



Thank you for considering being part of our market study.

The study will provide insight into the employment markets for IT talent in Australia and New Zealand respectively, and make trans-Tasman comparisons. It will also explore how opportunities and challenges are being addressed across multiple industries.

This document is designed to help you prepare survey answers before submitting them online [HERE](#) or at https://qualtrics.aon.com/jfe/form/SV_9TyVMYS4Gjm6anc

When filling out the questionnaire, please either select your answer from a drop-down menu, multiple choice options, or type in your response where appropriate.

Results will be provided in a way that protects the confidentiality of each organisation's data.

If you have any questions about the study, or if you foresee any difficulty with meeting the December 20 deadline, please contact Neil Turner (neil.turner@aon.com) or Viet Kaas (viet.kaas@aon.com).

INTRODUCTION

Navigating the survey

To navigate the survey, use the scroll bar on the right-hand side of your browser to move up and down the screen. Please use the navigation buttons at the bottom of each section to continue to the next screen or go back to review previous responses. You must use these buttons to navigate between pages so that responses are saved correctly as you click from page to page. The status bar at the top of each page indicates your survey progression.

Completing the survey

The survey should take approximately 30 - 60 minutes to complete. Should you need to save your responses and return to the survey, please click on the link again from the e-mail you received. This survey will record your IP address and will return you to the same place in the survey. Please note, you will need to logon from the same device.

Please note that after clicking on the 'next' button at the end of the survey, you will not be able to go back and review your responses.

Closing date

Please complete and submit your survey online by **5pm on Monday, 20th December 2021**.

Thank you for your time and input.

Again, if you have any questions or concerns, please send an e-mail to neil.turner@aon.com or viet.kaas@aon.com.

Q1.0 Please confirm your acceptance of Aon's Privacy Policy and the survey terms and conditions by clicking the boxes below. I agree to:

Aon Australia Group Privacy Statement (1)

Aon Policy & Practice Report Terms & Conditions (2)

Q1.1 Organisation Name:

Q1.2 Total Number of Full-Time Equivalent (FTE) global employees (as of 01/10/2021)

Q1.3 Into which classification does your organisation fall?

Government department or agency (1)

Government business enterprise (2)

Private company (3)

Public company (4)

For Member Benefit/Mutual (5)

Non-profit organisation / NGO (6)

Other (please specify) (7) _____

Q1.4 In what industry does your organisation operate?

- Business Process Outsourcing & Services (1)
- Community & Social Services (2)
- Consumer Products (3)
- Education Services (4)
- Energy (5)
- Engineering & Construction (6)
- Banking & Financial Services (7)
- Insurance (8)
- FMCG (9)
- Hi-Tech (10)
- Life Sciences (11)
- Media, Entertainment & Leisure (12)
- Professional Services (13)
- Property (14)
- Resources (15)
- Retail (16)
- Telecommunications (17)
- Transport, Logistics & Shipping Services (18)
- Other (please specify) (19) _____

Q1.5 Contact information

Primary contact name: (1) _____

Primary contact e-mail address: (2)

Primary contact phone number (3)

Q1.6 Please indicate whether you would like to purchase this market study results for the participant cost of \$750 (plus GST, if applicable)?

Yes (1)

No (2)

End of Block: Organisation Information

Start of Block: Headcount / Staffing Practices

Q2.1 What is your organisation's total number of dedicated tech FTEs globally (as of 01/10/2021)?

Q2.2 What is your organisation's total number of Consultants / Contractors performing tech functions (as of 01/10/2021)?

Q2.3 Staffing levels for each hot job (**Headcount as of 01/10/2021**):

| | Number (FTE) Hired in Last 12 Months (1) | Total Number (FTE) in your organisation (2) |
|---|--|---|
| Application Development / Software Engineer (1) | | |
| DevOps (2) | | |
| Artificial Intelligence & Machine Learning (3) | | |
| Data Science (4) | | |
| Cyber Security (5) | | |
| Cloud Engineering (6) | | |
| Blockchain (7) | | |
| Other Tech "Hot Job" (please specify) (8) | | |

Q2.4 What is your organisation's headcount plans for the next 12 to 18 months for the below hot jobs?

| | Reduce headcount (5) | Keep headcount flat (4) | Grow up to 5% (1) | Grow 5% to 10% (2) | Grow more than 10% (3) |
|---|-----------------------|-------------------------|-----------------------|-----------------------|------------------------|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other Tech "Hot Job" (please specify) (8) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q2.5 Over the last 12-months, turnover for tech hot jobs have...

| | Reduced (2) | Stayed the same (3) | Increased (1) |
|---|-----------------------|-----------------------|-----------------------|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other Tech "Hot Job" (please specify) (8) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q2.6 Over the next 12-months, do you see the rate of turnover changing for tech hot jobs?

| | Yes - expect to decrease (2) | No - expect will stay the same (3) | Yes - expect to increase (1) |
|---|------------------------------|------------------------------------|------------------------------|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other Tech "Hot Job" (please specify) (8) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q2.7 For talent in hot jobs, which roles are the most challenging to retain / where is the voluntary attrition highest?

Please select all that apply.

- Application Development / Software Engineer (1)
 - DevOps (2)
 - Artificial Intelligence & Machine Learning (3)
 - Data Science (4)
 - Cyber Security (5)
 - Cloud Engineering (6)
 - Blockchain (7)
 - Other Tech "Hot Job" (please specify) (8)
-

End of Block: Headcount / Staffing Practices

Start of Block: Pay Practices

Q3.1 Do you pay tech talent in hot jobs differently from the rest of your organisation's population?

- Yes (1)
- No (2)

Display This Question:

If Do you pay tech talent in hot jobs differently from the rest of your organisation's population? = Yes

Q3.1_1 Please describe what/how are there differences:

Q3.2 Have you considered a new remuneration and benefits approach in order to be more appealing / attractive to tech talent?

- Yes - but only for senior hot jobs (1)
- Yes - for all tech hot job roles (2)
- No (3)

Display This Question:

If Have you considered a new remuneration and benefits approach in order to be more appealing / attr... = Yes - but only for senior hot jobs

And Have you considered a new remuneration and benefits approach in order to be more appealing / attr... = Yes - for all tech hot job roles

Q3.2_1 How/What are the new remuneration and benefits approaches:

Q3.3 Do you currently offer new hire packages to talent with tech hot skills that differ from the organisation as a whole?

- Yes (1)
- No (2)

Q3.4 In your 2021 job offers, are there premiums on pay in the offer packages for these hot jobs relative to other tech roles?

Please select all that apply.

| | Yes - up to 10% premium (10) | Yes - up to 15% premium (11) | Yes - up to 20% premium (12) | Yes - more than 20% premium (13) | No (14) |
|---|------------------------------------|------------------------------------|------------------------------------|--|-----------------------|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other Tech "Hot Job" (please specify) (8) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q3.5 Does your organisation differentiate pay based on the location of tech talent in hot jobs?

- Yes - in some cases (1)
- Yes - in all cases (2)
- No - but considering (3)
- No - not considering (4)
- Other (5)

Display This Question:

If Does your organisation differentiate pay based on the location of tech talent in hot jobs? = Other

Q3.5_1 If other, please elaborate below:

Q3.6 Over the next 12-months, we are expecting location-based pay differentials for tech roles in our organisation to be...

- Increased (1)
- Decreased (2)
- Staying the same (3)
- Nationalised (4)
- n/a - we do not differentiate pay based on location (5)

Q3.7 Does your organisation alter the pay mix to attract talent with tech hot skills?

Please select all that apply.

| | Yes - more aggressive mix (1) | Yes - more conservative mix (2) | No (3) |
|---|-------------------------------|---------------------------------|-----------------------|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other Tech "Hot Job" (please specify) (8) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Q3.8 Does your organisation currently have distinct remuneration structures for the tech org as it relates to equity/share-based remuneration?

- Yes - currently in place (1)
 - No - but considering (2)
 - No (3)
-

Display This Question:

If Does your organisation currently have distinct remuneration structures for the tech org as it rel... = Yes - currently in place

Q3.8_1 If you selected "Yes - currently in place", For which employee segments does your organisation operate specific equity/share-based remuneration programs?

- Senior hot job roles only (1)
 - All tech hot job roles (2)
 - Other (please specify) (4) _____
-

Q3.9 Are spot bonuses or other special incentives (outside of equity/share-based awards) offered for hot tech jobs?

- Yes (1)
 - No - but considering (2)
 - No - not considering (3)
 - Yes - other special incentives (4)
-

Display This Question:

If Are spot bonuses or other special incentives (outside of equity/share-based awards) offered for h... = Yes - other special incentives

Q3.9_1 If yes - other special incentives, please elaborate below:

Q3.10 Does your organisation offer LTI buyouts to recruit tech talent in hot jobs?

- Yes - for senior hot jobs only (1)
 - Yes - for all tech hot job roles (2)
 - No (3)
-

Q3.11 In terms of pay practices for hot tech jobs, please describe how your organisation handles sign on awards?

Q3.12 In terms of pay practices for hot jobs, please describe how your organisation handles changes in remuneration with promotions?

End of Block: Pay Practices

Start of Block: Hiring Practices - Recruiting Strategy and Talent Profile

Q4.1 What is your organisation's preferred recruitment strategy for tech hot jobs?

| | Hire new grads primarily and grow from within (1) | Buy out experienced talent from industry (2) | Combination of both (3) | Other (4) |
|---|---|--|-------------------------|-----------------------|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Other Tech "Hot Job" (please specify) (8) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Display This Question:

If What is your organisation's preferred recruitment strategy for tech hot jobs? = Other

Q4.1_1 If other, please elaborate below:

Q4.2 How do your recruitment practices for hot tech jobs differ from other tech roles?

Q4.3 Where are you **most** successful recruiting for tech hot jobs?

Please select all that apply.

| | Financial Services | FinTech | FAANGs / WAAACs | Broader Tech Sector | Academia | Recent Grads | Government | Other - Please specify |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Answer all that apply (1) |

| | | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other Tech
"Hot Job"
(please
specify) (8)



Q4.4 Where are you **least** successful recruiting for tech hot jobs?

Please select all that apply.

| | Financial Services | FinTech | FAANGs / WAAACs | Broader Tech Sector | Academia | Recent Grads | Government | Other - Please specify |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Answer all that apply (1) |

| | | | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Other Tech
 "Hot Job"
 (please
 specify) (8)

| | | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

Q4.5 Where do you lose candidates or current talent to?
 Please select all that apply.

| | Financial Services | FinTech | FAANGs / WAAACs | Broader Tech Sector | Academia | Government | Other - Please specify |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Select all that apply (1) | Answer all that apply (1) |

| | | | | | | | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | |

Other Tech
"Hot Job"
(please
specify) (8)

| | | | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|

Q4.6 Outside of pay, what techniques have been effective in recruiting for these competitive roles?

Q4.7 Is your organisation connected with external organisations/programs to recruit talent in hot jobs (i.e., tech "boot camps", "incubator labs", etc.)?

- Yes (1)
- No (2)

Display This Question:

If Is your organisation connected with external organisations/programs to recruit talent in hot jobs... = Yes

Q4.7_1 If yes, which programs are the most effective?

Q4.8 Do you evaluate candidates strictly on pure technical skills or do you look for candidates with specific industry experience or other competencies?

Please select all that apply.

- Pure Technical Skills (1)
 - Industry Experience (2)
 - Specific Competencies (3)
-

Q4.9 Are special projects or competency tests administered during the interview process?

Please elaborate on your organisation's approach:

- Application Development / Software Engineer (1)

 - DevOps (2) _____
 - Artificial Intelligence & Machine Learning (3)

 - Data Science (4) _____
 - Cyber Security (5) _____
 - Cloud Engineering (6) _____
 - Blockchain (7) _____
 - Other Tech "Hot Job" (8) _____
-

Q4.10 What is your organisation's approach towards diversity and inclusion for tech roles? What specific initiatives associated with D&I have you taken as it relates to hiring?

Q4.11 Do you expect the talent market for tech hot jobs to be more-or-less geographically dispersed?

- More dispersed (1)
 - Less dispersed (2)
 - About the same (3)
-

Q4.12 What special perks or office culture enhancements have been made to attract tech talent?

- Dedicated office space / Tech hub office (1)
 - Full-time remote working (2)
 - Home office set up (i.e. desk, computer, internet) (3)
 - Faster / better tech hardware (4)
 - Fully-stocked kitchens (5)
 - Special recognition programs (6)
 - Company merch/swag (7)
 - Hackathons (8)
 - Tech talks (9)
 - Other (please specify) (10)
-

Q4.13 What initiatives does your organisation use to retain top tech talent? Which has been the most effective retention initiative, and why?

Q4.14 Is the level of degree attained relevant for any tech hot jobs at your organisation?

Yes (1)

No (2)

Display This Question:

If Is the level of degree attained relevant for any tech hot jobs at your organisation? = Yes

Q4.14_1 If yes, please specify by job and desired degree attained:

End of Block: Hiring Practices - Recruiting Strategy and Talent Profile

Start of Block: Outsourcing & Location Strategy

Q5.1 Does your organisation utilise outsourcing for a component of any of these hot jobs?

Please select all that apply.

| | Do you outsource for this hot job? | Of headcount in this function, what % is outsourced to Consultants / Contractors? |
|--|------------------------------------|---|
| | Please select all that apply (1) | Please answer all that apply (1) |

| | | |
|---|-----------------------|--|
| Application Development / Software Engineer (1) | <input type="radio"/> | |
| DevOps (2) | <input type="radio"/> | |
| Artificial Development & Machine Learning (3) | <input type="radio"/> | |
| Data Science (4) | <input type="radio"/> | |
| Cyber Security (5) | <input type="radio"/> | |
| Cloud Engineering (6) | <input type="radio"/> | |
| Blockchain (7) | <input type="radio"/> | |
| Other Tech "Hot Job" (please specify) (8) | <input type="radio"/> | |

Q5.2 Has the organisation made plans to change the volume of staff outsourced in 2022?

- Yes (1)
- No (2)

Display This Question:

If Has the organisation made plans to change the volume of staff outsourced in 2022? = Yes

Q5.2_1 If yes, what will those changes be?

Q5.3 Does your organisation plan to open offices for tech talent in new locations or add remote workers?

- Yes, open office in new location(s) (1)
- Yes, add remote workers (2)
- Both, open new office(s) and add remote workers (3)
- Undecided (4)
- No (5)

Display This Question:

If Does your organisation plan to open offices for tech talent in new locations or add remote workers? = Yes, open office in new location(s)

And Does your organisation plan to open offices for tech talent in new locations or add remote workers? = Both, open new office(s) and add remote workers

Q5.3 If yes, to a new location, where?

Q5.4_1 What percentage (%) of each tech hot jobs are located in:

| | Country Headquarters (1) | Non-HQ (2) |
|---|--------------------------|------------|
| Application Development / Software Engineer (1) | | |
| DevOps (2) | | |
| Artificial Development & Machine Learning (3) | | |
| Data Science (4) | | |
| Cyber Security (5) | | |
| Cloud Engineering (6) | | |
| Blockchain (7) | | |
| Other Tech "Hot Job" (please specify) (8) | | |

Q5.4_2 What percentage (%) of each tech hot job is located in:

| | AU (1) | NZ (2) | Rest of APAC (3) | U.S (4) | EU/UK (5) | Other (6) |
|---|--------|--------|------------------|---------|-----------|-----------|
| Application Development / Software Engineer (1) | | | | | | |
| DevOps (2) | | | | | | |
| Artificial Development & Machine Learning (3) | | | | | | |
| Data Science (4) | | | | | | |
| Cyber Security (5) | | | | | | |
| Cloud Engineering (6) | | | | | | |
| Blockchain (7) | | | | | | |

Other Tech
"Hot Job"
(please
specify) (8)

| | | | | | |
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| | | | | | |
|--|--|--|--|--|--|

Display This Question:

*If If What percentage (%) of each tech hot job is located in: Text Response Is Not Empty
And And What percentage (%) of each tech hot job is located in: Text Response Is Not Empty
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And And What percentage (%) of each tech hot job is located in: Text Response Is Not Empty
And And What percentage (%) of each tech hot job is located in: Text Response Is Not Empty*

Q5.4_3 If 'other', please specify which region/country below.

End of Block: Outsourcing & Location Strategy

Start of Block: In Demand Skills & Training

Q6.1 What tech hot job is your organisation most focused on hiring?

- Application Development / Software Engineer (1)
 - DevOps (2)
 - Artificial Intelligence & Machine Learning (3)
 - Data Science (4)
 - Cyber Security (5)
 - Cloud Engineering (6)
 - Blockchain (7)
 - Other (please specify) (8) _____
-

Q6.2 Does your organisation use dual career paths for tech talent in hot jobs (i.e. paths for individual contributors vs. people managers)?

- Yes (1)
 - No (2)
-

Q6.3 What tech skills / roles does your organisation need in order to execute its top strategic initiatives in 2022?

Q6.4 Does your organisation plan on reskilling or upskilling existing tech talent?
Please select all that apply.

- Yes - leveraging internal resources (1)
 - Yes - via external vendors (2)
 - Yes - resources/leave provided for self-education (3)
 - No (4)
-

Q6.5 Does your organisation encourage or support upskilling via certification programs?

- Yes - encourage at employees expense (1)
 - Yes - encourage and subsidise / reimburse expenses (2)
 - No (3)
-

Q6.6 What other training and development initiatives will your organisation implement for tech talent?

Q6.7 Is your organisation experiencing any delays to delivery/projects due to difficulties arising from attracting and retaining tech talent?

- No (23)
- Yes (25)
- Unsure (24)

End of Block: In Demand Skills & Training

Start of Block: Future Of...

Q7.1 What do you foresee as your primary tech challenge(s) and priorities over the next 12 to 24 months?

Please select all that apply.

- Retention of existing key talent (1)
- Recruitment for critical roles (2)
- Ensuring alignment of tech with the business (3)
- Securing necessary budget for technology needs / initiatives / operations (4)
- Other (please specify) (5)

Q7.2 What tech investments are business priorities for your organisation in 2022 and beyond?

Q7.3 Does your organisation plan to move tech talent individuals closer to revenue producing roles? Please describe.

Q7.4 Does proximity to non-tech colleagues (i.e., sharing office space, collaborating on work, etc.) matter for each tech hot job?

| | Yes (1) | No (2) |
|---|-----------------------|-----------------------|
| Application Development / Software Engineer (1) | <input type="radio"/> | <input type="radio"/> |
| DevOps (2) | <input type="radio"/> | <input type="radio"/> |
| Artificial Intelligence & Machine Learning (3) | <input type="radio"/> | <input type="radio"/> |
| Data Science (4) | <input type="radio"/> | <input type="radio"/> |
| Cyber Security (5) | <input type="radio"/> | <input type="radio"/> |
| Cloud Engineering (6) | <input type="radio"/> | <input type="radio"/> |
| Blockchain (7) | <input type="radio"/> | <input type="radio"/> |
| Other Tech "Hot Job" (please specify) (8) | <input type="radio"/> | <input type="radio"/> |

Q7.5 Which tech hot job capability is your organisation's leadership most focused on developing in the next 18 months?

- Application Development / Software Engineer (1)
 - DevOps (2)
 - Artificial Intelligence & Machine Learning (3)
 - Data Science (4)
 - Cyber Security (5)
 - Cloud Engineering (6)
 - Blockchain (7)
 - Other Tech "Hot Job" (please specify) (8)
-

Q7.6 Has your organisation adopted a hybrid work model for tech hot jobs talent since the pandemic that will continue indefinitely?

- Yes - for Tech hot job roles specifically (1)
 - Yes - in roles across the organisation (2)
 - Unsure / TBD (3)
 - No - but considering (4)
 - No (5)
-

Q7.7 Will the gig economy and availability of consultants / contractors impact your firm's resource decisions for tech hot jobs?

Yes (1)

No (2)

Display This Question:

If Will the gig economy and availability of consultants / contractors impact your firm's resource de... = Yes

Q7.7_1 If yes, please elaborate below:

Q7.8 From November 2021, what percent (%) of hot job technologists will be expected to:

Work in an office full-time? (1)

Work in a hybrid environment? (2)

Work fully remote? (3) _____

End of questionnaire

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