



2019 GENDER PAY REPORT

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WHY ARE WE REPORTING ON GENDER PAY?



Matias Jarnefelt
General Manager, GB
and Northern Europe

At Hilti, we have long known that a diverse and inclusive workforce is key to building a high-performing global team; which is one of the cornerstones of our Champion 2020 Strategy.

The gender pay gap reporting obligations sit well with our shared core values of integrity, teamwork, courage, and commitment.

Our first gender pay gap report was published in 2018 and gave us a new measure against which to benchmark our progress. We have reflected on this year's results, and whilst there is a small gap on the mandatory reported statistics, we are comfortable that the reasons behind the increase are not linked to pay inequality based on gender. Our colleagues in HR & Reward work hard to ensure that our salary policy is fit for purpose to deliver pay parity for both genders and to attract and retain the best talent and these measures were in place many years before the inception of gender pay gap reporting.

We will continue to work hard to ensure that all of our people are offered the opportunity to build a sustainable career here at Hilti.



Nicola Brazewell
Region Head of HR
Northern Europe

Diversity & Inclusion is a big topic for Hilti and making sure everyone is paid fairly across our organisation is a big part of that.

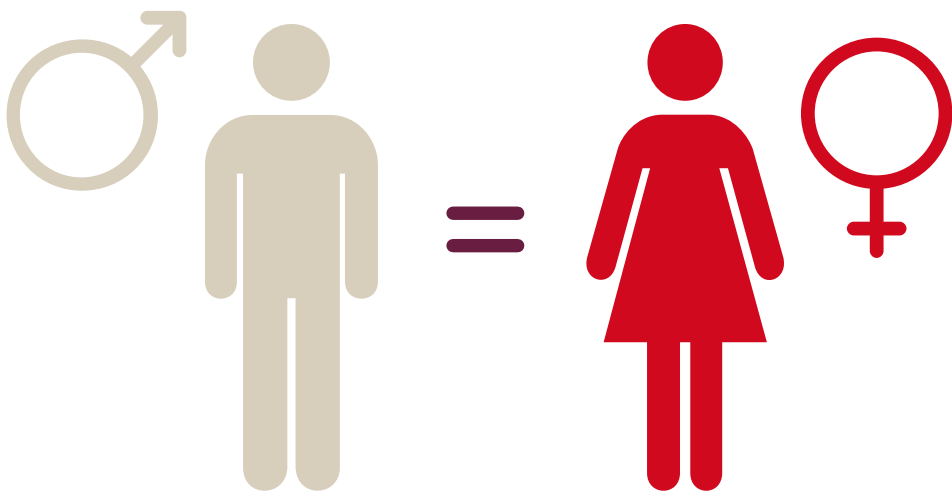
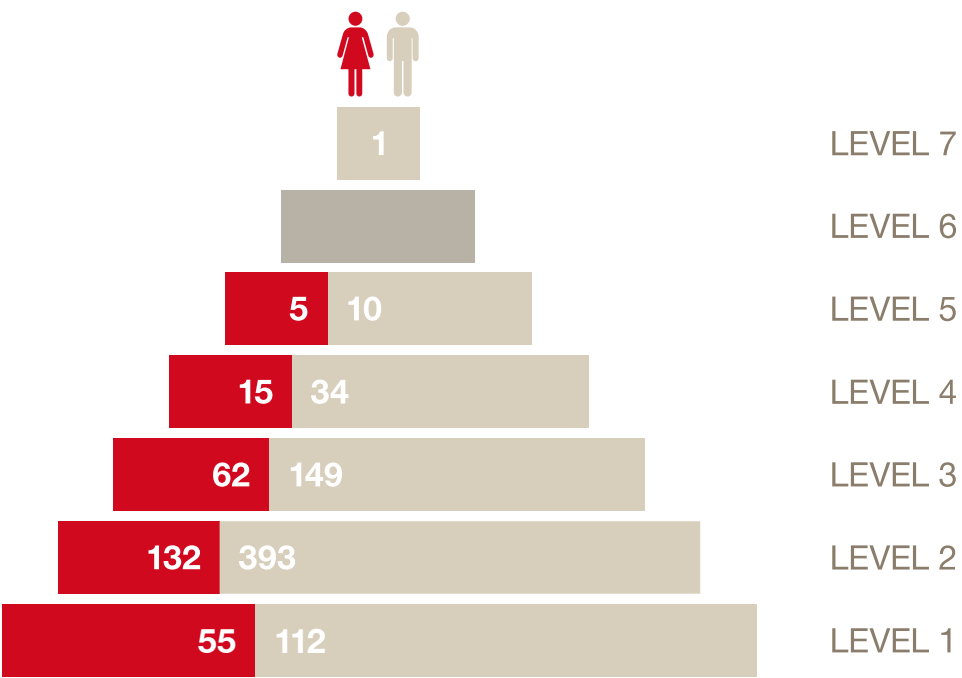
Legislation which has been in place since April 2017 requires employers with 250 or more employees to publish specific data on their gender pay gap. For the financial year 2018/19, employers are required to publish a snapshot of the data as it stood in April 2019, by no later than April 2020.

Our first results, published on 8 March 2018, were industry-leading, and we're very happy to report that we see a further reduction of the gap comparing to first report.

Due to the way the statistics are calculated, we expect to see a degree of fluctuation each year as the makeup of our organisation changes. We are confident that our salary policy means that employees receive equal pay for equal work or work of equal value within our organisation, regardless of their background.

Our commitment to sustainability means that we do not operate on a "quick fix" basis, and wish to ensure pay parity in the long term. Ensuring this pay parity is key to achieving our Champion 2020 Strategy aim of building a high-performing global team who consider Hilti a great place to work.

OUR GENDER PAY REPORT AT A GLANCE



UNDERSTANDING THE GAP

The mean gender pay gap in Hilti GB is 4.8%.

Analysis of our gender pay gap shows that it is largely driven by the fact that there are more men in senior higher-paid roles within the business.

GENDER PAY GAP IS DIFFERENT FROM EQUAL PAY

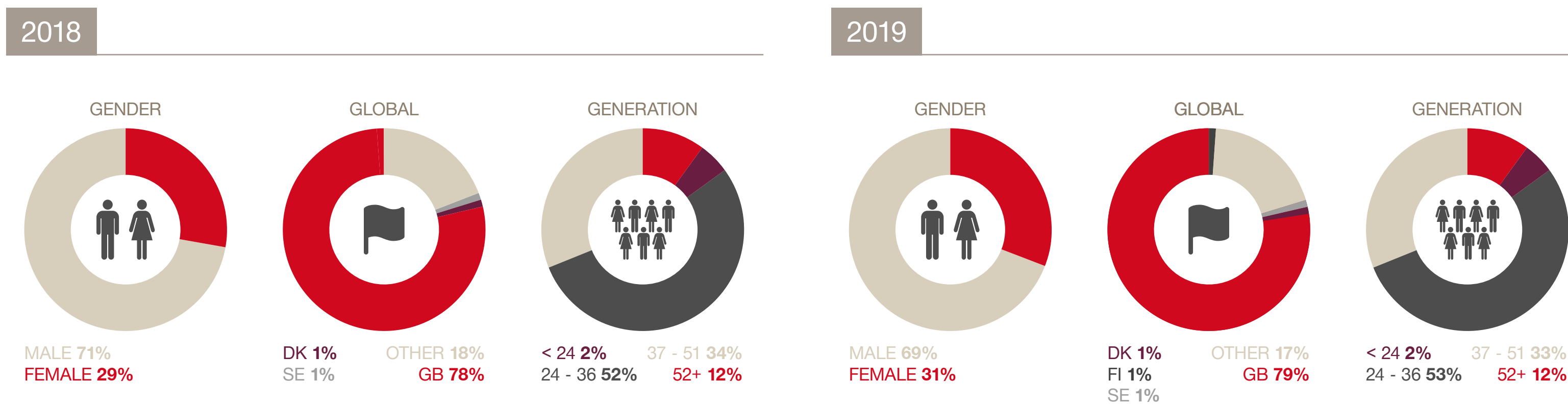
We are confident that men and women are paid equally for doing equivalent jobs across our business and we continue to take action to address any gaps and make sure our policies and practices are fair. This includes actively reviewing decisions around our annual performance, merit and bonus round.

OUR DIVERSITY AND INCLUSION STRATEGY

HIGH-PERFORMING GLOBAL TEAM

We are committed to creating a high performing global team. In order to attract and retain the most talented team possible, we must ensure that we are working to make Hilti a desirable place to work for people from all walks of life.

What our gender pay statistics show us is that women are under-represented in all parts of our business. We are working hard to remove barriers to progression for all of our people and gender pay reporting provides us with a useful measure to monitor our progress.



GLOBAL STRATEGY, LOCAL FOCUS

We have a global team dedicated to Diversity & Inclusion topics and operate a Diversity & Inclusion taskforce in the UK to address diversity as a wider topic, including gender.

As part of our commitment to improving women’s retention and progression, we closely observe the advice of the Wise campaign for gender balance in STEM careers, including Wise’s Ten Steps. We also work with the National Association of Women in Construction to raise the profile of Hilti GB as a great place to work for both men and women.

We are working with Women in Construction and Women in Roofing to understand how we can increase visibility of our roles to their members. In March 2019 we will host our first “get to know Hilti” event, to enable those who may not be familiar with Hilti to understand more about us and what we do.



INVESTMENT IN TRAINING

Since 2015, we have trained all of our people on “Beyond Bias” to address subconscious bias in decision making. Our Team Camp approach to team training included a particular emphasis on Diversity & Inclusion topics.

In 2018, we reviewed our flexible working policies to support our team members in achieving a good work-life balance. We developed new policies to support them at every stage of their career and personal life such as part-time hours, condensed hours and sabbaticals. We also offer time-off for study, bereavement, medical treatments, the opportunity to purchase additional holiday and “special” days off for important life events such as getting married or moving house. For prospective parents, we offer 18 weeks full paid maternity leave and equal shared parental leave, and for those undergoing fertility treatment, we offer up to 4 days additional leave.

SUCCESS STORIES

#HiltInMyLife

FLEXIBLE WORKING / WORKING PART-TIME

Alastair Brockett E1 Firestop Engineer

With work being very demanding last year and travelling taking up a lot of time, I wasn't going to have 3 weeks without seeing my granddaughter this year. So when my wife and I agreed to babysit on a Monday every week. I took the opportunity to apply for a 4 day week. Now I can have more rest as well as me and Annabel time! Oh and time with my wife too, of course!



MY TIME OFF / PATERNITY LEAVE

Sailesh Vara Rail Account Manager

I was able to enjoy the first 2 weeks of Shay being at home with 2 weeks paid paternity leave. Following quite a difficult delivery, it was helpful to me and my wife and her recovery. Now Shay is 4 months old and I have loved every minute.

FLEXIBLE WORKING / WORKING PART-TIME

Freddie Irvine Pool accountant

After returning from maternity leave, I asked my manager for a part-time position so I could spend more time with my family. I submitted a request and proposed a change of role and responsibilities and it was approved. I now work 4 days a week and can enjoy a long weekend with my kids.



MY FAMILY TIME / MATERNITY LEAVE

Lisa Golding IF Account Manager

Returning from maternity leave I was keen to still spend as much time with my son as possible whilst staying with Hilti, I approached my manager about doing full time hours over a 4 day week. He spoke with HR who agreed to a trial on my return, as long as I could prove it was possible over my first 6 months back it would be a permanent contact change. The trial was a success, with customers also applauding Hilti for their attitude to family life. I am now lucky enough to have a 3 day weekend with my toddler every week and am incredibly grateful for being given the chance to show it could be done – Thank You!

MY TIME OFF / SICK LEAVE

Michael Buckley IF Account Manager

A while ago, I was diagnosed with cancer. Due to some complications, I had to undergo chemotherapy. This meant that I needed to take time off work to recover and Hilti supported me all the way; from insurance coverage to medical support and full pay. Thank you Hilti, for being by my side in my time of need.



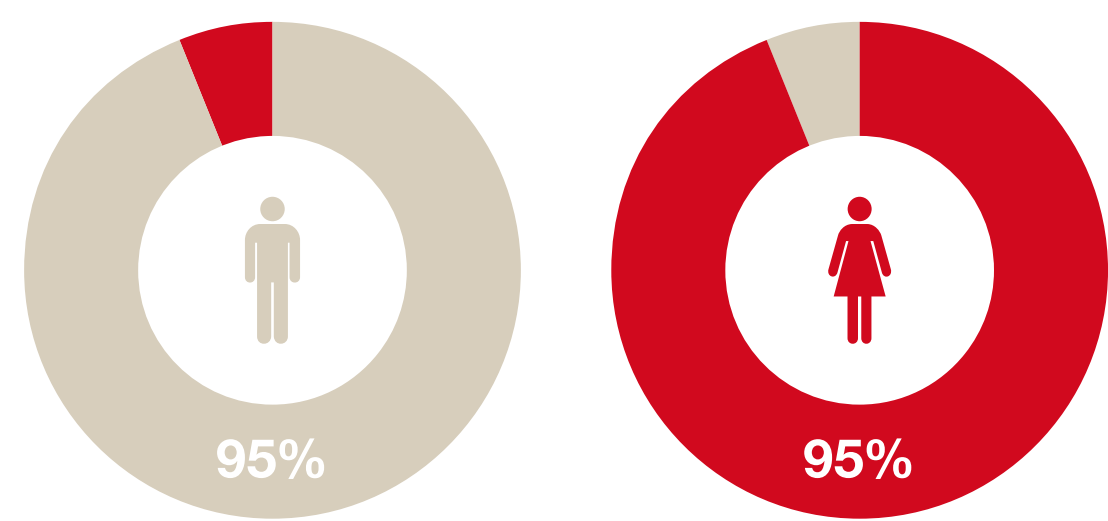
STATUTORY DISCLOSURES

A QUICK LOOK AT THE HEADLINES

	Mean*	Median**
Gender pay gap	4.8%	8.4%
Gender bonus pay gap	23.2%	30.9%

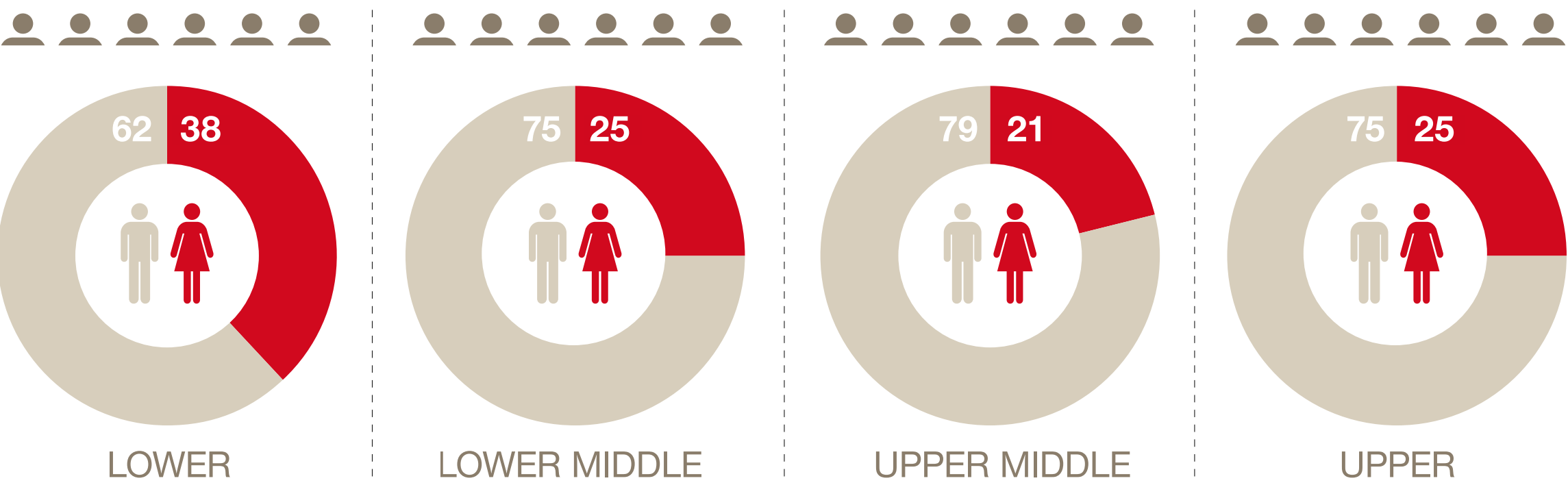
The table above shows our overall mean and median gender pay gap based on hourly rates of pay as at the snapshot date of 5 April 2019. It also captures the mean and median difference between bonuses paid to men and women at Hilti (Gt. Britain) Ltd in the year up to 5 April 2019.

The proportion of colleagues awarded a bonus



Our analysis shows us that the main factor influencing this metric is the fact that bonus is not paid in years where employees commence employment after October of the year before. For the snapshot date in this report, which is 5 April 2019, those who commenced employment between October 2018 and April 2019 will have received no bonus.

Proportion of females and males in each quartile band



This is all employees lined up from the lowest to the highest paid and then split into four to understand the make-up of employees in each quartile by gender.

Statutory disclosures continued overleaf >

STATUTORY DISCLOSURES

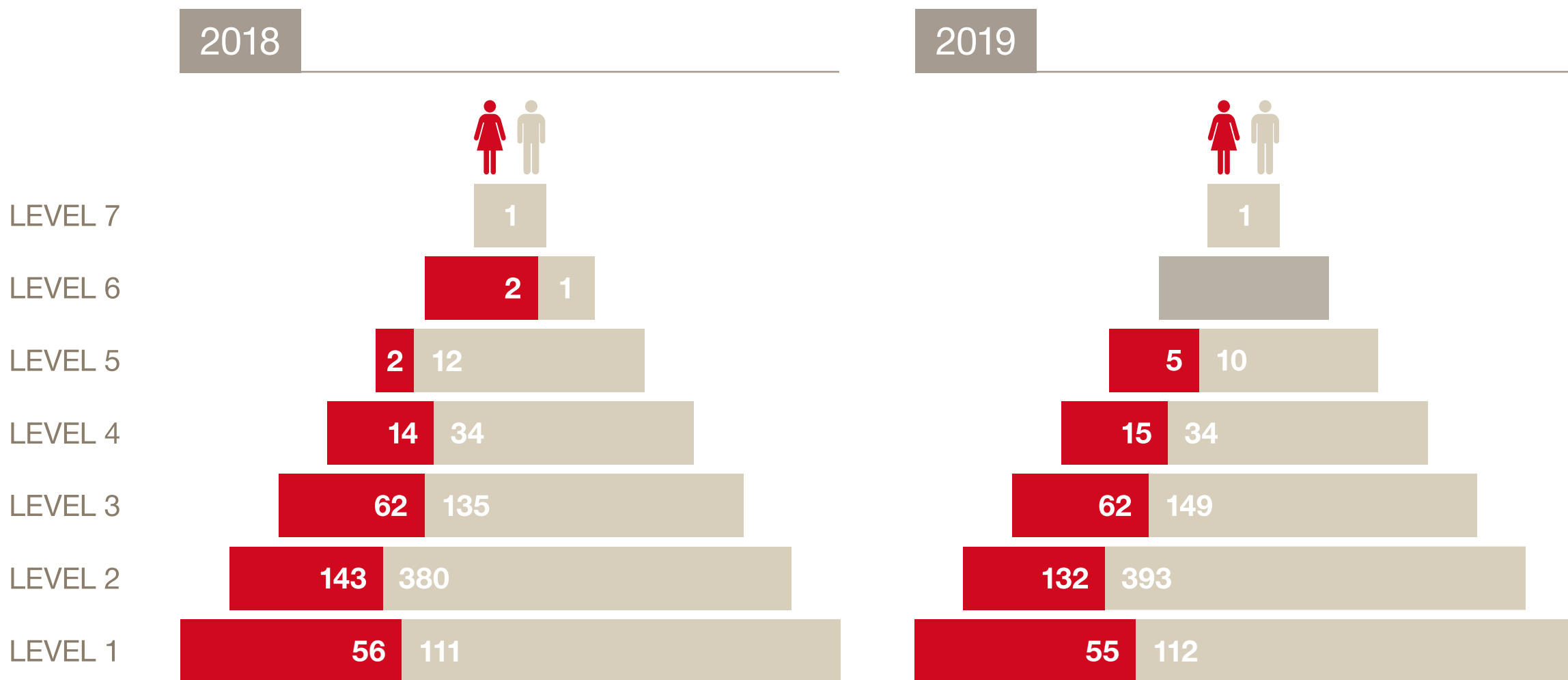
UNDERSTANDING THE GAP

Analysis of our gender pay and bonus gap shows that it is largely driven by two key factors:

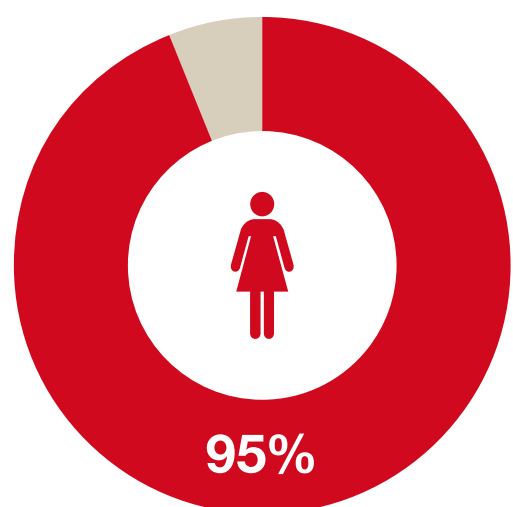
- There are more men in senior higher-paid roles within the business
- There is a much higher proportion of women working part-time which affects the bonus gap

We are confident that men and women are paid equally for doing equivalent jobs across our business and we continue to take action to address any gaps and make sure our policies and practices are fair. This includes actively reviewing decisions around our annual performance, merit and bonus round.

The proportion of males and females at each level



The proportion of part time jobs filled by women



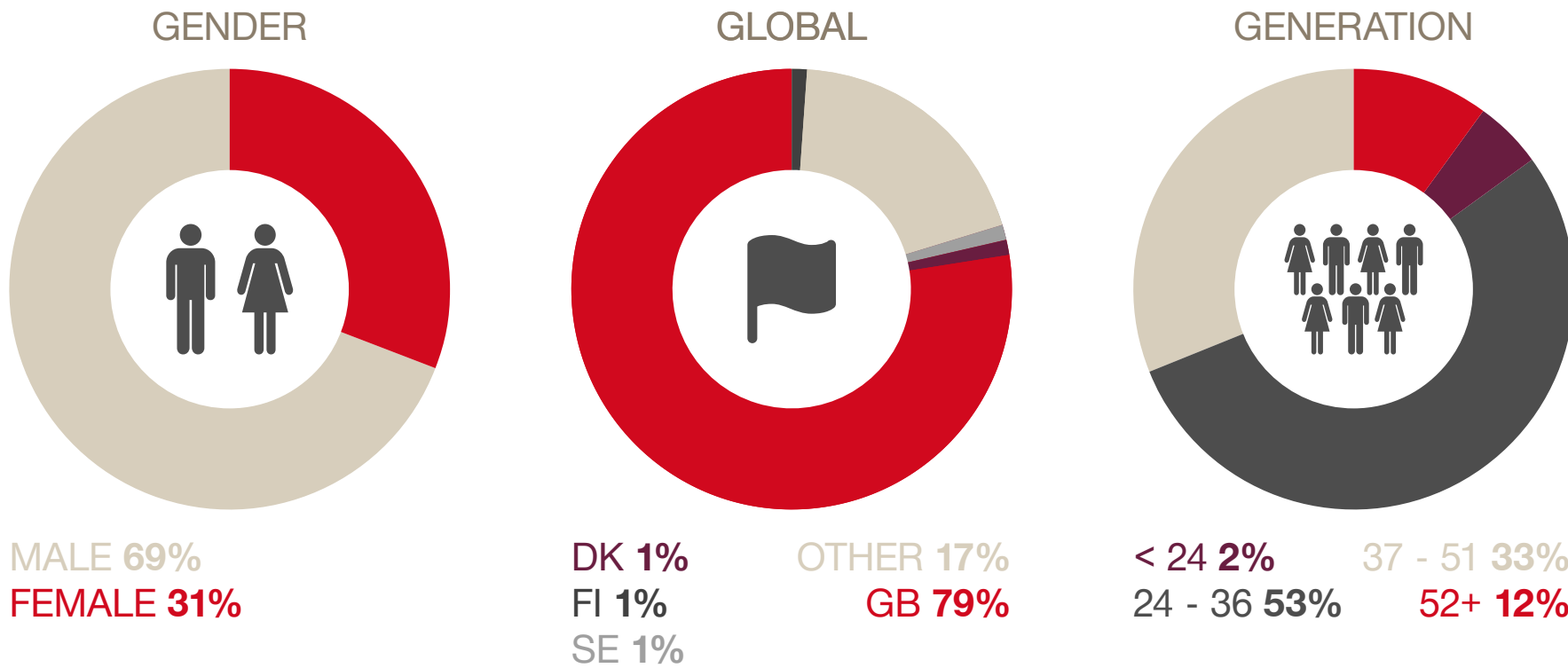
DIVERSITY & INCLUSION STRATEGY

Diversity & Inclusion (D&I) is embedded into our global corporate strategy, we recognise the best way to achieve our goals is to have a diverse work force. Diversity at Hilti focuses on what we call, the 3 G's:

- Gender
- Global
- Generation

A diverse work force is just one piece of the puzzle. Inclusion gives us the ability to see things from different perspectives which is essential if we are to continue to be creative, innovative and effective.

The breakdown of our workforce by diversity measure



We carry out an annual job evaluation and benchmarking exercise with our global colleagues, measuring our overall reward performance against the market. This allows us to develop a strong and equitable salary policy to ensure that our people receive equal pay for the same work or work of equal value whatever their gender, generation or global nationality.