

2023 Tech Hiring Trends

How top software and talent leaders are winning the race for tech talent



Introduction

This is Karat’s third tech hiring trends report. So far, the trend that stands out the most is extreme volatility.

Our first edition came out at the start of the pandemic-fueled hiring boom. The second edition was launched shortly before the bust that, so far, has resulted in more than 300,000 layoffs. This year’s report is being released as the tech industry (and the whole world) is facing an unpredictable economy and is grappling with the potential impact and opportunity of generative artificial intelligence.

But despite all these questions and short-term chaos, nothing has changed about Karat’s long-term hypothesis: companies are facing a multi-decade shortage of software engineers.

Yes, there are plenty of uncertainties. How will the economic headwinds shift? How will AI change the nature of the work that engineers do every day? How will global hiring evolve, and what can we learn from the rise of India as an engineering powerhouse to support growth in new emerging hubs like Mexico and Poland?

These questions matter, but they don’t diminish the fundamental importance of engineering talent, which is driving and will continue to drive value. In this year’s survey of tech leaders, more than half said strong engineers were worth at least 3x their total compensation. That’s up more than 20% since 2020, when the job market was at its hottest. Meanwhile, AI is opening up new opportunities that will lead to more business creation and, I think, more tech jobs.

This year’s report not only confirms that engineering talent is more relevant and valuable than ever; it also suggests that the best ways to attract that talent haven’t changed: hire fast, hire fair, and give more candidates an opportunity to show you what they can do. As many companies have ramped down their recruiting machines, it is still those that can hire quickly that are happiest with their employees. And while some companies are no longer putting the same kind of support behind DEI initiatives, those that continue to do so say they build the strongest teams.

I hope you enjoy digging into the data and insights from tech leaders in the report. When our reality keeps turning upside-down year after year, it’s easy to lose confidence in the future. But digital experiences are only going to become more essential for businesses—as will the engineering talent required to build them. The companies that continue to find ways to invest in that future will be in the best position to succeed.



Jeffrey Spector



Co-Founder & President

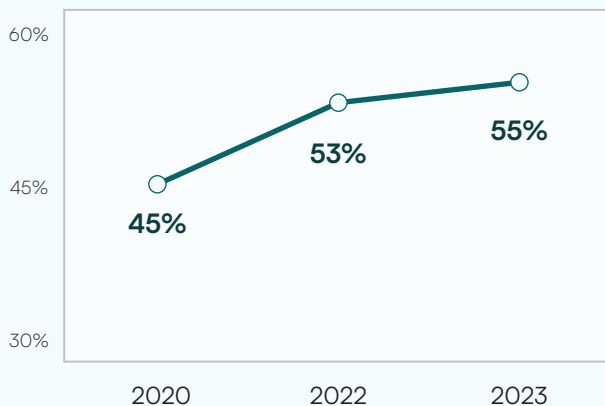


Executive Summary

Hiring in big tech may be slowing, but the value of software engineers has never been higher. According to our survey of more than 300 Engineering Leaders in 2023, the average software engineer is worth more than their total compensation, and a growing percentage of leaders (55%, up from 45% in early 2020) say that a strong engineer is worth at least 3x their total comp.

FIGURE 1

% believe a strong engineer is worth at least 3 times their total compensation



There is a small cohort of Top Performing Engineering Leaders (36%) who express both a high degree of confidence in meeting their U.S. hiring targets for software engineers and a high degree of satisfaction with their hiring outcomes. These Top Performers are more likely to place a high multiple on the value of engineers, with 62% saying that software engineers are more valuable than capital, and 68% saying that hiring software engineers will contribute to their company's success.

To uncover best practices (and missteps to avoid) in technical hiring, this report examines the differences between these Top Performers and their less successful peers. We also share insights from software engineering leaders at companies like Tesla, Okta, Visa, Deloitte, Walmart, GSK, and more.

NOTABLE HIGHLIGHTS



- 01** Top performing leaders move faster, cast a wider net and give more candidates the opportunity to prove themselves at each stage of hiring.
- 02** Top Performers are more likely to implement a structured hiring process. They rely less heavily on referrals and lean more toward job matching and testing tools.
- 03** Top Performers are more likely to have a strategy for hiring in India, and take advantage of higher-volume applicant and candidate pools where the average number of candidates is nearly twice as high at almost every stage of the process compared to the U.S.
- 04** Creating an equitable and inclusive hiring process also continues to be a significant differentiator for Top Performing Engineering Leaders. The most successful organizations not only cite DEI as critical to their hiring goals, but they also feel more supported by internal resources and find it ultimately easier to identify and hire people from diverse backgrounds.

KEY GROUPS



Engineering Leaders: age 18+; employed full-time; title of manager or above; work for companies with revenue of \$50 million+; involved in their company's decisions about hiring software engineers; main functional role at the company is in Accounting, Engineering, Finance, Innovation/Artificial Intelligence, Management, Operations/production, Technology/IT, Software Development, or Security

Talent Leaders: age 18+; employed full-time; title of manager or above; work for companies with revenue of \$50 million+; involved in their company's decisions about hiring software engineers; main functional role at the company is in Human Resources, Talent, Recruiting, or Sourcing

Tech Hiring Leaders: combined Engineering Leaders and Talent Leaders

Top Performing: very satisfied with the job performance of their company's software engineering hires AND very confident their company will meet their U.S. software engineer hiring target for 2023

Lower Performing: less than very satisfied with the job performance of their company's software engineering hires AND/OR less than very confident their company will meet their U.S. software engineer hiring target for 2023

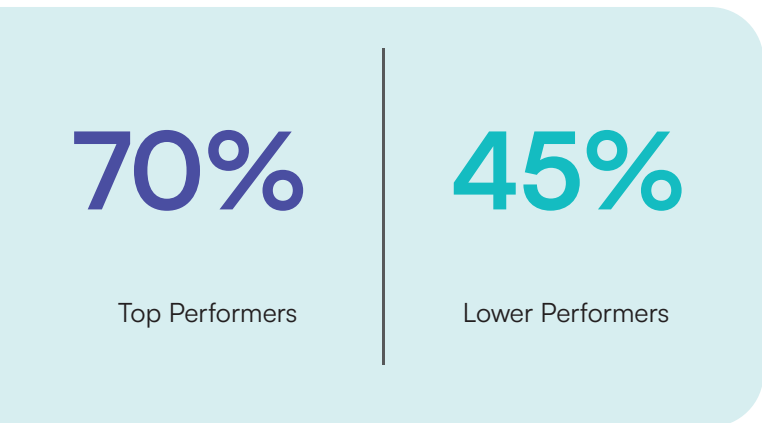
Who's the Best at Hiring Engineers (and Who Are They Hiring)?

The Top Performers

To hire and retain strong engineers, it is useful to examine the differences between more and less successful Engineering Leaders. It appears that only about 1 in 2 Engineering Leaders (45%) are very confident in their ability to meet their U.S. technical hiring targets, and around 1 in 2 (53%) are very satisfied with the performance of their software engineering teams. Just over 1 in 3 Engineering Leaders (36%) express both high confidence and high satisfaction, and for the purpose of this report, this cohort is classified as our "Top Performers."

A few traits stand out that help describe who these Top Performing Engineering Leaders are. The Top Performers are much more likely to work at organizations that were born digital or have completed their digital transformation (70% vs 45% of Lower Performers). Top Performers were also more likely to work at larger organizations with 1,000+ software engineers in the U.S./India (43% vs 33% of Lower Performers).

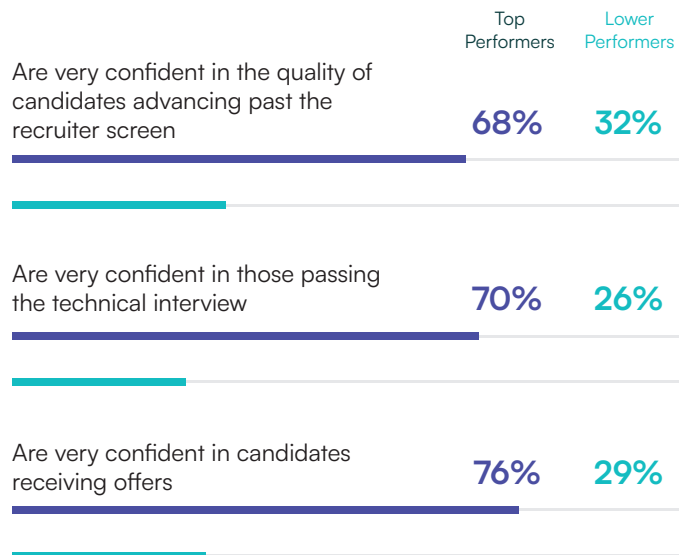
FIGURE 2
% of organizations that were born digital or have completed their digital transformation
 (Engineering Leaders)



Not surprisingly, these Top Performers characterize their technical hiring process much more favorably (76% give a rating of "excellent" compared to just 17% of Lower Performers). These Top Performing Engineering Leaders (as well as larger companies and digital companies) find it far easier to identify, schedule, interview and assess potential candidates. They express much greater confidence that they are getting qualified candidates at each stage of the hiring process - and generate more success hiring top candidates who meet and raise their hiring targets and come from diverse backgrounds.

Interestingly, Top Performers expressed confidence in their technical interviewing at higher rates than their recruiter screens, while Lower Performing Leaders had less confidence in their ability to assess technical skills.

FIGURE 3
% expressing high confidence in each stage of the hiring process (Engineering Leaders)



The Top Candidates

While the economic landscape may be shifting, the importance of software developers clearly remains strong. Nearly all Engineering Leaders put a high value on the role software engineers play at their companies, but the Top Performers place an even higher multiple on that value.

Strong software engineers are largely viewed as helping to drive a company’s success, especially according to Top Performers (68% vs 49%), and continue to be seen as more valuable than capital (62% vs 25%), rising directionally from last year for the Top Performing cohort (57%).

FIGURE 4
% believe strong software engineers are more valuable than capital (Engineering Leaders)

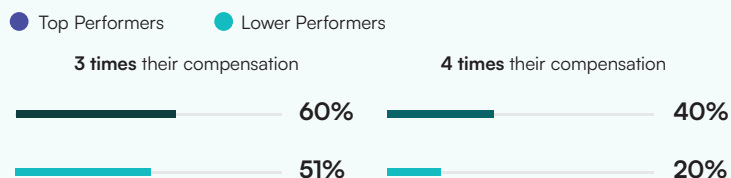


Top Performing Leaders were also more likely to place a high multiple on the value that strong software engineers create for their companies, with 61% of Top Performers saying a strong engineer is worth at least 3 times their total compensation, and 40% saying they are worth at least 4 times their total comp compared to 51% and 20% of Lower Performers, respectively. The numbers were even more stark when discussing the value of average engineers, with 44% of Top Performing organizations saying an average engineer is worth at least 3x their total comp compared to just 26% of Lower Performers. This suggests that Top Performing organizations are more likely to have consistent hiring bars capable of identifying the skills needed to meet their hiring criteria across all performance levels compared to Lower Performers who might have more variance between top and average candidates.

The definition of a strong engineer can be subjective, but for David Lau, VP of software engineering at Tesla, the strongest engineers are the ones who demonstrate advanced problem-solving abilities in addition to core foundational engineering skills. According to Lau, “Instead of checking boxes in a list of specific skills such as specific programming languages or specific databases or caching systems, we look for strong engineering **fundamentals** that equip a candidate to face entire classes of problems that they’ve never seen before. We also challenge the candidate with open-ended problems that don’t have a single, clear solution. The real world is messy, and real-life engineering problems rarely have specific solutions, so we need to assess candidates’ ability to navigate uncertainty, ambiguity, and complex multi-dimensional trade spaces.”



FIGURE 5
% believe a strong engineer is worth at least... (Engineering Leaders)



% believe an average engineer is worth at least... (Engineering Leaders)

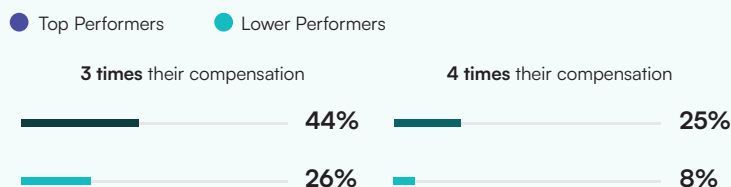
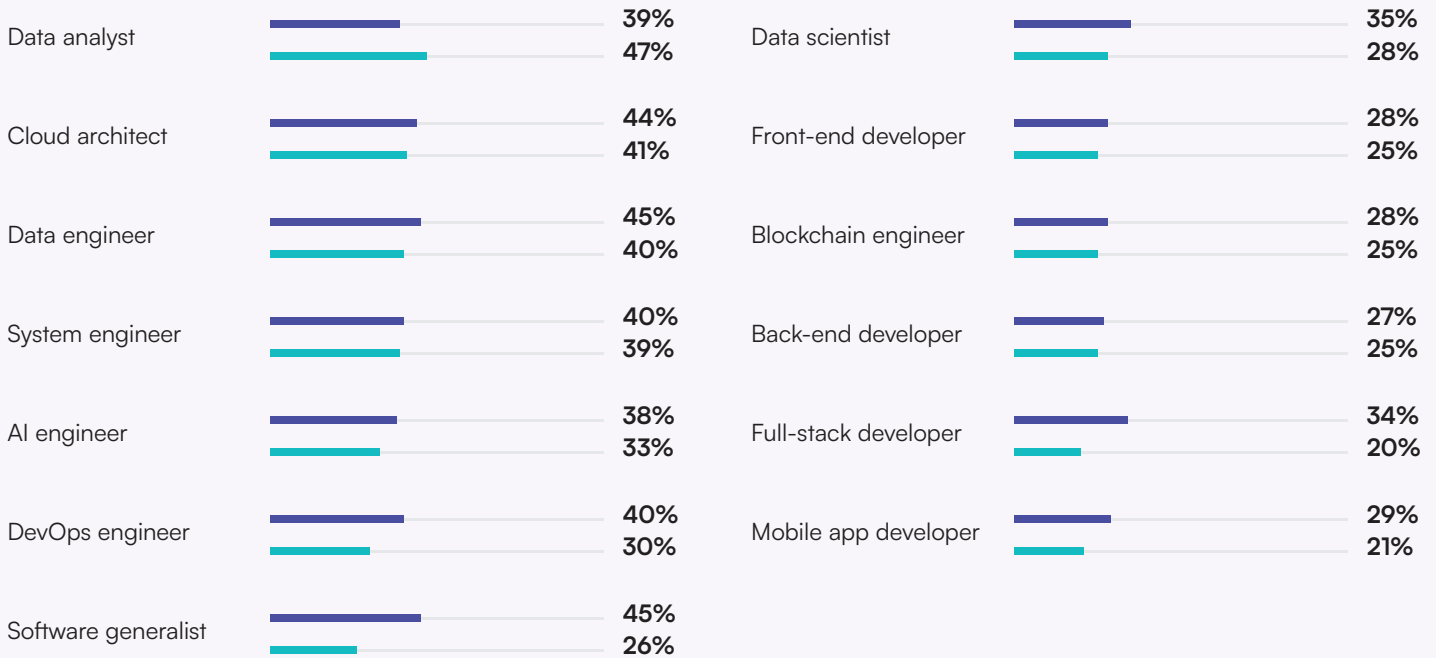


FIGURE 6

Top priority roles for hiring in 2023
(Top Performers vs Lower Performers)



In 2023, data analysts, cloud architects, and data engineers are the three most in-demand roles, according to Engineering Leaders, but beyond that, the Top Performers are much more likely to prioritize more general roles in their hiring. Nearly half of Top Performers are seeking out software generalist hires (45% vs 26% of Lower Performers), and one-third of Top Performers are looking for full-stack developers (34% vs 20% of Lower Performers).

Sagnik Nandy, President and Chief Development Officer at Okta noted the importance of these specialty roles as well as the benefits of hiring strong computer science generalists. “Some organizations need specific talent to accelerate their transformation in areas like AI, machine learning, and data scientists, but we’re also looking for people with strong problem solving skills,” noted Nandy. “A strong software engineer who can demonstrate a good approach to solving problems is going to be someone I can insert into a lot of roles as the needs of our business shift.”



“The real world is messy, and real-life engineering problems rarely have specific solutions, so we need to assess candidates’ ability to navigate uncertainty, ambiguity, and complex multi-dimensional trade spaces.”

David Lau, VP of Software Engineering at Tesla

What Are Some of the Best Practices in Tech Hiring?

Rely Less on Sourcing and Referrals; Put Attention to Job Matching/Testing

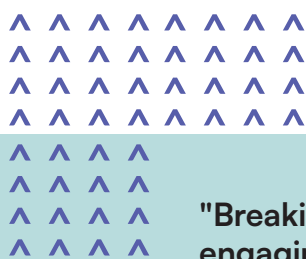
Reliance on sourcing agencies (42%) has dropped since 2020 (at 57%), and the decline over the past year has come entirely from the Top Performing Engineering Leaders (52% to 40%). There has also been a steep drop over the past year in the use of sourcing tools like LinkedIn Recruiter (75% to 58%).

In addition, referrals, which have been a long-standing best practice for recruiting, seem to be losing effectiveness. Over 4 in 10 Engineering Leaders (42%) point to referrals as a primary resource, but that number skews heavily to non-digital companies (50% vs 35%) and Lower Performers (47% vs 34% for Top Performers). These are also generally the same companies that tend to be less satisfied with the performance of their hires. This suggests a big opportunity for organizations undergoing transformation because the data demonstrates that there may be stronger candidates outside of their referral networks.

It's also worth noting that referral hiring is problematic when it comes to meeting DEI goals, as they often produce candidate pools that mirror a company's existing mix of employee backgrounds.

Larry Quinlan, former CIO of Deloitte shared that expanding talent pools beyond referrals and existing networks is a key to both improving the quality of engineering teams and increasing diversity. "Many in the industry are quick to reject candidates based on their pedigree—what companies they worked for or what schools they went to—but all this does is reinforce the same profile of candidates that are already being hired. Breaking out of that pattern by giving more direct applicants a shot and engaging candidates from practice interview programs and bootcamps like Brilliant Black Minds and Code 2040 is a way to simultaneously raise the hiring bar and improve diversity numbers."

One more inclusive option that Top Performing Engineering Leaders, in particular, are turning to is job matching and testing tools (42% vs 30% of Lower Performers). By developing adaptive assessments that quickly identify key skills, organizations can rapidly qualify candidates from high-volume applicant pools in a way that reduces the bias found in many screening systems. Of note, Top Performing Talent Leaders also stand out in relying more on college recruitment than their peers do, which is another place organizations are going for more diverse talent pipelines.



"Breaking out of that pattern by giving more direct applicants a shot and engaging candidates from practice interview programs and bootcamps like Brilliant Black Minds and Code 2040 is a way to simultaneously raise the hiring bar and improve diversity numbers."

Larry Quinlan, former CIO of Deloitte

Furthermore, analysis of Karat’s interview data over the first five months of 2023 shows that the majority of candidates (70%) coming from organizations that experienced mass tech layoffs (i.e., more than 500 software engineers) are interviewing with other tech companies rather than switching industries. While the 30% of candidates who are moving is higher than historical rates, it leaves ample room for improvement. Digital transformation companies can achieve by getting outside of their referral networks and into new talent pools to raise their software engineering team performance.

For companies undergoing digital transformation, closing the gap with the sourcing and hiring practices from tech companies is essential to attracting new candidates. According to Michael Ross, former CHRO at Visa, having a consistent and fair strategy for assessing candidates is one of the keys to success, and the new hiring landscape is creating optimal conditions for organizations like big banks, insurance companies, and the biotech sector.



“Tech companies have historically adopted new technologies and processes to accelerate hiring. The big banks and healthcare companies are now prioritizing technical hiring. This means turning to skills- and knowledge-based assessments to qualify candidates from high-volume applicant pools in order to take advantage of the current talent landscape. What’s interesting is that as these technologies come under more scrutiny, many of the more heavily regulated industries like financial services will have an advantage, having always operated in intense regulatory environments. Their adoption curve may actually be quicker moving forward. Turning attention toward hiring technology and process refinement will help propel financial services forward in the race for tech talent just as tech companies are resetting.”

Michael Ross, former CHRO at Visa

Create More Opportunities To Drive Better Results

Candidate volume data from the study reinforces Michael Ross’ sentiments about the importance of having a reliable way to assess candidates at scale. Engineering Leaders who cast a wider net and advance more candidates through each stage of the process tend to see better results.

The biggest difference occurs in the pass-through rate from recruiter screens to technical interviews. Top Performers give 63% of candidates that recruiters screen an opportunity to demonstrate their skills in a first-round technical interview, compared to just 50% for Lower Performers.

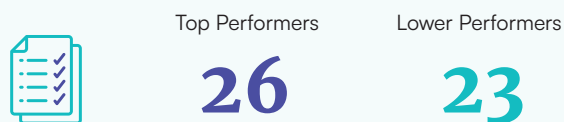
This gap often occurs when organizations that rely on resume screens and factors like education or prior employment experience over-screen candidates from nontraditional backgrounds. In Karat’s experience, these factors contribute to pedigree bias, which prevents otherwise capable candidates from nontraditional and diverse backgrounds from getting a fair shot at a job. Not only does over-screening at the recruiter stage negatively impact DEI efforts, but it also has a negative impact on organizations’ abilities to find the best candidates and meet hiring goals.

Given the positive impact of increasing the sheer number of candidates and pass-through rates, it’s no surprise that Top Performing Engineering Leaders are more likely to identify “managing a high volume of applicants” as a key area for improvement in the coming year compared to their Lower Performing peers (41% vs. 28% respectively).

FIGURE 7

Average number of items completed for each hire made (Engineering Leaders)

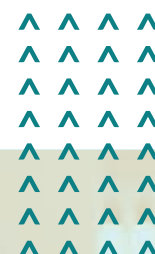
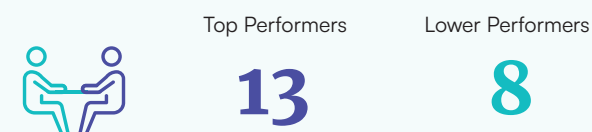
Recruiting screeners



Technical interviews



Final round, onsite interviews



Move Quicker, But Don't Risk Personal Touch

At all organizations, time is at a premium, and for the past four years, lack of time has naturally been seen as an obstacle in the hiring process (75%, especially for Top Performers, 84% vs 71%). The vast majority of Engineering Leaders find it challenging to reach hiring targets while simultaneously delivering product features (83%) and believe that interviewing takes away from productive coding time (69%).

Conducting interviews is largely considered a drain on both team morale (50%) and company finances (53%). Given the priority (noted in the earlier section) of expanding the volume of candidates, moving through the interviewing process quickly will take on even greater importance.

Currently, the average time it takes Engineering Leaders from posting a job initially to filling the role is 26 days, or close to one month. But Top Performers have found a way to move through the process far more swiftly and are able to cut the total time down significantly, on average 17 days compared to 31 days for Lower Performing Engineering Leaders. That's a difference of roughly two weeks per new hire, which adds up for companies who have hundreds or even thousands of software engineers employed at their organizations. Notably, the difference between the Top and Lower Performing Talent Leaders is negligible.

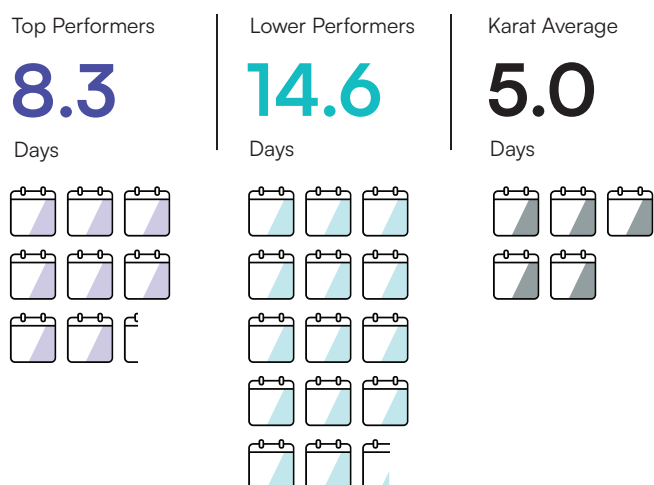
The speed trend also mirrors what Karat is seeing in the real world on the part of job seekers, as candidates who may be between jobs look to move through the hiring process at accelerated rates.

Through the first five months of 2023, the **U.S. market average** to complete the Karat process (from when a candidate receives their initial invite to when they complete their interview) is 5 calendar days; this is 31% faster than this time last year (Jan - May, 2022: 7.2 calendar days).

One area where this is especially pronounced is in University Recruiting. **Karat's interview data** shows that hiring organizations benefit from candidates who schedule interviews early. These candidates typically score better, receive offers more often, and close at higher rates. All of this drives better hiring efficiency (fewer candidates per hire). Based on the most recent data, candidates who complete the Karat process in 4 days are hired at rates that are 2.3 times more efficient than those who spend 14+ days in the process. This year, speed has been even more vital: fast candidates (4 days or less) drive 4x hiring efficiency, compared to candidates on an extended timeline (14+ days).

From a procedural standpoint, Top Performing Engineering Leaders are even more likely to utilize a structured process for interviewing software engineers (91% vs 81% for Lower Performers), which may help to expedite the process or make it more effective. That said, moving more quickly should not be interpreted as becoming more automated; in fact, the hiring process remains human, at least for now. Top Performers continue to more heavily prioritize engaging interviewers who have a genuine interest in the interviewing process (53% vs 39% for Lower Performers). And while integrating AI into the hiring process is on the radar of Top Performing Engineering Leaders (34%), it remains a lower priority than other considerations like improving training for interviewers (44%), standardizing/centralizing the company's hiring process (44%), managing a high volume of direct applicants (41%), and investing in DEI (40%).

FIGURE 8
Time of technical interview process completion
(Engineering Leaders)



For leaders who are **embracing AI in hiring**, maintaining a strong human element in the hiring process is becoming even more critical because it helps hiring managers understand how people will interact with the new fast-evolving technologies being utilized by some companies. According to Eddie Zhou, founding engineer at Glean, a company developing generative AI solutions for enterprise search and knowledge discovery purposes, leaders should still feel comfortable discouraging the use of AI tools during interviews, while acknowledging that they can use tools like Copilot or ChatGPT in day-to-day work. This helps leaders assess a candidate's core skillset independent of supporting AI tools.

And to ensure candidates are demonstrating their true underlying skills, Glean is getting its human interviewers more involved in the technical assessment steps.



“We adjusted our process during the coding assignment. We have our interviewers check in more frequently. And ultimately that process isn’t as difficult as it sounds. The reality is having a human probing how candidates are solving problems at any kind of depth makes the use of AI very apparent. It’s just like knowing if a candidate has seen a problem before and is just regurgitating an answer.”

Eddie Zhou, Founding Engineer of Glean

Maximize India and the Global Advantage

Less than half of Lower Performing Engineering Leaders (45%) have plans to hire full-time or contractor software engineers in India, compared to 57% of their Top Performing peers, and Top Performers are far more likely to hire FTEs in India (42% vs 26%).

Notably, the opposite is true for Talent Leaders, with 66% of Top Performing Talent Leaders saying they have no India hiring strategy and only 27% with plans for FTEs in India (vs 47% and 39% of Lower Performing Talent Leaders respectively). One possible reason for this gap is that the sample includes a higher concentration of Talent Leaders from non-digital companies, so this may be a discrepancy to monitor over time as more multinational corporations **open engineering hubs in India** over the coming years to enable digital transformation.

What's even more interesting is that India is increasingly becoming part of a strategy for improving candidate quality. In the latest rankings of **top cities for hiring software engineers**, India boasted six cities in the global top-20, including Hyderabad, which has developed a higher concentration of top-performing technical interview candidates than American hotspots like Washington DC and Austin, TX.

Given the potential trend for hiring in India, one challenge that recruiters will face in the Indian market is volume. India-based Engineering Leaders report around twice as many candidates participating in each stage of the hiring process. More specifically, Indian Engineering Leaders average 42 recruiter screens per hire, 25 technical interviews, and 19 onsite interviews. For Top Performers in India, there is a similar pattern for qualifying rates in the United States, with Top Performers advancing 65% of candidates from the recruiter stage to technical interviews compared to 56% for Lower Performers. Just like for Engineering Leaders in the U.S., managing high volume applicants emerges as a key area of focus for Top Performers in India, second only to improving training.

FIGURE 9

Average number of items completed for each hire made (India Tech Hiring Leaders)



Of note, Top Performers in the U.S. are also more likely to choose interviewers regionally based on logistical concerns like time zone/geographical alignment (33% vs 21% for Lower Performers). Perhaps this suggests a need to have a global team in place that can conduct interviews



Focus on Equitable Hiring

One of the most consistent findings year-over-year is the positive impact a DEI program has on overall hiring outcomes. Top Performing Engineering Leaders are almost twice as likely to strongly agree that DEI is a priority at their organization (62% vs. 32% for Lower Performers). They are more than twice as likely to have the internal resources in place to diversify their teams (64% vs. 29% for Lower Performers) and find it easier to identify (85% vs 62%) and hire people (91% vs 55%) from diverse backgrounds. As noted earlier, moving away from referrals and over to job matching/testing tools may help to further strengthen this goal, as will making an effort not to over-screen during the recruiting stage.

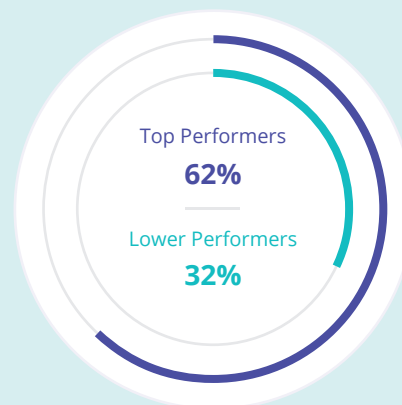
Compare Perceptions to Reality

Nearly all Engineering Leaders take steps to evaluate the effectiveness of their software engineering hiring process (96%, both Top and Lower Performers in similar ways). That said, Top Performers are more likely to rely on overall hiring funnel metrics (47% vs 34% for their Lower Performing peers). And, one of the biggest differentiators between Top and Lower Performers seems to be matching interview performance to on-the-job performance (41% compared to just 28% of Lower Performers). That said, just 33% of all Engineering Leaders take this metric into account, making it a clear area for process improvement for most companies.

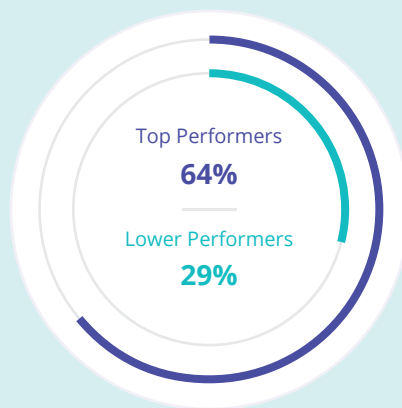
FIGURE 10

Strongly agree (Engineering Leaders)

DEI is a priority at my company



My company has what it needs internally to increase the diversity of my teams



Don't Stand Still; Continue to Adapt to Fit New Reality

Going forward, nearly all Engineering Leaders (94%) feel it is at least somewhat important to improve their software engineer hiring process, and Top Performers in particular give this far more weight (79% vs 41% say very important). While no one area stands out to focus their resources, Engineering Leaders put their attention to making a wide variety of adjustments. Training and DEI investments are key across the board, and managing volume seems to be especially important to Top Performing Engineering Leaders.

The gaps are also noticeably large (between Top and Lower Performing Talent Leaders) for moving toward using an external interviewing partner to help conduct interviews and establishing better working relationships with internal recruiting and engineering teams (mentioned by nearly 1 in 2 Top Performing Talent Leaders).

“Ensuring top engineering talent is attracted and retained is a primary focus area of the very best engineering leaders,” shared Karenann Terrell, who previously served as the Chief Digital and Technology officer at GSK and CIO at Walmart. “Finding the best talent in a noisy engineering pool of candidates requires leaders to constantly improve their process with new technologies and best practices.”



“Organizations are seeing a lot of success with assessment technologies and interviewing partners because they multiply the internal capabilities of their own management teams. This is essential in a world where companies are increasingly mindful of costs and efficiencies that keep business growing sustainably during economic volatility.”

Karenann Terrell, former Chief Digital and Technology Officer for GSK & former CIO for Walmart

Conclusion

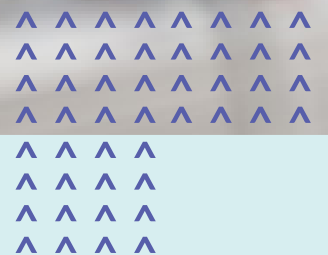
This year’s hiring trends report underscores the enduring significance of software engineers. These workers are not only highly valued but have become instrumental drivers of company success. In a rapidly evolving business landscape — especially one being transformed by a new generation of innovative technologies — the quest for top-tier engineering talent will shape the future for most organizations.

It’s clear that reaching as many candidates as possible and engaging them in a fast, fair, and structured hiring process will continue to differentiate the winners from the rest of the pack.

Yet, as more leaders turn to technology to qualify candidates at scale, the human touch remains paramount. Commitments to inclusion and diversity remain a consistent theme among top-performing leaders. The opportunities presented by India’s deep talent pools — as well as other emerging markets — emphasize the importance of strategic globalization.

Ultimately, this research tells us the future of hiring will be a balancing act. The best organizations and leaders will be the ones who establish the optimal mix of tradition and innovation, human connection and technical precision, and local and global talent strategies.

Navigating this dynamic landscape will position engineering leaders at the forefront of the tech hiring race, enabling them to secure the engineering talent that propels their organizations into the future. It’s our hope that this paper’s insights can serve as a map to help leaders find their path to success, empowering them to not only keep pace, but to thrive in the ever-evolving world of tech hiring.



Research Method

The Hiring Survey was conducted online within the United States by The Harris Poll on behalf of Karat from May 10 to 31, 2023 among 789 mid-to-high level decision makers for hiring software engineers:

- 320 U.S. mid-to-high level decision makers for hiring software engineers whose main functional role at the company is in Accounting, Engineering, Finance, Innovation/Artificial Intelligence, Management, Operations/production, Technology/IT, Software Development, Security (Engineering Leaders);
- 262 U.S. mid-to-high level decision makers for hiring software engineers whose main functional role at the company is in Human Resources, Talent, Recruiting, or Sourcing (Talent Leaders);
- 105 India mid-to-high level decision makers for hiring software engineers whose main functional role at the company is in Accounting, Engineering, Finance, Innovation/Artificial Intelligence, Management, Operations/production, Technology/IT, Software Development, Security (Engineering Leaders);
- 102 India mid-to-high level decision makers for hiring software engineers whose main functional role at the company is in Human Resources, Talent, Recruiting, or Sourcing (Talent Leaders)

Screening Requirements

- Age 18+
- Employed full-time
- Title of manager or above
- Work for companies with revenue of \$50 million+
- Be involved in their company's decisions about hiring software engineers

Raw data were not weighted and are therefore only representative of the individuals who completed the survey.

Respondents for this survey were selected from among those who have agreed to participate in our surveys. The sampling precision of Harris online polls is measured by using a Bayesian credible interval. For this study, the sample data is accurate to within ± 5.4 percentage points for U.S. Engineering Leaders, ± 6.0 percentage points for U.S. Talent Leaders, ± 9.4 percentage points for India Engineering Leaders, and ± 9.5 percentage points for India Talent Leaders using a 95% confidence level. These credible intervals will be wider among subsets of the surveyed population of interest.

All sample surveys and polls, whether or not they use probability sampling, are subject to other multiple sources of error which are most often not possible to quantify or estimate, including, but not limited to coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments.

About The Harris Poll

The Harris Poll is one of the longest running surveys in the U.S. tracking public opinion, motivations and social sentiment since 1963. It is now part of Harris Insights & Analytics, a global consulting and market research firm that strives to reveal the authentic values of modern society to inspire leaders to create a better tomorrow. We work with clients in three primary areas; building twenty-first-century corporate reputation, crafting brand strategy and performance tracking, and earning organic media through public relations research. Our mission is to provide insights and advisory to help leaders make the best decisions possible. To learn more, please visit www.theharrispoll.com.