

The
XX
factor



Julia Gillard smashed a political glass ceiling when she became Australia's first female Prime Minister in June 2010. Since then she's had to endure a baptism of fire during Australia's closest ever Federal Election to finally become the first elected woman as Prime Minister in September 2010. Ms Gillard only managed to cling onto power with the assistance of a number of key independent MPs. She then pledged a different form of leadership post election - to be more consultative and more inclusive than her predecessors, a leadership quality often more associated with female leaders in the business sector.

Contents

Gender diversity	2
State of play for women in Australia and New Zealand	4
The Solution - The 7 lever model	5
Conclusion	16

Gender diversity

The untapped driver for business success

We talk about the X factor that drives business – striving to get that slight edge to improve performance and stay ahead of the competition. But there's actually an XX factor – Hay Group research proves that fostering women into leadership positions actually has a quantifiable impact on improving business performance. *The 2009 Best Companies for Leadership* report commissioned by Hay Group and Bloomberg/BusinessWeek shows that two thirds of the companies rated in the top 20 have a high proportion of women in senior leadership roles. These same top 20 companies in the global Hay Group survey produced eight times better shareholder returns than their peers over a five year period. What does that mean? Ultimately embracing diversity in the workplace – especially encouraging women to succeed into senior roles - flows through to the bottom line.

In addition, a report in 2009 by Goldman Sachs JB Were indicated that closing the gender gap in Australia could add 11 per cent to Australia's GDP in improved productivity performance – or the equivalent of about \$120 billion. That's even more than the US, where the same report suggested a 9 per cent improvement in GDP by redressing gender imbalance. In Japan, that estimate blew out to a 16 per cent enhancement.

Hay Group research proves that fostering women into leadership positions actually has a quantifiable impact on improving business performance.

The opportunity

What CEO would say 'no' to significantly improving their business's performance?

What Prime Minister or elected government would say 'no' to increasing the GDP of their country by 11 per cent?

This is the opportunity facing organisations in Australia today, to embrace diversity as a source of competitive and social advantage. In this article, we make the business case for businesses to adopt gender diversity as a priority. We outline a solution which requires executive commitment and a holistic approach to achieve these benefits and create an energising environment for all employees.

Embracing gender diversity - Push or Pull?

Good intentions are no longer good enough – and for those too slow to move there is a big stick on the way. In Australia, since July 2010, the ASX requires companies to set out in their annual report how well they are meeting their board set gender objectives. They are required to list the number of women in the whole organisation, in senior management and on the board. This process will begin to shine a light on practices within organisations when it comes to gender balance – prompting many companies into action.

“ If the representation of women on boards and in senior management hasn't improved, the question is **what else can or should the Government or the ASX do . . . ?** the next logical thing the ASX could do is use the listing rules (option), and say **'it's now required for every company to have a diversity policy'** ”

Eric Mayne - Chief Executive, ASX Corporate Governance Council

Since July 2010, the ASX requires companies to list in their annual reports, the number of women in the whole organisation, senior management and on the board.

Governments are also moving swiftly. In early 2010 the French National Assembly approved a bill requiring women fill 50 per cent of board positions by 2015 – following on from similar provisions in Norway. There is building momentum in Australia for the government to set mandatory targets (especially for companies employing more than 100 people) and the Equal Opportunity in the Workplace Agency (EOWA) are already taking a review – with the Office of Women due to report in late 2010. It has been suggested that targets will apply to both government boards as well as publicly listed companies.

In New Zealand, Prime Minister John Key launched the 'Women on Boards' initiative in May 2009 – highlighting international evidence that companies with more women on their boards are stronger performers than those with no or few women in the boardroom.

Hay Group believes that organisations do not need to be pushed along by a big stick to do the right thing when it comes to fostering diversity. Instead, as outlined in the following pages there is a huge incentive for organisations to embrace diversity. Recognising the benefits of getting it right will be the motivation that the best leaders will need to get on board.

State of play for women in Australia & New Zealand

While both Australia and New Zealand might pride themselves on being very progressive societies, the reality is they are among the worst performing in the OECD for promoting women in leadership positions. The surprising news is that there are predictions that this will only get worse.

- Women hold only 2 per cent of CEO and 10.7 per cent of senior management positions in ASX 200 companies
- The majority of women who make it into executive management roles in ASX 200 companies are still clustered in roles that support the main business functions – human resources, legal, public relations etc
- Women chair only 2 per cent of ASX 200 companies and hold only 8.3 per cent of board director roles
- While 54.5 per cent of ASX 200 companies have at least one woman in an executive management position – that is poor by international standards. In the US 85.2 per cent of companies have at least one woman in a senior executive position and the rates are in excess of 60 per cent for both the UK and Canada.
- Women are only paid 83 per cent of the pay of men for work of comparable value in Australia
- For every \$1 earned by men in New Zealand today, women earn just 88 cents

Sources: KPMG - office of Women, Department of Families, Housing and Communities and EOWA

The reality is that in 2010 women are still chronically under-represented on boards and noticeably absent from senior management jobs in both Australia and New Zealand, despite their similar beginnings at university.

How will the future be different?

The overall and sad reality of the workforce in both Australia and New Zealand is the majority of women are employed in lower paid, lower level, lower valued roles.

The response so far to a deteriorating situation has been a combination of government or industry reviews, reports and calls for a regulatory and legislative approach. Now is the time for companies to take a voluntary approach to addressing the gender issue – and for the right business reasons.

The Solution

Many attempts have been made to address gender diversity. However, these failed to gain momentum, as they've tended to offer up isolated or sporadic solutions (e.g. simply setting up diversity committees). This issue requires an integrated and systematic approach.

The 7 lever model recognises that the key to improving gender diversity does not reside within one functional area or process.

The 7 lever model - the 'whole' system perspective

Over the course of the past decades, Hay Group have been hearing of many different programs focused on developing women to succeed in a male dominated world and these programs have been mildly successful. We study and applaud those women who manage to reject the odds and rise to the top of their organisations. However, these women represent the exception, not the rule. At Hay Group, we believe that change needs to be led from the top and supported in a holistic manner throughout the organisation. Without systematic change to the way we think about our work, our customers and our employees, businesses will not maximise their potential. Nor will their employees, men or women, deliver their best performance.

What Hay Group's 7 lever model recognises is that the key to improving gender diversity does not reside within one functional area or process, for example recruitment and selection or reward. It requires a holistic approach that incorporates how the organisation structures its operations, provides and supports the values and culture that support diversity and connects with performance management and succession planning. Against this backdrop, of course, all of these measures need to support and reinforce the organisation's business objectives.

The 7 lever model comprehensively addresses the systemic barriers to diversity and promotes a healthier approach to growing and developing an environment for improving diversity:

The 7 lever model



In the next sections we will describe the attributes of each element and provide some illustrations of how these work in some Australian/New Zealand organisations.

Strategy and Critical Success Factors



Any substantial organisational change must be embedded in the organisation's long term strategy and critical success factors. Organisations that are successful in meeting their gender and diversity objectives see this issue as a key component of their business strategy and one of the critical success factors they use to measure the broader success of their business. A diversity/gender program which is not aligned to the organisation's business goals will not be sustainable over the longer term. That means CEO commitment and integration to the business strategy is key. Hay Group works with organisations to help them to decode their strategy and link this to the levers that will ensure the successful delivery of this strategy and create an energising environment for success.

While most organisations recognise the business benefits of embracing diversity, most organisations struggle with taking this intent and making it happen. We see diversity 'strategies' that fail to gain momentum. Having an understanding of organisations, people and jobs we believe many organisations can take their diversity plans and translate them into actions and produce real sustainable outcomes.

Questions to consider:

- Is the new and emerging culture consistent with the desired strategy and vision?
- Does your organisation have well-articulated values and culture which define how people behave?
- Does the current organisational culture embrace gender and diversity?

1. Leadership



Women in leadership make a difference

Hay Group research in an earlier longitudinal project examined female motivational patterns and their use of leadership styles. We found that women apply 75 per cent of leadership behaviours identified as most effective in managing business challenges more frequently than men.

*Source: Women Matter, 2007;
Women Matter 2, 2008*

Adopting a diversity program, has to begin at the top of the organisation. The CEO needs to make a visible and strong commitment to diversity and hold his/her direct reports accountable for adopting and reinforcing diversity in their functional areas. Top teams lead the way, as they are role modelling the behaviours that set the tone for the rest of the organisation. What leaders choose to reinforce and choose to ignore is also a critical driver in the organisation. In addition, they lead the organisational rituals that reinforce this culture. Therefore, it makes sense for executive teams to invest time understanding and proactively managing the role models, rituals, rules and rewards that shape their culture. Managing

these forces can help turn a diversity strategy into reality.

Diversity requires skilful management of a paradox: on the one hand, it is about leveraging differences based on the respective backgrounds for the benefit of an organisation. On the other hand it is the need to be uncompromising on certain corporate values, regardless of individual backgrounds. Diversity needs to be carefully and proactively managed and consistently linked to the business benefits to be achieved.

Questions to consider:

- Is the vision of leadership for your company male dominated?
- Do people understand the leadership's vision for change and why the focus on diversity is necessary?
- Do the leaders know what is expected of them and what role they play in implementing the changes required to meet the organisation's gender goals?
- Are leaders aware of how to communicate to support and coach women?

Hay Group works with top teams to facilitate their journey in creating an energised top team committed to their diversity goals. Based on our research, conducted in conjunction with Richard Hackman at MIT and Ruth Wageman at Harvard into what makes great top teams work, we help top teams to visualise the future, set goals and role model the behaviours that will reinforce their diversity message. We work with them to increase their awareness of the psychological drivers of prejudice and develop strategies to overcome structural biases that block the progress of diversity.

2. Values and culture



Unilever, (a multinational consumer goods company) went through a systematic process and now over 30 per cent of their managers worldwide are women with over 30 nationalities represented in their top 200 positions

Culture is all-important in setting the tone for people's behaviour in organisations. It is 'the way things are done' in an organisation, encapsulating widely-held (but often subconscious) assumptions and beliefs about what the organisation stands for, how people should behave, and how to really make things happen.

Culture always begins at the top. Many organisations let their culture 'happen' rather than seriously understand and address the dysfunctional attributes of their culture which may have a demoralising effect on both males and females in their organisation. However, opportunities exist for organisations that choose to act quickly and decisively, to build an organisational culture which will enable them to thrive in the new world of diversity.

The role of culture in strategy is clear: a particular way of doing things may be aligned with the strategy and help to embed it in practice or it may be in conflict with it, acting as a drag on change. If strategy only lives in bold statements and visions while culture lives in our identity and habits, it is a straightforward guess which, over time, will win. The reality for most women striving to break through the so-called glass ceiling is they are stuck in middle management for a variety of organisational, cultural and societal reasons.

A general societal view has a lot to answer for in limiting opportunities for women, according to Elizabeth Broderick, Australia's Federal Sex Discrimination Commissioner. She was recently quoted as saying: "Here in Australia we have two deeply held national cultural beliefs. They are, one, what it means to be a good mother, and a good mother is always with her children; the other one is what the ideal worker looks like – someone who has no visible caring responsibilities and is available 24/7 and is invariably male."

In a study conducted by EOWA, almost half of the respondents believed that an 'old boys club' existed in their organisation.

Three keys to cultural change

1. Understand precisely what needs to change: Without articulating and measuring culture, any culture change efforts will be costly, unguided and unpredictable.
2. Stating the goal is not enough: People need concrete directions as to what needs to change; from where, to where and how. Organisations need to communicate continuously; not just where they are going culturally, but how they are going to get there.
3. Culture change requires strong, versatile and decisive leadership; and particularly the ability to manage people's performance not only in relation to financial performance but in relation to behaviours. Leaders need to strongly encourage 'new' behaviours and sanction unacceptable 'old' behaviours through their performance management process and ongoing dialogues.

Questions to consider:

- Is the new and emerging culture consistent with the desired strategy and vision?
- Does your organisation have well-articulated values and culture which define how people behave?
- Do you have a clear roadmap of transitioning to the desired culture and values?
- Does the current 'to be' organisational culture embrace gender and diversity?



3. Organisation team and job design

The organisation's team and job design defines the ways in which responsibilities and tasks are divided up. Organisations that embrace diversity challenge themselves on the design of work including when, where and how this work is performed. They close the gap between 'ideal' organisational demands and the realities that actual people are able to supply.

One of the major blocks to the career progression of women is their concentration in lower paid positions. Women are more often found in lower paid professions or in part time or casual jobs, and are less often found in senior executive or managerial positions. Traditionally female dominated industries (e.g. retail sales, hospitality) are undervalued and underpaid.

Contributing to this issue are traditional approaches to work and work design that have not been adapted to the flexibility that has been introduced to the work place

and the developments in technology that make working remotely feasible. When organisations analyse work, often this highlights that many tasks that are currently performed for historical purpose rather than for the outcomes that link directly to the organisation's desired results. The manner in which roles are delivered are not often questioned. Do they need to be completed as a full-time role, could they be redistributed or implemented in a part time or flexible arrangement? Where they need to be performed is often not considered.

Organisations need to challenge the long-hours norm and shift their focus from office presence time and inputs to objective measures of productivity and outcomes, so women (and men) with multiple demands for immediate and extended family needs, but with highly productive work habits, receive the opportunity rewards and recognition they deserve.

Questions to consider:

- Does the organisation structure optimise the availability of employees regardless of gender?
- Does the organisation have a consistent view of what time means for work at all levels of the organisation?
- Are jobs designed to provide flexibility and focused on outcomes rather than inputs?

Over 98 per cent of surveyed **organisations** reporting to EOWA with part-time managers said their company had **experienced** benefits as a result, including increased **productivity** and **efficiency**, (71 per cent), higher **morale** and **job satisfaction** (91 per cent), and **good staff relations** (92 per cent).

4. Individual and team capabilities



Hay Group has been identifying the individual and team capabilities that make the difference between average and superior performance for over fifty years. Our research into success formed a major part of Dan Goleman's study into emotional intelligence.

As businesses gear up for growth, they need to consider how they will augment the shrinking labour pool over the next decade. This means that organisations need to consider what the face of their corporate future will look like, not just from a technology and financial viewpoint which is typically considered. Many organisations dropped their high potential and talent programs in response to the GFC; now is the time to create a strategy that will embrace diversity and see it as a competitive and strategic advantage. Identifying individual and team capabilities means focusing on the capability of people to get the work done. The work of the future will demand employees to work in complex matrices, requiring the abilities to collaborate in actual and virtual teams, to innovate, to communicate and appreciate others from diverse backgrounds.

As a discussion paper generated by Chief Executive Women – a voluntary organisation of over 150 women leaders in Australia – published in 2009 notes: “It’s not that women are inherently more talented than men or that they necessarily have skills men lack. Rather, it seems those companies which identify and promote female talent into leadership roles have cultures that enable them to recognise talent in any form and make good use of it”.

The best companies for leaders spend time researching and identifying capabilities that will support and grow their diversity objectives. These capabilities are critical for all people in the organisation. Organisations recognise these capabilities with promotions and rewards.

Questions to consider:

- Do people understand what they have to deliver and what new skills they need to work in a diverse culture?
- Do leaders and managers know how to optimise performance of others?
- Do people in the organisation know how to manage change?
- Are behaviours that encourage and enable diversity recognised and rewarded?

Case Study

“The ‘Women in Management Development Program’ has become an ‘aspirational’ program with many men within the business wanting to do it too!”

Alicia Gleeson, General Manager, Human Resources Operation - Crown Casino

Crown Casino

Commitment to developing female managers

In 2004 Crown Casino (Australia’s largest casino operator) recognised an opportunity to improve the representation of women in senior management positions. After partnering with Hay Group to address the gender imbalance in their senior ranks, the seven-person executive team now includes two women and approximately one third of the general management team is female.

A talent management program designed for women

To assist with the development and transition of more women into senior leadership roles, Crown approached Hay Group to help develop and implement the Women in Management Development Program (WIMDP). The program has now run for three years.

The WIMDP involved Hay Group working with a small group of hand-picked women from Crown to assess individual strengths and development needs, and to provide coaching, mentoring and networking activities. According to Alicia Gleeson, Crown’s General Manager, Human Resources Operations, many women who have been through the program have been promoted or have made interesting sideways moves. Alicia further comments it has “become an ‘aspirational’ program with many men within the business wanting to do it too!”

The participants are provided with individual feedback reports and work with an accredited Hay Group coach to discuss the implications for their personal and career development, with consideration given to their personal capability and aspirations. The Hay Group coach also facilitates an initial discussion with the participant’s manager, leading to further discussions between the participant and manager to fine tune the initial insights and plans.

Following the individual assessment process, group results are analysed and provided to the HR Director highlighting group strengths and development gaps. This provides the business with an overview of its leadership bench strength relative to the participant group and aids in succession planning.

5. Reward



Hay Group's proprietary job evaluation methodology can help organisations understand where inequity might arise and install an equitable program that offers transparency on how roles are graded and rewarded in your organisation. As part of this process, Hay Group participated in the standards development process to develop the New Zealand Gender-inclusive Job Evaluation Standard and will be working with the EOWA to develop a similar standard for Australia.

How an organisation rewards and recognises its people, reinforces its culture, behaviours and rituals. The system of reward reinforces behaviour and habits. This includes not only pay and bonuses, an issue much discussed these days, but also recognition and promotion.

On average women working full time earn 17.5 per cent less than men working full time. This disadvantage begins from the time a woman leaves university, earning \$3000 per annum less than an equivalent male graduate. This disadvantage only gets worse further on in her career when she is promoted to the executive suite, with women executive managers in the ASX 200 earning on average 28.3 per cent than

their equivalent male managers (source Gender Workplace Statistics at a Glance, EOWA, 2010).

The equity pay gap is real for women in Australia and New Zealand. The reasons for this inequity are varied however, everyone agrees that jobs of equal job value should be paid the same. Job evaluation methodologies can help to explain some of the differences. However, other factors and processes affect the current position of women in the Australian/New Zealand workforce which need to be identified and addressed.

Questions to consider:

- Do you have a robust framework for paying for work value and performance?
- Are reward diversity audits conducted to ensure women and men are treated equally?
- Is there a clear link between measurement of performance and reward?
- Are you overly reliant on internal lobbying as a means of determining pay increases?

6. Management processes and systems



The management processes and systems are the planning, decision-making and measuring systems that support business targets.

This is an often overlooked part of improving diversity. The management processes and systems are the planning, decision-making and measuring systems that support business targets. They are the tools by which managers manage people in their roles, and ultimately contribute to achieving business results.

These measures reinforce or create their own culture in businesses. For example, we have all experienced the strong messages firms create around the annual budgeting process. The practice of measuring the number of billable hours i.e. inputs is the traditional measure of a lawyer's productivity and success rather than outcomes, e.g. client retention; total account value etc. This places women who may be working on a part time basis at a disadvantage in the promotional stakes.

One of the major issues, for a diversity program identified by the Office for Women, is identification of measures and tracking results against these measures. Without appropriate

metrics to support the adequate measurement of diversity outcomes, they will be unable to develop actions and programs that achieve progress.

In most cases, people related measures, even when they are in place, are managed and owned by HR. They hence circulate in the HR information channels, which are most likely to be disconnected from the controlling or operational management ones. The aim must be to find ways appropriate to the organisation to direct the relevant measures regularly and reliably into whatever reporting is in place on business and risk. The fact that other measures are available at least on a monthly basis, whilst many people related ones may only be on a quarterly (or less) should not be seen as an impediment. The ability to establish a fruitful dialogue and exchange between managers across the business will be paramount to success.

Questions to consider:

- Does your organisation's systems focus on outcomes or inputs?
- Does your organisation's management system report on diversity metrics?

7. HR processes and systems



Organisations need a strong role model at the most senior level that opts to take advantage of the HR processes and systems to reinforce the diversity strategy and alternative approaches to work e.g. working part time or taking maternity leave.

This is an area where most companies have already made significant changes over the past twenty years. Maternity/paternity leave is now legislated. Flexible work arrangements have been adopted by most organisations. However, there is still more work to be done to ensure the HR processes and systems reinforce the diversity strategy. The challenge now is to make these policies work in practice. Even in companies with the most flexible, family friendly policies, women and men find it difficult to ask their managers for these options without risk. What organisations need are strong role models at the most senior levels of the organisation who opt to take advantage of these alternative approaches to work, e.g. working part time or taking maternity leave.

Apart from the personal reasons and lack of access to childcare or quality elderly care, another important reason why women have failed to advance in management is that they have not had equal access to developmental experiences that would prepare them for higher levels.

Structural barriers

- Many organisations formally identify high potentials (a special pool of employees deemed to have the potential to succeed in high-level leadership roles). Men make up progressively larger proportions of high potentials within each management level.
- Organisations provide increasingly less support for women as they move up the management ladder.
- In industries where leaders are mostly men, the majority of women fell off the management ladder before reaching executive status. In many cases, they were already disengaged from the organisation, prior to taking their maternity leave or asking to move to the next level.
- In addition gender discrimination has been found in HR policies that identify, support, promote, and evaluate future talent, such as succession planning or formal mentorship programs.

Source: Office for Women – Department of Families, Housing, Community Services and Indigenous Affairs

These structural barriers highlight the continued necessity of developing programs to develop women, offering them demanding assignments, the opportunities to network across the organisation and the opportunities to work with a mentor.

Questions to consider:

- Are our diversity policies applied and reinforce our diversity strategy in practice?
- Are managers challenged to explain and justify their hiring and promotion decisions in terms of equity and performance?
- Are there sufficient processes and skills in place for core HR processes aligning to our organisation values and diversity strategies (i.e. recruitment, succession planning, performance management, training and development)?

Where to start?

The first step in addressing this issue is recognising the real business benefit of gender diversity. It is then about undertaking a comprehensive gender diversity audit. This doesn't just mean looking at numbers of women, but rather getting to the heart within a specific organisation about the underlying issues preventing the strong representation of women in leadership roles.

Hay Group's proprietary 7 lever model for assessing organisational effectiveness provides the framework for auditing the organisational blockages for women and developing programs/ initiatives that can address these issues. This audit can help executives and existing leaders to pinpoint the specific organisation, job and people issues that are holding an organisation back from achieving its results from its gender diversity intent. Considering your business strategy in relation to all seven levers is essential to prioritising actions which will have a real and lasting impact on gender diversity.

Conclusion

Diversity means more than doing the right thing. Hay Group believes that addressing issues associated with diversity is a key driver towards improving business success.

Now is an opportune time to address this issue – particularly gender diversity – as most organisations deal with the post GFC world and growth agendas, where skills shortages and internal market pressures re-emerge.

The journey in embracing diversity will be often difficult, because it requires change. The change however will be very rewarding, not only for the organisation's bottom line, but also for the people involved.

Why Hay Group?

At Hay Group we understand jobs and we understand people. Combining these creates a powerful learning experience. Based on pioneering research in conjunction with Dr David McClland, Hay Group has an in-depth understanding, not just of why people behave the way they do, but also what drives their behaviour.

We don't just guess – we know exactly what it is that the best leaders do. Hay Group has the most extensive leadership databases in the world, based on years of study and analysis of over 65,000 global executives. Hay Group has developed a unique tool, based on years of extensive research that accurately measures the impact leaders have on performance.

Hay Group's work with world-class organisations in both the public and private sector, demonstrates our genuine commitment to creating equality of opportunity and helping organisations to make the most of their diverse workforce to maximise performance.

Hay Group works with leading names in the field of Emotional Intelligence including Daniel Goleman and Richard Boyatzis.

Hay Group's experience is not just confined to leadership. We are also experts in Organisational Effectiveness, Reward and Performance Management. We can work every aspect of developing a culture to promote, value and benefit from diversity.

Hay Group has conducted extensive research into the behaviours required to succeed in a global market. We understand exactly how leaders need to adapt their behaviour to create an engaging climate across cultures.

At Hay Group we design bespoke solutions and we are happy to work in partnership with other service providers to ensure that you get the results you need.

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Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. We develop talent, organise people to be more effective and motivate them to perform at their best. Our focus is on making change happen and helping people and organisations realise their potential.

We have over 2600 employees working in 86 offices in 48 countries. Our clients are from the private, public and not-for-profit sectors, across every major industry. For more information please contact **1800 150 124** or email us at **info_pacific@haygroup.com**.