

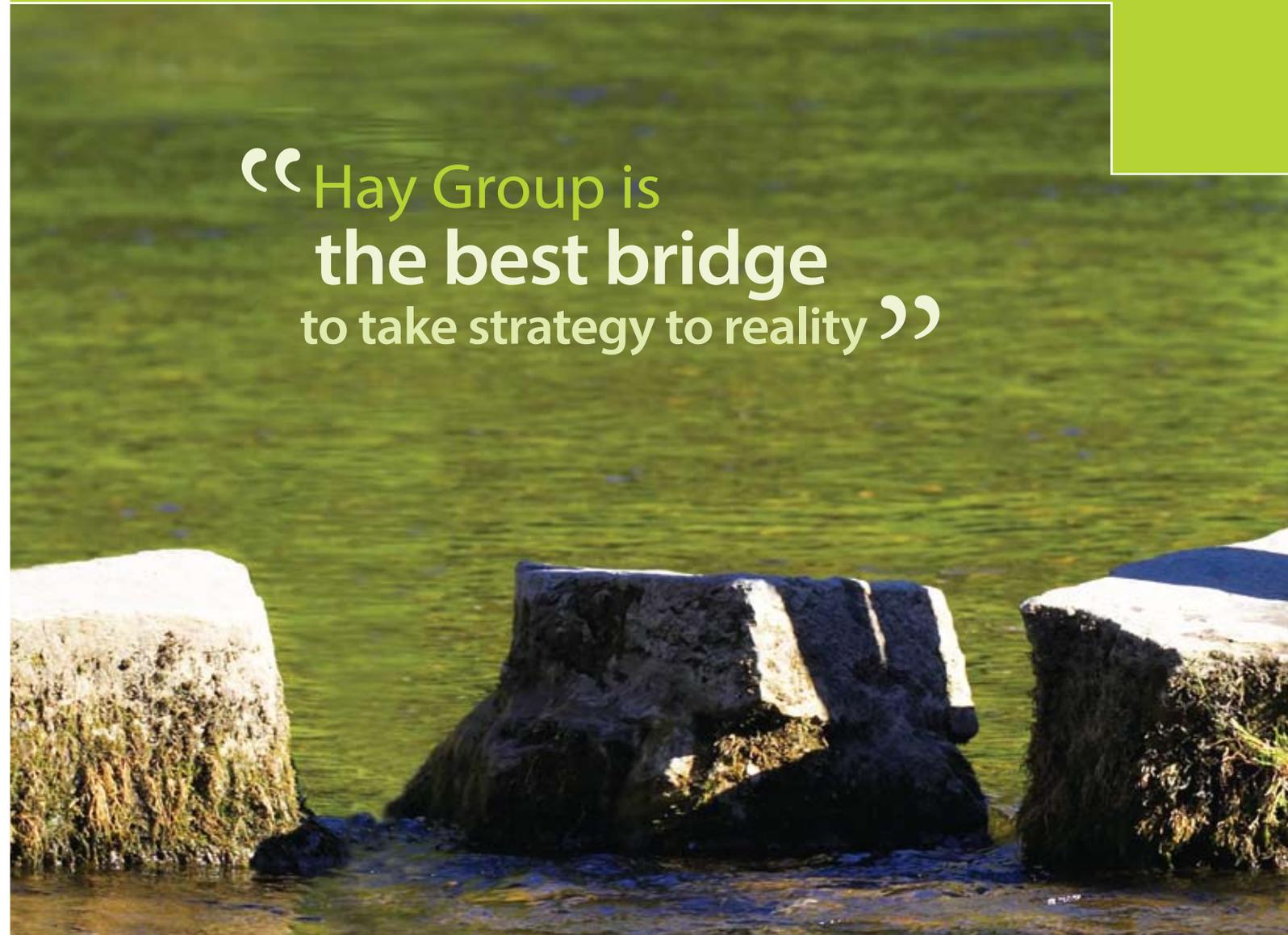
We help  
organisations  
**work**

by transforming  
strategy into reality



Hay Group is a global management consulting firm that works with leaders to transform strategy into reality and to help people and organisations realise their potential.

“Hay Group is  
the best bridge  
to take strategy to reality”



## Who we are

Today's leading companies are dynamic and recognise no boundaries. To achieve goals people must work across functions, product lines, and geographies. Technology helps, but it takes more than silicon and software to really get things done. It takes insight into the way people and organisations work.

That's where we come in. Hay Group is a global management consulting firm that helps organisations align their operating model, structure, culture, leadership teams, roles and people capabilities to execute their business plans and transform strategies into results.





“ Organisations fail more often by not implementing their strategies effectively, rather than having the wrong strategy ”



# What we do

**We help our clients:  
translate strategy into action.**

Organisations fail more often by not implementing their strategies effectively, rather than having the wrong strategy. Hay Group brings together the key components of strategy – business and operating models, leadership teams, cultures, processes and structures, jobs and people – into a clear and practical design and execution action plan.

**We help our clients:  
make insightful decisions.**

With insights based on authoritative databases and world-wide experience and expertise, we can help our clients make better, more informed decisions.

**We help our clients:  
develop and retain world-class talent and leaders.**

Having the right people is vital. We help our clients assess and develop their leaders and implement talent and succession management plans to support their long-term organisational performance.

**We help our clients:  
mobilise people to achieve business goals.**

People and their pay are one of the largest costs for any organisation and yet they are often the least well managed. We help our clients develop performance cultures and reward strategies that mobilise their people towards achieving the organisation's goals.

**We help our clients:  
implement and sustain our recommendations.**

Designing new frameworks is just the beginning; implementing and sustaining change is the hardest part. We help our clients through all stages of the process, sharing our knowledge and empowering them to succeed in the future.



## Who we work with

We work with over 8 000 global, national and local organisations within the private, public and not-for-profit sectors on issues such as:

- the challenges of globalisation
- making mergers and acquisitions work
- public sector reform
- the crisis in leadership – quality and quantity
- talent management
- making teams work effectively
- boosting organisational performance
- building employee motivation and engagement
- rewarding for performance and results

We work across all sectors		
▪ Chemicals	▪ Manufacturing	▪ Resources
▪ Consumer / FMCG	▪ Media	▪ Retail
▪ Education	▪ Not-for-profit	▪ Technology
▪ Energy	▪ Oil and gas	▪ Telecommunications
▪ Finance	▪ Pharmaceuticals	▪ Utilities
▪ Healthcare	▪ Public Sector	

## Working across sectors

We work across all sectors. We understand the specific issues organisations face in each sector, as well as those within their market, geography, culture and history. Our consultants operate in sector-aligned teams so that our clients can count on our widespread expertise anywhere in the world. Add it up, and it means a broad and robust consulting capability for our clients.

“ Hay Group has a diverse group of people,  
**wide range of expertise**  
 and a broad understanding ”

## How we deliver results

Hay Group has a proven and unparalleled portfolio of services that help organisations work. We don't believe any one particular area of expertise is the magic answer.

Hay Group's technical mastery is superb. Their rigorous approach helps establish a strong sense of objectivity and credibility in an area which requires a lot of judgment.

Hay Group client

### Building effective organisations

We help business leaders execute their strategies by making sure that their operating models and their organisations are aligned and designed to achieve their goals. We work with them to design their organisations effectively and ensure their plans are fully implemented.

### Performance management

We help organisations create high performance cultures through effective performance management. Our methods enable business leaders to harness and direct the energies of their employees more effectively by clarifying how each employee contributes to the organisation's objectives; delivering constant and constructive employee feedback; and establishing a system of truly differentiated rewards.

### Leadership transformation

With more than 35 years of specialised research, we understand what the best leaders do. Using this insight we help our clients transform their leaders and leadership teams to improve their organisational performance, accelerate their strategies and achieve breakthrough results.



### Talent management

A world-class talent management program aligns with business strategy and creates a pipeline of 'future stars' ready to drive their organisation to the next level. Drawing on our global research we identify who the current stars are (or reveal the gaps in the pipeline) to ensure the flow of talent never dries up.

### Capability assessment

Independent, objective capability assessments are key to helping our clients select which senior executives are best suited to fill critical roles in their organisation. We've developed a disciplined and highly predictive methodology that enables our clients to precisely define leadership positions relative to the needs of their businesses and then rigorously evaluate candidates against chosen criteria.

We work together with our clients to design a customised solution combining a range of services depending on what is required to make their strategies become reality. We cover all the people and organisational issues companies need to address today.

### Reward strategies

We work closely with our clients to understand their business objectives, their performance goals and what motivates their people. We apply our knowledge of people and business performance, to help develop reward and benefit programs that engage employees, and drive performance where it matters most.

### Executive rewards

Motivating outstanding leaders has never been more critical as companies strive to attract and retain top talent in the face of increased public and shareholder scrutiny over executive pay. Hay Group assesses the real responsibilities and value of an executive position to create executive reward programs. Based on fair and objective measures and linked to achieving specific results to focus and motivate executives to achieve their goals, we help define the real measures that drive performance and then create reward packages that focus and motivate executives to achieve those goals.

### Spectrum

Thousands of organisations rely on Hay Group's work measurement (job evaluation) to help their business and people better perform. However, from our extensive experience helping clients, we know that many organisations miss out on the real value of work measurement as the foundation for people effectiveness. Very often companies take a fragmented approach to analysing work, using one approach for reward decisions, another for talent management and sometimes even a third for structuring work. We know there is a better way: Hay Group Spectrum. This builds upon our market-leading work measurement methodologies to develop integrated HR solutions that connect jobs, people, structure, pay and performance.

### Hay Group Insight:

#### employee and customer surveys

Through customised survey programs focused on organisational attitudes, we help clients attract and retain talent, enhance employee motivation and engagement, improve operating efficiency, manage change more effectively and build customer loyalty. Our technology makes survey participation easier for employees and survey results more accessible for managers, quickly revealing current strengths and potential opportunities for improvement.

### Supporting your recurring processes

Every year brings a set of standard jobs to tick off the list. Whether it's recruiting new people or working out how much you should pay, Hay Group has developed a set of proven, cost-effective tools which accurately measure the factors proven to affect bottom-line performance. Our solutions fall into three categories talent, pay and effectiveness. Each solution is proven, competitively priced and available off the shelf. Buy a tool for a one-off, single-country task or choose a number of tools to assist with complex multinational processes. The end result is the same – the confidence to get the job done, quickly and efficiently.



## What makes us different?

Everything we do supports our mission to help organisations work through developing talent, organising people and motivating them to perform at their best. We are proud to be the only consulting firm of this kind in the world.

### Thought leadership

We undertake specific research projects to generate thought leadership to ensure we are at the forefront of people and organisational issues. We like to share and challenge our thinking and host events all over the world to discuss the latest business issues and new ideas.

### World-class

We know how to achieve world-class performance. In addition to our unparalleled databases, we work with FORTUNE Magazine on the World's Most Admired Companies as well as Bloomberg Businessweek to reveal insights on what world-class leadership looks like.

### Initiative

We are constantly challenging ourselves and our clients; sharing our ideas and developing new initiatives with the world's thought leaders in business and management.

### History

We were founded in 1943 by visionary, Edward N. Hay, who pioneered many of today's fundamental people and organisational management practices. Today we have made it our mission to help organisations work.

### Unparalleled data

Because we have the largest combined leadership, reward, employee attitude and organisational structure databases in the world, we are able to connect data and reveal insights that you will not get from anyone else. Our databases generate, support and challenge our own proven methodologies.

### Global/local

We have the scale and scope of a global firm, understanding broad business issues and economical and political influences. Through our worldwide network we also understand local market perspectives, issues and cultural differences.

### Collaborative

We are committed to your success, working in collaborative teams to create customised solutions for every business challenge.

### Independent

We are privately owned. This ensures that the work we do is always independent and objective and is solely driven by the business needs of our clients.





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Kuala Lumpur  
Mumbai  
New Delhi  
Seoul  
Shanghai  
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Toronto  
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Sydney  
Wellington

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Caracas  
Lima  
Santiago  
São Paulo

We have over 2 600 employees working in 86 offices in 48 countries.  
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