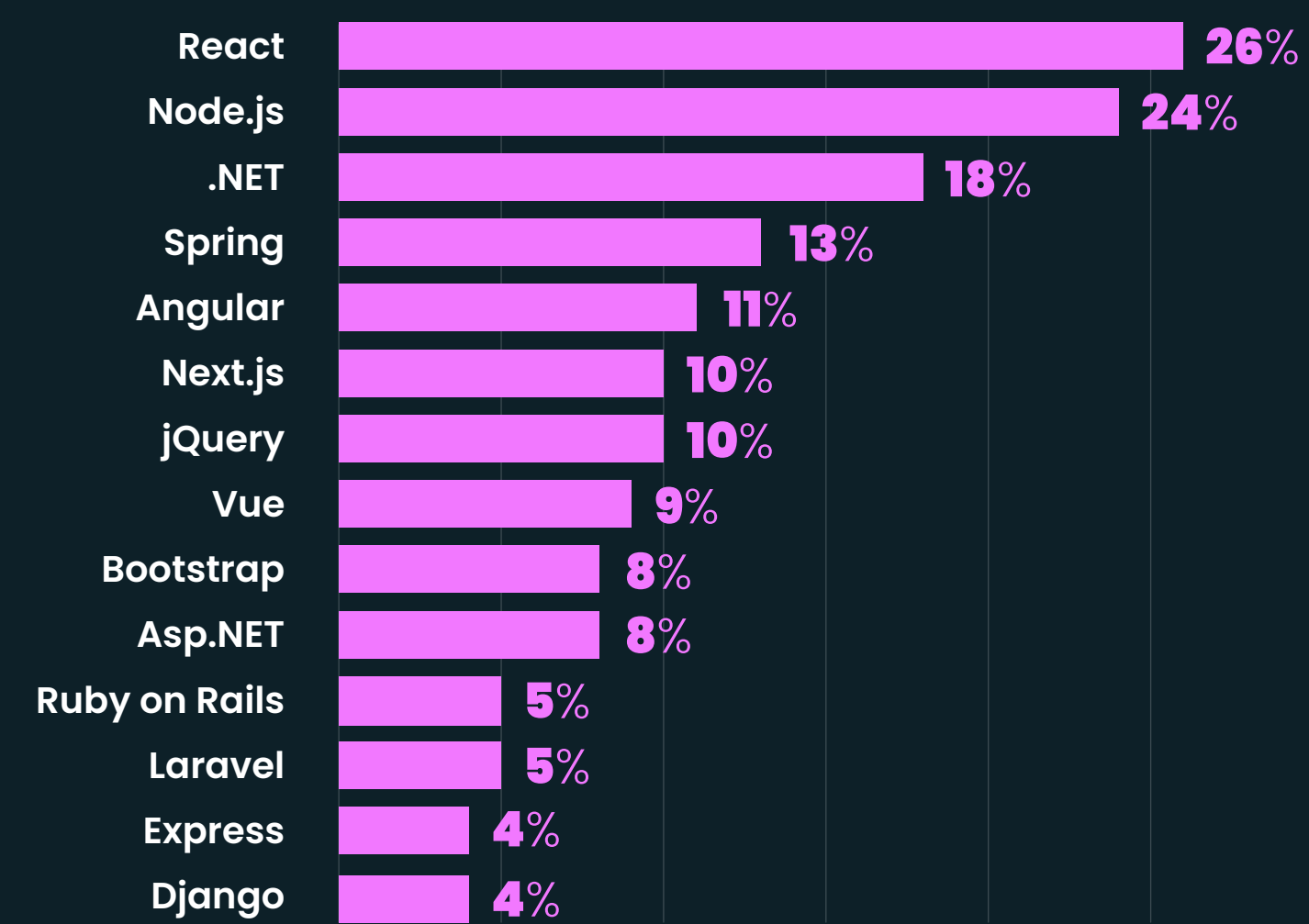
☒ Note: Percentages can exceed 100%, as many professionals work with more than one language or cloud.

Cloud Provider



- The market shows clear consolidation around the top three cloud providers, with AWS maintaining a significant competitive advantage (45%).
- Azure's position reflects its strong alignment with enterprise ecosystems, while GCP continues to grow, particularly in data and AI-related use cases.
- Smaller providers remain niche alternatives, often linked to specific use cases such as startups or cost-sensitive projects.

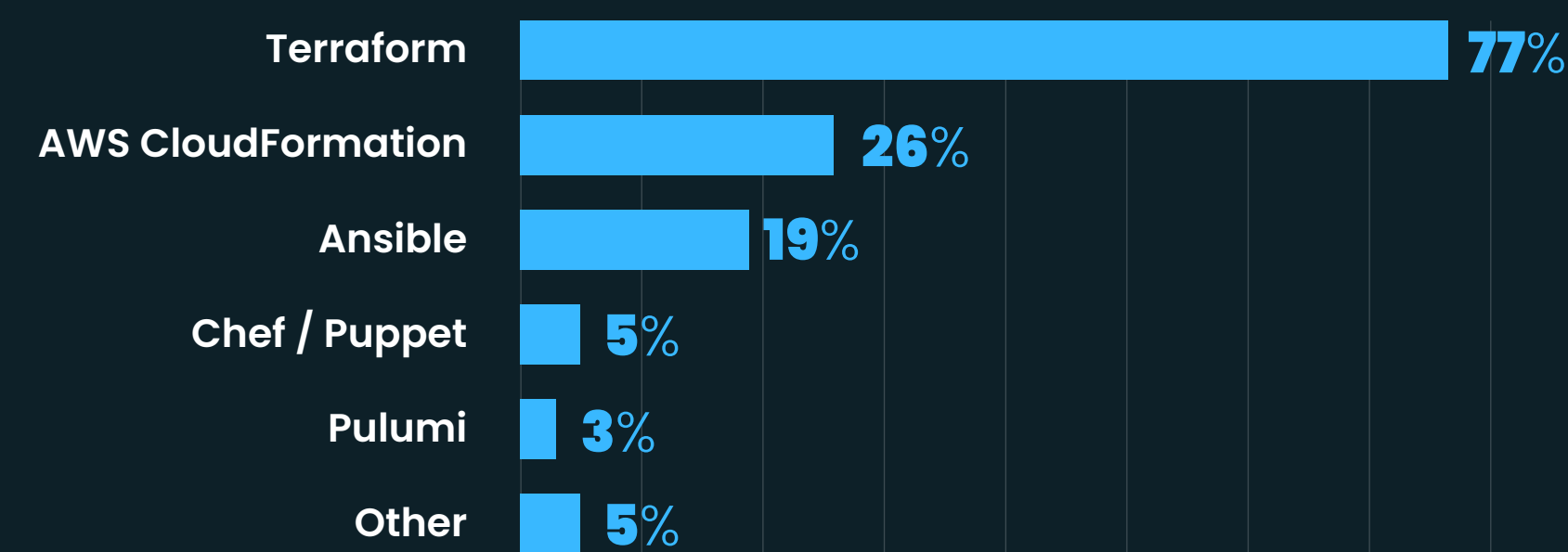
Framework Skills



- React (26%) and Node.js (24%) lead adoption, reinforcing the dominance of the JavaScript ecosystem across both frontend and backend development.
- Strong presence of enterprise frameworks such as .NET (18%) and Spring (13%) highlights continued demand for robust, scalable backend solutions.
- Angular (11%) and Next.js (10%) show sustained relevance, particularly in structured frontend and full-stack applications.
- Legacy and lightweight tools like jQuery (10%) and Bootstrap (8%) remain present, indicating ongoing maintenance of older systems.

Note: Percentages can exceed 100%, as many professionals work with more than one framework.

IaC Tools



- The IaC landscape shows clear standardisation around Terraform, reflecting its multi-cloud flexibility and strong community support.
- Cloud-native tools like CloudFormation remain relevant but are more limited to single-provider ecosystems.
- Traditional configuration management tools are gradually being replaced by modern IaC approaches.



4. Salary Benchmark

4. Salary Benchmark

MOST POPULAR JOB ROLES YOY

Interviewed Candidates

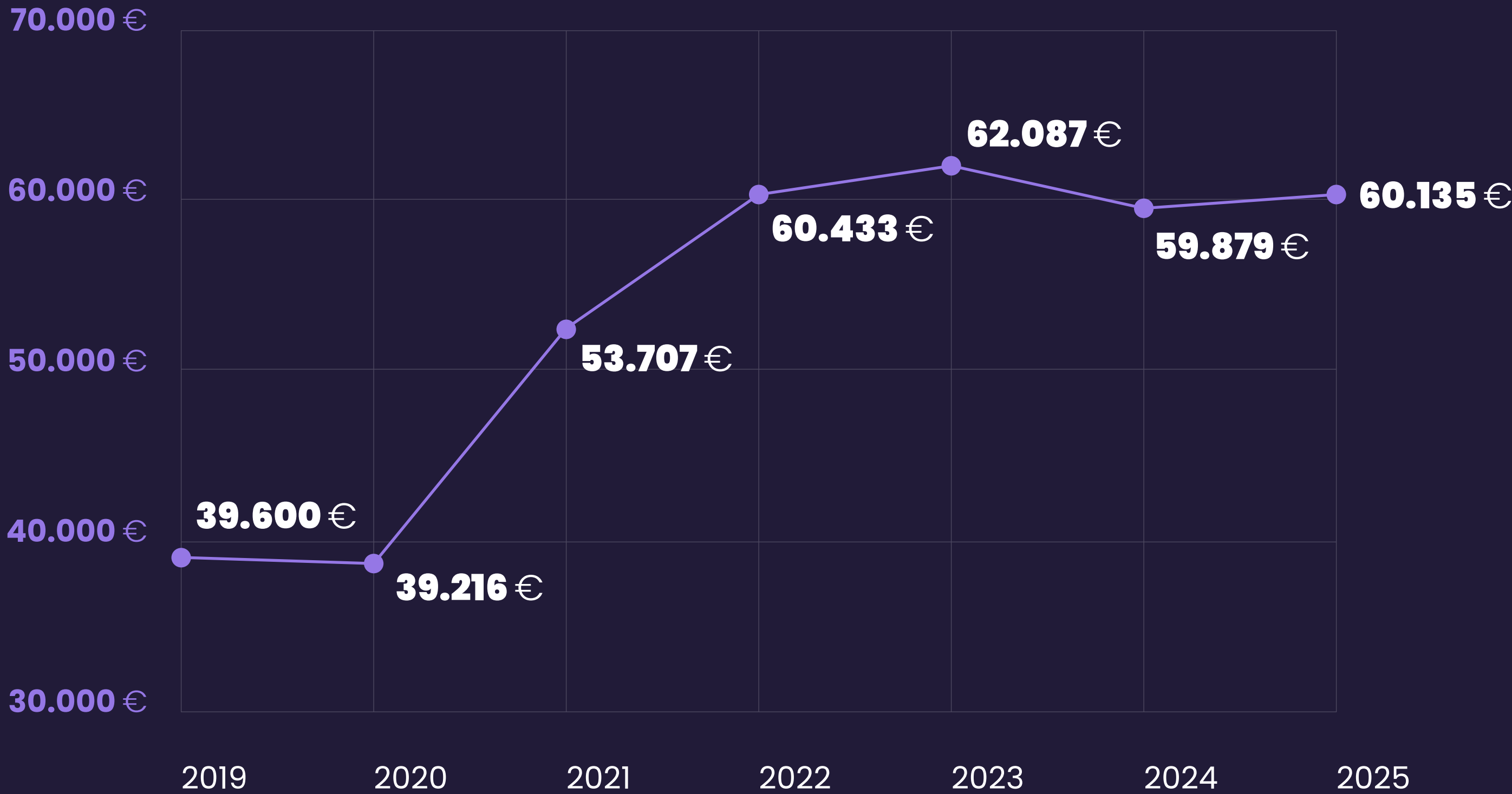
BACKEND

Min. Salary 2025
40.000 €

Avg. Salary 2025
60.135 €

Max. Salary 2025
95.000 €

0.4 % YoY



Highest Paying Cloud Platforms

AWS	61.092 €
Azure	59.288 €
GCP	58.714 €

Highest Paying Programming Tools

Golang	65.750 €
Ruby	65.250 €
Scala	64.375 €
Java	61.702 €
Python	58.189 €
C#	57.866 €
Node.js	56.483 €
C++	54.510 €

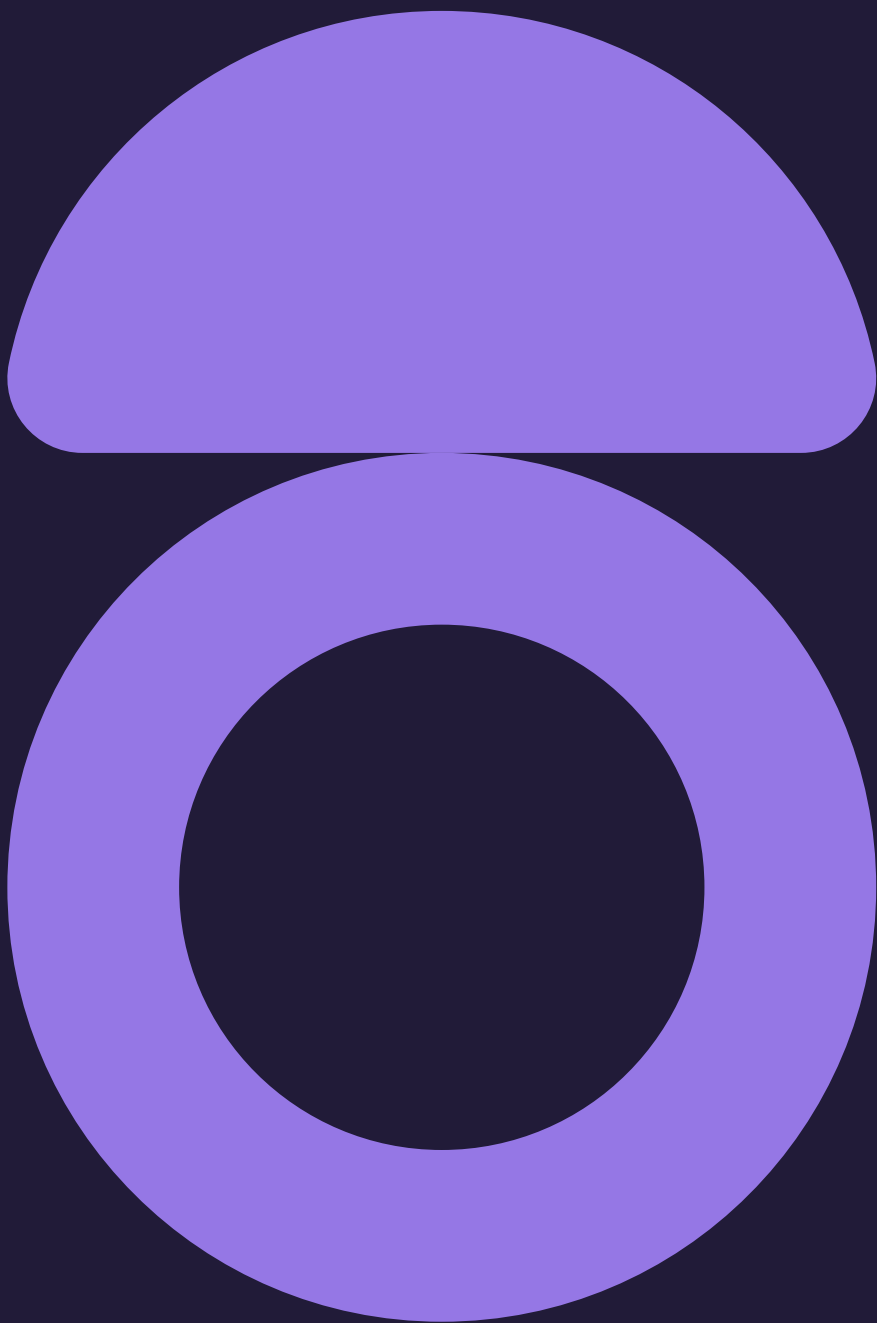
JAVA
DEVELOPER

Min. Salary 2025
40.000 €

Avg. Salary 2025
61.702 €

Max. Salary 2025
95.000 €

14.5 % YoY



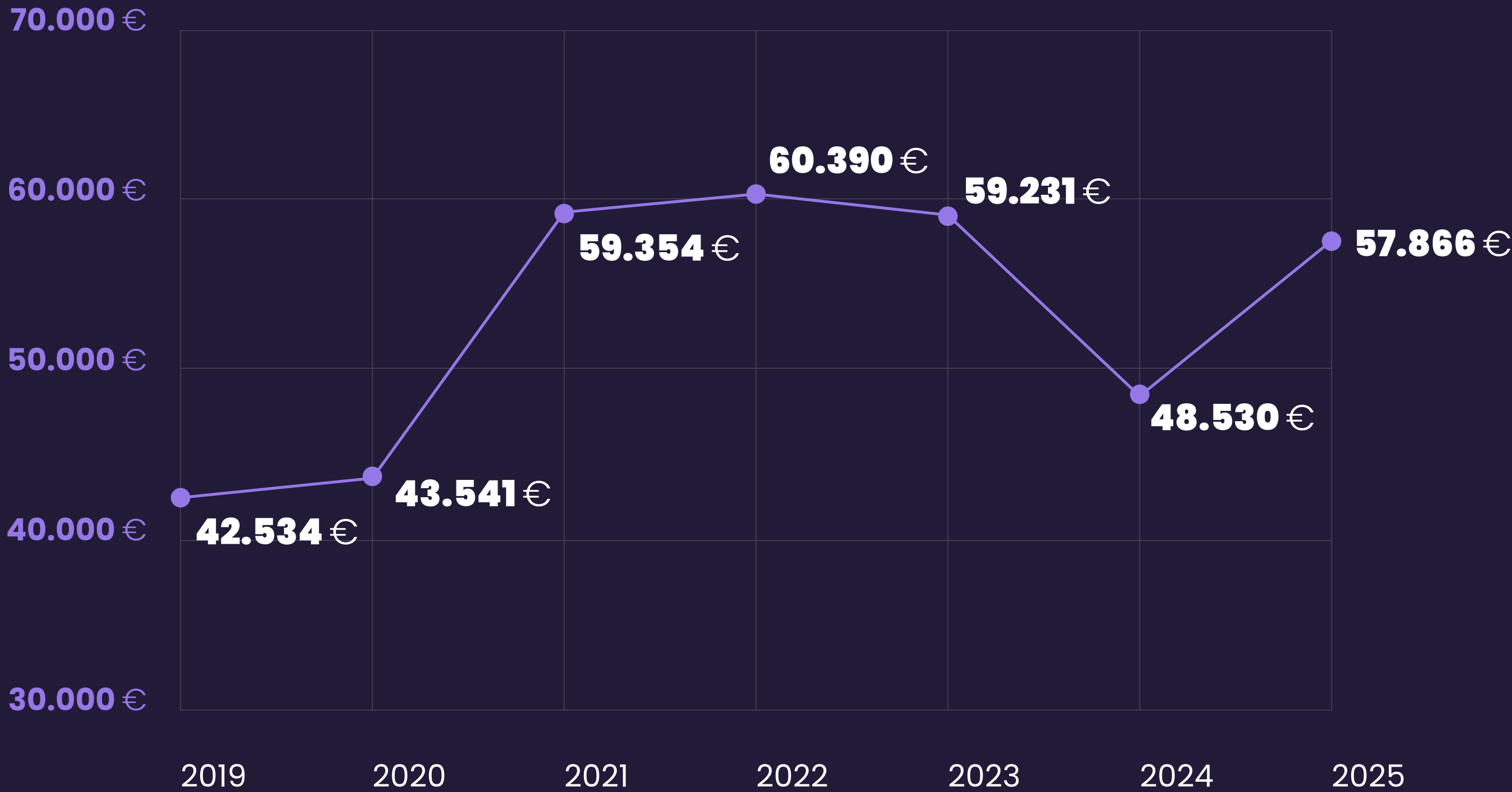
C#
DEVELOPER

Min. Salary 2025
40.000 €

Avg. Salary 2025
57.866 €

Max. Salary 2025
65.000 €

↑ 19.2 % YoY



PYTHON
DEVELOPER

Min. Salary 2025
49.000 €

Avg. Salary 2025
58.189 €

Max. Salary 2025
70.000 €

↓ -20.1% YoY



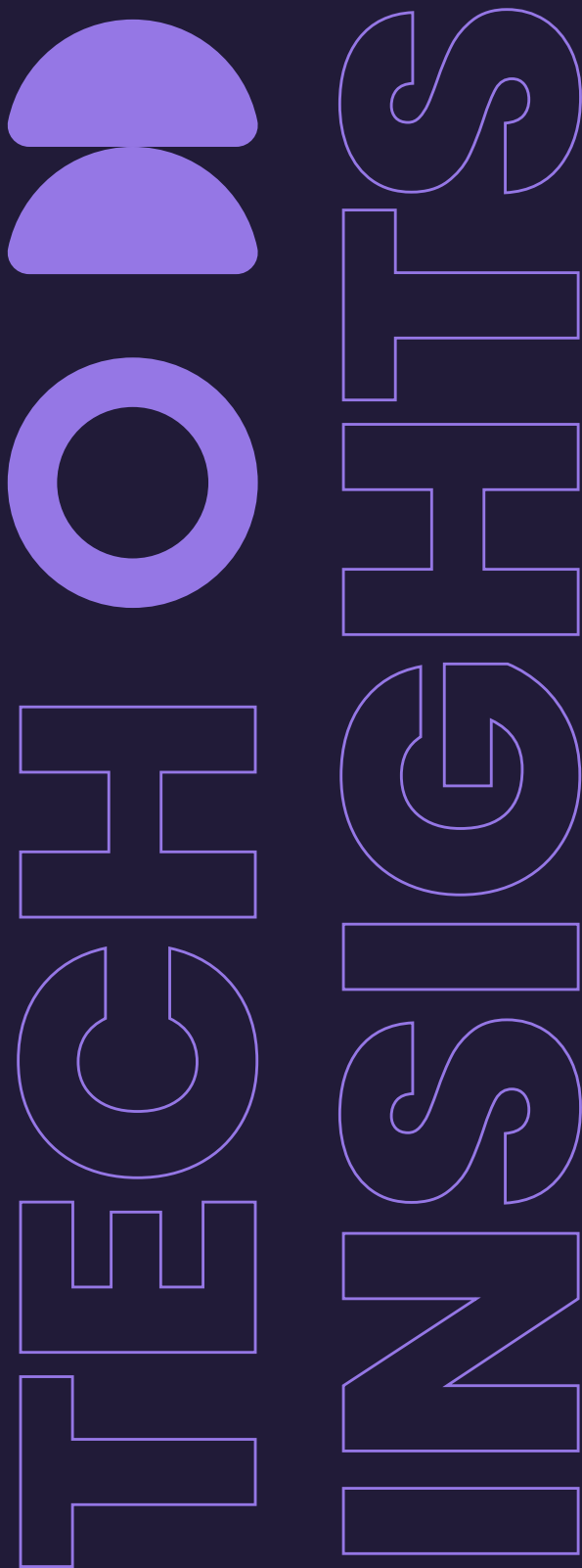
BACKEND

Tech Insights

Approximately 71.3% of backend profiles have experience working with cloud-based systems, with AWS clearly leading, followed by Azure and GCP. This highlights a strong shift towards cloud-native architectures, where experience with distributed and scalable environments is now considered a baseline requirement.

The backend landscape is evolving towards more complex and integrated ecosystems. There is a growing demand for engineers with DevOps-related skills, particularly in tools such as Terraform, reflecting the increasing importance of infrastructure as code and scalable deployment practices. In parallel, experience with event-driven architectures is becoming critical, with technologies like Kafka frequently required alongside frameworks such as Spring.

We are also observing a gradual shift towards more flexible and technology-agnostic profiles, capable of working across different languages and environments. This approach enables companies to widen their talent pool while maintaining quality in increasingly competitive markets. In practice, this means hiring developers with experience in both functional and object-oriented languages, such as Scala, Ruby, or C#, allowing access to stronger and more adaptable technical profiles.



BACKEND

Tech Insights

Regarding Python developers, we have started to observe a shift in demand towards profiles with a stronger data engineering background. This reflects the growing need for more versatile and end-to-end skill sets. As a result, demand specifically for traditional Python backend roles appears to have slightly decreased, as companies increasingly prioritise candidates who can operate across both backend and data domains.

Overall, Backend salaries show a modest increase of +0.4% YoY in 2025, a figure that masks significant variation across languages. Golang, Ruby, Scala and Java remain the highest-paying Backend profiles in the market. Notably, the growing transition of Python developers into Data-related roles has meaningfully affected the composition of the Backend candidate pool, pulling the blended average down despite stronger individual performance across other languages. Talking about profiles who are experts working in the AWS environment, we can observe that they receive slightly more, and the others used to work with GCP and Azure.



FRONTEND

Min. Salary 2025
43.000 €

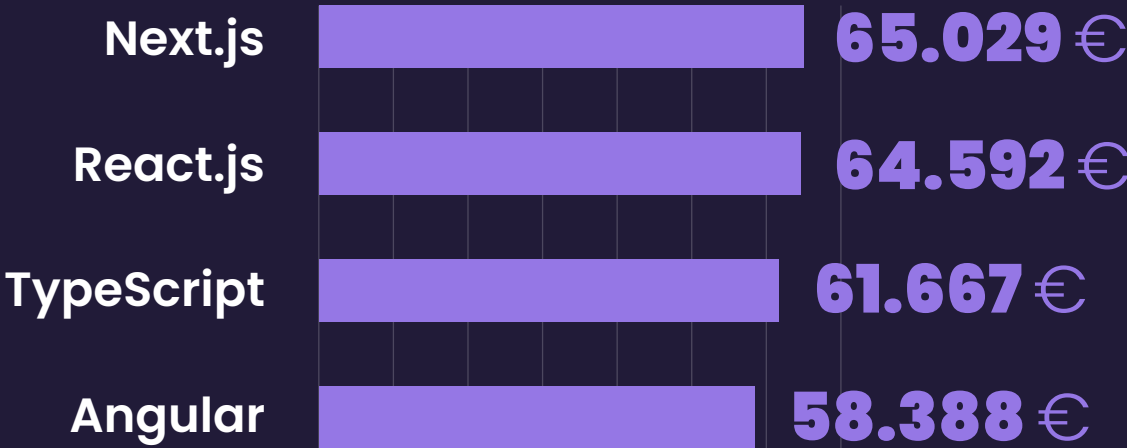
Avg. Salary 2025
62.591 €

Max. Salary 2025
95.000 €

↓ -6.7% YoY



Highest Paying Programming Tools



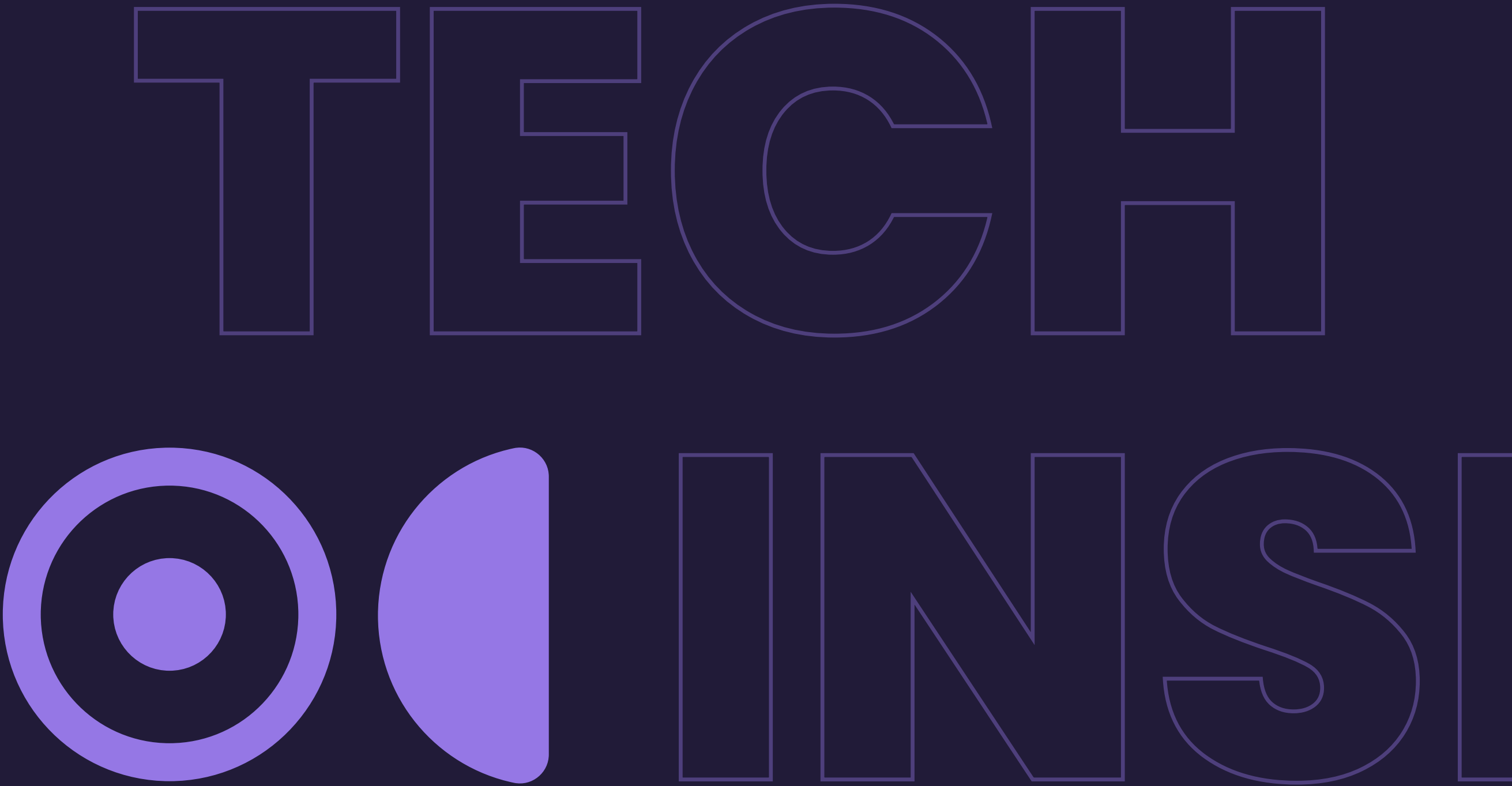
From a market perspective, we believe it's more accurate to compare libraries directly with programming languages.

FRONTEND

Tech Insights

The decrease in frontend salary averages is mainly driven by an increased talent supply and higher exposure to AI, leading to a natural market correction after previous years of salary inflation. In this context, differentiation across frontend profiles is becoming increasingly critical, as the market shifts from valuing generalist skill sets to prioritising deeper technical expertise, product awareness, and specialised capabilities, resulting in higher demand for fullstack profiles.

This is also reflected in the growing demand for professionals with stronger expertise in modern frameworks such as Next.js (18.9% from our sample), reflecting the increasing demand for professionals with TypeScript expertise, which is also driving salary growth in this area.



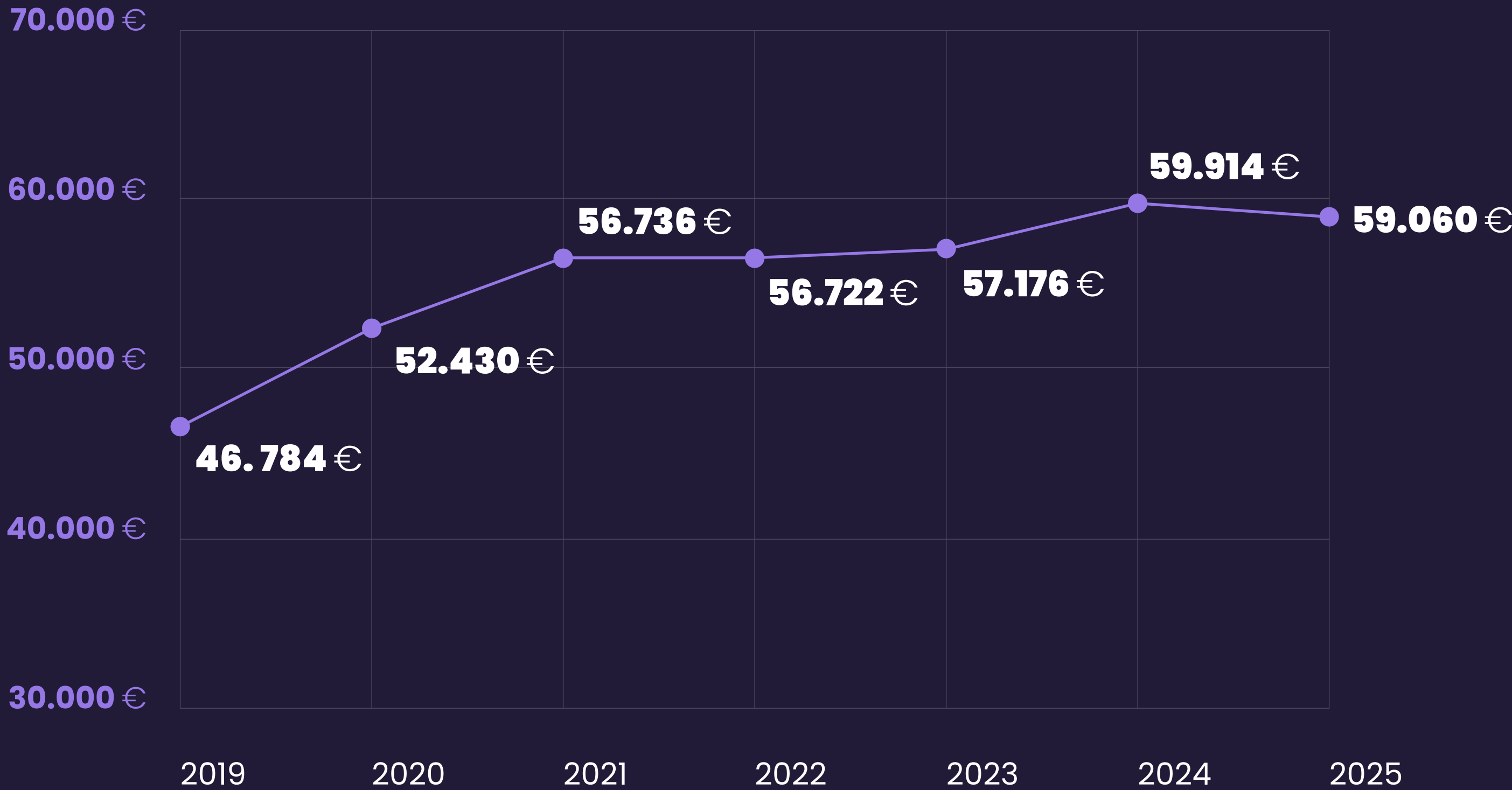
FULLSTACK

Min. Salary 2025
40.000 €

Avg. Salary 2025
59.060 €

Max. Salary 2025
90.000 €

↓ -1.4 % YoY



Highest Paying Cloud Platforms

GCP	65.267 €
AWS	62.067 €
Azure	54.804 €

Highest Paying Programming Languages

Scala	75.000 €
Ruby	65.500 €
JavaScript	62.333 €
Python	59.100 €
Java	58.695 €
C#	58.222 €
PHP	52.500 €
Golang	48.000 €

FULLSTACK

Tech Insights

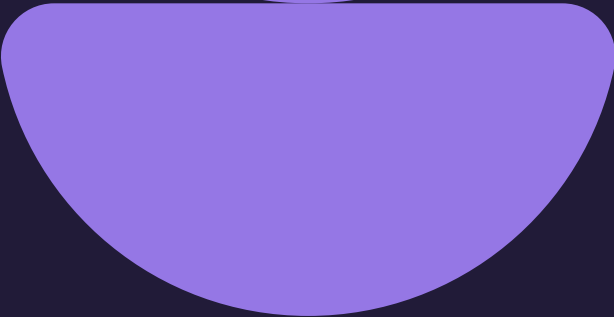
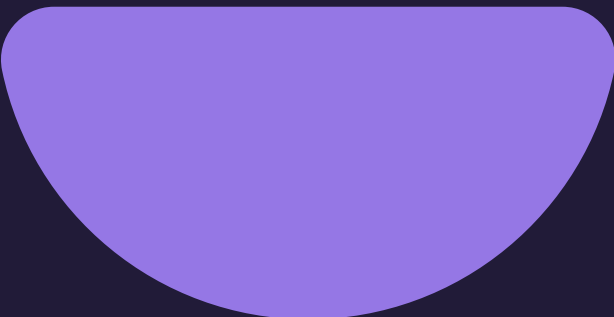
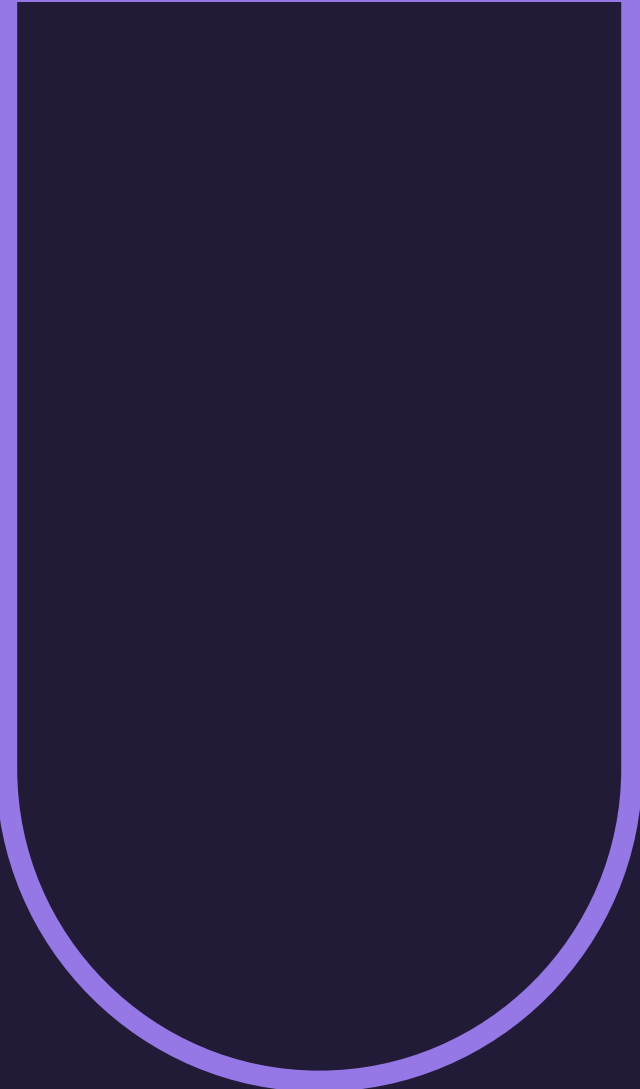
Fullstack salary levels have decreased a little, but the role maintains the stability of demand driven by the growing need for versatile profiles capable of delivering end-to-end solutions. In a context where companies are prioritising efficiency and leaner teams, fullstack engineers bring higher impact and greater alignment with product delivery, making them consistently valuable in the market.

Fullstack backend demand has been increasing in the Portuguese market, with Java and Spring-based profiles representing more than 38.8% of our sample and a median salary of 59K€.
As solutions become increasingly complex and require greater scalability, there is also a growing demand for fullstack professionals who, in addition to Spring, have experience with technologies such as Kafka reflecting the adoption of event-driven architectures and an increase of the average salary to 68K€.

Demand for Node.js fullstack (19.4%) profiles remains strong, although it has slightly declined compared to previous periods.

At the same time, we are observing an increase in demand for Python-based fullstack profiles.

Lastly, we continue to observe a strong and consistent demand for fullstack engineers with hands-on experience in cloud-based environments. From our data, AWS clearly dominates, with approximately 65.3% of profiles having exposure to it, followed by Azure (19.4%) and GCP (15.3%).



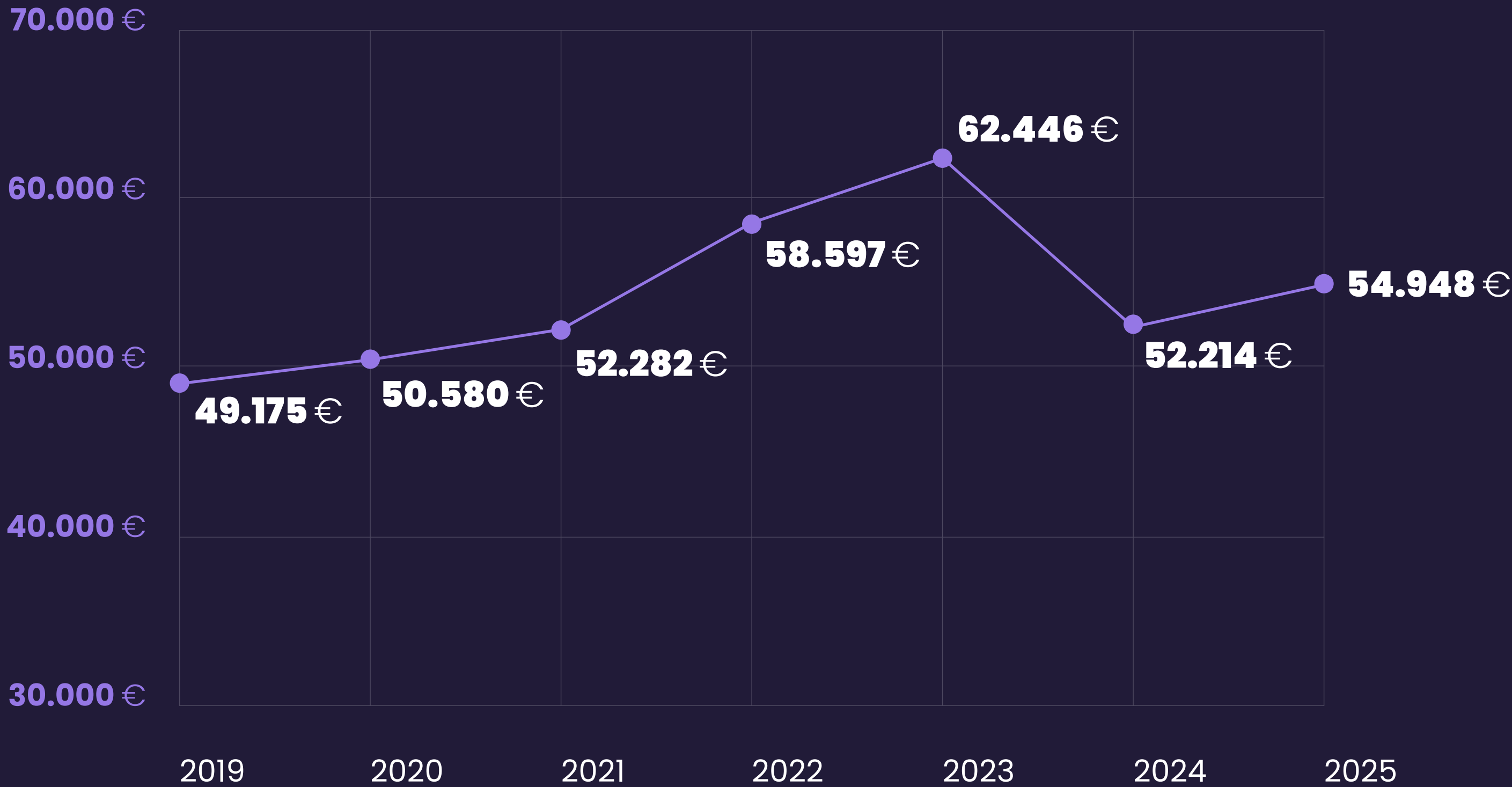
MOBILE

Min. Salary 2025
41.000 €

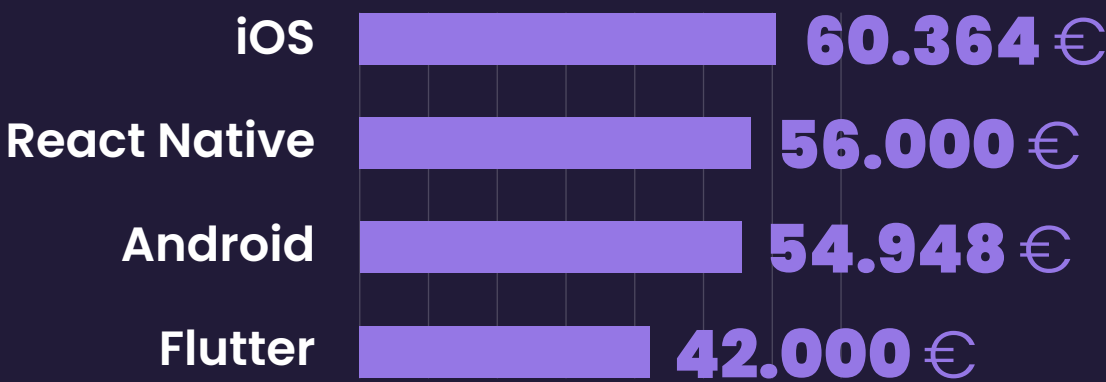
Avg. Salary 2025
54.948 €

Max. Salary 2025
70.000 €

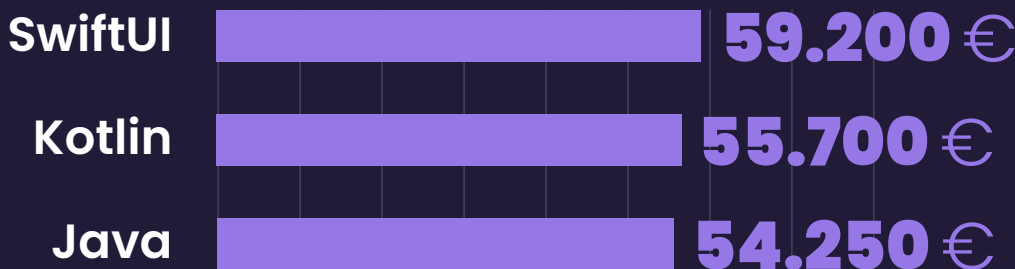
↑ 5.2 % YoY



Highest Paying Mobile Tools



Highest Paying Programming Tools



● From a market perspective, we believe it's more accurate to compare libraries directly with programming languages.

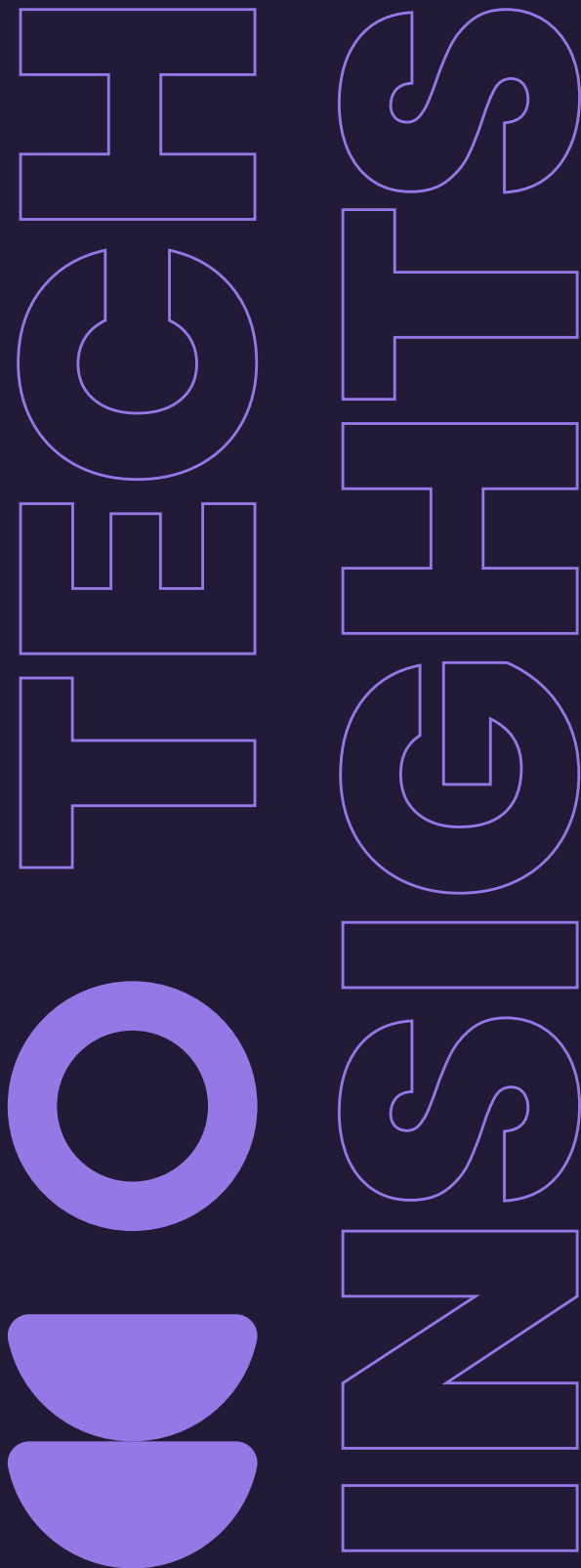
MOBILE

Tech Insights

We are observing a potential increase in demand for Android developers, likely driven by the platform’s broader compatibility across a wide range of devices and hardware. Despite this, Android salaries remain slightly lower due to a higher talent supply, whereas iOS developers continue to command higher compensation, reflecting the relative scarcity of experienced profiles in the market.

Senior mobile salaries in Portugal showed a clear growth trend until 2023, followed by a market correction in 2024 and a partial recovery in 2025. This reflects a shift from a high-growth phase driven by strong product investment to a more mature and efficiency-driven market, where demand remains steady.

While overall senior mobile salaries have stabilised around 55K€ in 2025, there are clear differences across technologies. Native technologies, such as Swift / SwiftUI for iOS development, and Kotlin and Java for Android development, remain closer to the market average in comparison to cross platform tools, reflecting a more mature and balanced talent pool.



QA AUTOMATION

Min. Salary 2025

40.000 €

Avg. Salary 2025

51.615 €

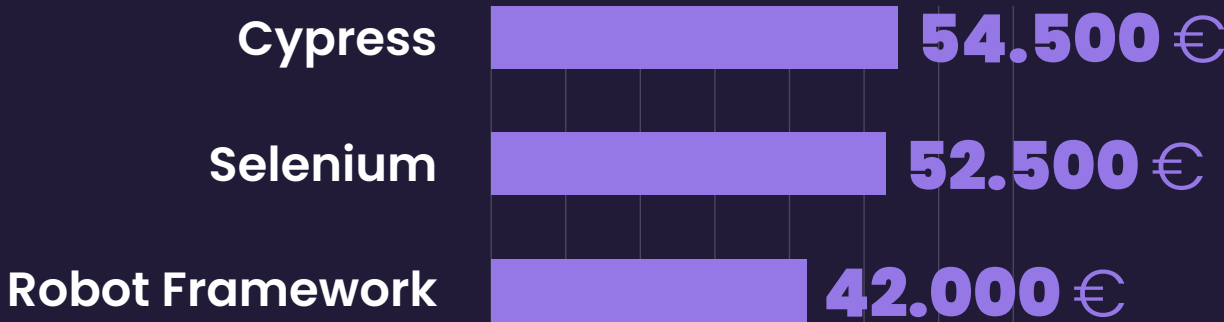
4.8 % YoY

Max. Salary 2025

75.000 €



Highest Paying Testing Tools



QA AUTOMATION

Tech Insights



There was a slight increase in average salaries for QA Automation profiles from 2024 to 2025, rising from 49K€ to 51K€, indicating a modest recovery after the drop observed in 2024 and suggesting a stabilisation of the market for these profiles.

The increase in Selenium usage reflects a return to more mature and widely adopted automation frameworks, particularly within enterprise environments where stability and existing ecosystem integration are key.

The emergence of Robot Framework highlights a growing need for scalable automation solutions that can be adopted by a broader range of profiles, including less technical QA professionals, supported by its flexibility and strong integration with Python.

Regarding salaries, candidates with experience with Selenium or Cypress are usually better paid than those who work with Robot Framework.

As AI accelerates delivery cycles, the need for robust validation continues to grow, driving a shift in QA roles towards more technical and automation-driven profiles, as well as hybrid testers combining manual and automation skills, while purely manual roles become less relevant. This evolution is increasing demand for skilled quality engineers capable of operating within complex, data-driven systems, ultimately contributing to a gradual rise in salary levels.



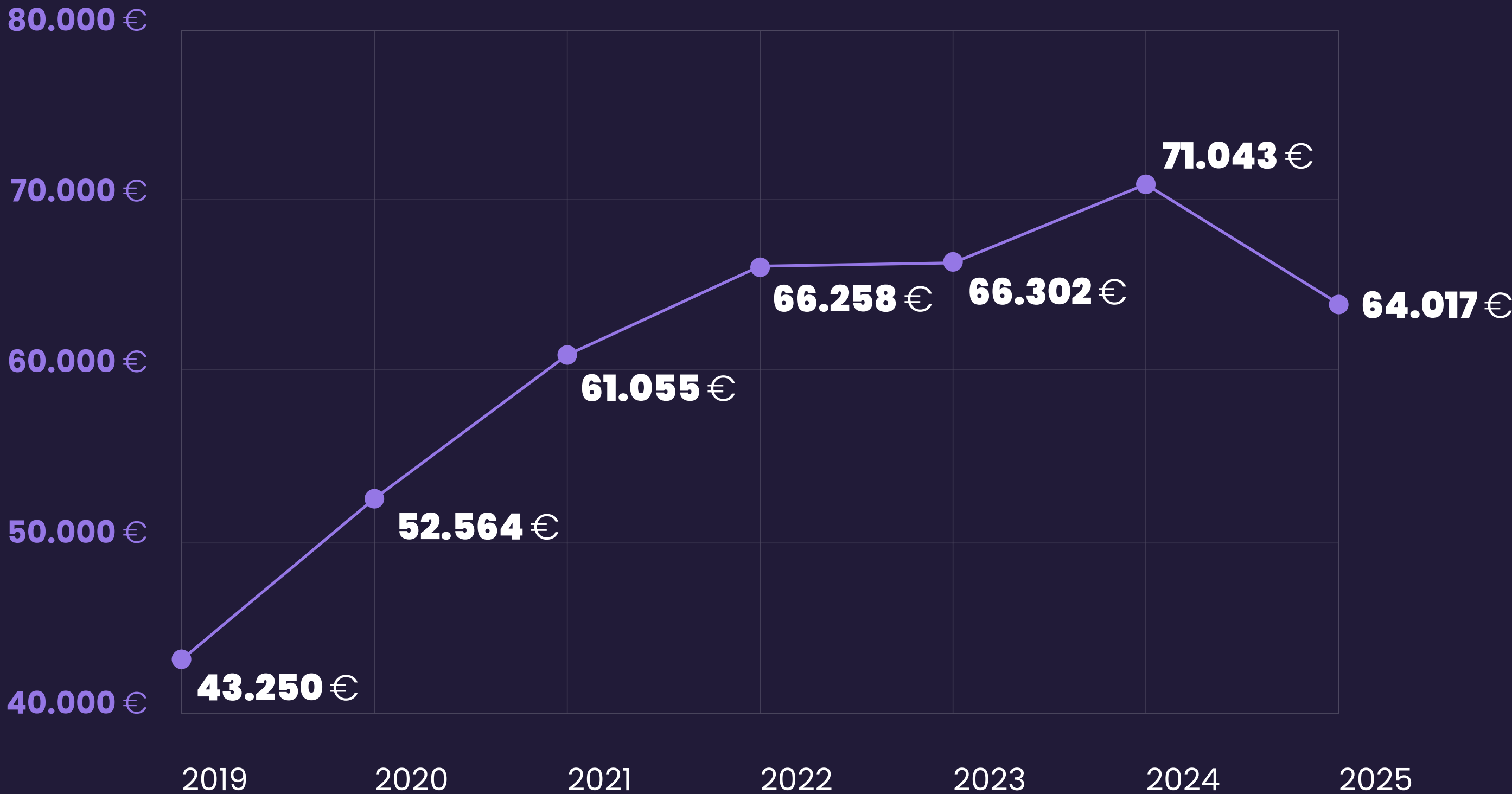
DEVOPS/SRE

Min. Salary 2025
50.000 €

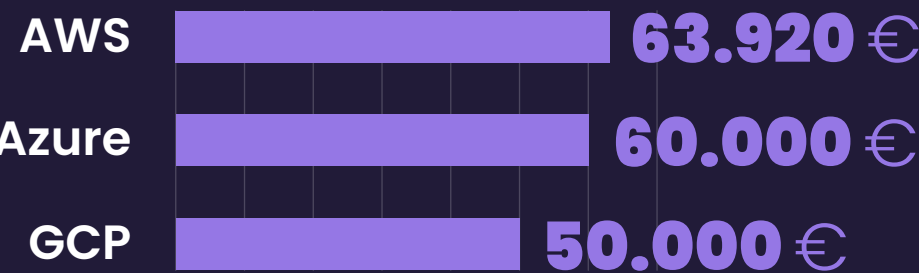
Avg. Salary 2025
64.017 €

Max. Salary 2025
90.000 €

↓ -9.9 % YoY



Highest Paying Cloud Platforms



Highest Paying Tools



DEVOPS / SRE

Tech Insights

Demand for these profiles continues to be strong.

Focusing on the most recent period, DevOps and SRE salaries peaked in 2024 followed by a noticeable correction in 2025 to approximately 64K€. This decline reflects a market adjustment after a period of strong growth, as companies shifted towards cost optimisation and more selective hiring. So, the market is now moving towards a more balanced state, where companies prioritise highly skilled engineers with strong cloud, automation, and reliability expertise. For these reasons, we also observe a search for cloud engineers and even platform engineers.

AWS continues to dominate as the most widely adopted cloud provider, reinforcing its position as the leading platform within the Portuguese market.

At the same time, we are observing a growing demand for candidates with infrastructure-as-code and automation skills, particularly in tools such as Terraform and Ansible, reflecting the increasing need for scalable, well-structured cloud environments.

Additionally, there is a clear rise in demand for DevOps and SRE profiles not only working with scripting, such as Bash and Shell Scripting, but also working with programming languages such as Golang, Java and/or Python. This trend is closely linked to the recent boom in AI and data-driven systems, with infrastructure complexity where automation and reliability play a critical role.

PRODUCT
MANAGER

Min. Salary 2025
50.000 €

Avg. Salary 2025
67.008 €

Max. Salary 2025
100.000 €

↓ -0.10 % YoY



▪ Highest Paying Experience



PRODUCT MANAGER

Tech Insights

After a peak in previous years, Product Manager salary levels are showing signs of stabilisation and slight correction in 2025 (close to 67K€), reflecting a shift from generalist to more specialised profiles.

Observing a growing demand for Product Managers with backgrounds in AI, now representing 60.8% of the sample.



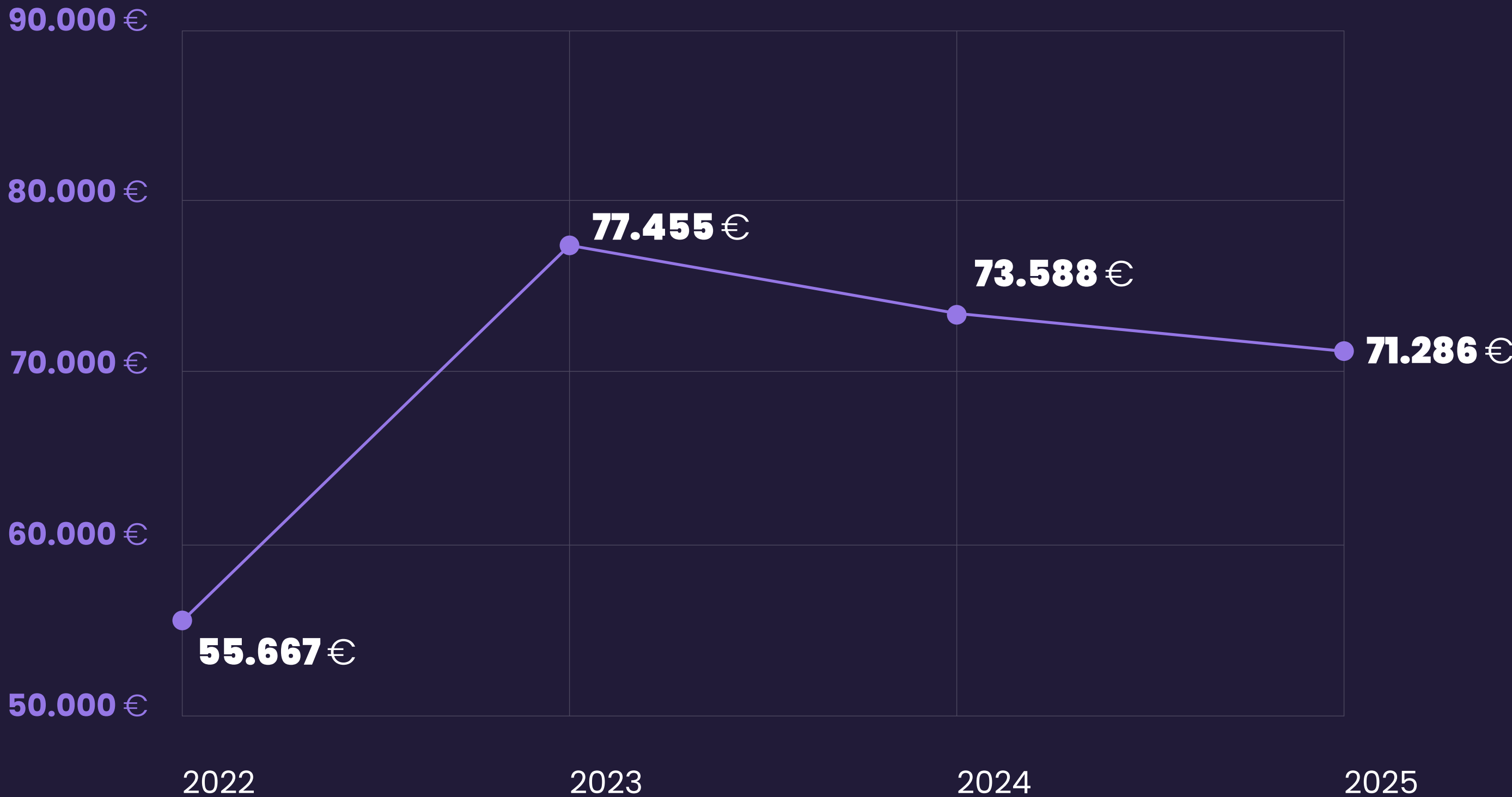
MACHINE
LEARNING

Min. Salary 2025
55.000 €

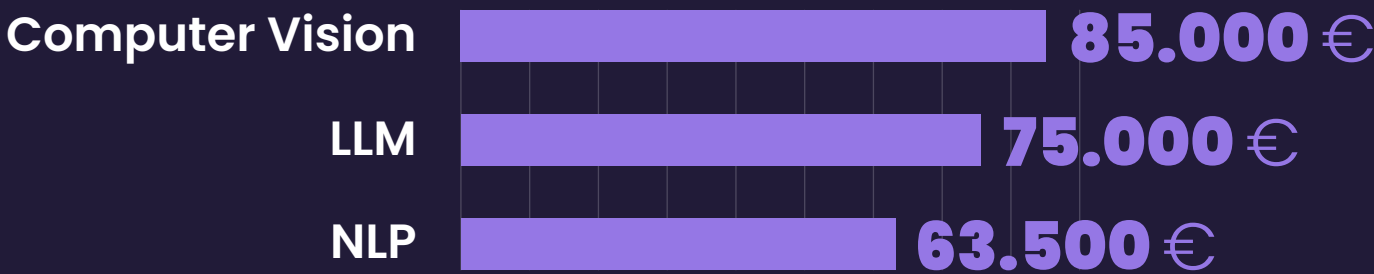
Avg. Salary 2025
71.286 €

Max. Salary 2025
110.000 €

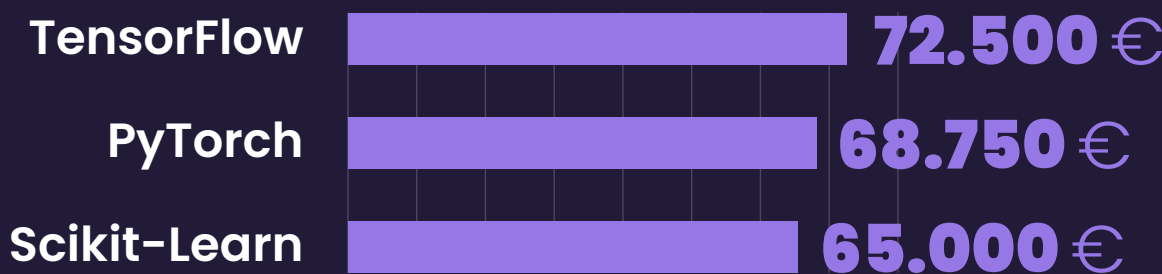
↓ -3.1 % YoY



▪ Highest Paying Domains



▪ Highest Paying Tools



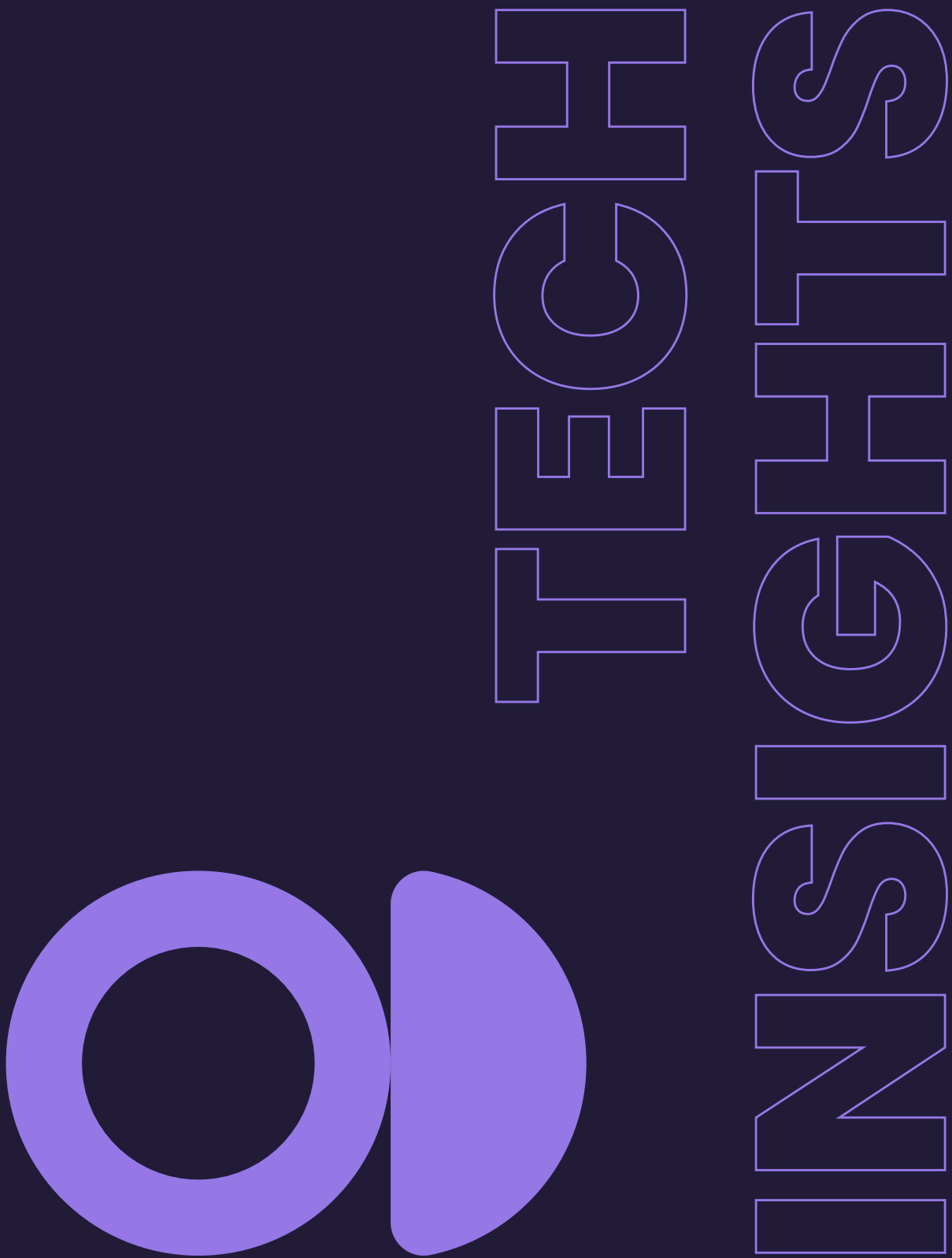
MACHINE LEARNING

Tech Insights

TensorFlow remains the most widely adopted framework, representing 57.1% of our sample, followed by PyTorch at 19%. More traditional tools such as Scikit-learn continue to be present, although with a smaller share.

More specialised domains, such as Natural Language Processing (NLP), Large Language Models (LLMs), and Computer Vision, while representing a smaller portion of the sample, command higher salary ranges due to that scarcity. In particular, profiles working with LLMs and Computer Vision reach the highest salary levels, highlighting the growing market demand for advanced, AI-driven capabilities.

While specialised domains such as NLP, which represents 9.5%, and AI continue to be present, the highest value is associated with profiles capable of combining machine learning expertise with strong data engineering skills, reflecting the growing need for end-to-end ownership of data-driven systems.

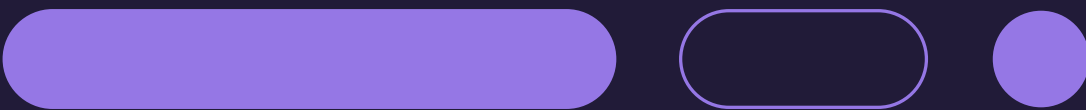


DATA
SCIENTIST

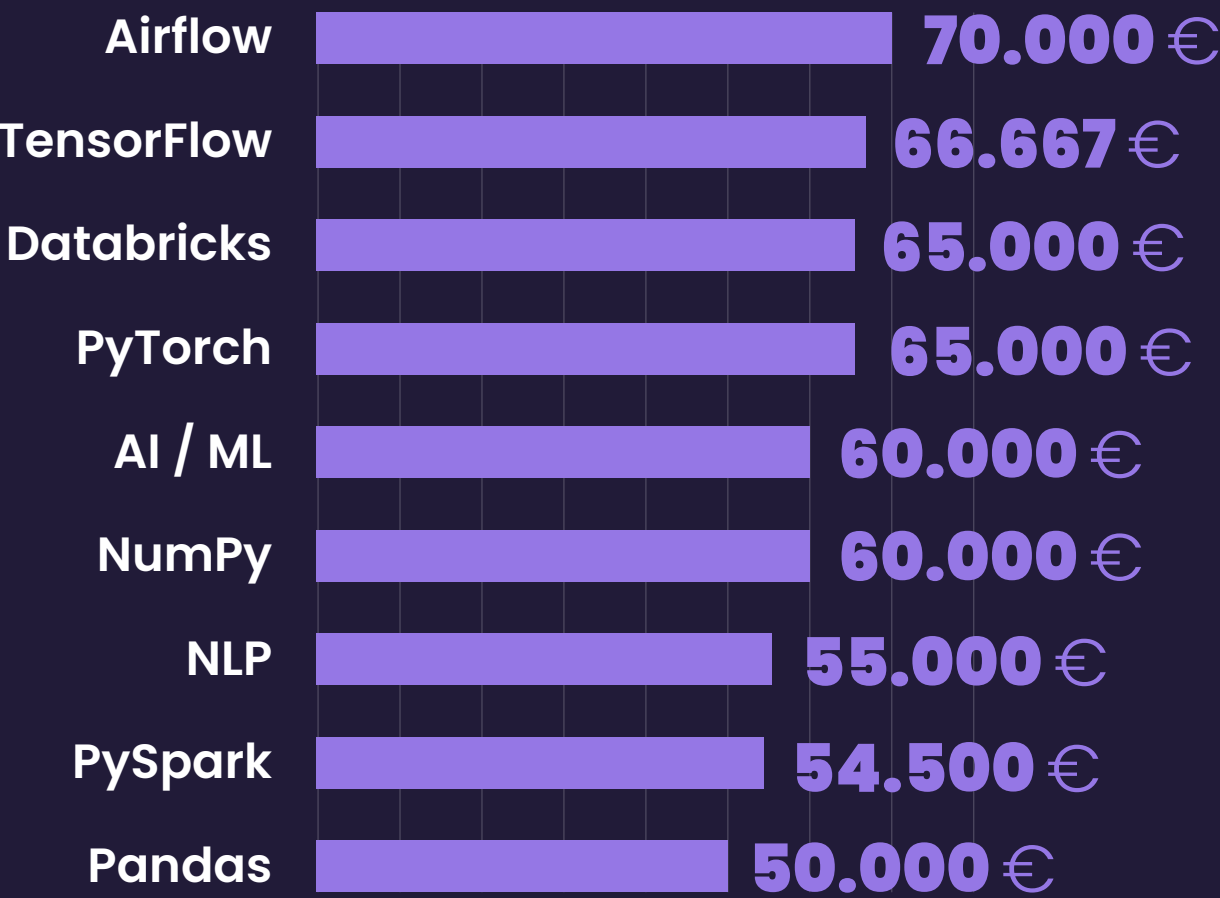
Min. Salary 2025
50.000 €

Avg. Salary 2025
64.161 €
↓ -0.9 % YoY

Max. Salary 2025
95.000 €



Highest Paying Data Tools



DATA SCIENTIST

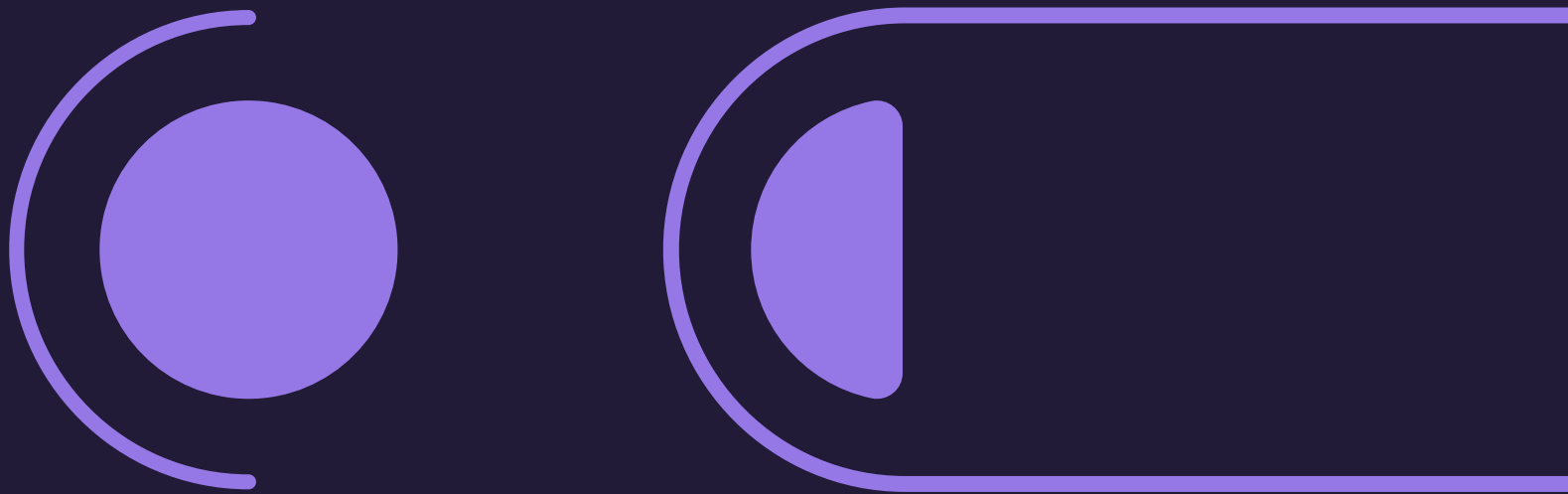
Tech Insights

For Data Scientist profiles, salaries show a clear stabilisation, with a slight decrease. The market is now reaching a more balanced level.

Python remains the foundational language across the data landscape, supported by a wide range of libraries and tools.

The current distribution of tools highlights a mature data ecosystem, with TensorFlow and PyTorch leading the market demand and the salary expectations remain stable.

There is a clear shift towards data engineering capabilities, with tools such as Airflow, PySpark, and Databricks gaining relevance. This indicates that modern Data Scientist roles are increasingly focused not only on model development but also on data pipelines, scalability, and production environments.



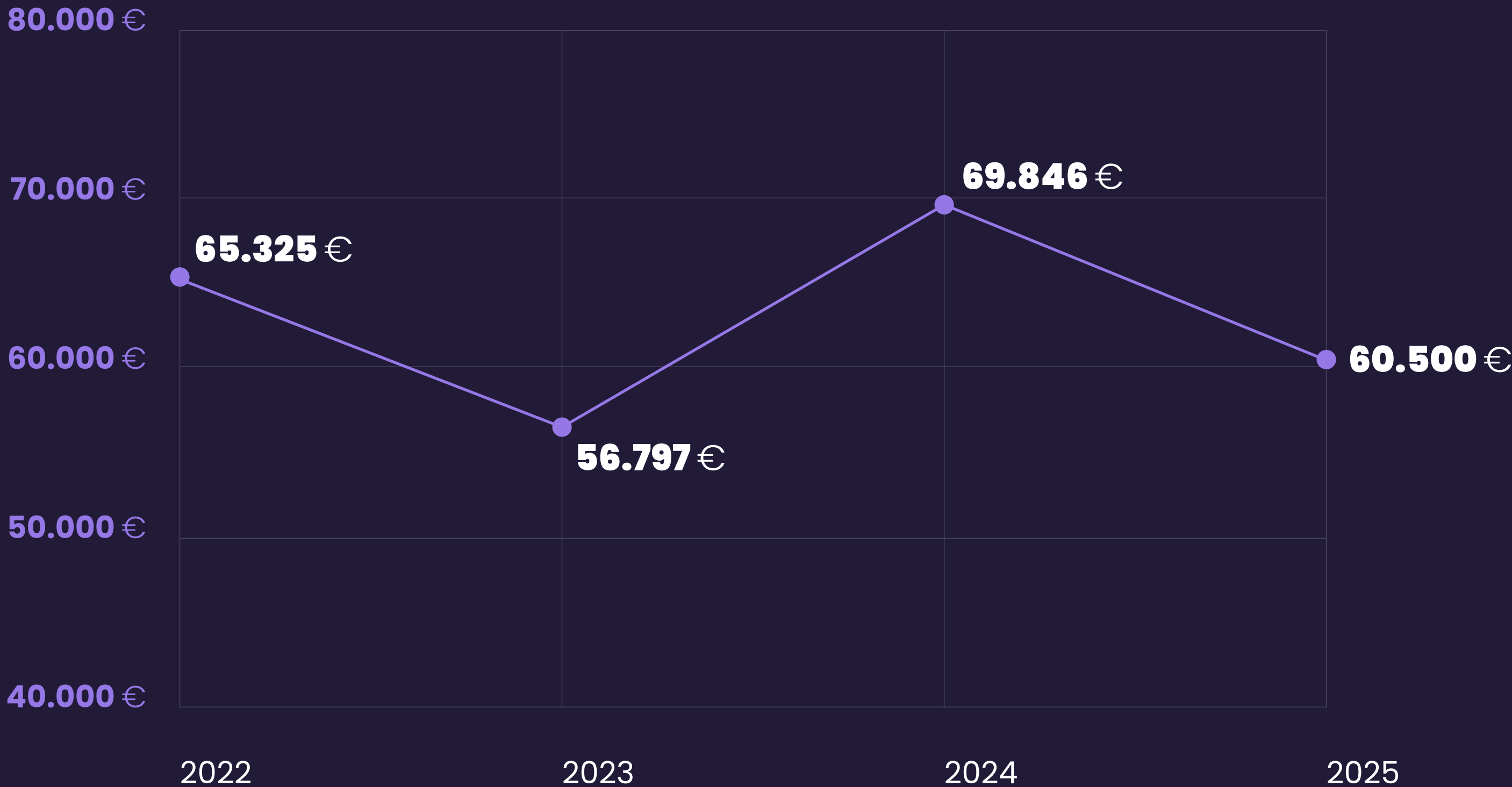
DATA
ENGINEER

Min. Salary 2025
50.000 €

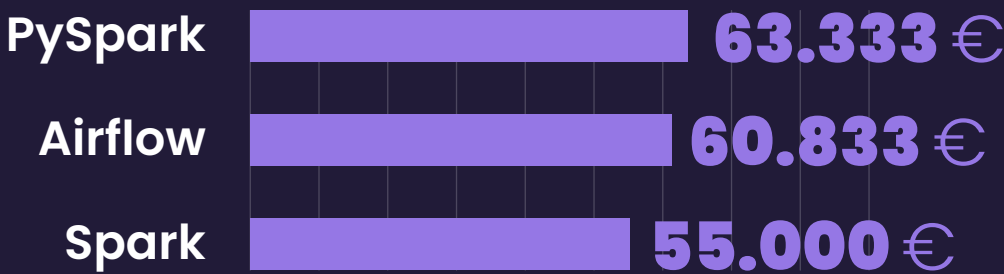
Avg. Salary 2025
60.500 €

Max. Salary 2025
75.000 €

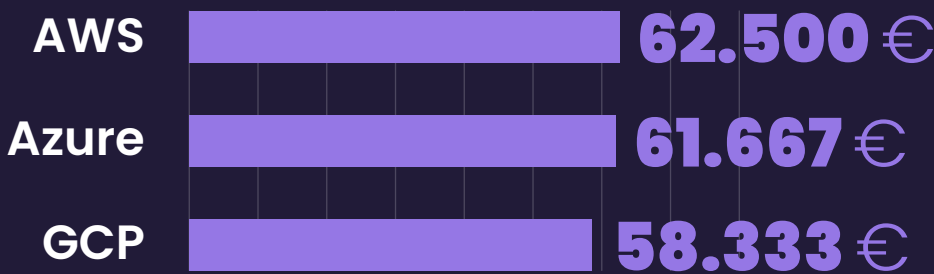
↓ -13.4 % YoY



▪ Highest Paying Core Data Tools



▪ Highest Paying Cloud Platforms



DATA ENGINEER

Tech Insights

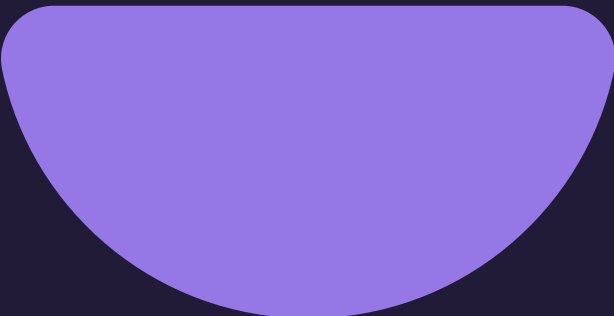
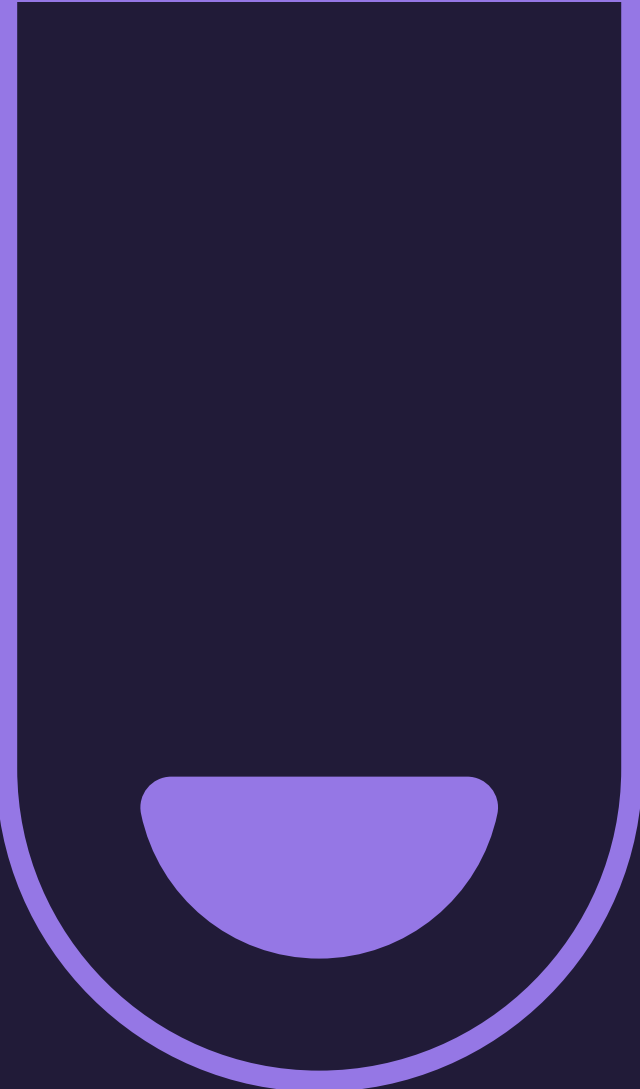
After a peak in 2024, the market is showing clear signs of normalisation in 2025, with salary levels stabilizing. Despite this adjustment, demand for Data Engineers remains robust, particularly for those with expertise in cloud environments, data pipelines, and scalable architectures, even though overall salary levels have slightly decreased year-on-year.

Airflow continues to stand out as the dominant tool among Data Engineers, reinforcing the growing importance of data pipeline orchestration and workflow management in modern data ecosystems.

At the same time, Spark remains highly relevant for large-scale data processing, especially within more mature and enterprise environments.

PySpark commands higher salary levels reflecting the premium placed on profiles combining strong programming capabilities with distributed data processing expertise.

We are also observing a shift in demand towards more hybrid profiles, with increasing interest in Data Scientists who possess engineering capabilities, as well as the emergence of Data Platform Engineers bridging data and infrastructure domains. This evolution is contributing to a redistribution of budgets within data teams, helping to explain the slight decrease in salary levels for traditional Data Engineering roles, as companies prioritise more versatile and cross-functional skill sets.

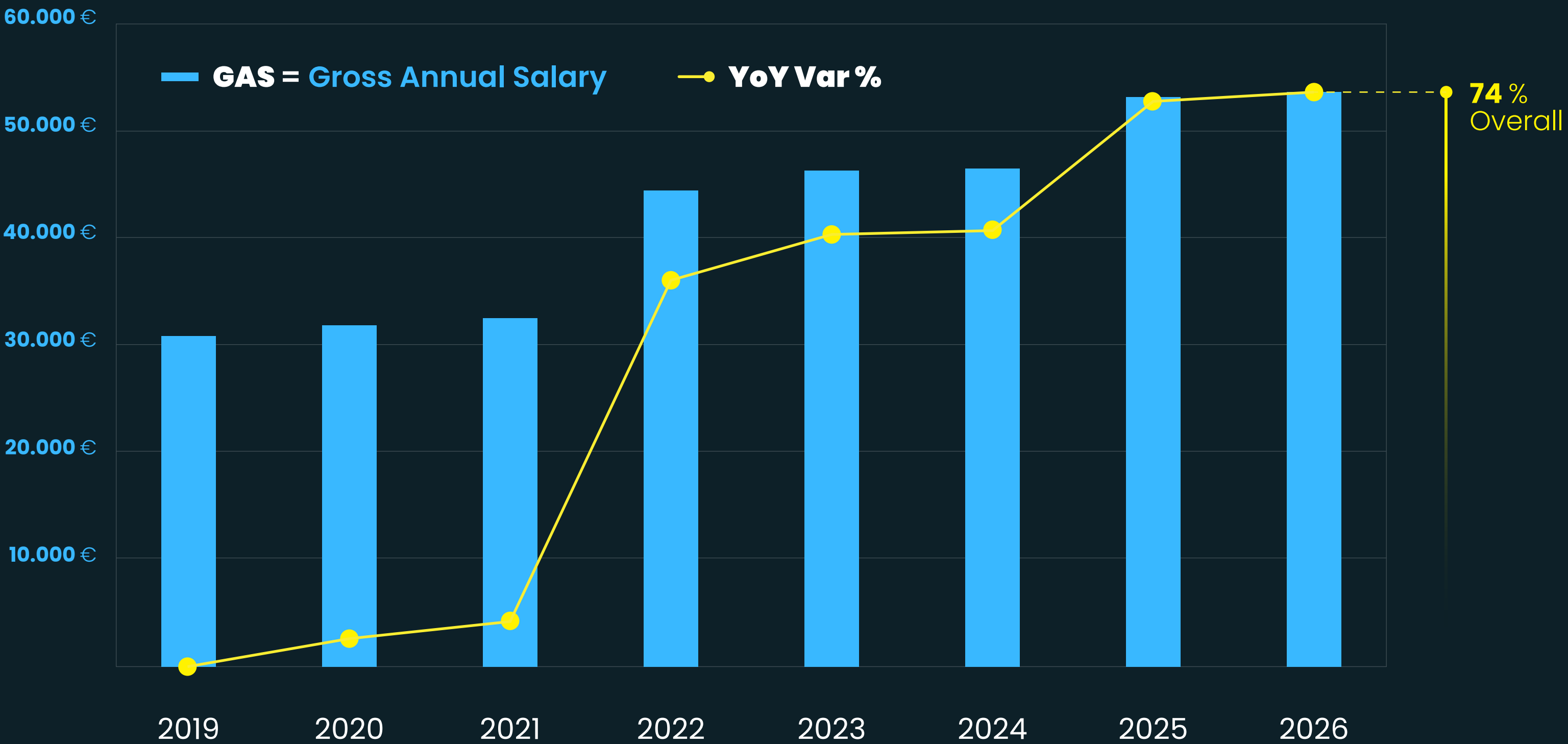




4. Salary Benchmark

SALARIES OVERVIEW

• 2019	• 2020	• 2021	• 2022	• 2023	• 2024	• 2025	• 2026
30.861 €	31.886 €	32.559 €	44.449 €	46.334 €	46.506 €	53.189 €	53.671 €
	3 %	2 %	37 %	5 %	0.4 %	14 %	0.9 %



- Strong long-term salary growth, with GAS increasing from 30,861 € (2019 to 53,671 € (2026), roughly +74% overall.
- Post-2022 growth stabilised, with moderate increases in 2023 (+5%) and 2024 (+0.4%).
- 2025 showed renewed momentum (+14%), bringing salaries to 53,189 €.
- In 2026 we see a stabilization in salaries which can be driven by the geopolitical status of the world and the growing integration of AI in companies.

SALARY VARIATION	MALE	FEMALE
Decreased more than 15%	1%	0%
[-15% ; -5%]	2%	0%
[-5% ; 0%]	1%	6%
Hasn't changed	38%	37%
[0% ; +5%]	36%	32%
[+5% ; +15%]	18%	16%
Increased more than 15%	4%	9%

- A strong majority (57%) of seniors reported salary increases, confirming continued upward pressure on senior talent compensation.
- The most common outcome remains stability (38%), indicating many companies are maintaining salaries rather than adjusting aggressively.
- Salary increases are mostly moderate, concentrated in the 0–5% and 5–15% ranges, suggesting controlled and incremental adjustments.
- High increases (+15%) are less common (5%) but slightly more prevalent among women, hinting at selective upward corrections.
- Salary decreases are minimal (~5% overall) and largely negligible in impact, reinforcing a stable and resilient senior job market.
- Women are less represented in smaller increases (especially 0–5%) but more likely to report higher increases above 15%, pointing to more pronounced upward adjustments in some cases.
- Salary decreases are slightly more visible among women in the -5% to 0% range, though still low in absolute terms.

SALARY VARIATION	5+ TO 9 YEARS	MORE THAN 9 YEARS
Decreased more than 15%	1%	1%
[-15% ; -5%]	3%	1%
[-5% ; 0%]	3%	1%
Hasn't changed	37%	38%
[0% ; +5%]	30%	39%
[+5% ; +15%]	21%	15%
Increased more than 15%	5%	5%

- Experience-wise, patterns are highly aligned: both groups show identical stability (38%) and similar shares of high increases (+15%), indicating that years of seniority beyond 5+ years have limited impact on salary variation.
- Professionals with more than 9 years of experience are slightly more concentrated in smaller increases (0–5%), while those with 5–9 years show more presence in the 5–15% range, suggesting earlier-stage seniors may still be catching up in salary growth.
- Salary decreases remain low across both experience groups, reinforcing overall market stability at senior level.
- Overall, while experience has minimal influence on salary variation among seniors, education level plays a more decisive role, particularly in accessing higher salary increases and reducing stagnation.

Salary Variation	Bachelor degree	Doctoral degree	High school / Professional school	Masters degree	Postgraduate degree	Self-taught	Technical bootcamp / Academies
Decreased more than 15%	1%	0%	0%	1%	2%	0%	0%
[-15% ; -5%]	2%	0%	0%	2%	2%	0%	0%
[-5% ; 0%]	2%	8%	0%	2%	0%	0%	0%
Hasn't changed	36%	23%	57%	36%	36%	20%	67%
[0% ; +5%]	39%	31%	23%	38%	31%	40%	0%
[+5% ; +15%]	16%	23%	10%	16%	24%	40%	33%
Increased more than 15%	4%	15%	10%	5%	5%	0%	0%

Salary variation by Work Model	Full office	Fully remote, with flexible office options	Fully remote, without office options	Hybrid, 2 days or less per week at the office	Hybrid, 3 days or more days per week at the office
Decreased more than 15%	12%	1%	1%	0%	0%
[-15% ; -5%]	0%	2%	1%	2%	0%
[-5% ; 0%]	6%	2%	3%	2%	0%
Hasn't changed	35%	33%	46%	36%	39%
[0% ; +5%]	35%	37%	25%	39%	41%
[+5% ; +15%]	12%	19%	18%	17%	15%
Increased more than 15%	0%	6%	6%	4%	5%

- Salary growth for seniors is influenced more by work model and company type than by experience, with remote setups and scale-up environments generally offering stronger increases, while full office roles and startups show more stagnation or volatility.
- Fully remote professionals (especially with flexibility) report the most balanced growth, with higher shares in the 5–15% and +15% ranges.
- Fully remote without office options stands out for higher stability (46% and fewer small increases, suggesting slower progression but fewer negative outcomes.
- Product companies, especially at scale-up stage, show the most dynamic salary growth, with the highest shares in the 5–15% range and consistent presence in top-end increases.
- Corporate tech services / consulting present balanced outcomes, close to the overall average, with moderate growth and limited extremes.

Salary variation by Company Type	Corporate / enterprise not tech (Mature stage, not a startup)	Corporate / enterprise not tech (Scale up stage)	Corporate / enterprise not tech (Startup stage)	Corporate tech services / consulting / outsourcing	Product company (Mature stage, not a startup)	Product company (Scale up stage)	Product company (Startup stage)	Public sector / government / academic
Decreased more than 15%	1%	0%	0%	2%	1%	0%	0%	0%
[-15% ; -5%]	3%	0%	0%	2%	2%	0%	0%	0%
[-5% ; 0%]	3%	0%	0%	3%	2%	0%	3%	0%
Hasn't changed	33%	47%	25%	34%	34%	35%	64%	63%
[0% ; +5%]	45%	26%	50%	38%	36%	34%	12%	25%
[+5% ; +15%]	10%	21%	25%	15%	19%	28%	15%	12%
Increased more than 15%	5%	5%	0%	6%	6%	3%	6%	0%

EDUCATION LEVEL (SENIORS)	MIN	AVG	MAX
Doctoral degree	37.500 €	74.231 €	95.000 €
Master’s degree	32.500 €	64.032 €	165.000 €
Postgraduate degree	32.500 €	62.045 €	125.000 €
Bachelor degree	22.500 €	56.655 €	95.000 €
High school / Professional school	32.500 €	49.583 €	75.000 €
Technical bootcamp / Academies	47.500 €	58.750 €	75.000 €
Self-taught	37.500 €	58.000 €	95.000 €

- Doctoral degree holders lead in average salary, confirming a strong link between advanced academic attainment and top compensation.
- Master’s and postgraduate degrees also perform strongly, sitting above the overall average and showing access to high maximum salary ranges.
- Bachelor’s degree holders align closer to the overall average but with lower ceilings compared to postgraduate profiles.
- High school education shows the lowest average salaries, indicating more limited access to higher-paying senior roles.
- Maximum salary ranges vary widely, especially for Master’s and postgraduate profiles, highlighting that while education supports higher earning potential, other factors (role, company, experience) strongly influence top-end compensation.

JOB CATEGORY (SENIORS)	Average Salary		% of Respondents	
	MALE	FEMALE	MALE	FEMALE
Tech development roles	58.754 €	50.286 €	89%	11%
Tech management roles	69.855 €	60.000 €	75%	25%

- Senior salaries are higher in management roles for both genders, but a clear gender gap remains, with men dominating both technical and management positions and earning more on average.
- Tech management roles have the highest average salaries overall, for both men and women, reflecting the premium associated with leadership responsibilities.
- The gap is slightly wider in development roles (14.4%) than in management roles (14.1%), though both are close.
- Across both categories, men earn more than women on average, with a consistent salary gap visible in both development and management roles.
- The gap is particularly pronounced in absolute terms within management roles, where higher pay levels amplify differences.

WORK MODEL	Avg Salary
Fully remote, without office options	72.012 €
Fully remote, with flexible office options	59.156 €
Hybrid, 2 days or less per week at the office	57.227 €
Hybrid, 3 days or more days per week at the office	55.179 €
Full office	54.722 €

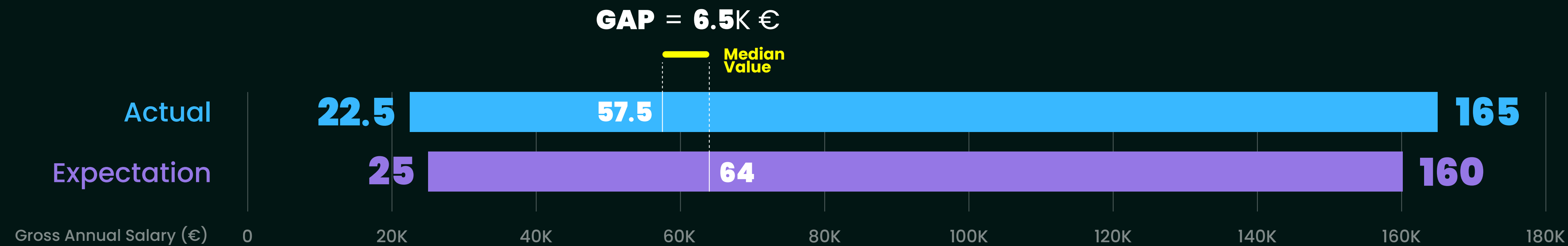
- Fully remote work is strongly associated with higher senior salaries, while full office and heavy-office hybrid models sit at the lower end of the pay scale.
- Fully remote roles without office requirements stand out clearly, with the highest average salary by a significant margin, suggesting a strong premium for fully distributed work setups, or international work.
- Fully remote with flexible office options also performs above the overall average, reinforcing the positive salary association with remote-first models.
- Full office roles have the lowest average salary, suggesting a disadvantage in compensation compared to more flexible work models.
- The distribution of employees is also relevant: most seniors are in flexible remote or hybrid setups, suggesting that seniority provides more work flexibility.
- Overall, there is a clear gradient: the more remote the work model, the higher the average salary, with full office presence consistently linked to lower compensation levels.



COMPANY TYPE	AVG GAS
Product company (Mature stage, not a startup)	63.108 €
Product company (Scale up stage)	67.462 €
Product company (Startup stage)	65.809 €
Corporate tech services / consulting / outsourcing	51.985 €
Corporate / enterprise not tech (Mature stage, not a startup)	59.669 €
Corporate / enterprise not tech (Scale up stage)	61.053 €
Corporate / enterprise not tech (Startup stage)	58.125 €
Freelancer / self-employed	73.500 €
Public sector / government / academic	42.188 €

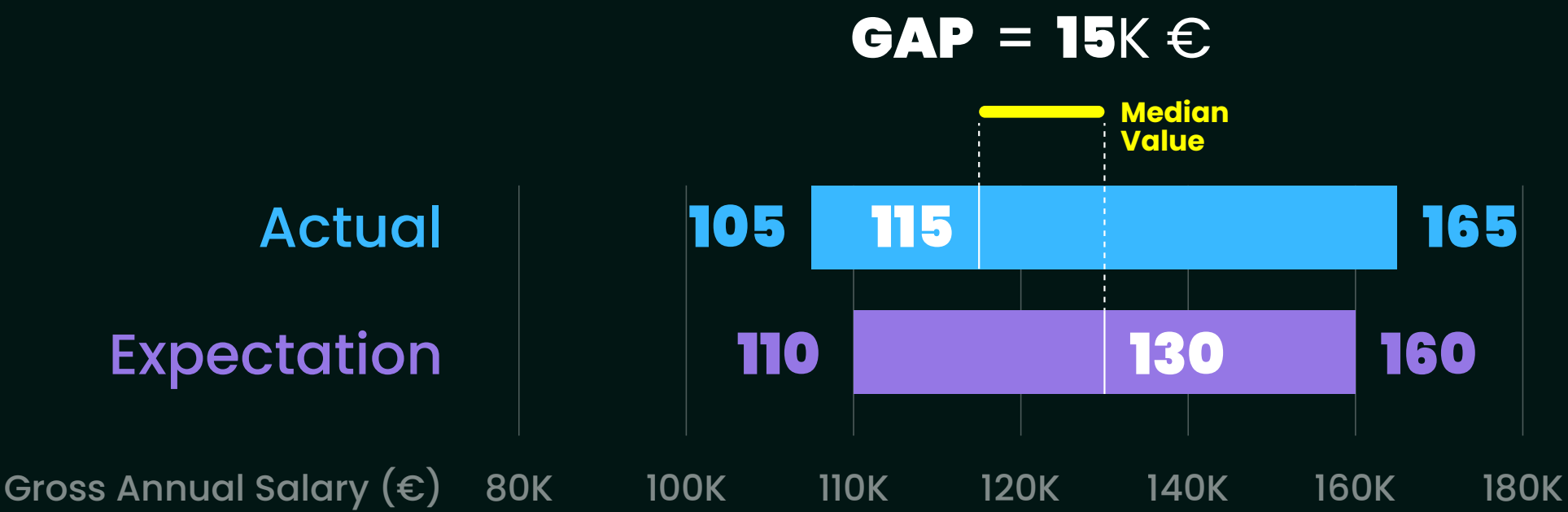
Consultant company	51.985 €
Product company	64.893 €
Other	59.563 €

- Product companies consistently outperform consulting organisations in senior compensation, with a clear premium linked to product-driven business models.
- Within product companies, all stages (mature, scale-up, startup) remain relatively strong, with scale-ups showing the highest average salaries, suggesting peak compensation pressure during growth phases.
- Corporate environments outside tech are more moderate, with relatively tight salary ranges across maturity stages, indicating more structured and predictable pay systems.
- Consulting and outsourcing roles show the lowest averages among private-sector options. However, this figure often does not capture the full compensation picture, as these roles are widely known for including flexible benefits such as cost allowances, travel expenses, and project-based bonuses, not included in the survey.

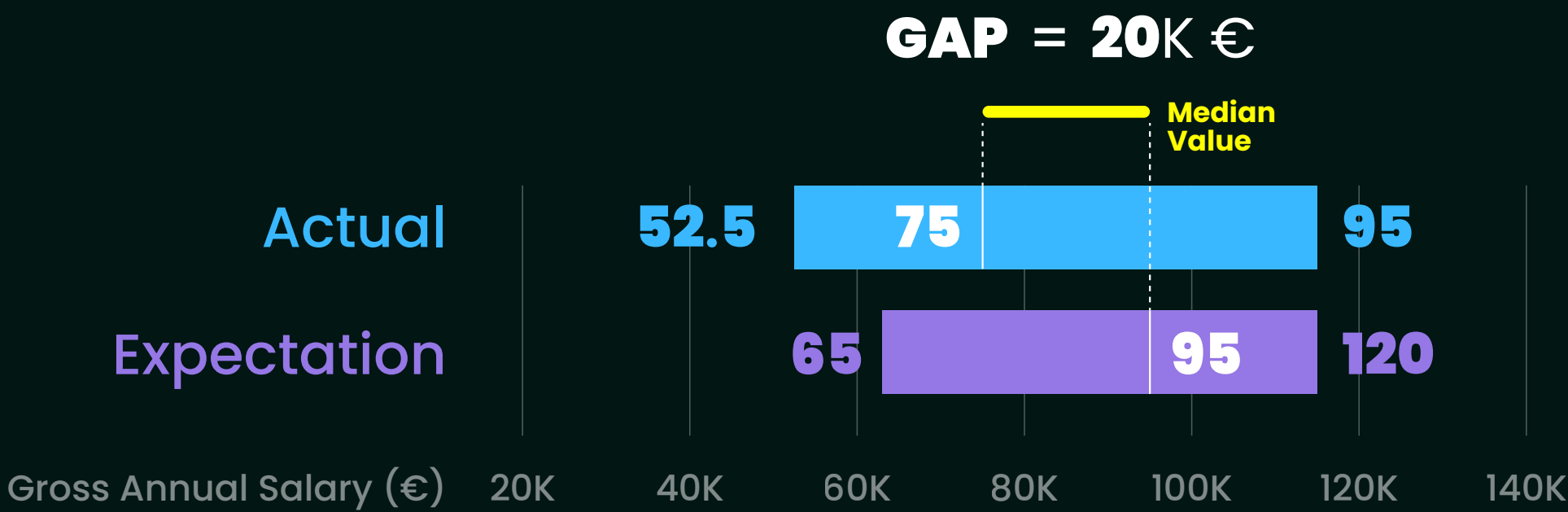


- There's a 6.5K€ gap (11.3%) over what companies are actually offering today. This is the figure that matters for most hiring decisions.
- At the bottom of the range, candidates expect €25K against an actual €22.5K, an 11% gap that mirrors the median. At the top, the picture inverts: actual salaries reach €165K while expectations stop at €160K. Senior talent tends to undervalue itself, and companies competing for scarce specialist profiles are already paying above ask.
- Actual salaries span €142.5K end to end, expectations only €135K. Candidates perceive a narrower market than the one that exists, suggesting limited visibility into how steeply compensation scales with seniority. The implication is clear: greater offer transparency widens the talent pool you can credibly attract.
- Companies budgeting for tech hires in 2026 should plan for an 11% buffer above current market medians to remain competitive on offer acceptance, particularly for mid-level roles, where the gap is most consistent. At senior level, the constraint is rarely candidate expectation, it is supply.

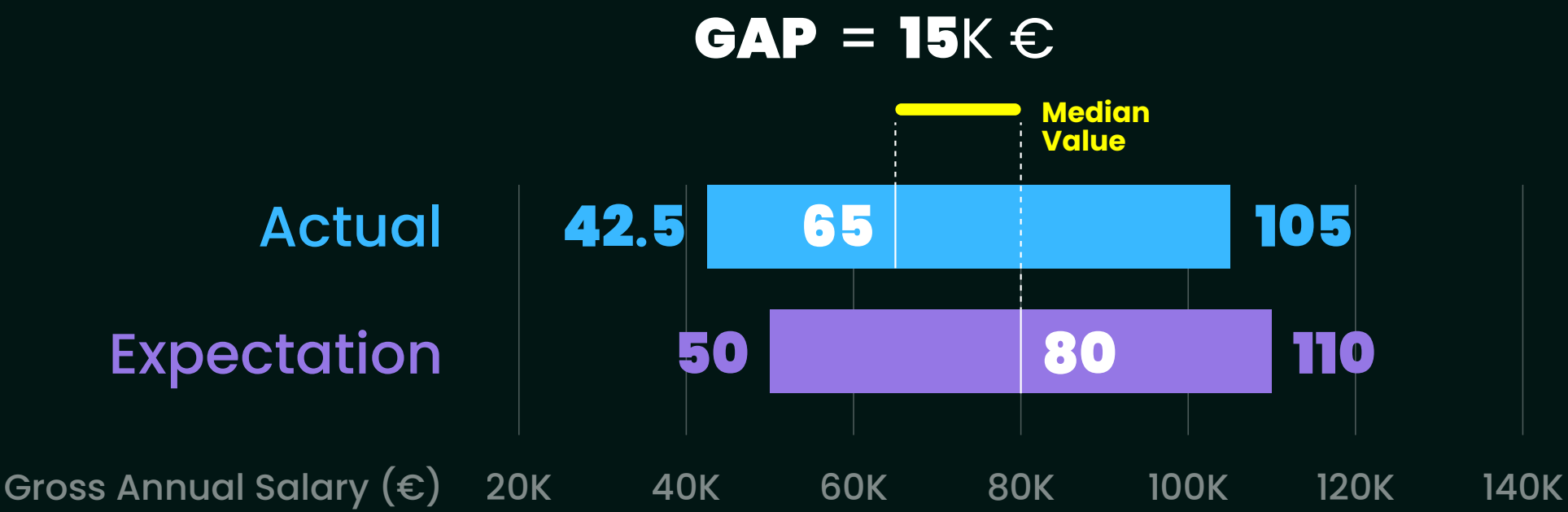
▪ CTO / VP Engineering



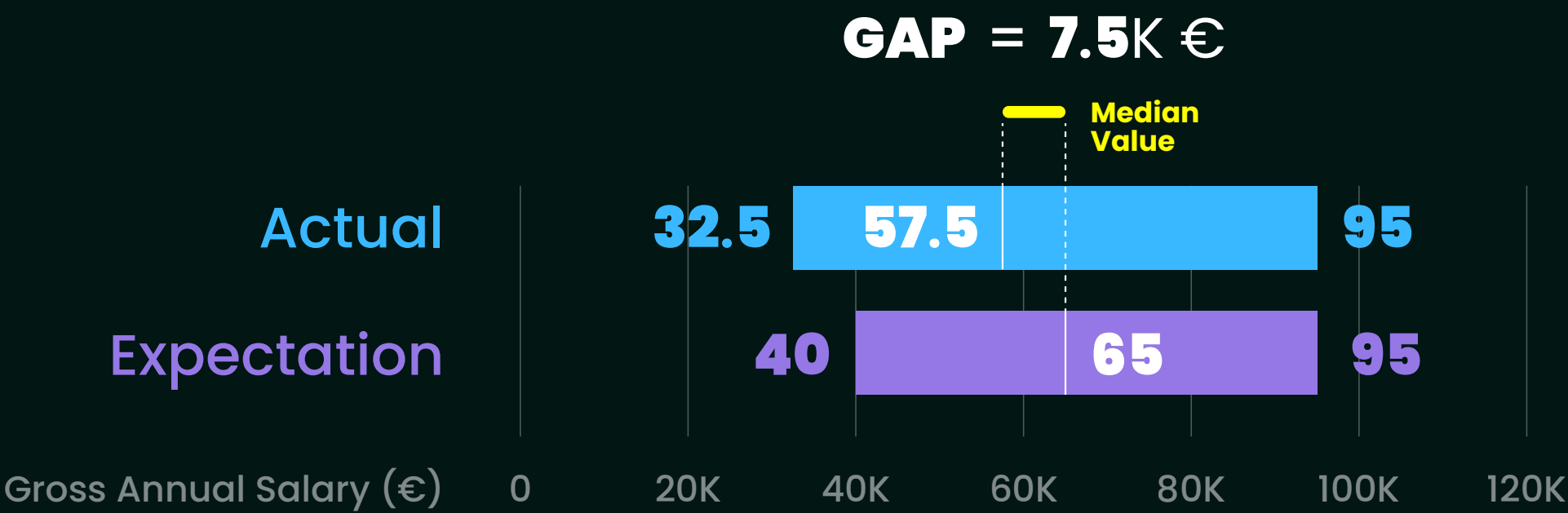
▪ Head of IT / Engineering



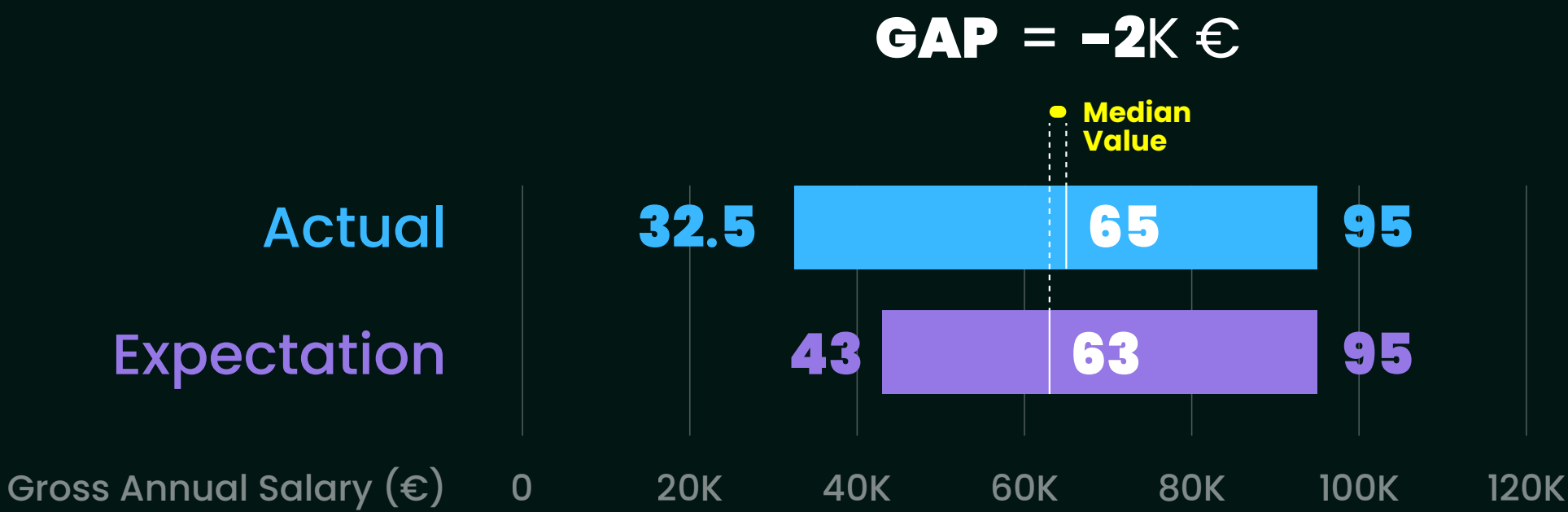
▪ Technical / Team Leader



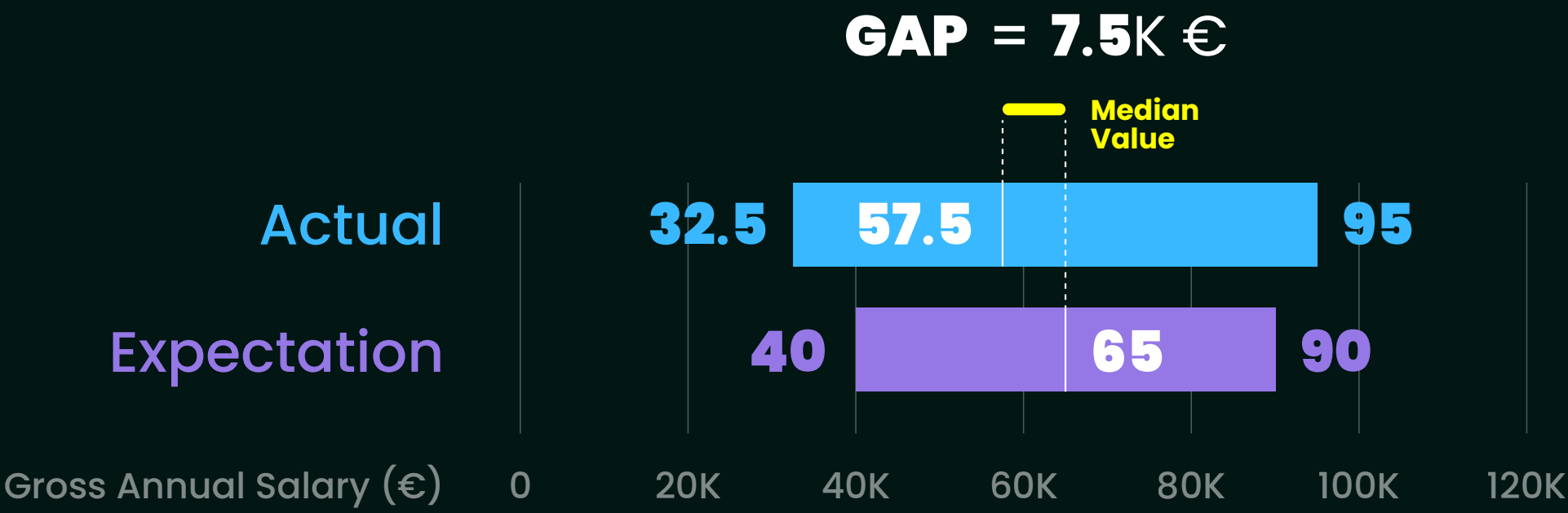
▪ Backend Developer



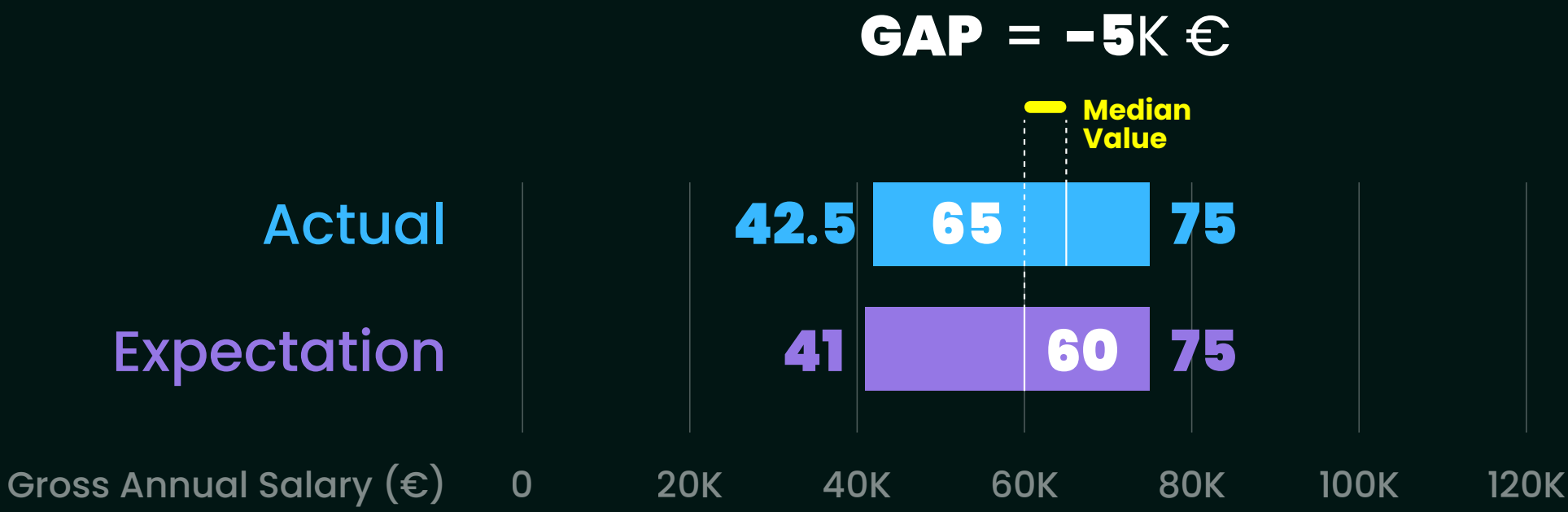
▪ Frontend Developer



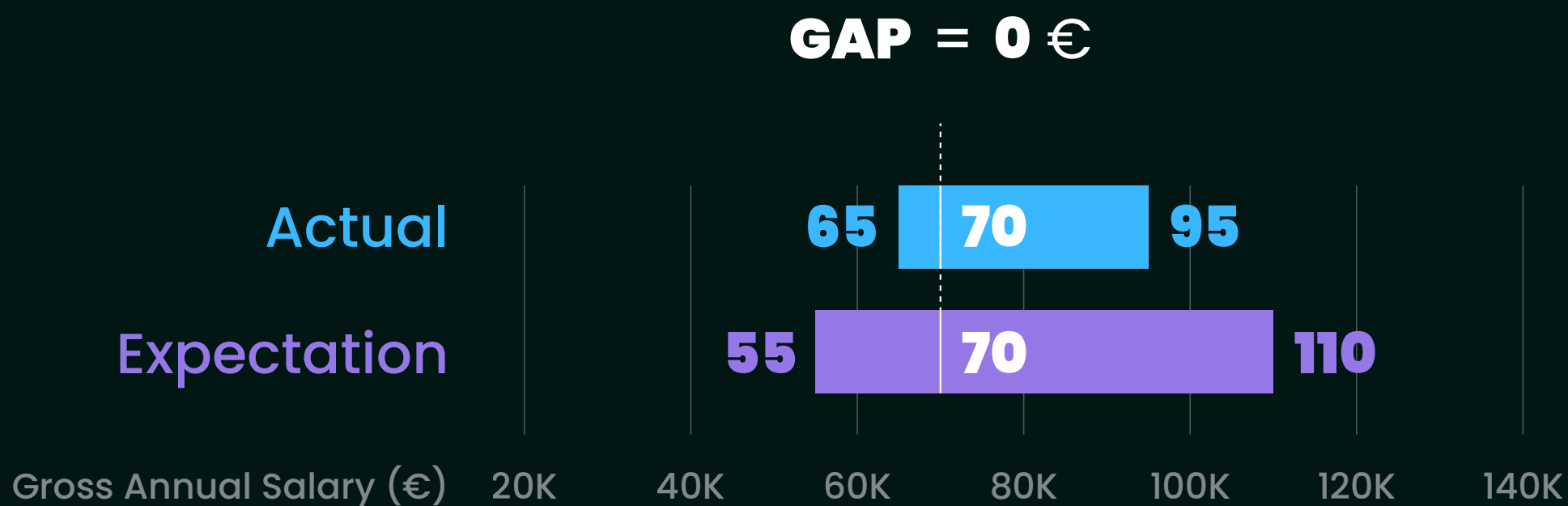
▪ Fullstack Developer



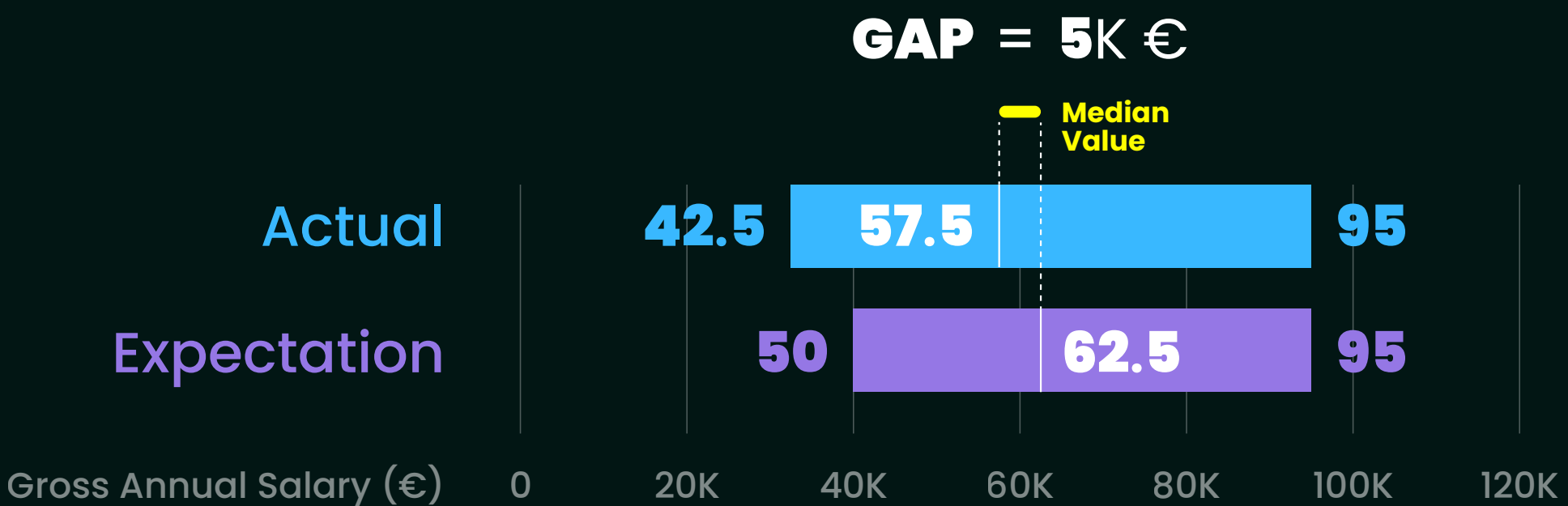
▪ Mobile Developer



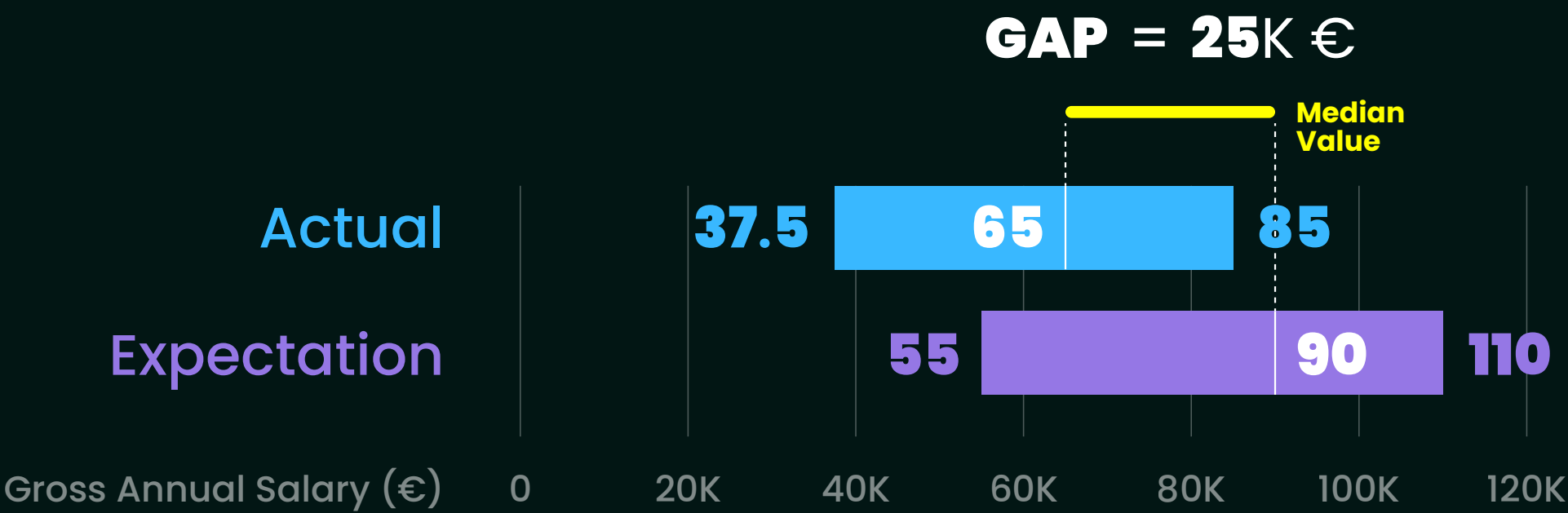
▪ AI / ML Engineer



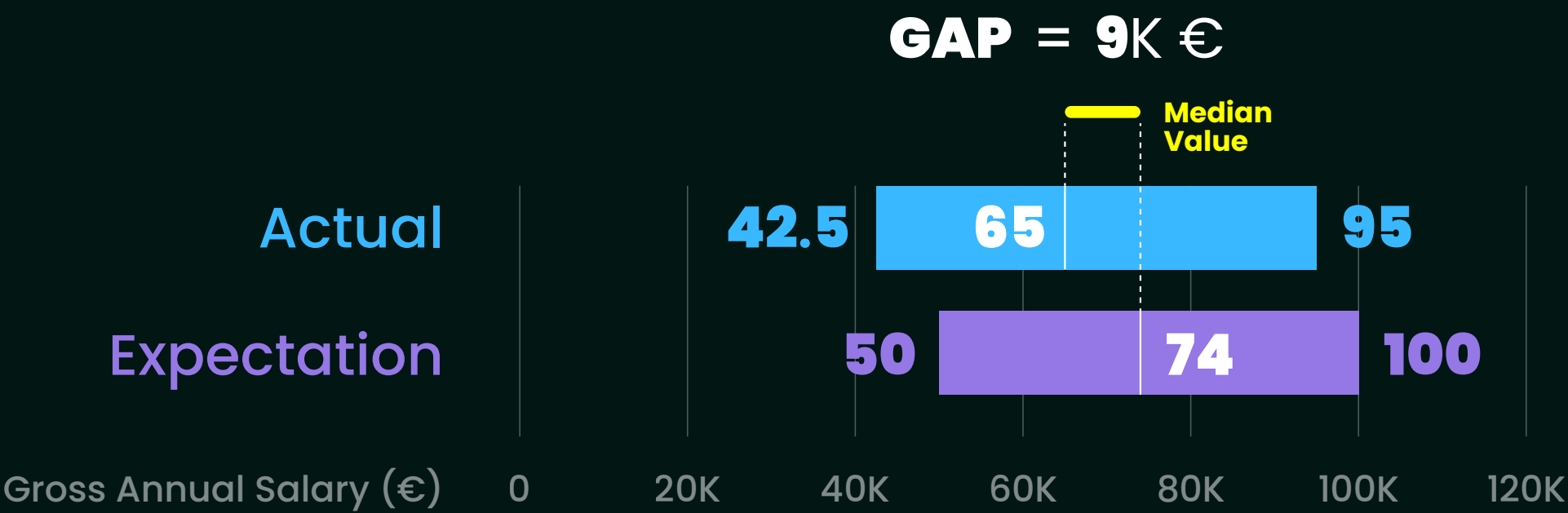
▪ Data Scientist / Data Engineer



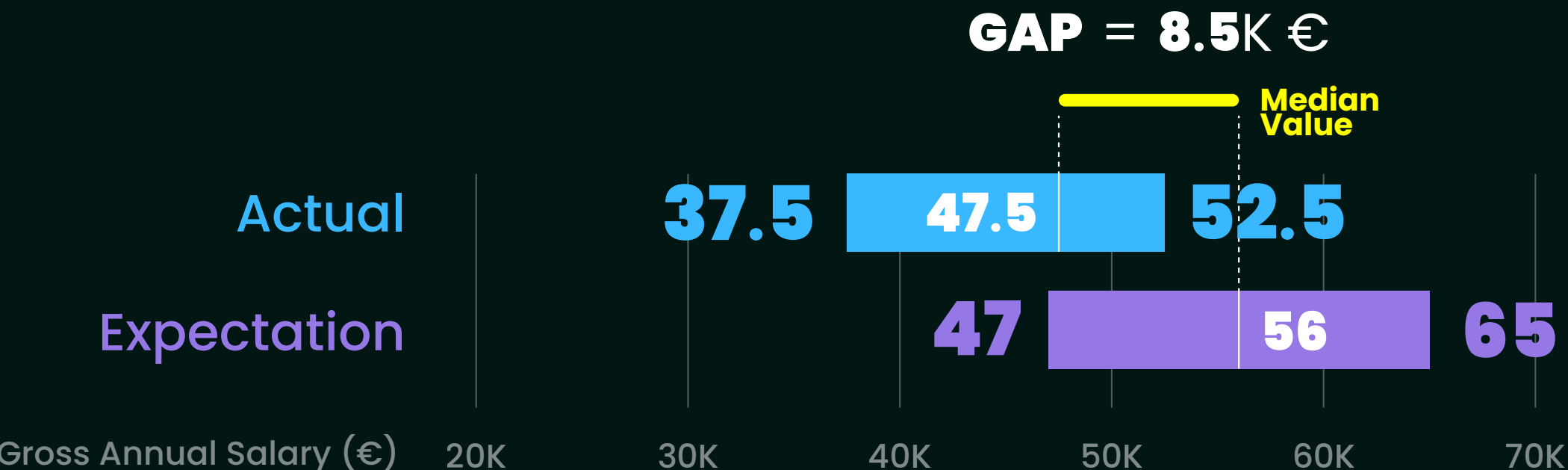
▪ Solutions Architect



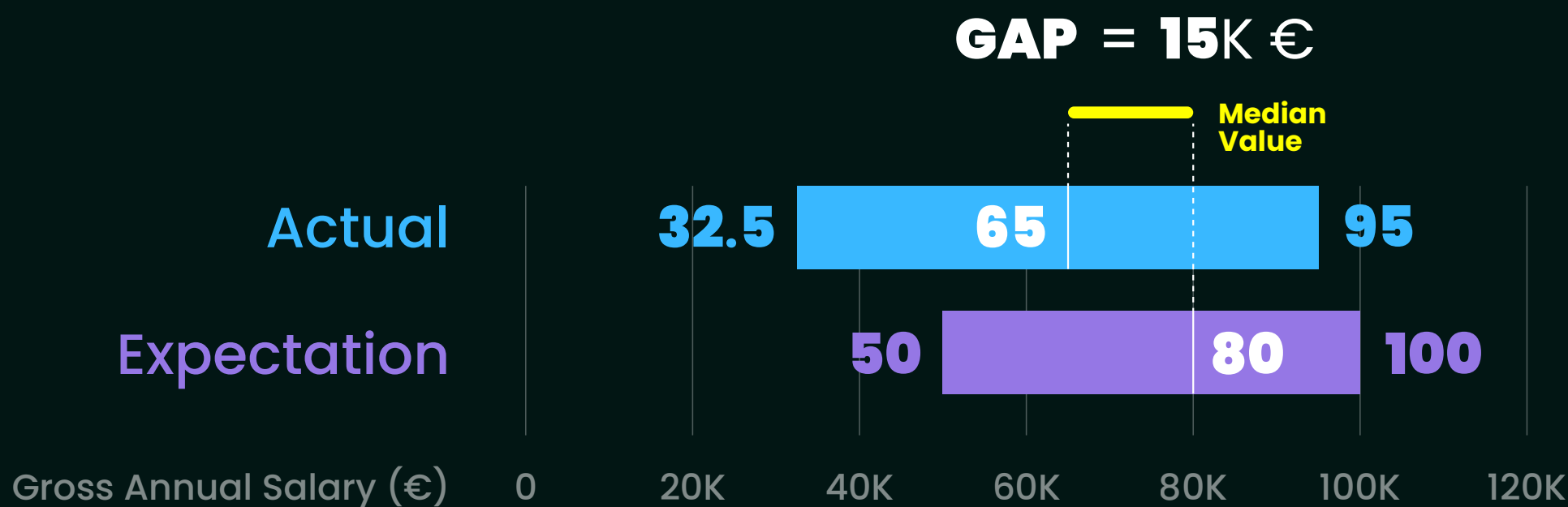
▪ DevOps Engineer / SRE / Cloud



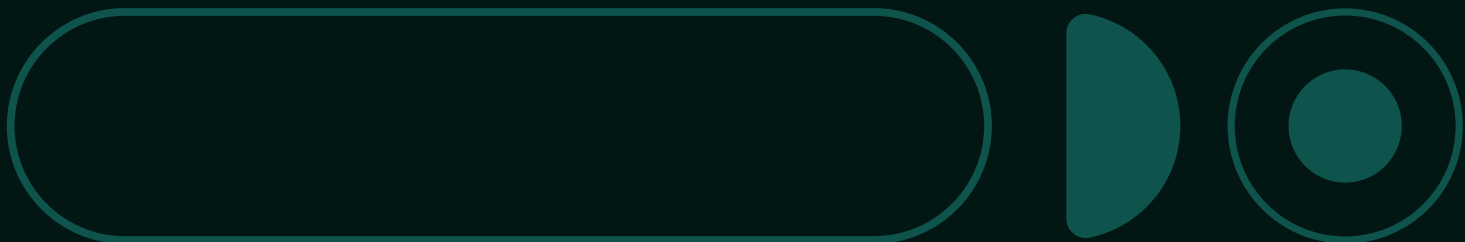
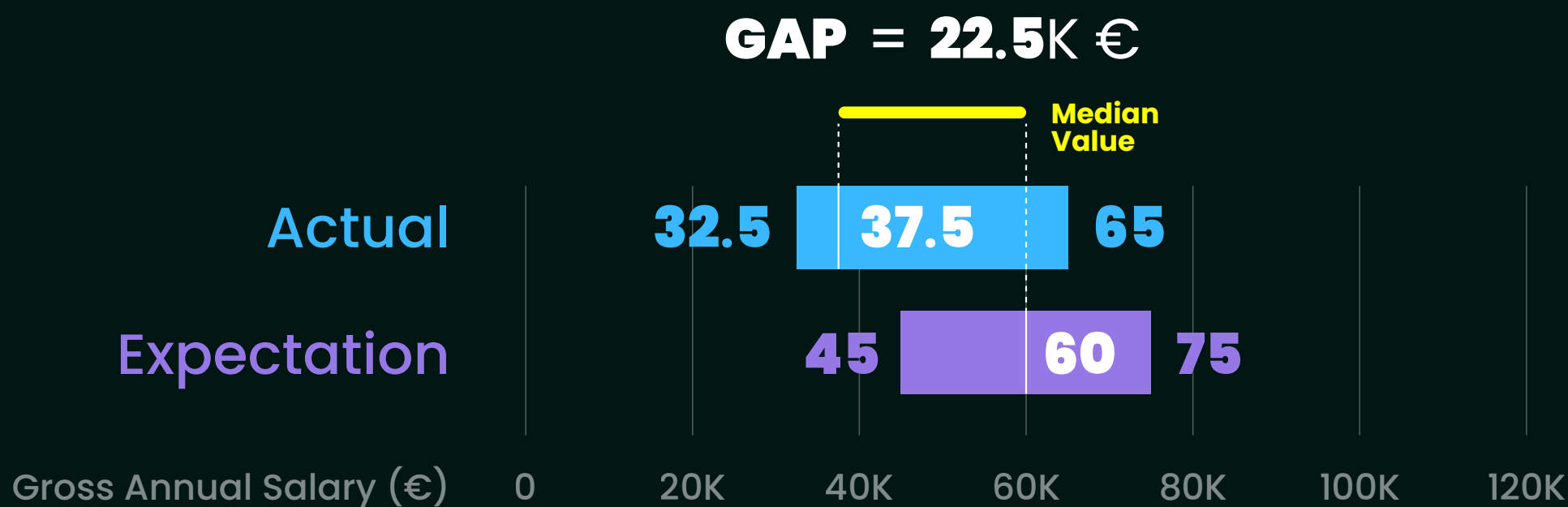
▪ Computer & Network Security



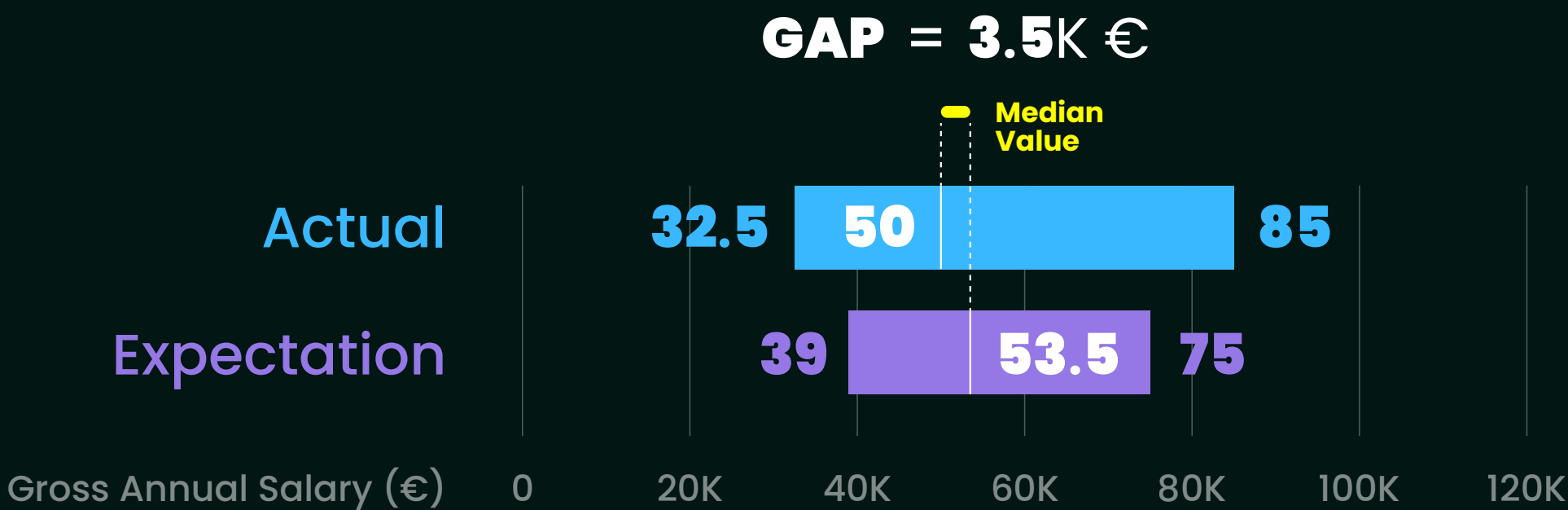
▪ Product Owner / Product Manager



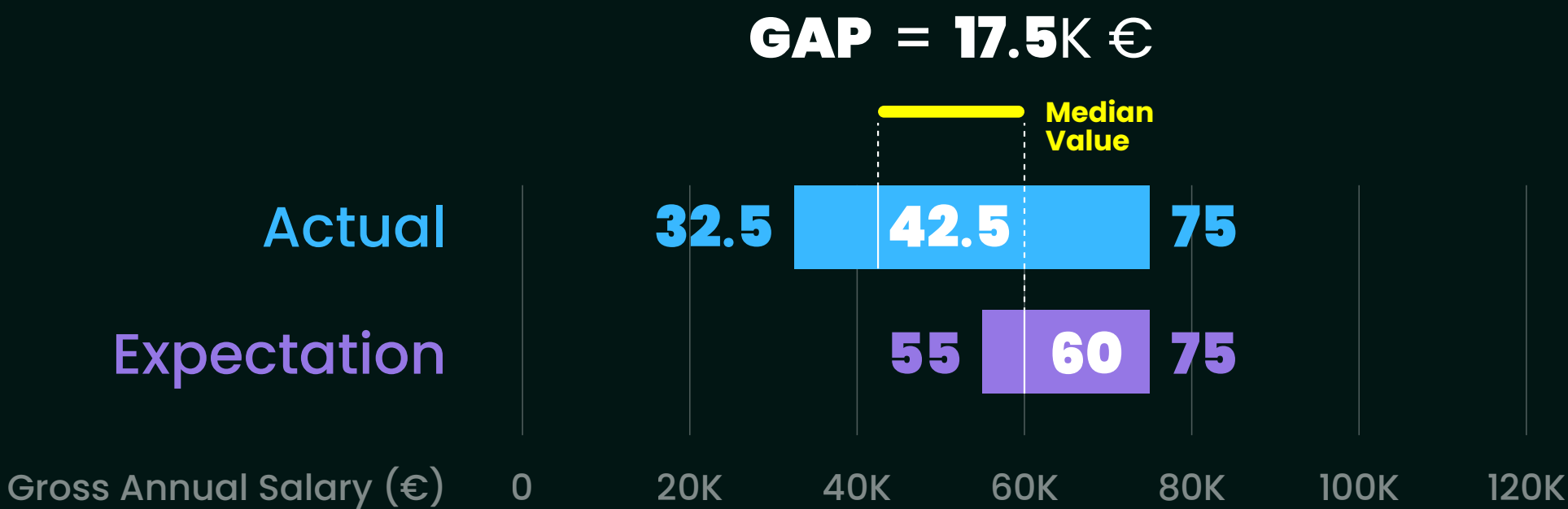
▪ UX / UI Designer



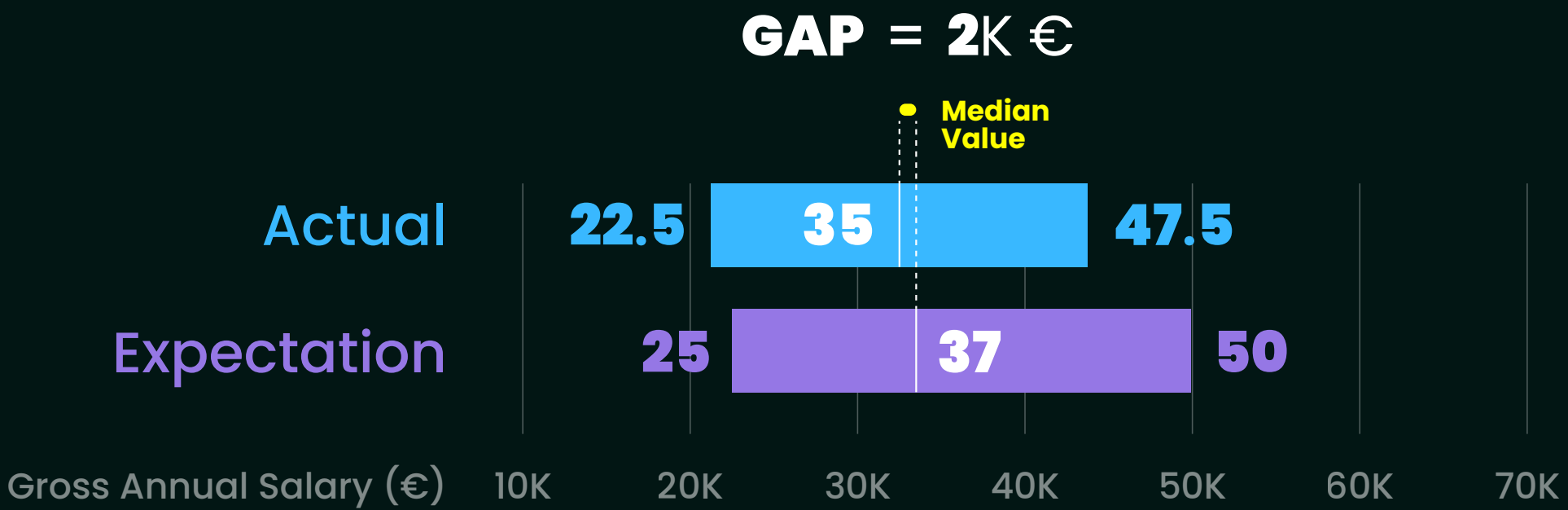
▪ Quality Assurance



▪ Project Manager



▪ Maintenance & Support



4. Salary Benchmark - Average Tech Employee Cost



NET salary is -48.5% of employee cost

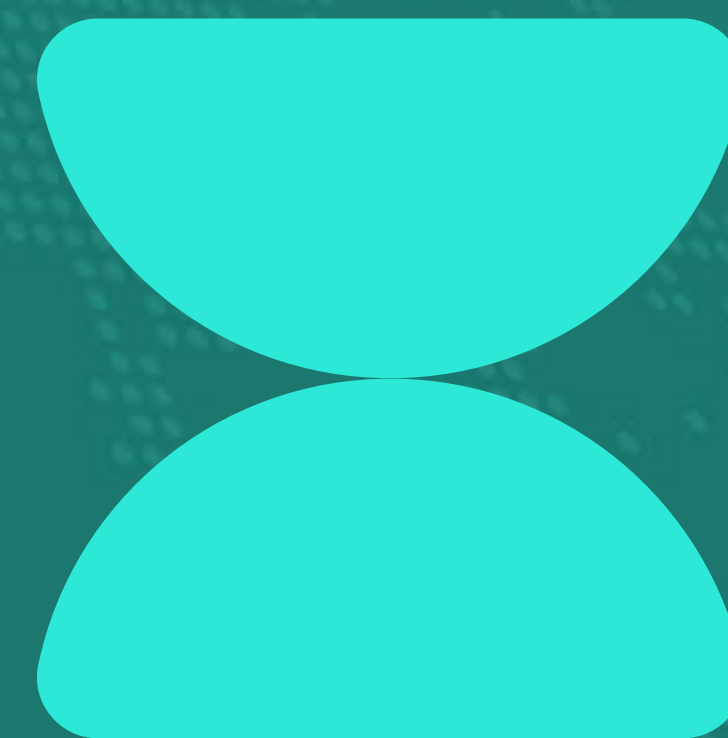
Social Security – Company (TSU-C) 23,75%	+ 12.747 €
Workplace Accident Insurance (mandatory) 1,19% x 53.671€	+ 639 €
Meal Allowance 10.20€ x 218 working days – fully exempt	+ 2.224 €
Work Health and Safety Plan (mandatory)	+ 250 €
Health Insurance	+ 500 €

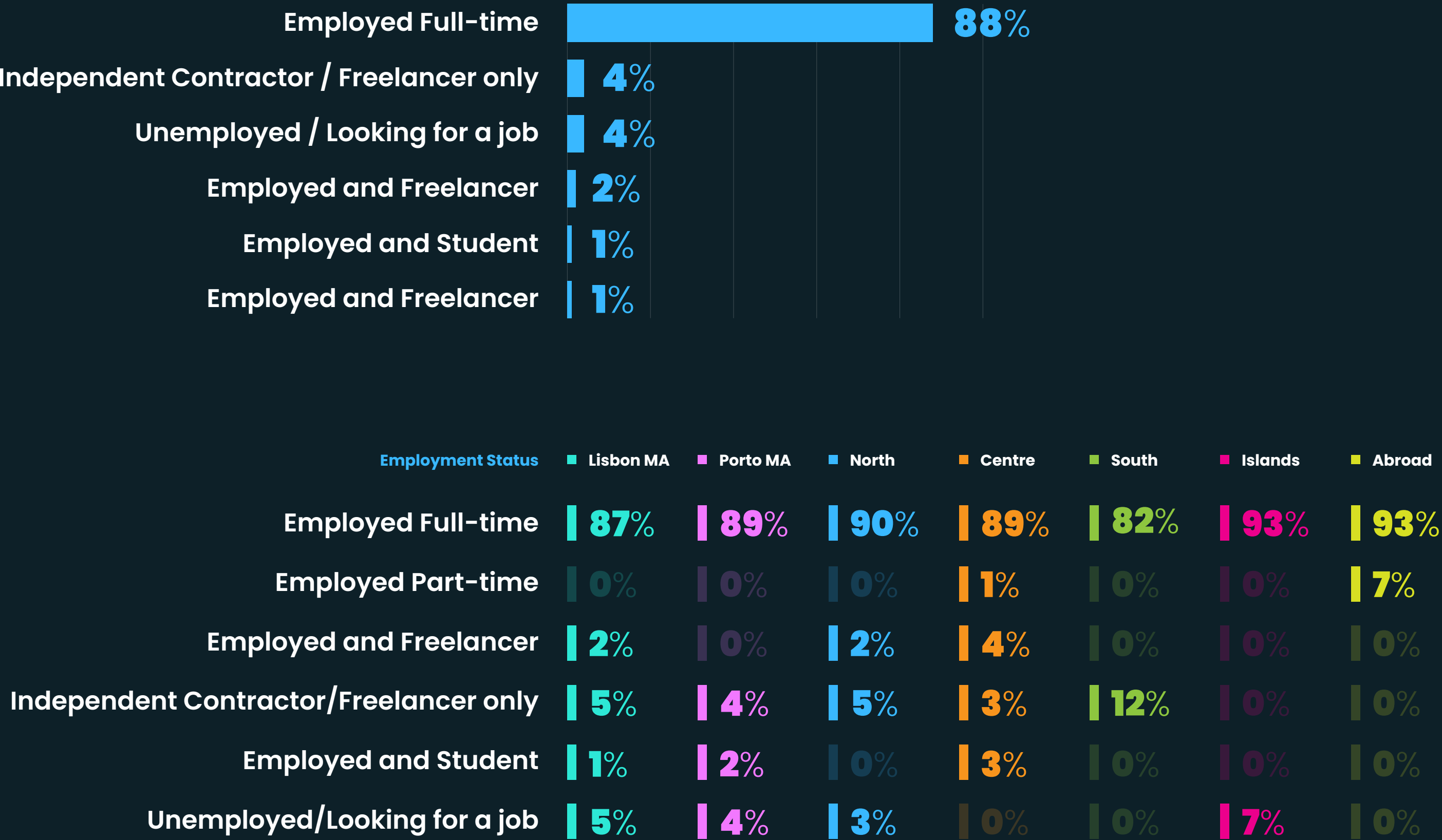
- 5.904 €	Social Security – Employee (TSU-E) 11%
- 13.954 €	Work Tax (IRS) Estimated rate ~26%
+ 2.224 €	Meal Allowance 10.20€ x 218 working days – fully exempt

*Working days: 253 total – 13 public holidays, – 22 paid vacation days = 218 days eligible for meal allowance.
*Meal allowance paid via card/vouchers: 10.46€/day is the legal maximum fully exempt from IRS and Social Security. For this calculation example we use 10,20€/day.
*Labour Insurance: 1.19% rate applied to the gross annual salary – confirm actual policy rate (varies by activity and risk level).

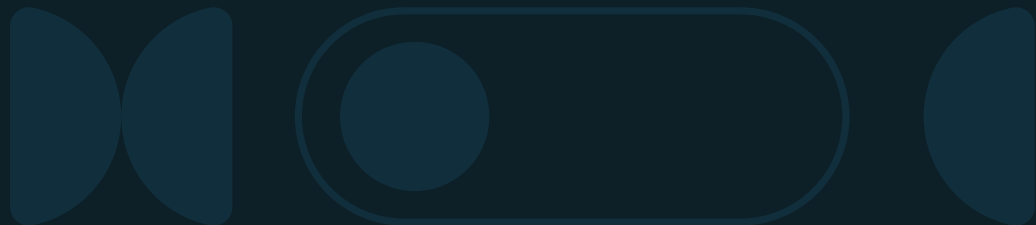


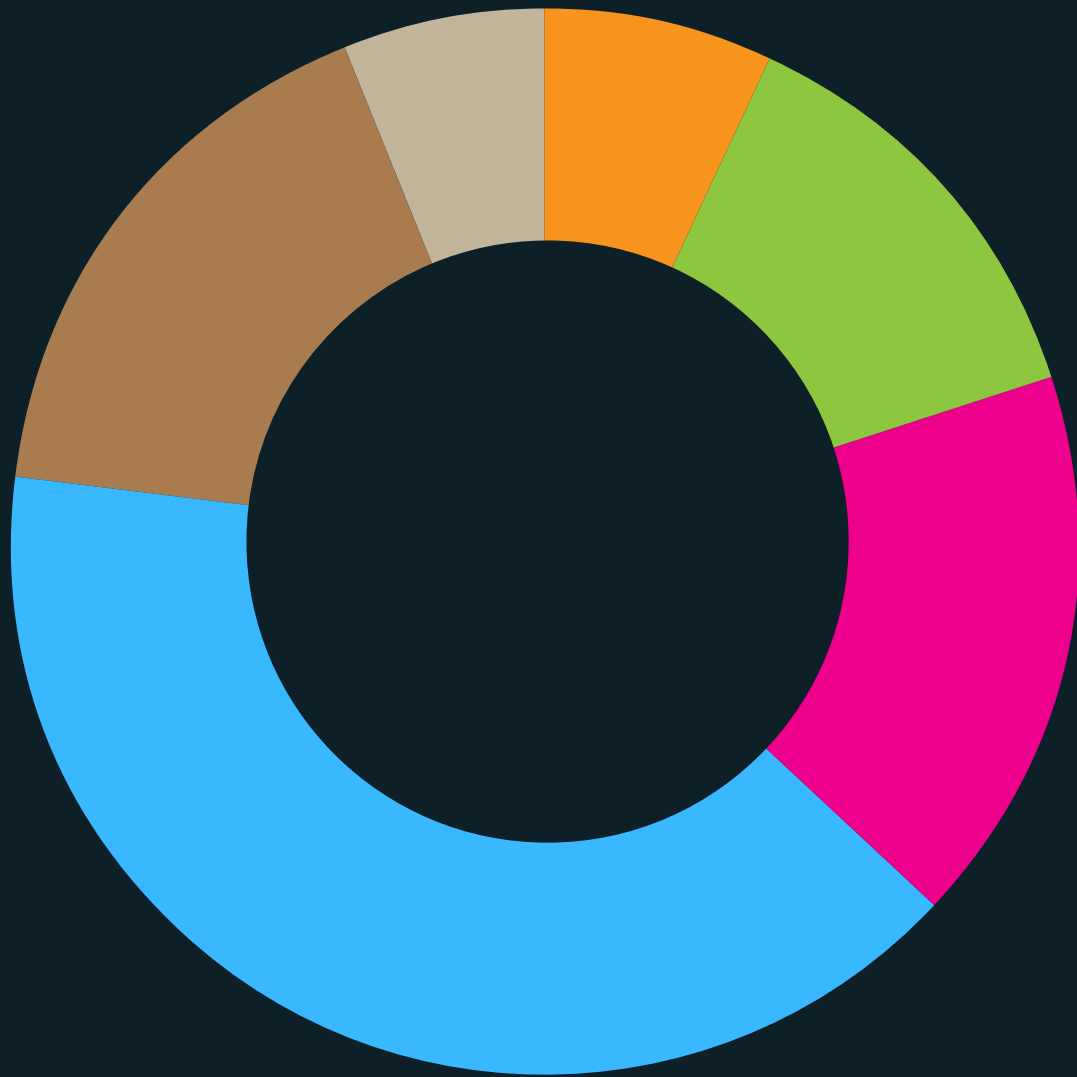
5. Work models & Flexibility





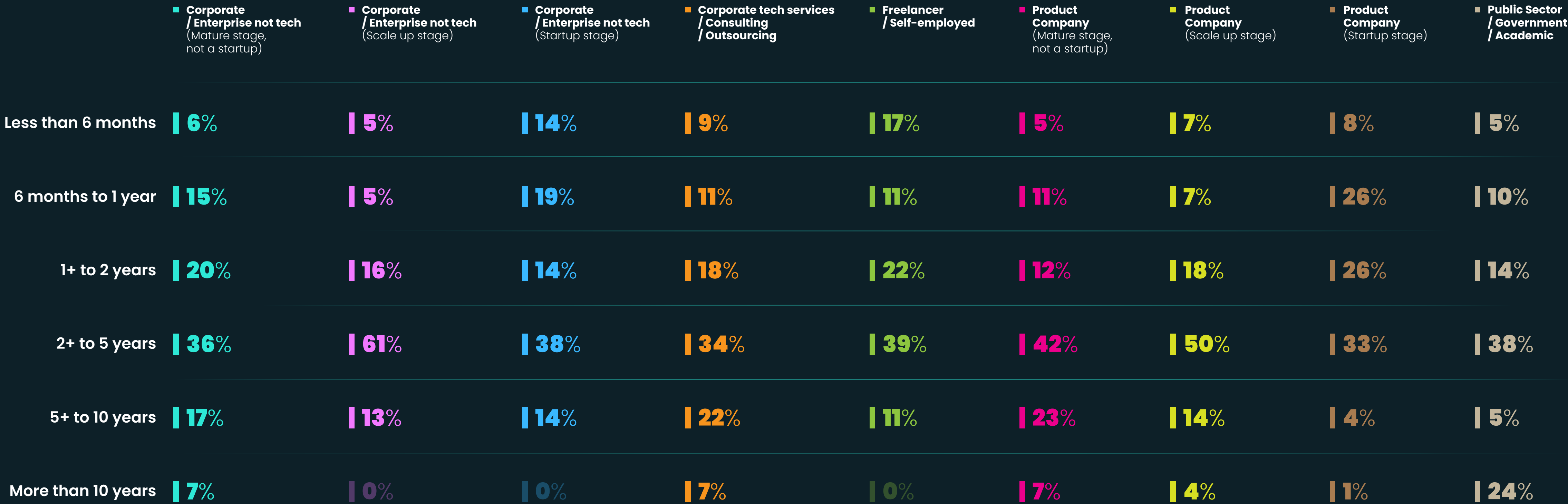
- 88% of respondents are employed full-time, confirming that the market is largely stable and structured around permanent roles.
- 4% of professionals are actively looking for a job, indicating a moderate level of mobility and potential talent availability in the market.
- Freelancing remains a niche but visible path with 4% working exclusively as freelancers
- Regional consistency across Portugal: Full-time employment is consistently high across all locations, highlighting a uniform employment structure nationwide.



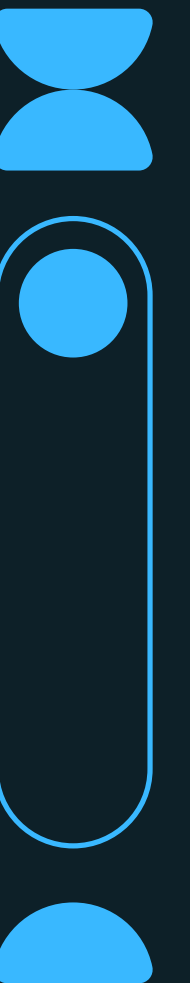


- The largest group of respondents (40%) has been in their current role for 2 to 5 years, indicating a substantial base of professionals who have settled into their positions and accumulated meaningful experience within them.
- A significant 37% of respondents have less than 2 years in their current job, suggesting recent transitions, whether through new hires, internal moves, or role changes.
- Only 23% have stayed in their role for more than 5 years, highlighting potential challenges in long-term retention or a preference for career progression through job changes.

• Current Job

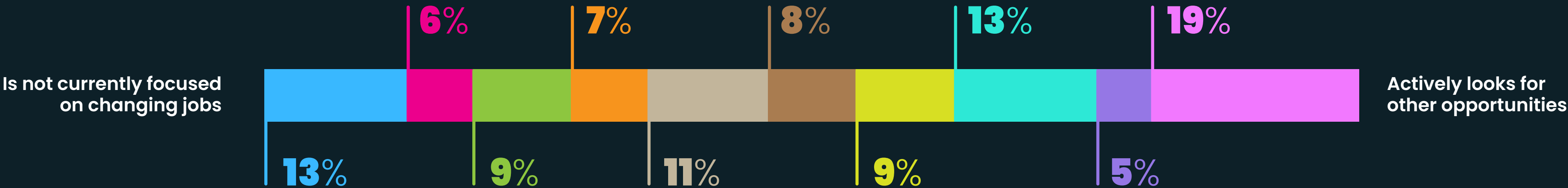


- Most professionals cluster in the 2–5 years tenure range. This is the dominant group across nearly all company types, peaking at 61% in non-tech scale-ups and 50% in product scale-ups.
- Scale-ups show strong mid-tenure concentration. Both tech and non-tech scale-ups rely heavily on professionals with 2–5 years of tenure, indicating rapid growth environments with relatively recent hires.
- Startups have higher early-tenure distribution. Particularly in product startups, there is a strong presence in the 6 months to 2 years range (up to 26%), reflecting higher turnover or rapid hiring.
- Freelancers show more balanced tenure spread. With representation across all ranges (including 22% in 1–2 years and 39% in 2–5 years), freelancing appears less structured in career progression timelines.
- Public sector stands out for long tenure. A significant 24% of professionals have more than 10 years in the same role, far higher than any other category, highlighting stability and low turnover.
- Consulting environments skew towards mid-to-senior tenure. With 22% in the 5–10 years range, they maintain a more experienced workforce than startups.

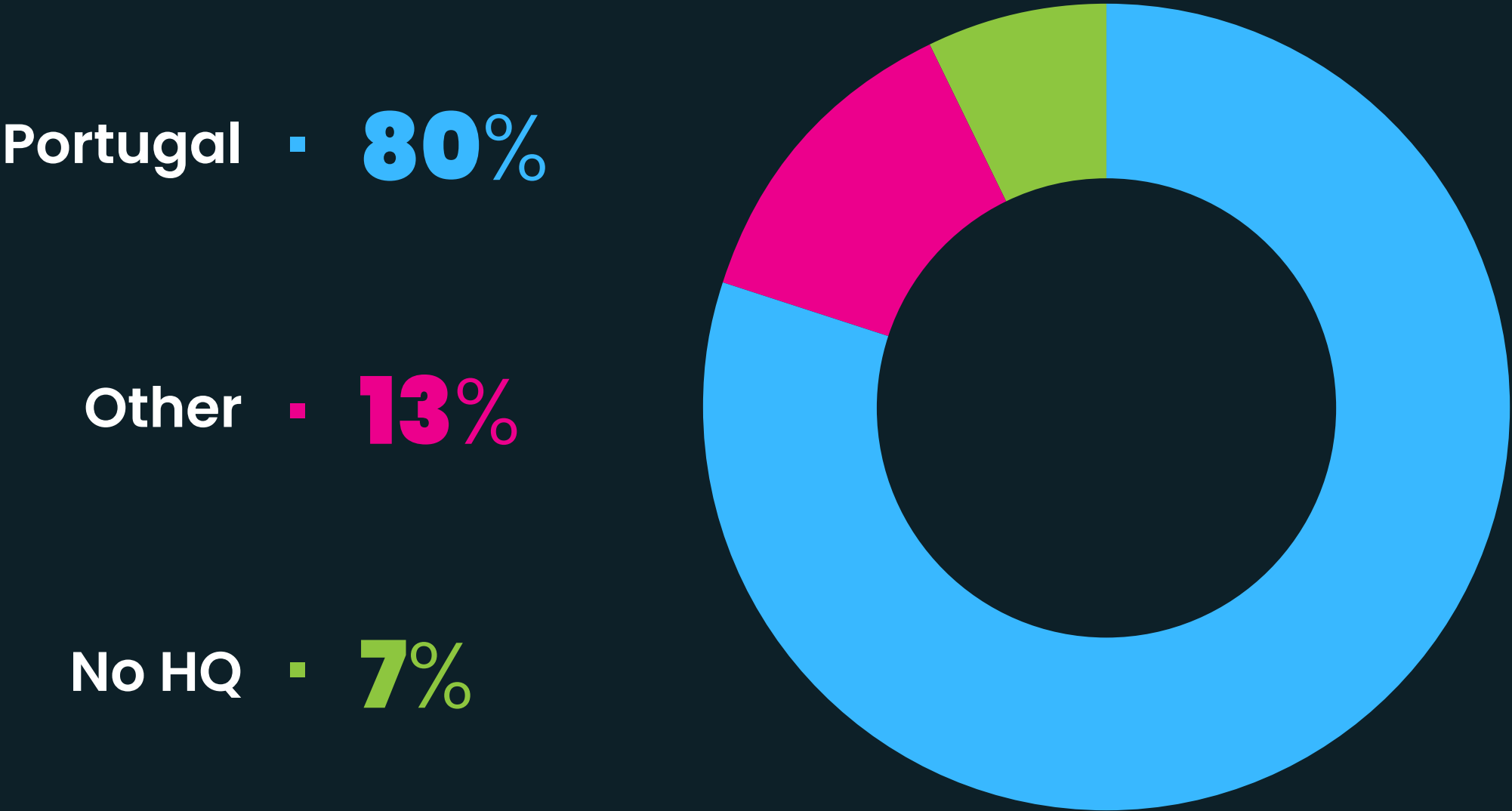


How **motivated** are you
to change jobs in the next 3 months?

Scale 1 2 3 4 5 6 7 8 9 10

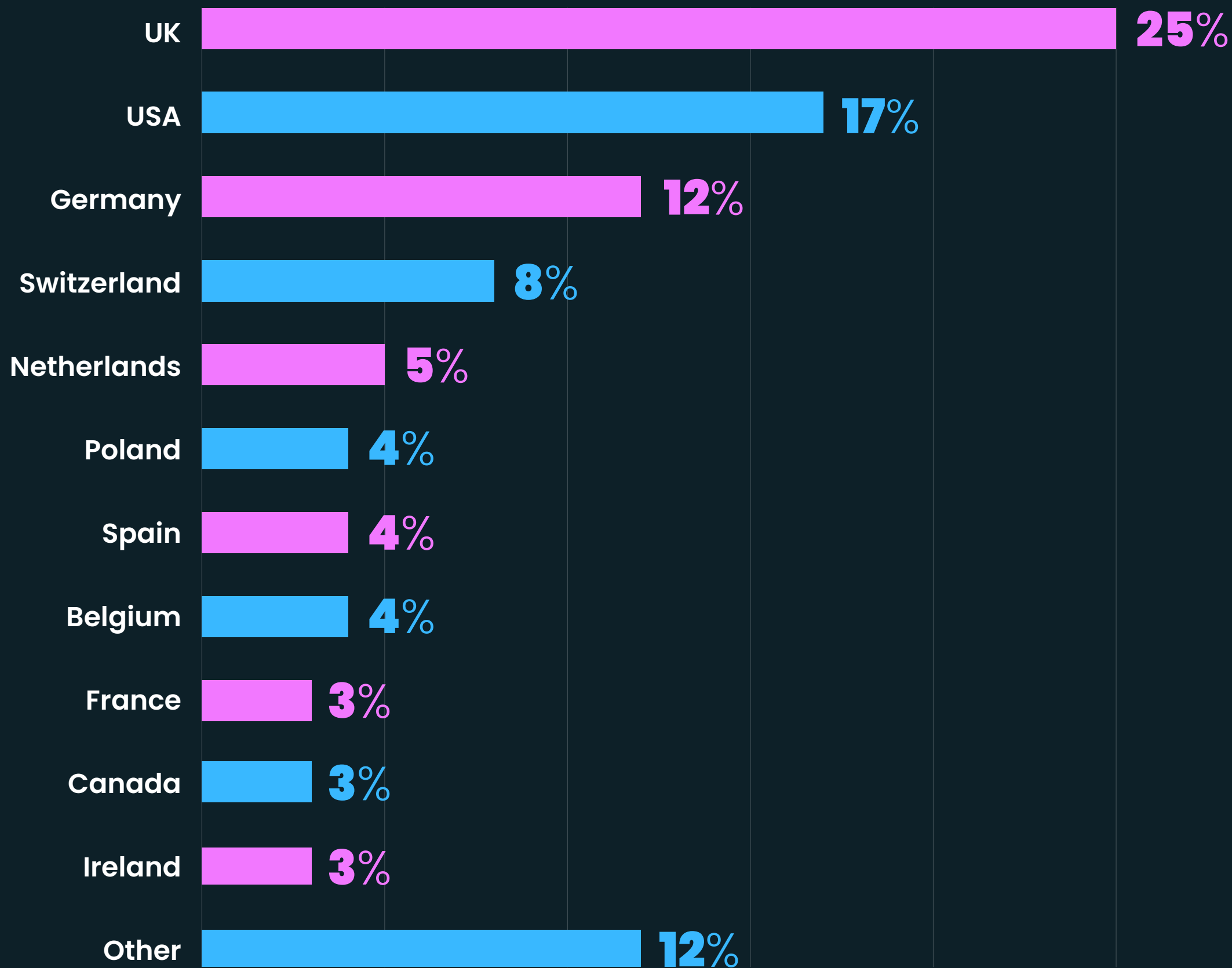


- The market is candidate-driven, with strong willingness to move. More than half of respondents are actively open or looking for new opportunities. (54%)
- A large “persuadable” segment exists, reinforcing the importance of strong employer value propositions. Truly passive talent (low motivation) represents a relatively small portion of the market.



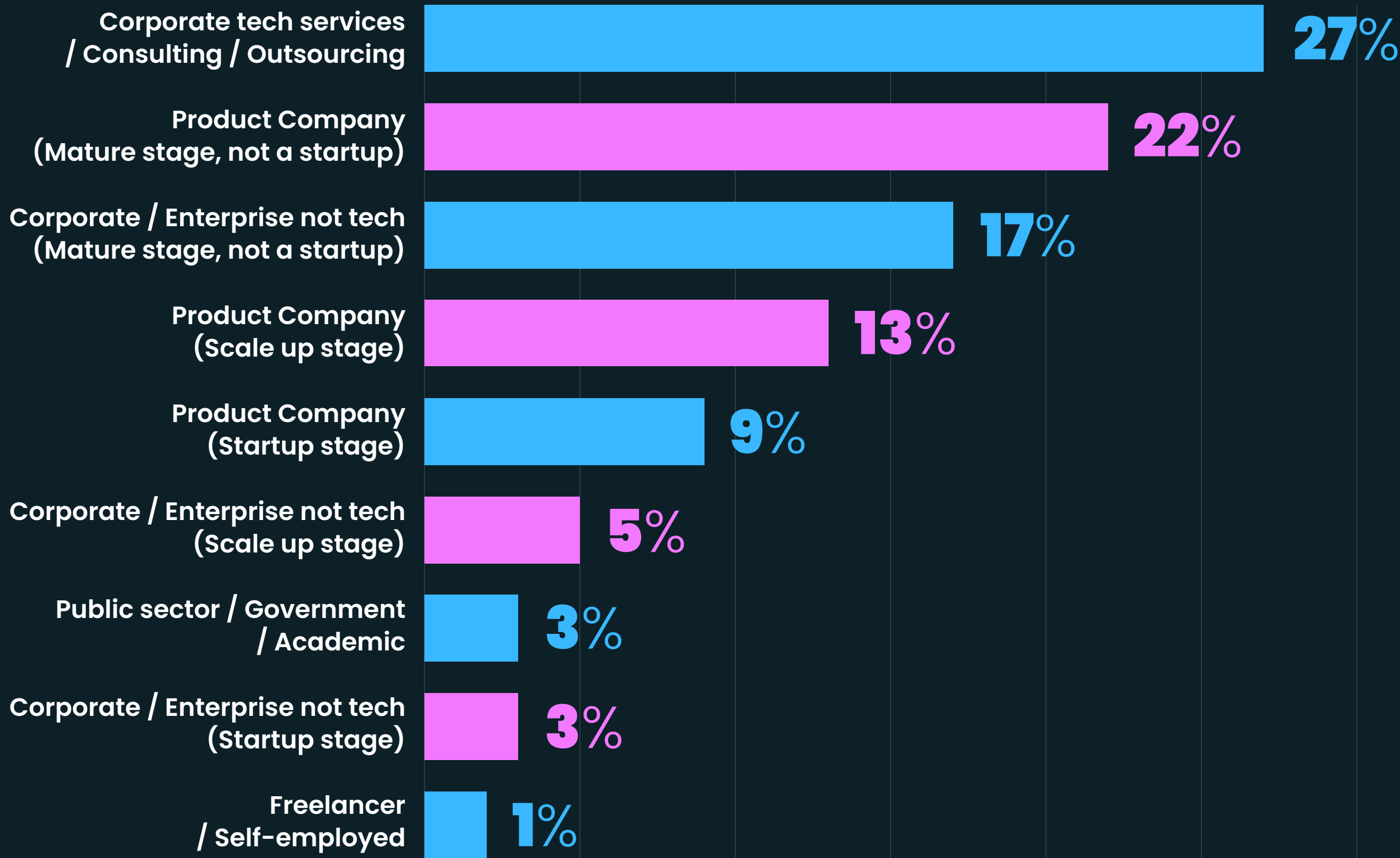
- The job market is heavily concentrated in Portugal, with limited international representation.
- Remote and HQ-less companies are emerging but still represent a small share.
- Opportunities with foreign companies exist but are not dominant.
- Overall trend: The ecosystem is primarily local, with gradual shifts towards global and remote-first models.

• Work HQ

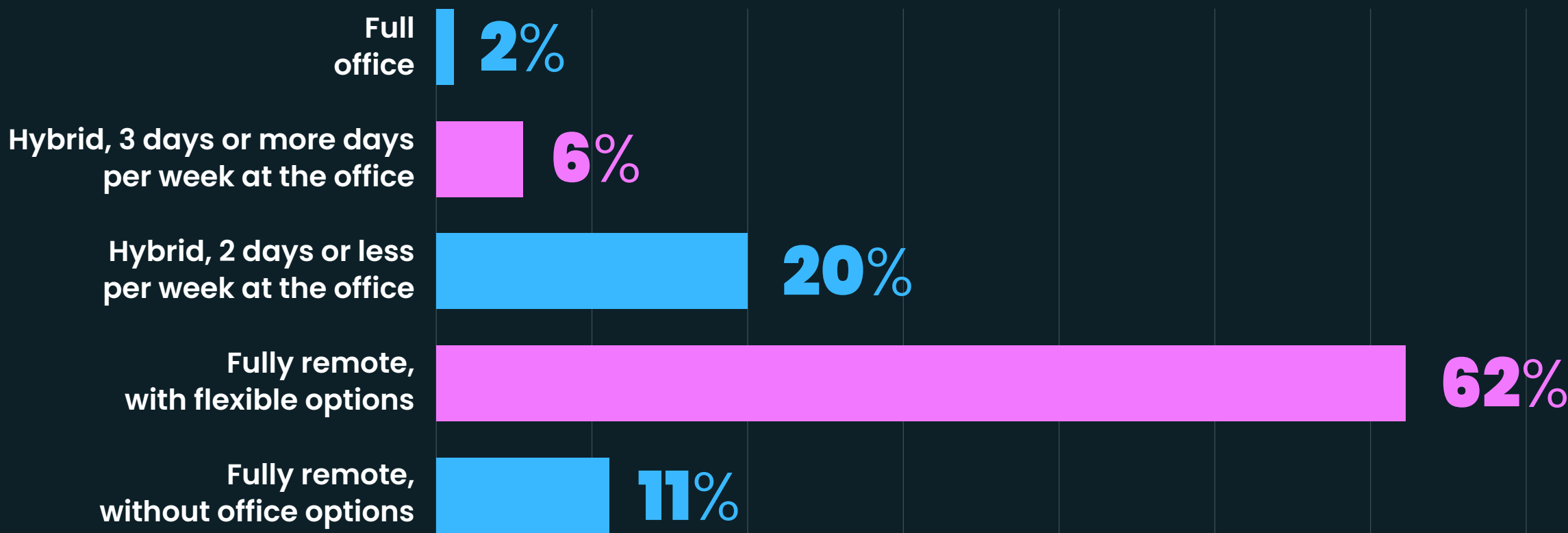


- The UK and USA are the main international employers, representing the largest share of foreign opportunities.
- Europe remains a strong secondary hub, particularly Germany and Switzerland.
- International hiring is diverse but fragmented, with many countries contributing small shares.
- Proximity does not guarantee stronger hiring ties (e.g., Spain).
- Overall trend: Access to high-income global markets is concentrated in a few key countries, with a long tail of emerging opportunities.

• Company Type



- Consulting is the single largest category, but product companies dominate collectively.
- Scale-ups are a key growth driver, especially in the product space.
- Startups play a secondary but important role, mainly within tech.
- Public sector and freelancing have limited representation.
- Overall trend: The market is balanced between services (consulting) and product-driven companies, with growth concentrated in tech and scale-up environments.



- More than half of tech professionals seem to prefer to work in Remote settings.
- Freelancers strongly depend on fully remote work, especially without office ties.
- Most companies are stepping back on the flexible work policies of previous years and are encouraging a return to the office with fixed days, but candidates still prefer to work in a more balanced and flexible way, rather than a return to fully on-site work.

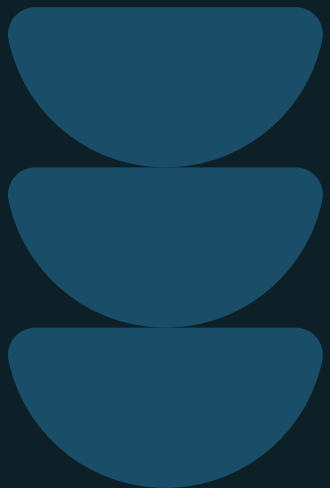
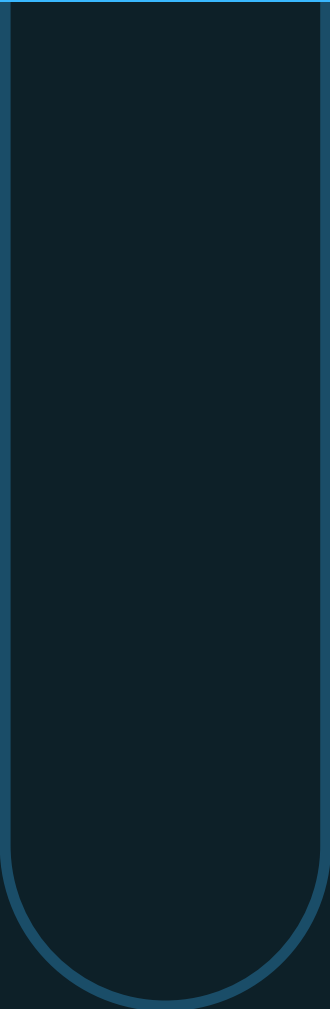
• Employment Status vs Work Model Preferences (Multiple choice)

	Full office	Hybrid, 2 days or less per week at the office	Hybrid, 3 days or more per week at the office	Fully remote, with flexible office options	Fully remote, without office options
Employed Full-time	6%	30%	11%	37%	16%
Independent Contractor / Freelancer only	15%	5%	19%	22%	65%
Employed and Freelancer	20%	16%	14%	50%	21%
Employed and Student	36%	61%	38%	9%	27%

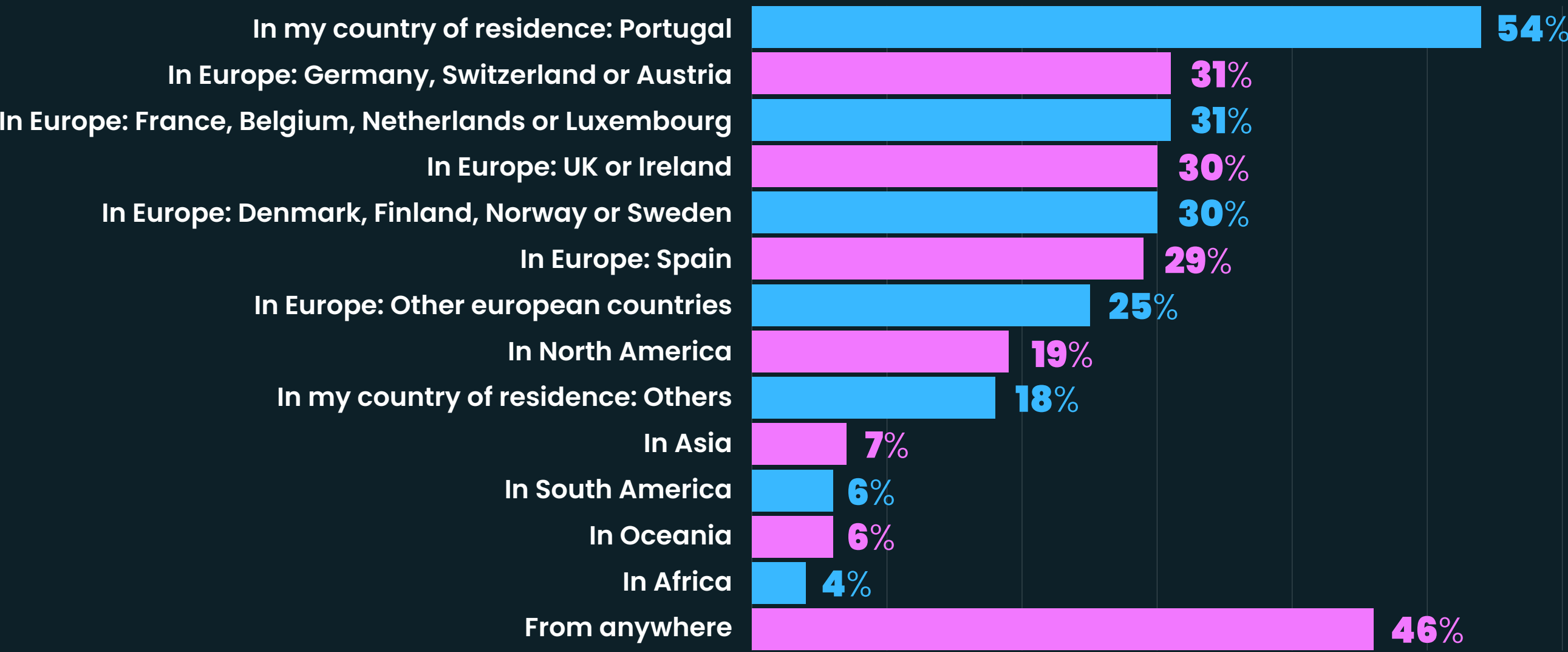
CURRENT WORK MODEL SATISFACTION	Full office model	Hybrid model (2 days or less)	Hybrid model (3 days or more)	Fully remote model (without office)	Fully remote model (with flexible office)
(low satisfaction) 1	24%	3%	12%	0%	1%
2	6%	2%	9%	0%	1%
3	4%	5%	7%	1%	0%
4	2%	5%	6%	1%	0%
5	8%	7%	7%	2%	1%
6	14%	6%	8%	0%	1%
7	10%	9%	13%	5%	2%
8	8%	20%	16%	14%	7%
9	8%	17%	8%	15%	11%
(High satisfaction) 10	18%	28%	14%	62%	76%
Mean	5.5	7.6	5.9	9.2	9.5
Mode	1.0	10.0	8.0	10.0	10.0
Median	6.0	8.0	7.0	10.0	10.0

		IF YOU COULD CHOOSE, WHAT WOULD BE YOUR WORK MODEL? (%)				
CURRENT WORK MODEL		Full office	Hybrid, 2 days or less per week at the office	Hybrid, 3 days or more per week at the office	Fully remote, with flexible office options	Fully remote, without office options
Employment Full-time		16%	35%	24%	18%	8%
	Hybrid, 3 days or more days per week at the office	0%	38%	22%	37%	2%
	Hybrid, 2 days or less per week at the office	2%	38%	4%	54%	2%
	Fully remote, with flexible office options	1%	6%	1%	86%	6%
	Fully remote, without office options	2%	5%	2%	54%	37%

- Both satisfaction and preference data point in the same direction: fully remote and highly flexible models deliver the best employee experience, while office-heavy setups are increasingly misaligned with workforce expectations.
- Satisfaction strongly correlates with flexibility: Fully remote models show the highest satisfaction (mean 9.2–9.5, median 10), while full office (5.5) and high-frequency hybrid (5.9) lag behind, confirming that more flexibility directly translates into higher satisfaction.
- Office-based models show polarisation and dissatisfaction: The full office model has the lowest mean (5.5) and a mode of 1, indicating significant dissatisfaction and inconsistent experiences.
- High-frequency hybrid underperforms: With a mean of 5.9, it is much closer to full office than to flexible models, suggesting that mandatory office presence reduces satisfaction significantly.
- Mismatch between current and desired models: Office and hybrid workers show strong intent to move toward remote and remote workers overwhelmingly want to stay remote (up to 86%). This highlights a structural gap between current policies and employee expectations.



Remote Job Location Preference

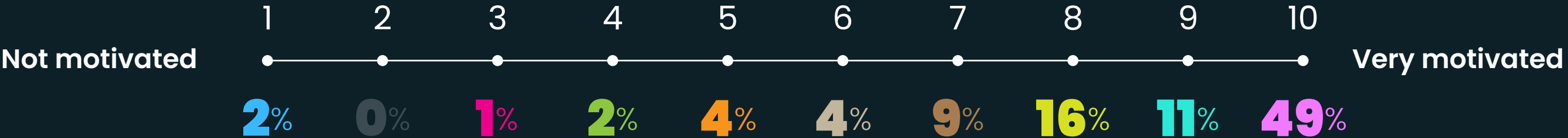


- Virtually all respondents are available to work remotely, but only half are truly motivated to do so.
- Motivation for remote work can be considered high, indicating openness to international opportunities, or better work-life balance.
- More than half would prefer to work remotely for a company located in Portugal. 46% don't really care about the job location.

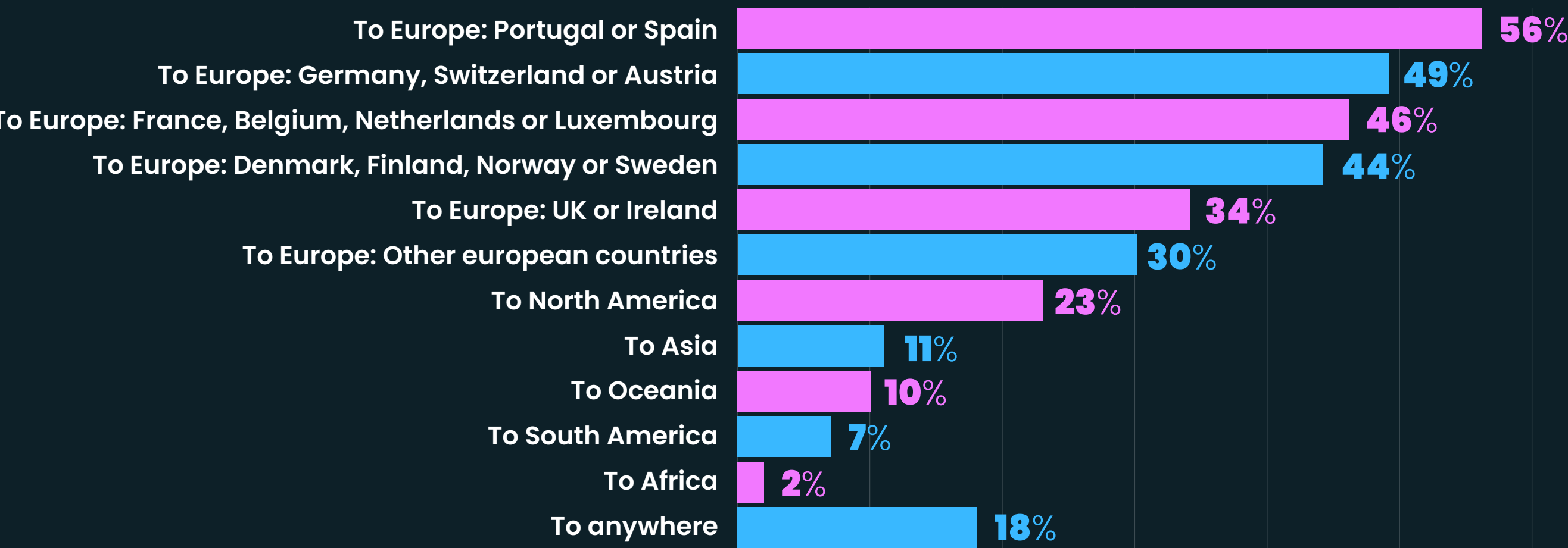
Working Remotely



Working Remotely Motivation % (Scale 1-10)

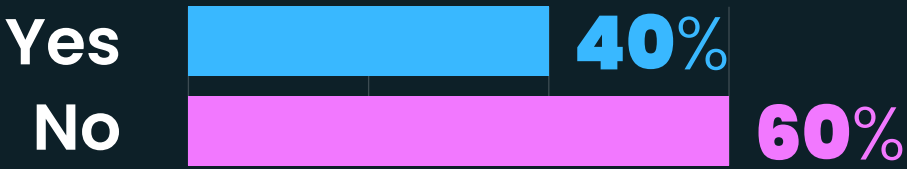


Relocation Preference

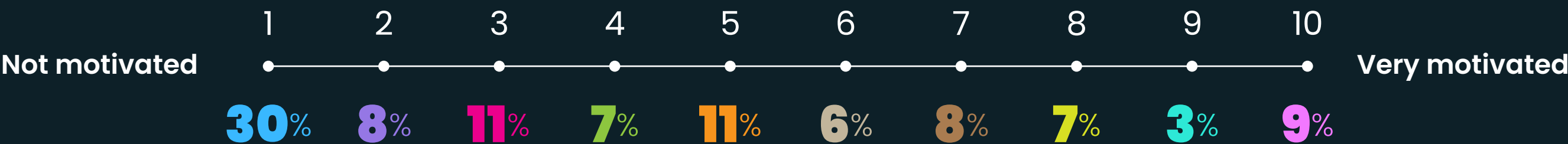


- International remote work is not just about flexibility. It is also financially driven, with professionals actively seeking higher-paying opportunities outside Portugal.
- Most professionals prefer to stay in their country, reinforcing the importance of remote work as an alternative to relocation. Relocation remains relevant for 40% but it's highly selective.
- Europe is the primary relocation hub, especially high-income and stable economies. Decisions to relocate are driven by stability, mobility, and higher salaries, not just geography.
- Global relocation interest is limited outside Europe.
- Overall trend: Professionals prioritise local stability and remote flexibility, turning to relocation mainly when it offers clear financial and career advantages.

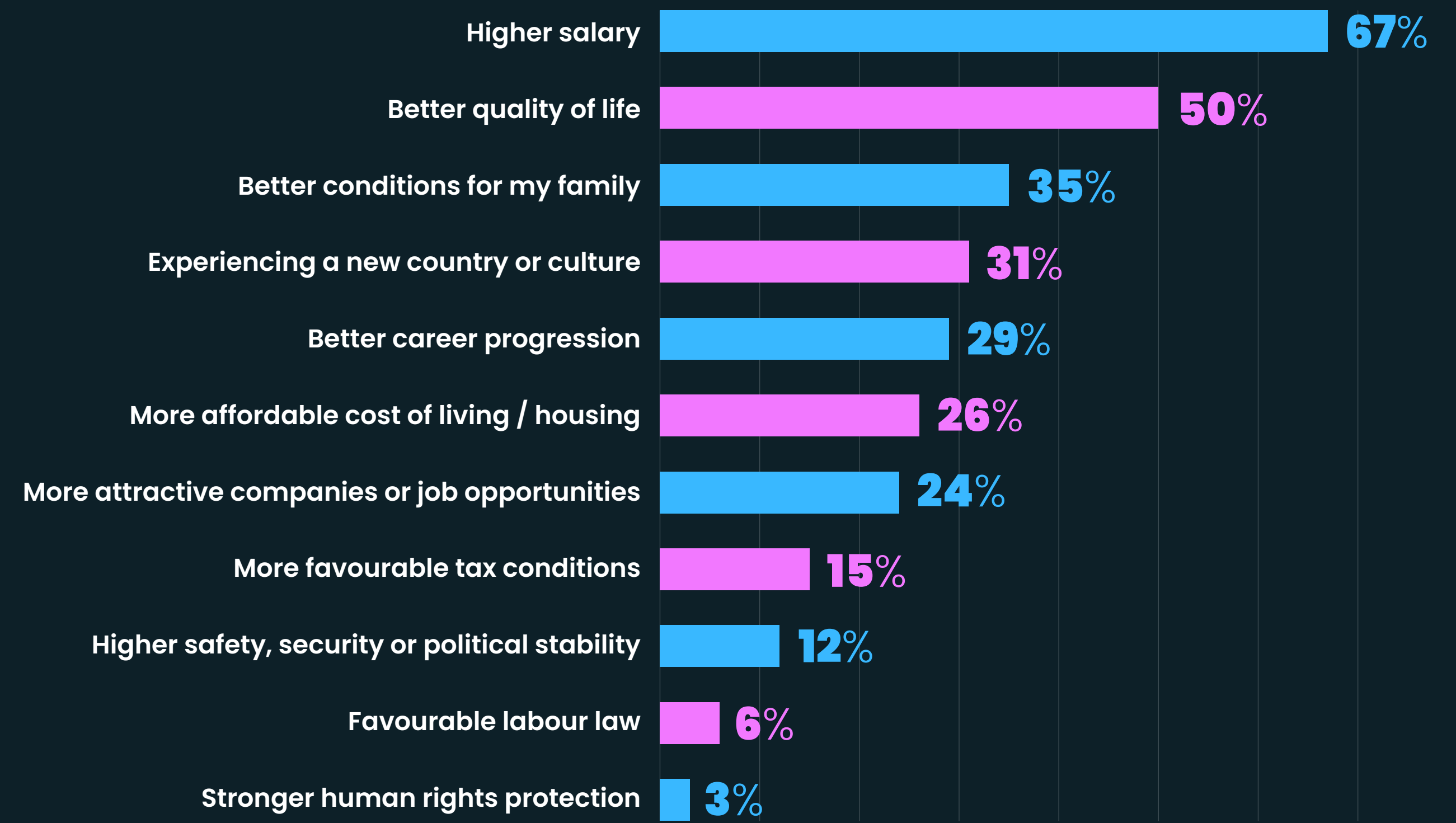
Relocation Availability



Relocation Motivation % (Scale 1-10)



Relocation Reasons

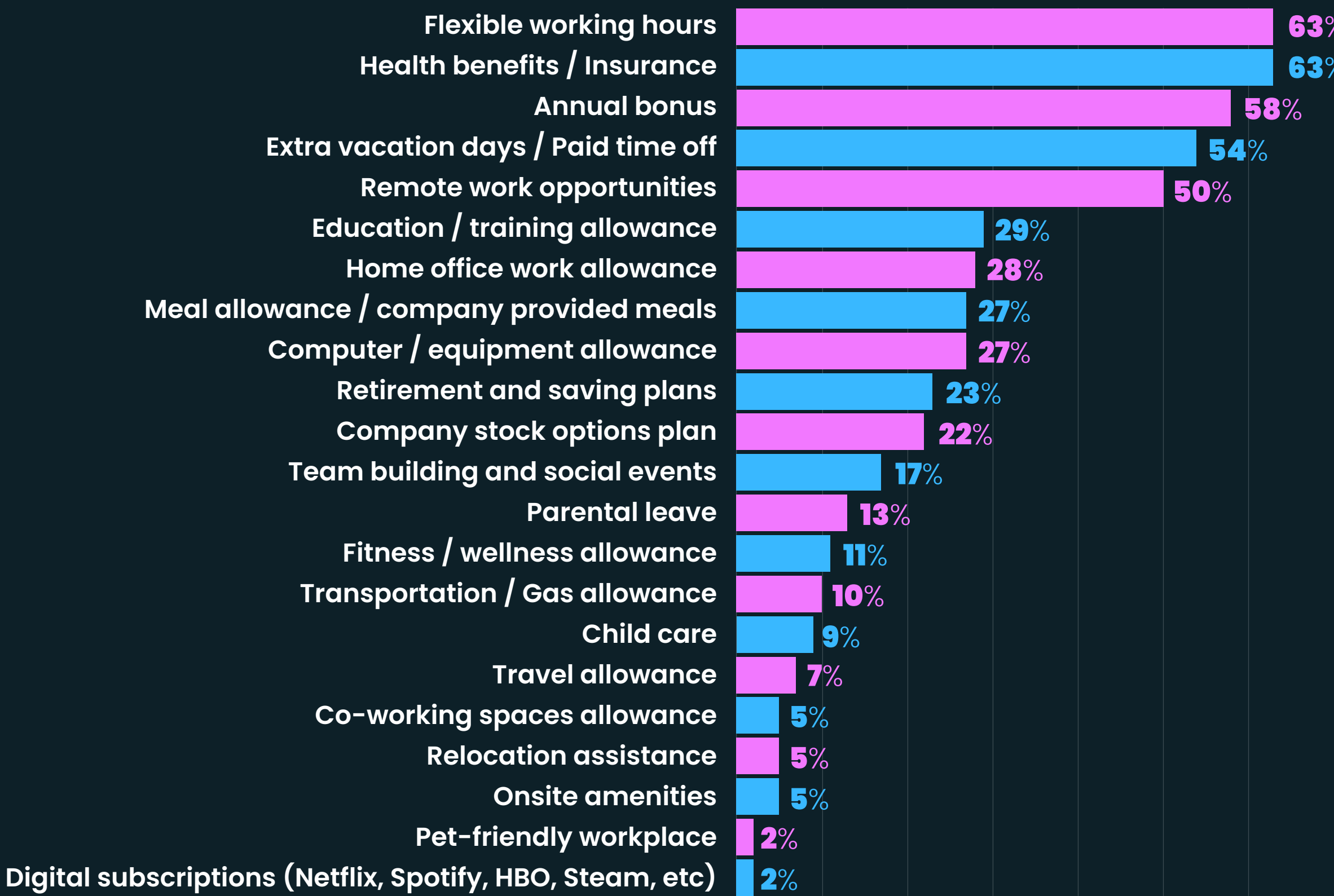


- Higher salary is the dominant relocation driver, far ahead of all other factors.
- Quality of life and family needs are critical secondary considerations.
- Career opportunities matter but are not the main trigger.
- Cost of living plays a key role in overall attractiveness.
- Soft factors (culture, experience) complement financial motivations.
- Overall trend: Relocation is driven by a balance of financial gain, lifestyle improvement, and long-term stability.



6. Benefits & Career Drivers

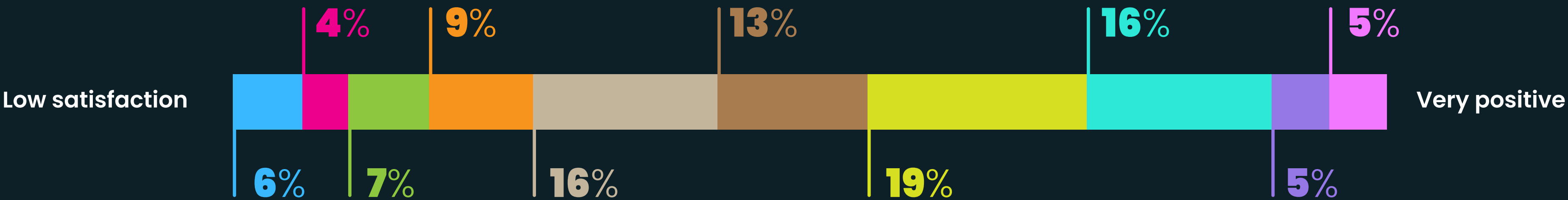
▪ Most Valued Benefits



- Flexibility (time and location) is the most valued benefit beyond salary.
- Health coverage and financial incentives are essential.
- Work-life balance (time off) is a major priority.
- Professional development is valued, but secondary.
- Tangible benefits outweigh cultural or lifestyle perks.
- Professionals prioritise flexibility, security, and meaningful compensation over superficial perks.

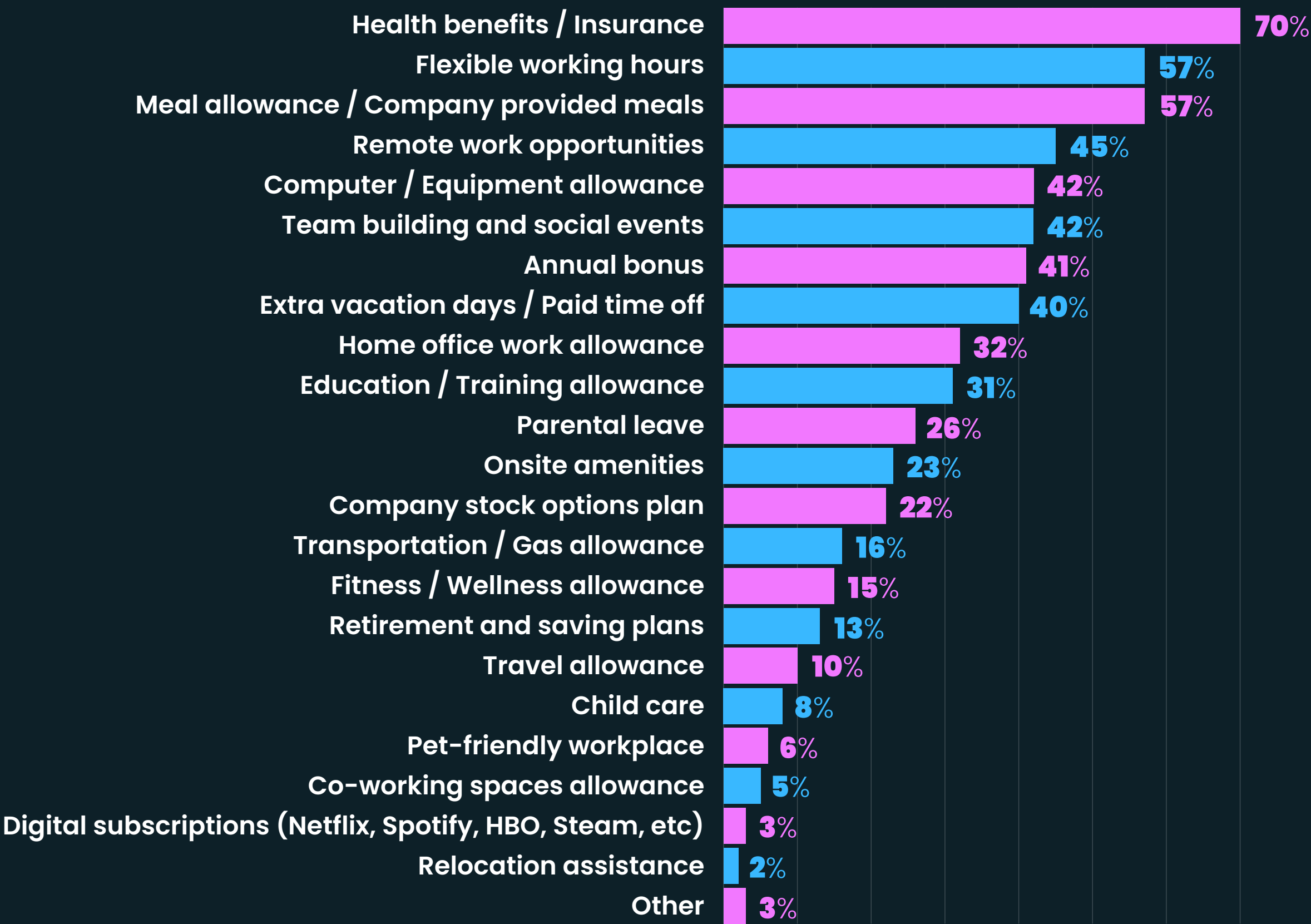
How do you **feel about** your current Career Progression?

Scale 1 2 3 4 5 6 7 8 9 10



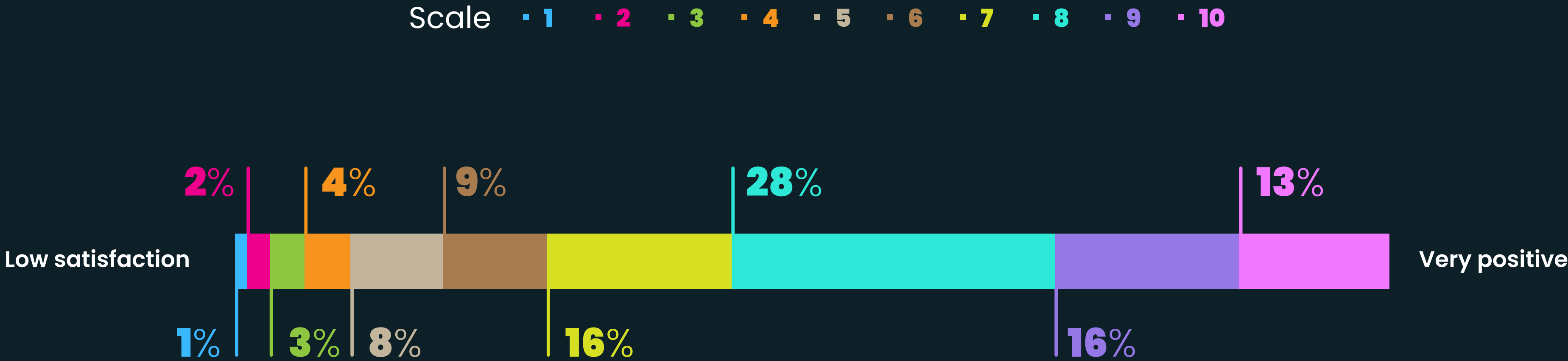
- Career progression is perceived positively overall, with most responses in the mid-to-high range.
- The dominant sentiment is “good but not exceptional”, centred around score 7.
- Low satisfaction levels are limited, indicating generally healthy career mobility.
- Very high satisfaction is present but not widespread.
- Professionals experience steady career progression, but there is room to strengthen acceleration into top-tier growth experiences.

Job Benefits



- Health insurance (70%), flexible working hours (57%), and meal allowance (57%) are the most common perks, indicating a well-established baseline of benefits across companies.
- Remote work (45%) and flexible hours (57%) are widely offered, though not yet fully standard, suggesting ongoing transition toward flexible-first models.
- Bonuses (41%) and extra vacation days (40%) are common but not universal, showing that performance and time-off incentives are still differentiators rather than defaults.
- Work-from-home support is improving
- Culture-focused perks remain prevalent
- Long-term and life-stage benefits are less common
- Lifestyle and niche perks have low penetration

How do you **feel about** your current work-life balance?



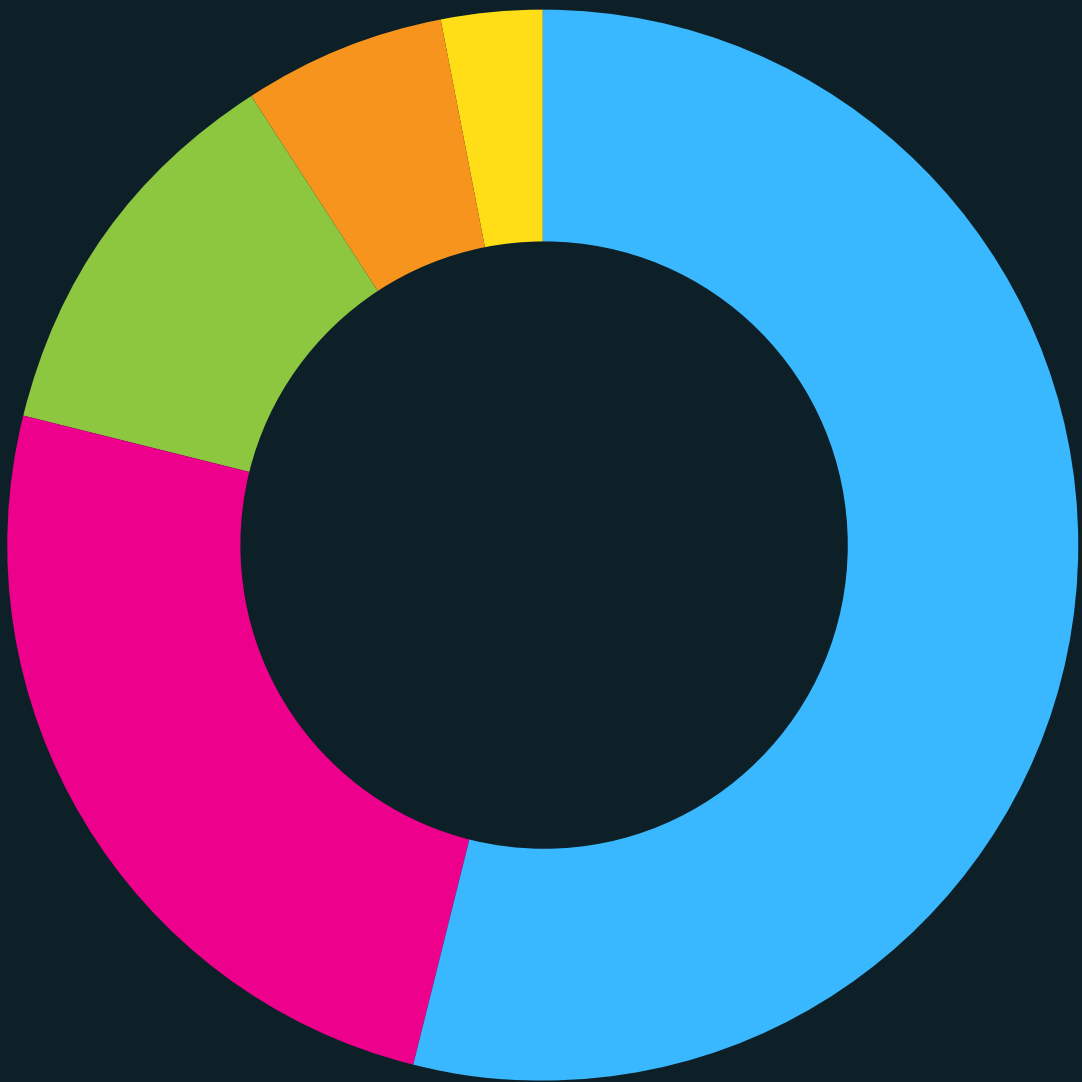
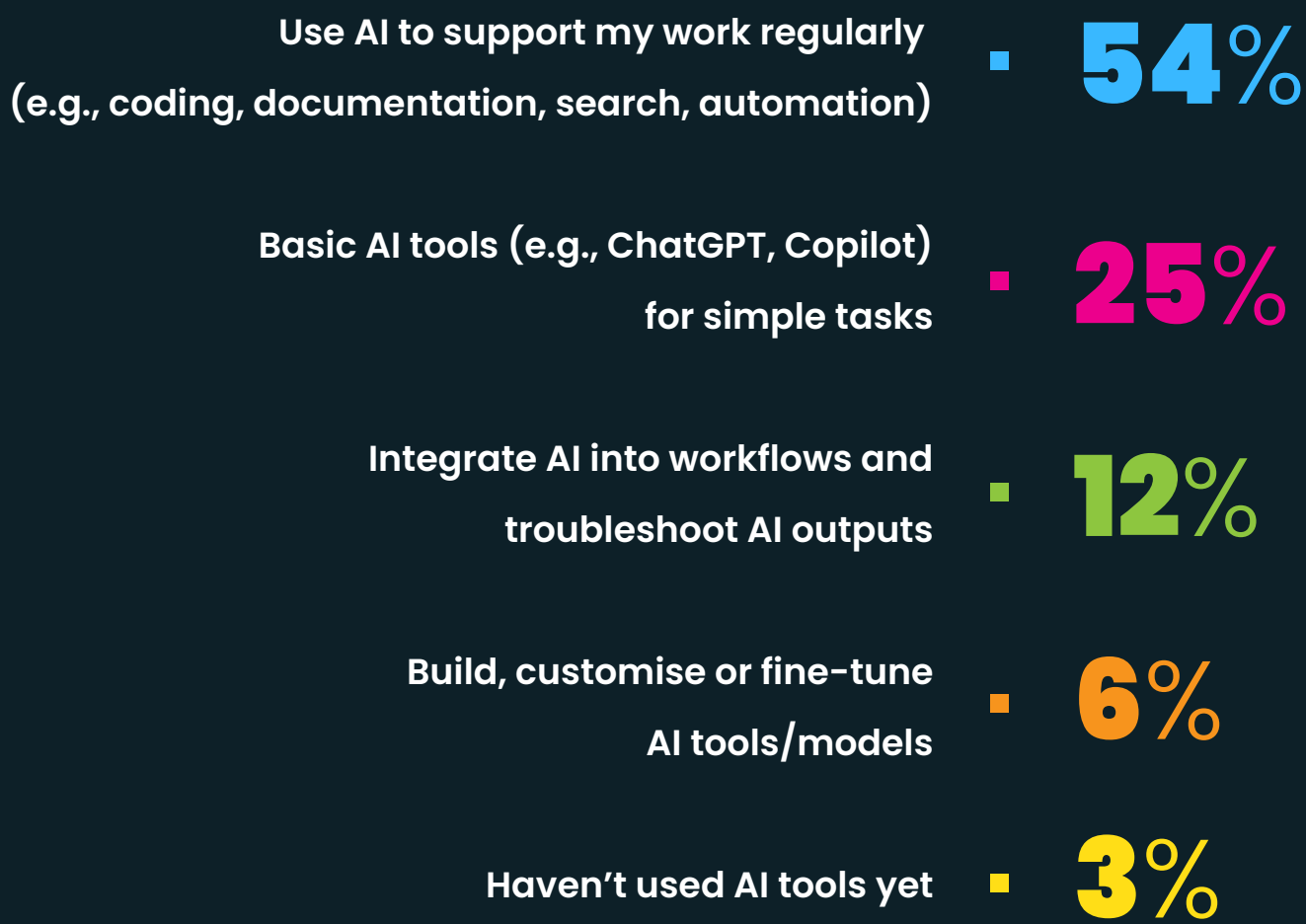
- Work-life balance is a clear strength in the market, with high and consistent satisfaction levels, reflecting the positive impact of flexible and remote work practices.
- Very strong overall satisfaction: With a mean of 7.3 and median of 8.0, work-life balance is consistently rated as high, indicating a positive experience across the workforce.
- High scores dominate responses: the majority of respondents (73%) rate their balance between 7 and 10, confirming that good work-life balance is the norm rather than the exception.
- Low dissatisfaction levels: only 10% rate their work-life balance at 4 or below, showing that negative experiences are limited.
- Stable baseline experience: the first quartile at 6.0 indicates that even lower-end responses remain relatively positive, with few extreme cases.



7. Devs & AI

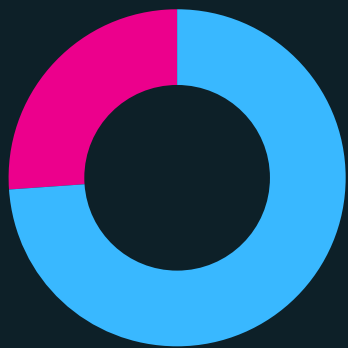
Skills, Concerns, and Recruitment Processes

▪ Proficiency with AI



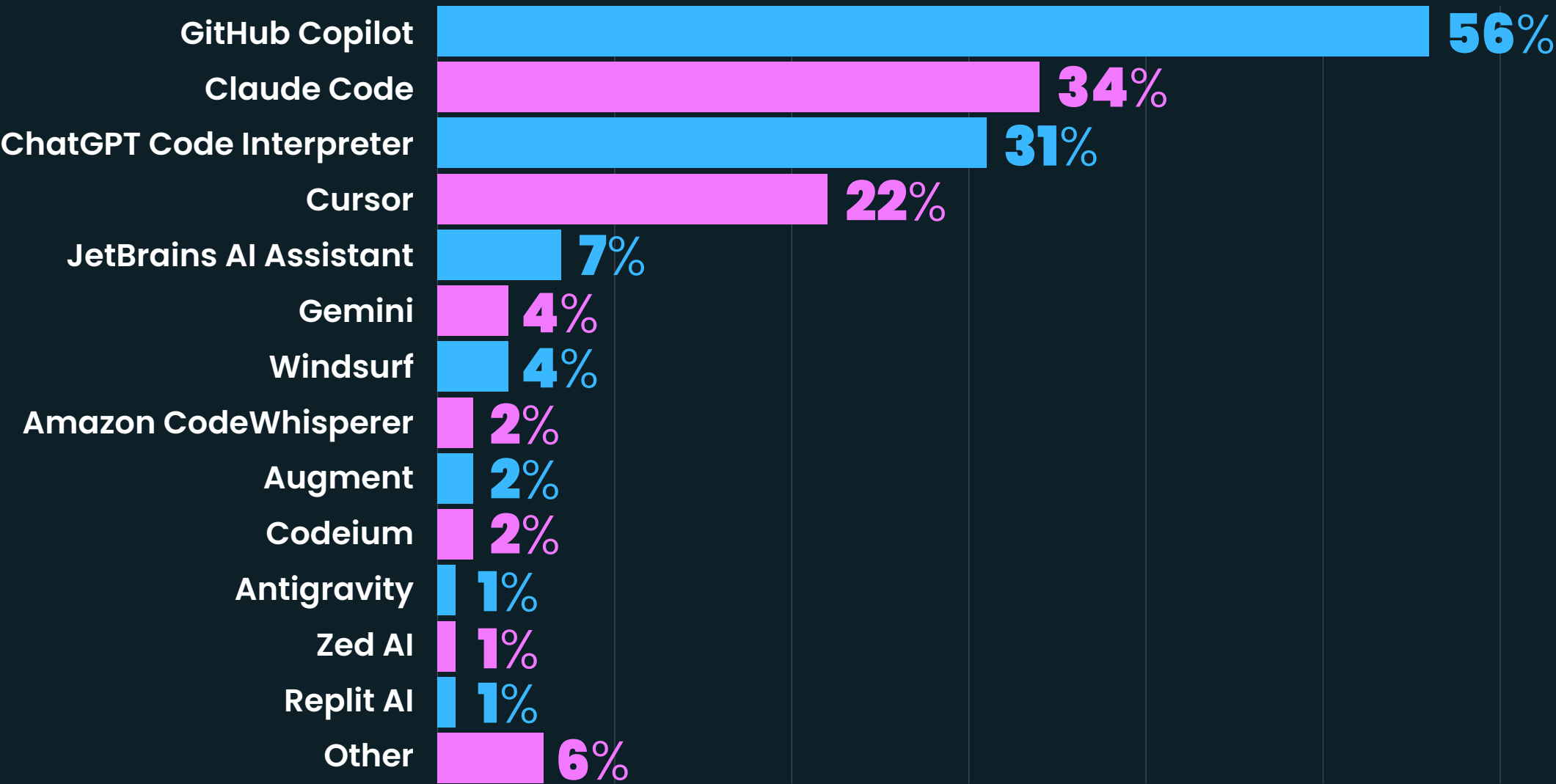
- A majority of professionals (54%) report using AI regularly in their work, indicating that AI is becoming a standard productivity tool.
- An additional 25% rely on basic tools for simple tasks, meaning over three-quarters of respondents are engaging with AI at an operational level, but not deeply specialised.
- Only 12% integrate AI into workflows and troubleshoot outputs, and just 6% build or customise models, highlighting a clear gap in higher-level AI expertise.
- The sharp drop from regular usage to advanced implementation suggests significant potential for training and capability development, particularly in integrating AI into complex workflows.

AI Tools Usage



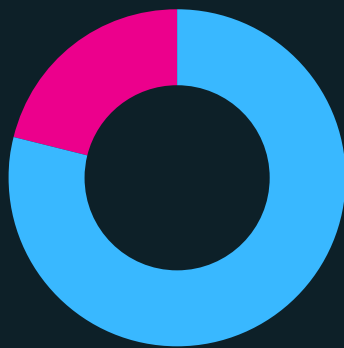
Yes . 74% No . 26%

AI Tools



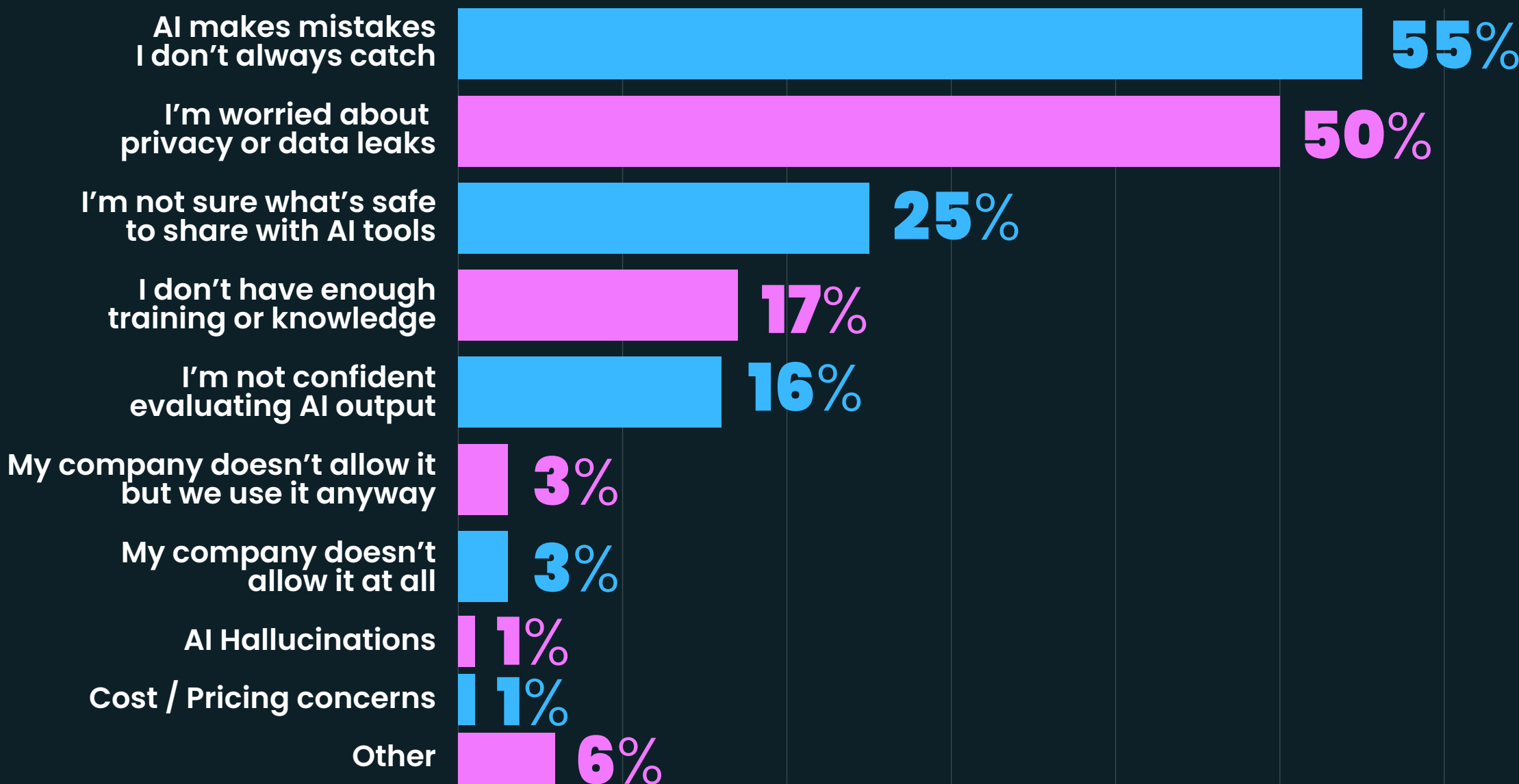
- AI tool usage is already widely established, with 74% of professionals using them, indicating that AI has moved beyond experimentation and is now a core part of daily workflows in tech roles.
- GitHub Copilot clearly leads, used by 56% of respondents, positioning itself as the dominant solution (although market trends are changing rapidly).
- Claude Code (34%) and ChatGPT Code Interpreter (31%) form a strong second tier, highlighting increasing competition.
- Cursor also stands out at 22%, reflecting the rise of AI-native development environments.
- There is a clear long tail of tools with relatively low individual adoption ($\leq 7\%$), indicating a very experimental landscape, with no clear winners, yet.

AI Challenges



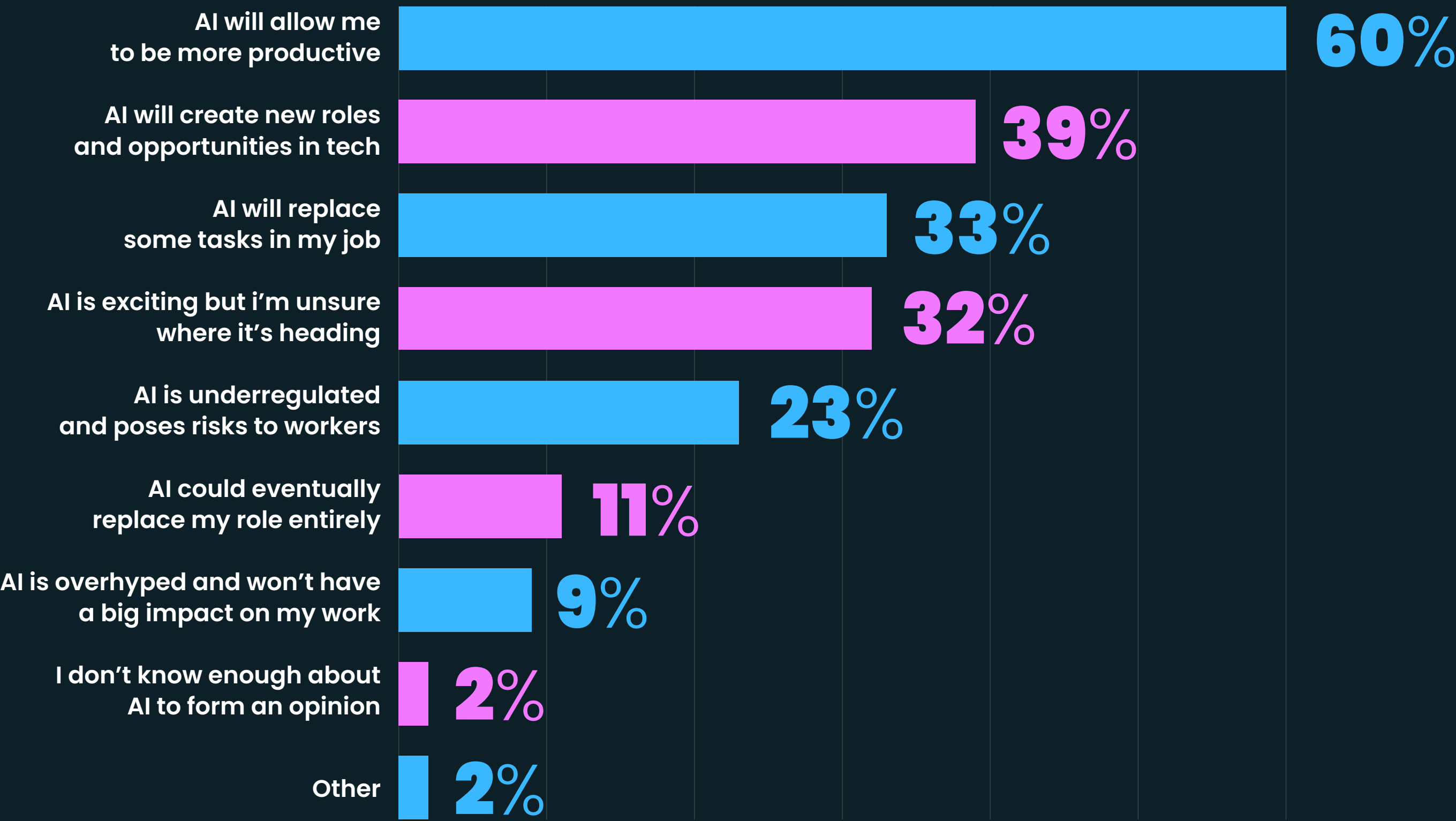
Yes . 79% No . 21%

Type of Challenge



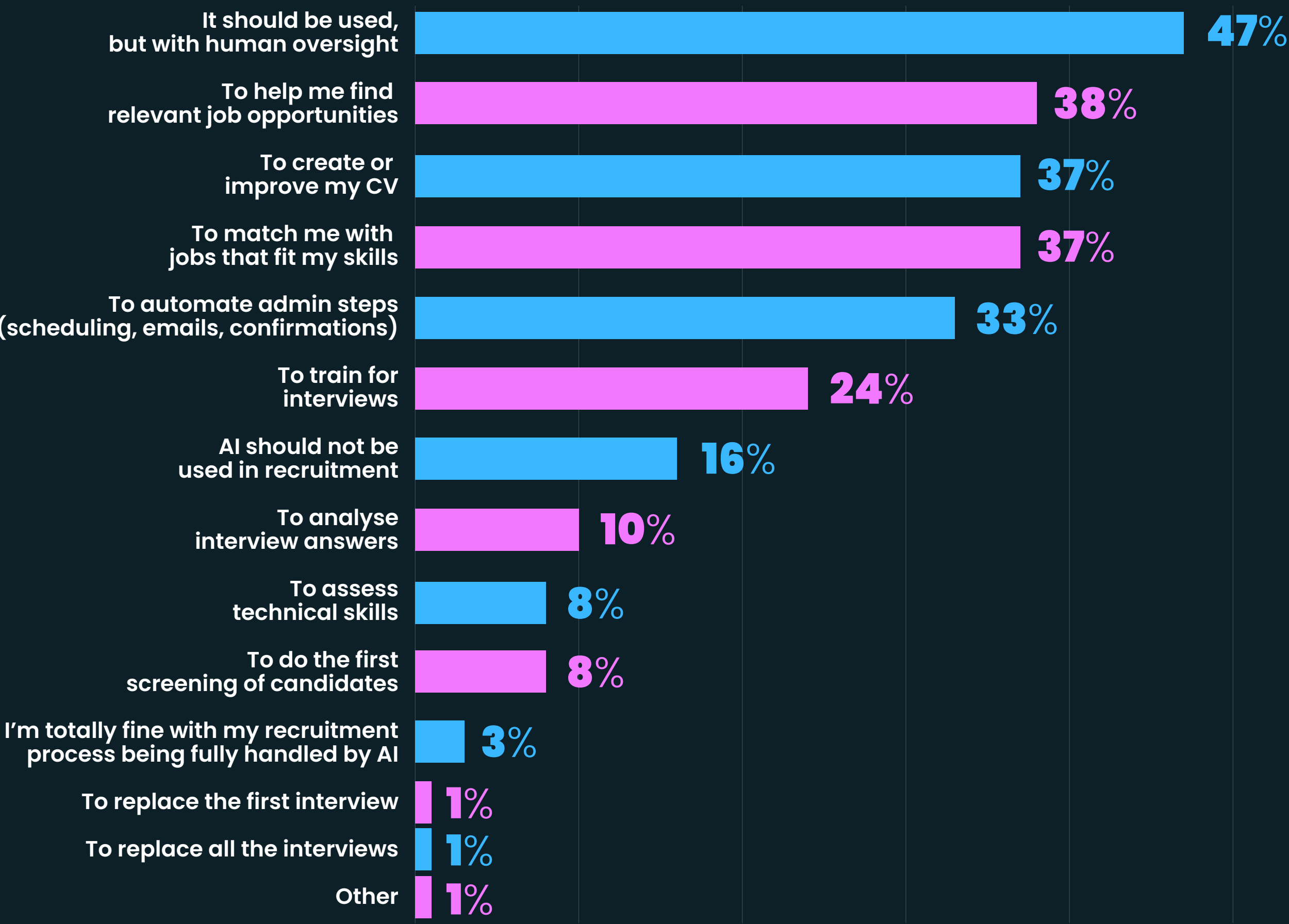
- A significant 79% of professionals report facing challenges when using AI tools but there is a clear gap between high adoption and mature usage.
- While adoption is high, effective and confident usage is still a major barrier.
- The top issue is reliability: 55% say AI makes mistakes they don't always catch, pointing to trust and validation concerns.
- Privacy and security risks are also critical, with 50% worried about data leaks and sensitive information exposure.
- Uncertainty around safe usage is evident, as 25% are unsure what information can be shared with AI tools.
- 17% report lacking sufficient training or knowledge, while 16% are not confident evaluating AI outputs.

AI Perception



- The perception of AI is largely positive but nuanced, with most professionals recognising its benefits while remaining cautious about its impact.
- The dominant view is pragmatic rather than extreme, balancing optimism with uncertainty. A strong majority (60%) believe AI will increase their productivity, reinforcing its role as a performance enhancer.
- Additionally, 39% see AI as a creator of new roles and opportunities, suggesting confidence in long-term career evolution rather than decline. AI is primarily seen as a tool for augmentation, not replacement.
- Belief in AI's value is stronger than confidence in its safe and effective use.

AI used in Recruitment



- The dominant view is balanced and cautious: 47% believe AI should be used with human oversight, making it the most widely supported approach.
- Only 16% oppose AI in recruitment, while a very small minority (3%) are comfortable with a fully AI-driven process.
- This shows a clear preference for hybrid recruitment models, not full automation.
- AI is seen as a personal enabler, helping candidates navigate the job market more effectively.
- 33% support automating administrative tasks (e.g. scheduling, emails), highlighting strong acceptance of AI in efficiency-driven use cases.
- The data clearly supports a “human-in-the-loop” recruitment model.



8. Conclusions

CONCLUSION

What the data tells us — and what comes next.

The Portuguese tech talent market is no longer a market in expansion; it is a market in **maturation**. Across the datasets combined in this report, the picture is consistent: supply and demand are rebalancing, compensation is stabilising, and the ecosystem is settling into a more structured, efficiency-driven phase after years of rapid growth.

Four major dynamics stand out.

1. The market is becoming more selective. Demand has shifted heavily toward senior profiles, with junior and mid-level opportunities shrinking, driven largely by AI making experienced engineers more productive. Both studies point in the same direction: senior profiles are increasingly dominating the market. This raises a critical question for the ecosystem: how will the next generation of Portuguese tech talent break in?

2. AI is reshaping roles, skills, and expectations across the board. What used to be a differentiator is now a baseline. **60.8% of Product Managers** in the Portuguese market now have hands-on AI experience. Machine Learning, Data Science, and Data Engineering roles are being redefined around AI-native capabilities, with the highest salaries going to profiles combining Machine Learning expertise with strong data engineering skills. Tech professionals are adopting AI tools at scale, but thoughtfully, with clear concerns around reliability, privacy, and effective usage.

The market is evolving toward a **human-in-the-loop** model, where AI amplifies expertise rather than replacing it.

3. Salaries are stabilising, but compensation is increasingly shaped by how and where people work. Salaries grew from **30.861€ in 2019 to 53.671€ in 2026**, a remarkable +74% over the period, but the recent trajectory shows clear signs of correction. Fully remote roles consistently outperform office-based roles in compensation, product companies pay meaningfully more than consulting environments, and scale-up companies show the most dynamic growth. Professionals with advanced education access the highest earning ceilings, with **Doctoral and Master's holders leading average compensation**. The market is becoming more structured, rewarding specialisation and flexibility simultaneously.

4. The workforce is becoming more intentional, and more mobile. 54% of respondents are actively open to or looking for a new opportunity, making this a clearly candidate-driven market. Remote and hybrid work are no longer perks but expectations. Flexibility, meaningful impact, and career progression are ranking alongside salary as decisive factors in employer choice. For companies, retaining talent requires more than compensation: strong engineering cultures, clear development paths, and genuine flexibility have become the real differentiators.

The gender gap remains a persistent challenge. Women earn on average **14% less than men** across the senior tech workforce, and representation, while improving, still stands at **22%**. Incremental progress is visible, but closing this gap requires sustained, deliberate action across the ecosystem.

Looking ahead, the organisations best positioned to thrive will be those that invest in **long-term talent development**: building clear pathways for junior professionals, structured AI upskilling, inclusive hiring practices, and engineering cultures that attract both Portuguese and international talent. Transparency, fairness, and consistency in compensation will continue to separate competitive employers from the rest.

For tech professionals, the opportunity lies in embracing this transformation with intention, deepening expertise, adapting to AI-augmented workflows, and making career decisions grounded in clarity rather than hype.

The Portuguese tech ecosystem has matured. Its next chapter will be written by those who commit to building it with vision, transparency, and purpose.

This is the shared commitment of **Landing.Jobs** and **Damia**: to contribute, through data and insight, to a stronger, more informed, and more equitable tech community in Portugal.

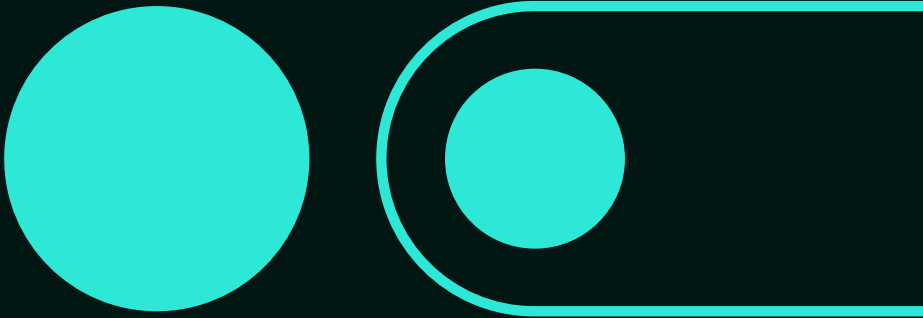
8. Conclusions – Self-Reported vs Interview Salary Expectations – Senior Roles

Senior Role	Actual Salary			Interview Expectation			Median Gap
	Min	Max	Median	Min	Max	Median	
01 Leadership & Management							
CTO / VP Engineering	105.000€	165.000€	115.000€	110.000€	160.000€	130.000€	15.000€
Head of IT / Engineering	52.500€	95.000€	75.000€	65.000€	120.000€	95.000€	20.000€
Technical / Team Leader	42.500€	105.000€	65.000€	50.000€	110.000€	80.000€	15.000€
02 SW Development							
Backend Developer	32.500€	95.000€	57.500€	40.000€	95.000€	65.000€	7.500€
Frontend Developer	32.500€	95.000€	65.000€	43.000€	95.000€	63.000€	-2.000€
Fullstack Developer	32.500€	95.000€	57.500€	40.000€	90.000€	65.000€	7.500€
Mobile Developer	42.500€	75.000€	65.000€	41.000€	75.000€	60.000€	-5.000€
03 AI, Data & Analytics							
AI / ML Engineer	65.000€	95.000€	70.000€	55.000€	110.000€	70.000€	0€
Data Scientist / Data Engineer	42.500€	95.000€	57.500€	50.000€	95.000€	62.500€	5.000€
04 Infrastructure, Cloud, Architecture & Security							
Solutions Architect	37.500€	85.000€	65.000€	55.000€	110.000€	90.000€	25.000€
DevOps Engineer / SRE / Cloud	42.500€	95.000€	65.000€	50.000€	100.000€	74.000€	9.000€
SysAdmin / Infrastructure Engineer	32.500€	47.500€	42.500€	65.000€	82.000€	73.000€	30.500€
Computer & Network Security	37.500€	52.500€	47.500€	47.000€	65.000€	56.000€	8.500 €
05 Product Design							
Product Owner / Product Manager	32.500€	95.000€	65.000€	50.000€	100.000€	80.000€	15.000€
UX / UI Designer	32.500€	65.000€	37.500€	45.000€	75.000€	60.000€	22.500€
06 Quality & Delivery							
Quality Assurance	32.500€	85.000€	50.000€	39.000€	75.000€	53.500€	3.500€
Project Manager	32.500€	75.000€	42.500€	55.000€	75.000€	60.000€	17.500€
Maintenance & Support	22.500€	47.500€	35.000€	35.000€	50.000€	35.000€	0€
Overall	22.500€	165.000€	57.500€	25.000€	160.000€	64.000€	6.500€

*This combined market view merges salary expectations from candidates in active recruitment processes (Damia dataset) with self-reported salaries from tech professionals working in the Portuguese market today (Landing.Jobs dataset).

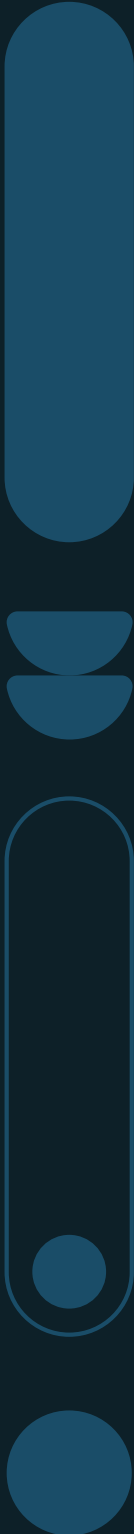
The Median Gap reflects a balanced indicator of supply (what professionals earn) and demand (what companies need to offer to attract senior talent).

Detailed views by dataset are presented in the following pages.



SELF-REPORTED

ROLE	JUNIOR		MID		SENIOR	
	MIN	MAX	MIN	MAX	MIN	MAX
01 LEADERSHIP & MANAGEMENT						
CTO	-	-	-	-	105.000€	165.000€
Head of IT	-	-	-	-	52.500€	95.000€
Technical Team Leader	-	-	47.500€	57.500€	42.500€	105.000€
02 SOFTWARE DEVELOPMENT						
Backend Developer	17.500€	42.500€	27.500€	65.000€	32.500€	95.000€
Frontend Developer	-	-	42.500€	75.000€	32.500€	95.000€
Fullstack Developer	17.500€	37.500€	37.500€	65.000€	32.500€	95.000€
Mobile Apps Developer	22.500€	22.500€	32.500€	52.500€	42.500€	75.000€
03 AI, DATA & ANALYTICS						
AI / ML Engineer	22.500€	42.500€	32.500€	52.500€	65.000€	95.000€
Data Scientist / Data Engineer	17.500€	37.500€	32.500€	57.500€	42.500€	95.000€
04 INFRASTRUCTURE, CLOUD, ARCHITECTURE & SECURITY						
Solutions Architect	-	-	32.500€	42.500€	37.500€	85.000€
DevOps Engineer / SRE / Cloud	22.500€	32.500€	22.500€	37.500€	42.500€	95.000€
SysAdmin / Infrastructure Engineer	-	-	22.500€	47.500€	32.500€	47.500€
Computer & Network Security	22.500€	27.500€	22.500€	42.500€	37.500€	52.500€
05 PRODUCT DESIGN						
Product Owner / Product Manager	17.500€	47.500€	22.500€	42.500€	32.500€	95.000€
UX / UI Designer	12.500€	27.500€	22.500€	42.500€	32.500€	65.000€
06 QUALITY & DELIVERY						
Quality Assurance / Testing	12.500€	22.500€	37.500€	42.500€	32.500€	85.000€
Project Manager	17.500€	42.500€	-	-	32.500€	75.000€
Scrum Master	-	-	-	-	32.500€	57.500€
Maintenance & Support	-	-	-	-	22.500€	47.500€



EXPECTATIONS

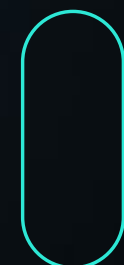
ROLE	JUNIOR		MID		SENIOR	
	MIN	MAX	MIN	MAX	MIN	MAX
01 LEADERSHIP & MANAGEMENT						
VP Engineering	-	-	-	-	120.000€	160.000€
Head of Engineering	-	-	-	-	90.000€	120.000€
Head of Product	-	-	-	-	75.000€	120.000€
Engineering Manager	-	-	-	-	65.000€	120.000€
Tech Lead	-	-	-	-	50.000€	110.000€
02 SOFTWARE DEVELOPMENT						
Backend Developer	18.000€	35.000€	35.000€	65.000€	40.000€	95.000€
Frontend Developer	27.000€	38.000€	34.000€	55.000€	43.000€	95.000€
Fullstack Developer	18.000€	31.000€	30.000€	55.000€	40.000€	90.000€
Android Developer	20.000€	34.000€	35.000€	55.000€	41.000€	70.000€
iOS Developer	25.000€	38.000€	38.000€	53.000€	43.000€	75.000€
Mobile Developer (others)	22.000€	38.000€	35.000€	52.000€	42.000€	75.000€
03 AI, DATA & ANALYTICS						
ML Engineer	28.000€	43.000€	42.000€	60.000€	55.000€	110.000€
Data Analyst	18.000€	30.000€	28.000€	40.000€	40.000€	60.000€
Data Engineer	25.000€	35.000€	35.000€	55.000€	50.000€	75.000€
Data Scientist	20.000€	35.000€	35.000€	60.000€	50.000€	95.000€
04 INFRASTRUCTURE, CLOUD, ARCHITECTURE & SECURITY						
Solutions Architect	-	-	-	-	55.000€	110.000€
Cloud Architect	-	-	-	-	55.000€	100.000€
Cloud Engineer	28.000€	44.000€	43.000€	65.000€	65.000€	82.000€
DevOps Engineer / SRE	25.000€	42.000€	43.000€	65.000€	50.000€	90.000€
Security Architect	-	-	-	-	60.000€	120.000€
Security Engineer	25.000€	35.000€	37.000€	56.000€	50.000€	90.000€
Security Analyst	19.000€	30.000€	35.000€	45.000€	47.000€	65.000€
05 PRODUCT DESIGN						
Product Manager	35.000€	42.000€	45.000€	55.000€	50.000€	100.000€
Product Designer	25.000€	35.000€	35.000€	45.000€	45.000€	75.000€
06 QUALITY & DELIVERY						
Project Manager	30.000€	37.000€	40.000€	50.000€	55.000€	75.000€
Automation QA	29.000€	33.000€	33.000€	51.000€	42.000€	75.000€
Manual QA	16.000€	25.000€	27.000€	38.000€	39.000€	55.000€
Support Engineer	20.000€	25.000€	26.000€	35.000€	35.000€	50.000€
07 BUSINESS & ENTERPRISE SYSTEMS						
Business Analyst	19.000€	30.000€	30.000€	43.000€	42.000€	65.000€
SAP Consultant	24.000€	32.000€	31.000€	50.000€	40.000€	80.000€



Landing.Jobs is a global tech talent community that connects professionals and companies through a centralized job board, regular events, and trusted partnerships across the market.

Used by organizations like Outsystems, Bosch, Rows, Pipedrive, Zendesk, Zurich, and many others, Landing.Jobs helps companies find the right people and tech professionals make better career decisions with honest, unbiased information.

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Damia is a tech recruitment agency built on one thing: doing recruitment well. From permanent placement to embedded RPO models, Damia works closely with companies building high-performing technology teams across Portugal.

Trusted for its hands-on approach and consistent delivery, Damia is the partner companies turn to when hiring can't afford to go wrong.

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