



UK GENDER PAY GAP REPORT 2024

Published April 2025

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A GREAT EMPLOYER FOR EVERYONE, EVERYWHERE



At Hilti, our purpose is Making Construction Better and our passionate and inclusive global team is at the core of our success. We want to be a great employer for everyone, everywhere which means creating a diverse, equitable and inclusive environment that enables people to thrive.

We see larger gaps in bonus pay due to having more men in senior higher-paid roles and roles with larger bonus share. There are also very few men working part-time in comparison to women.

In December 2024, women represented 31 % of our workforce at Hilti Great Britain, but we have seen a strong increase in the share of female leaders which has grown from 25% (December 2017) to 35% (December 2024). While this improvement is encouraging, we want to accelerate progress and consistently increase this by 1-2 percentage points every year.

This will be challenging in an industry that continues to be male-dominated (84.8% as reported by ONS for Q4 2024), but we are determined to break the status quo. Hilti was ranked #25 in the list of the UK's Best Workplaces for Women™ 2024 published by Great Place to Work®, and we see this as an invitation to challenge ourselves to do better.

Over the last 12 months we have been focusing on improving the holistic experience for female colleagues at work to help us attract and retain more women, and this will continue throughout 2025. Go to pages 7-8 to read about these initiatives and meet one of the many people helping Hilti to drive these.

Kim Kerr
Head of People Experience
for Hilti's Northern Europe Region

We do this by:

- Seeking and welcoming people with varied identities and experiences, reflecting the world we live in
- Creating an equal playing field, removing barriers where needed
- Fostering a safe and inclusive work environment

Hilti Group's Lead 2030 strategy includes ambitious targets for diversity, equity and inclusion and we track our progress globally, regionally and locally using various metrics, including share of female leaders, equal opportunities and equal pay. This report focuses on the gender pay gap that all UK employers with 250 or more employees must report annually. On page 3 you can read more about our equal pay results and commitments.

Since publishing our first Gender Pay Gap Report in 2018, our Mean Gender Pay Gap has decreased from 5.1 % (2017) to 1.97 % (2024), compared to a national average of 13.1 %. Our Median Gender Pay Gap has also decreased from 8.9 % (2017) to 5.62 % (2024), compared to a national average of 7.0 %.



DEFINITIONS & EQUAL PAY

GENDER PAY GAP

The gender pay gap is the difference between mean/median pay of men and women in an organisation. All UK employers with 250 or more employees are legally required to report their gender pay gap annually. The below definitions are used in gender pay gap reporting:

Median pay

The middle value when the hourly/bonus pay of every employee is ordered from highest to lowest. If the list is an even number, the median is the mean of the 2 central numbers.

Median pay gap

The percentage difference between the pay of the median man and the pay of the median woman.

Mean pay

The average value of the total hourly/bonus pay paid to every employee.

Mean pay gap

The percentage difference between the mean pay for men and the mean pay for women.

Bonus pay

Bonus pay refers to all variable pay.

REPORTING NOTES

- The data cited in this report relates to Hilti (Gt.Britain) Limited and the statutory disclosures are a snapshot from 5th April 2024, as per government requirements.
- Data in this report refer to the traditional sex categories of male and female to align with UK government reporting requirements. This does not represent Hilti's position on self-identification. We respect that a person's gender identity does not always correlate with the sex they were assigned at birth.

EQUAL PAY

Equal pay law, covered by the **Equality Act 2010** and the Equality and **Human Rights Commission (EHRC)'s Statutory Code of Practice on equal pay**, ensures men and women get equal pay for doing 'equal work' which is defined as work of the same, similar, equivalent or equal value.

The gender pay gap compares the mean/median pay of men and women across an organisation's entire workforce, irrespective of the role they perform. A gender pay gap can exist if an organisation employs more men than women, or there are more men in senior positions, even when men and women in similar roles are being paid the same.

Alongside annual gender pay gap reporting, Hilti conducts equal pay analysis globally every year to ensure men and women who do the same work have the same contractual pay (salary and variable).

We recently invested in Syndio, an equal pay analysis tool, to help us proactively manage pay equity. Our most recent analysis (November 2024) confirms contractual pay equity across all job families and grades at Hilti (Gt.Britain) Limited.

Paying fairly is one of our three reward principles, and we continue to ensure our policies and practices make this a reality.

HILTI'S REWARD PRINCIPLES

1. Reward performance
2. Pay fairly
3. Pay competitively



WORKFORCE SNAPSHOT

The data below show a snapshot of Hilti (Gt. Britain) Limited's workforce on 31st December 2024.

Overall workforce



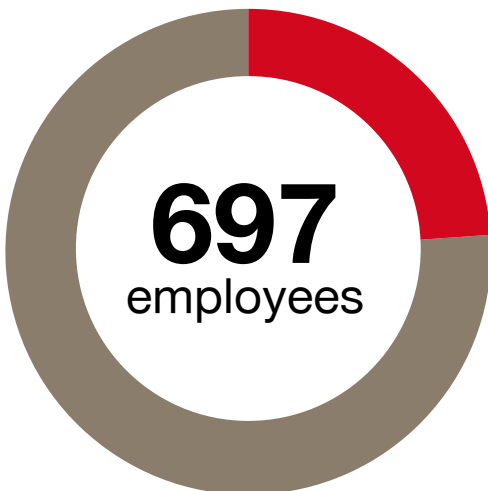
■ Women 31%
■ Men 69%

Part-time workers



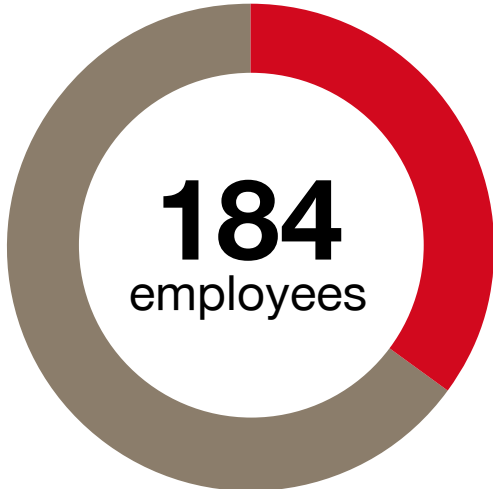
■ Women 84%
■ Men 16%

Sales population



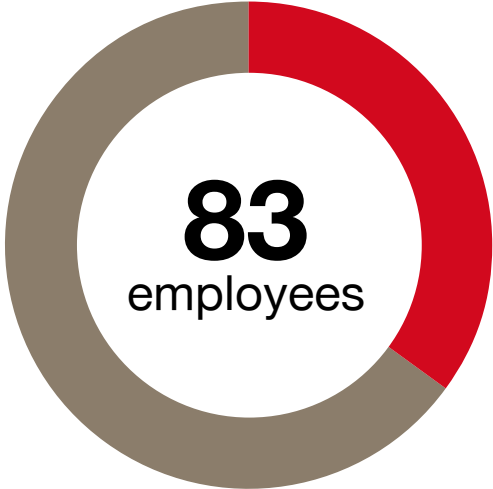
■ Women 24%
■ Men 76%

People managers



■ Women 35%
■ Men 65%

Senior leaders



■ Women 35%
■ Men 65%



GENDER PAY GAP RESULTS

This page shows the statutory disclosures Hilti (Gt. Britain) Limited submitted to the UK Government for its gender pay gap report for reporting year 2024-25.

HOURLY GENDER PAY GAP

Year	Mean	Median
2024	1.97%	5.62%
2023	0.57%	6.03%

These tables show Hilti’s overall mean and median gender pay gap based on hourly rates of pay and the gender split of employees in each hourly pay quarter. This data is a snapshot from 5th April 2024, as per government requirements.



Hilti’s small hourly gender pay gap is primarily a consequence of of our robust and objective job structure (job levels, architecture, governance) within our global job catalogue and the strong reward principles, and processes we have in place for hiring, transfers and promotions, and annual salary reviews.

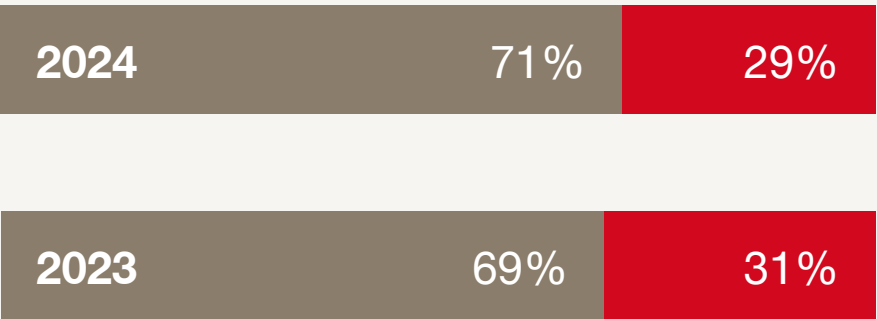
As shown in the charts below, we also have a consistent proportion of women in each hourly paid quartile. Although less women are in the upper hourly pay quarter compared to last year, we also see less women in the lower hourly pay quarter and more in the middle quarters.

As stated on page 3, even if there is equal pay for men and women across an organisation, there will still be a gender pay gap when there are unequal numbers of men and women in each quartile.

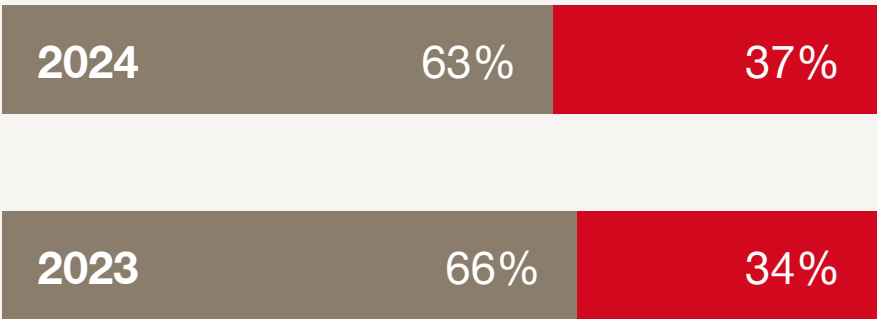


PROPORTION OF COLLEAGUES IN EACH HOURLY PAID QUARTER

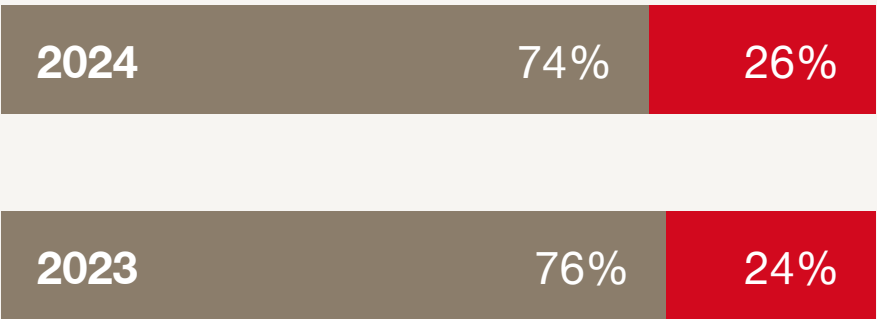
Lower hourly pay quarter



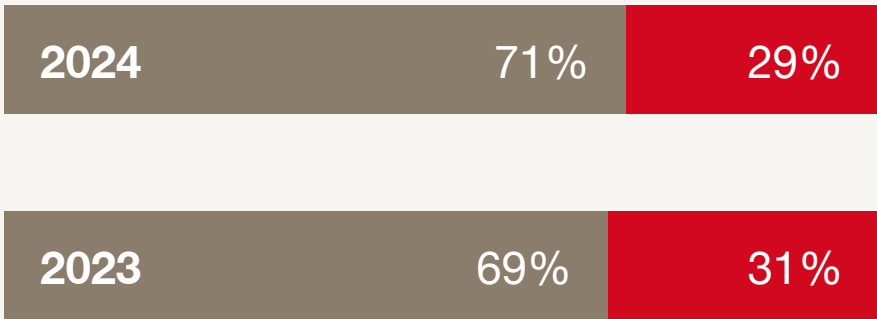
Lower middle pay quarter



Upper middle hourly pay quarter



Upper hourly pay quarter



■ Women ■ Men

GENDER PAY GAP RESULTS

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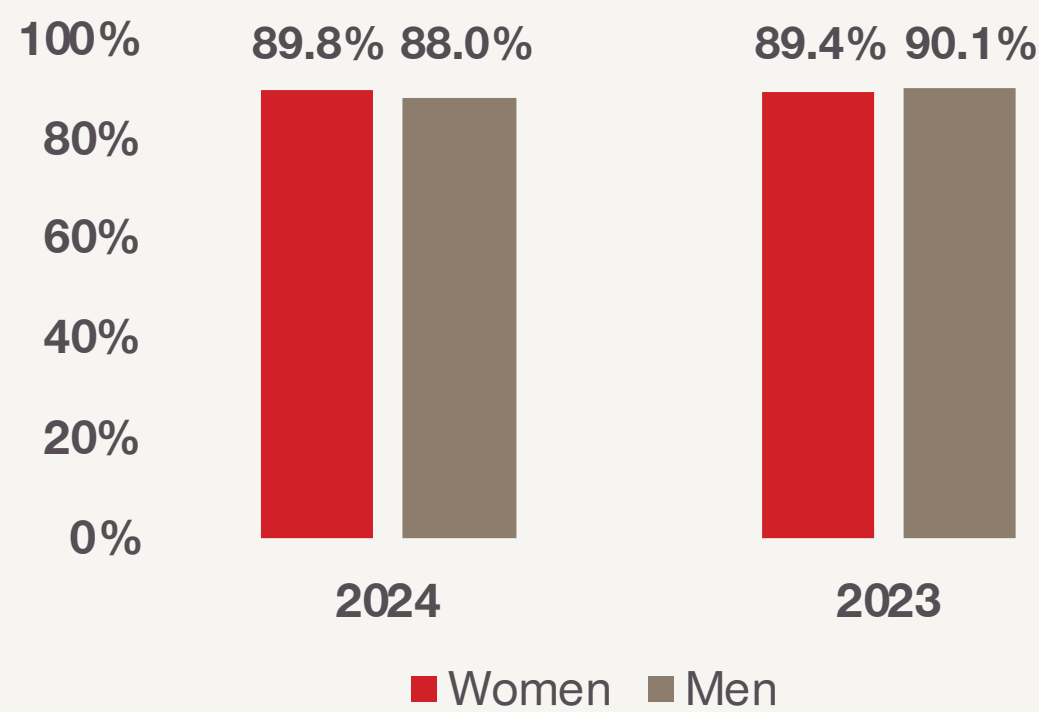
BONUS GENDER PAY GAP

Bonus	Mean	Median
2024	31.1%	35.7%
2023	14.7%	36.9%

You can find Hilti’s gender pay gap reports from 2017-18 onwards using the [Government’s gender pay gap service](#).



PROPORTION OF COLLEAGUES AWARDED A BONUS



Although bonus pay distribution is almost equal, the bonus gender gap **is significant**. Our analysis shows this is largely driven by three key factors:

More men in senior higher-paid roles

As shown on page 4, the workforce at Hilti GB is currently 69% men and 71% of the employees in the Upper Hourly Pay Quarter are men.

More men in roles with larger bonus share vs fixed salary

Although all employees are eligible for a bonus, there are different bonus schemes for different types of roles. Sales roles usually have a larger bonus share vs fixed salary. As shown on page 4, the employees working in sales roles are 76% men.

A much higher proportion of women working part-time

Out of our 1055 employees, 4% work part-time and as shown on page 4, the majority (84%) of these are women. Working part-time reduces bonus earning potential.

OUR INITIATIVES

We want to be a great employer for everyone, everywhere which means creating a diverse, equitable and inclusive environment that enables people to thrive. On this page we have summarised the initiatives that specifically support female inclusion and gender equality.

TRAINING & DEVELOPMENT

All people managers, including the senior leadership team, are participating in DEI Muscle training in 2025. All employees have been invited to participate in a bitesize training session on Conscious Inclusion this year and we also launched a new DEI platform on our learning management system in early 2025 which gives all employees the opportunity to learn more about DEI in practice.

All employees were also invited to provide input into our new Development for All strategy which will launch in 2025 to ensure our learning and development offering enables everyone to upskill.

EMPLOYEE VOICE

Involving employees in our DEI journey is a priority for us, so we have created opportunities to listen to their views and ideas that feed into our action plans.

- Your Voice Matters – weekly discussion forums hosted either virtually or in-person by a senior leader with a cross-section of 10-12 employees.
- Digital Roundtables – optional focus groups on specific DEI topics that employees can voluntarily participate in.



NETWORKS & COMMUNITIES

Our Gender employee resource group has been active since 2022 and continues to recruit new members to get involved in events and initiatives that support female inclusion. We also have several other groups providing support and driving progress in Community, Disability & Carers, LGBTQ+, Mental Health and Race & Ethnicity.

In 2024 we launched a new buddy system for parents returning to work from parental leave to help with the transition back to work and the challenges this can present. In 2025 we are launching a Women in Construction network to better enable women, particularly those working in field-based roles, to connect and support each other.

POLICIES & SUPPORT

Family is at the heart of Hilti and our policies reflect this. In addition to the enhanced rights we offer during paternity leave, adoption leave, shared parental leave, and maternity leave, we supplement statutory rights with paid leave for emergencies, bereavements, and fertility treatment. We have also introduced carer's leave in line with the latest legislation.

In 2024 we revised our Dignity at Work policy to ensure it reflects the latest legislation on preventing sexual harassment and creating a safe working environment.

We also provide free emergency packs of period products for women working in field-based roles.

CASE STUDY: RUTH DAVIES



After training as a lawyer and spending five years as Partner in a law firm, I chose to take a career break to raise my three children. When I decided to return to my career, I was delighted to join Hilti as Legal Business Partner.

As well as various commercial topics, I have a focus on employment law, which is my specialty and passion.

There are also plenty of opportunities to contribute to projects and initiatives outside my 'day job' which I find exciting and rewarding. I'm passionate about creating an inclusive and supportive work community for all genders and improving equality for women, so I am proud to co-lead one of Hilti GB's employee resource groups. Together with my colleague Gabby (Sales Regional Manager), I'm responsible for the Gender Own It! group. Being part of this DEI initiative adds variety to my days and provides opportunities to connect with colleagues in different parts of the company, as well as external experts and organisations.

The Gender Own It! group was responsible for introducing menopause guidelines and education starting back in 2022, and we have recently collaborated with HR to set up a buddy scheme for anyone returning from family leave. We have also provided input into a safe and respectful workplace plan, including the development of policies and training.

This year we have introduced free emergency packs of period products for women working in field-based roles and we are looking forward to launching a Women in Construction network to provide a community for women to connect and support each other. For International Women's Day 2025, we proudly supported the **#AccelerateAction** theme with events, discussions and training.

These initiatives will improve working lives for women and help Hilti to attract and retain female talent which will ultimately create a more balanced workforce. We are already having an impact which is really motivating. There is so much more we want to do, and I know Hilti is fully behind us!

Ruth Davies
Legal Business Partner



FURTHER INFORMATION

DECLARATION

We are fully committed to gender pay equality and follow Hilti's reward principles to ensure our compensation policies and practices make this a reality across all pay elements and all employees in our organisation. We confirm that the data and information included in this report are accurate and meet the requirements of the UK Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Luis de la Maza
Head of Hilti's Northern Europe Region

FURTHER INFORMATION

This document is also available on our website at hilti.co.uk and you can find our gender pay gap reports from 2017-18 onwards using the [Government's gender pay gap service](#).

To learn more about Hilti's caring and performance-oriented culture and our efforts to create a diverse and equitable workplace where everyone, everywhere feels included, please visit our careers website at careers.hilti.group/en-gb.

If you have any queries about Hilti's culture, or this report, please contact:

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