



# UK GENDER PAY GAP REPORT 2025

Published April 2026

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# A GREAT EMPLOYER FOR EVERYONE, EVERYWHERE



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

picture in bonus pay, while the hourly pay gap is now almost non-existent.

While the overall proportion of women in our workforce remained stable between December 2024 and December 2025, the proportion of women in management and senior leadership roles decreased slightly. This follows a significant step forward made between 2023 and 2024.

As an organisation operating in an industry that remains predominantly male-dominated (85%, according to ONS data for Q4 2025), we remain firmly committed to increasing female representation in leadership roles by 1–2 percentage points each year.

Through our comprehensive approach to supporting, enabling and empowering women at Hilti, we are confident we will see greater balance over time.

Over the last 12 months, we have continued to focus on improving the holistic experience for female colleagues, helping us to attract and retain more women—and this focus will continue throughout 2026. You can read more about these initiatives, and meet some of the people helping to drive this work forward, on pages 7–8.

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

## We work towards 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 working environment, where everyone feels they belong

Hilti Group's Lead 2030 strategy includes ambitious targets for diversity, equity and inclusion. We track our progress globally, regionally and locally using a range of metrics, including female representation in leadership, equal opportunities and equal pay.

This report focuses specifically on the **gender pay gap**, which all UK employers with 250 or more employees are required to publish annually. On page 3, you can read more about our **equal pay results** and the commitments that underpin them.

We are pleased to see a strong improvement in our gender pay gap data, despite very little change in our overall workforce demographics. In particular, we see a significant shift towards a more balanced



# 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 2025, 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.

## HILTI'S REWARD PRINCIPLES

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

Alongside annual gender pay gap reporting, Hilti conducts equal pay analysis regularly 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 (March 2026) 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.



# WORKFORCE SNAPSHOT

The data below show a snapshot of Hilti (Gt. Britain) Limited's workforce on 31st December 2025.

## Overall workforce



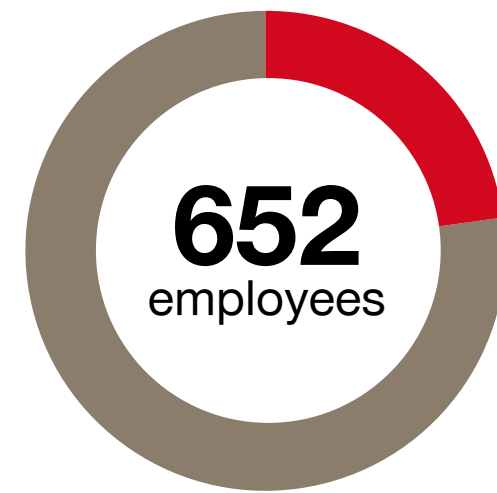
■ Women 30%  
■ Men 70%

## Part-time workers



■ Women 73%  
■ Men 27%

## Sales population



■ Women 23%  
■ Men 77%

## People managers



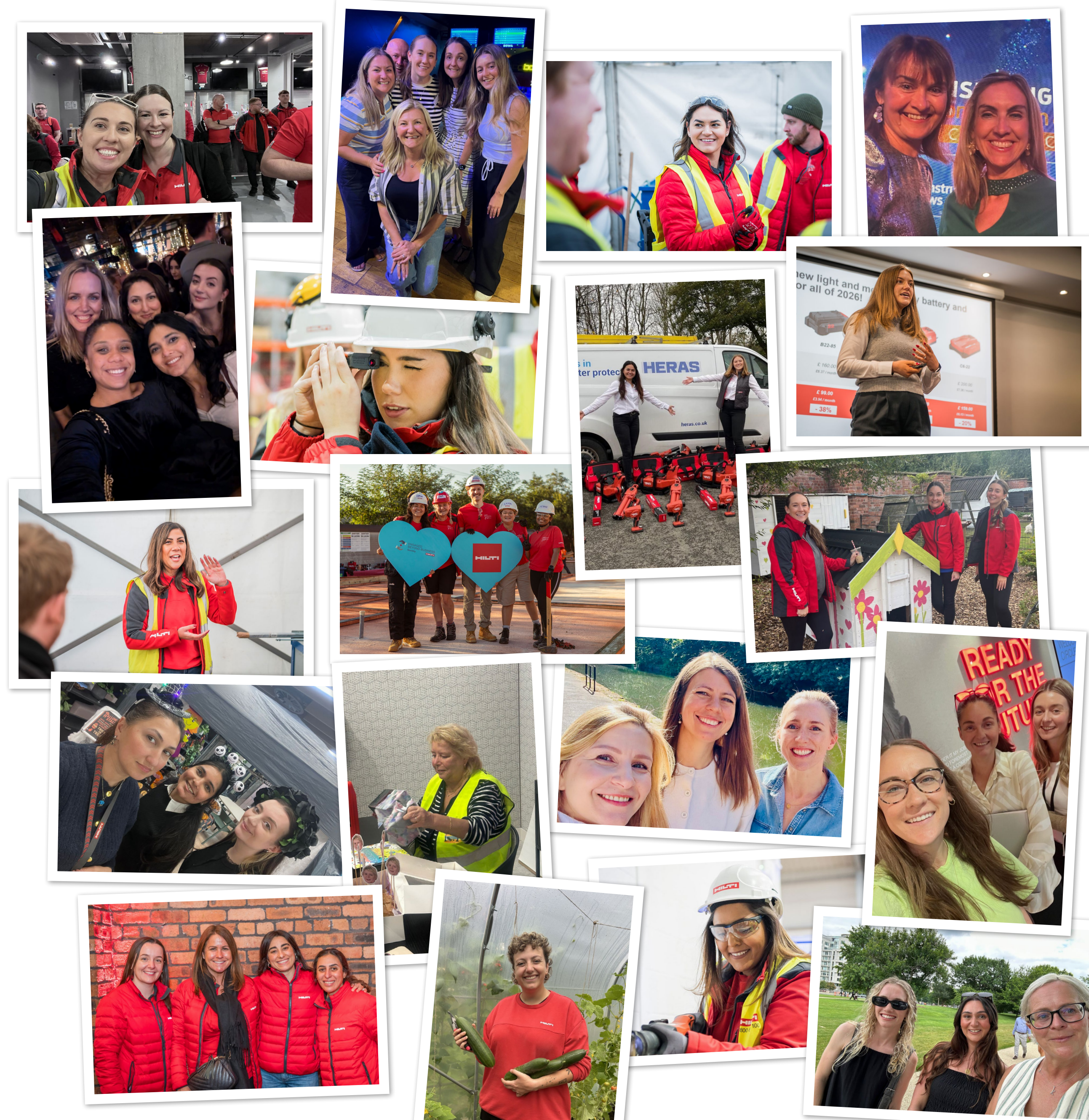
■ Women 32%  
■ Men 69%

## Senior leaders



■ Women 33%  
■ Men 67%

Women are slightly over-represented in management and leadership roles compared with their overall share of the workforce, reflecting equitable progression. Our focus now is strengthening the pipeline so this balance remains sustainable over time.



# 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 2025-26.

## HOURLY GENDER PAY GAP

Year	Mean	Median
2025	0.07%	1.04%
2024	1.97%	5.62%

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 2025, as per government requirements.

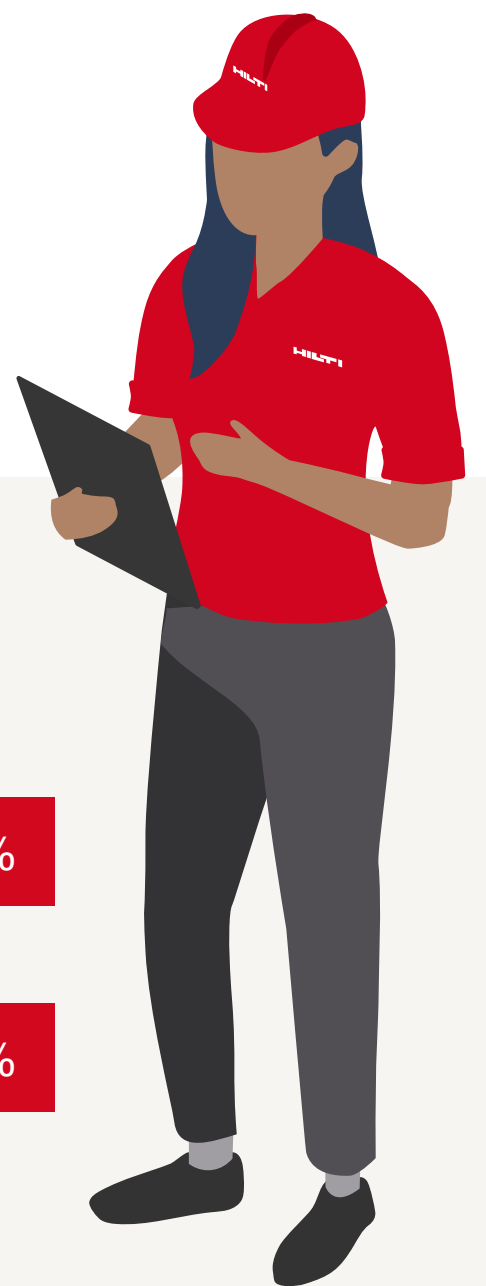
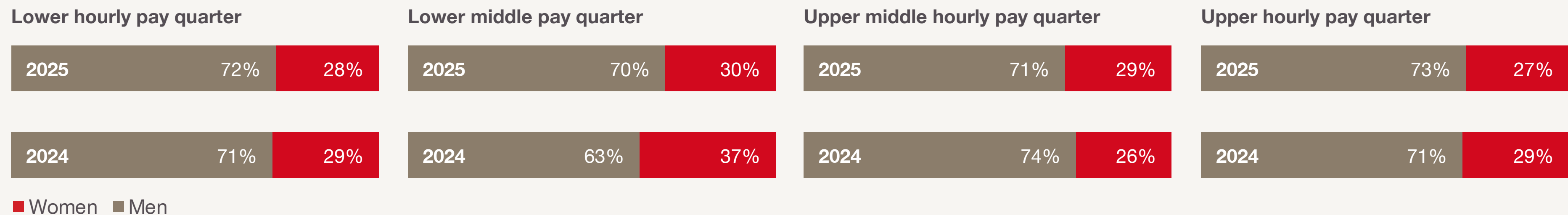


Hilti’s gender pay gap has continued to decrease and is now very small. This reflects our robust and objective job architecture, including clear job levels, strong governance and a global job catalogue, supported by consistent reward principles and processes for hiring, promotions, transfers and annual salary reviews.

As shown in the quartile analysis below, we have a more consistent representation of women across hourly pay quartiles. While there are slightly fewer women in the upper quartile compared to last year, this is offset by far fewer women in the lower quartiles.

As noted on page 3, even where men and women are paid equally for comparable roles, a gender pay gap can still arise due to differences in workforce distribution across pay quartiles.

## PROPORTION OF COLLEAGUES IN EACH HOURLY PAID QUARTER



# GENDER PAY GAP RESULTS

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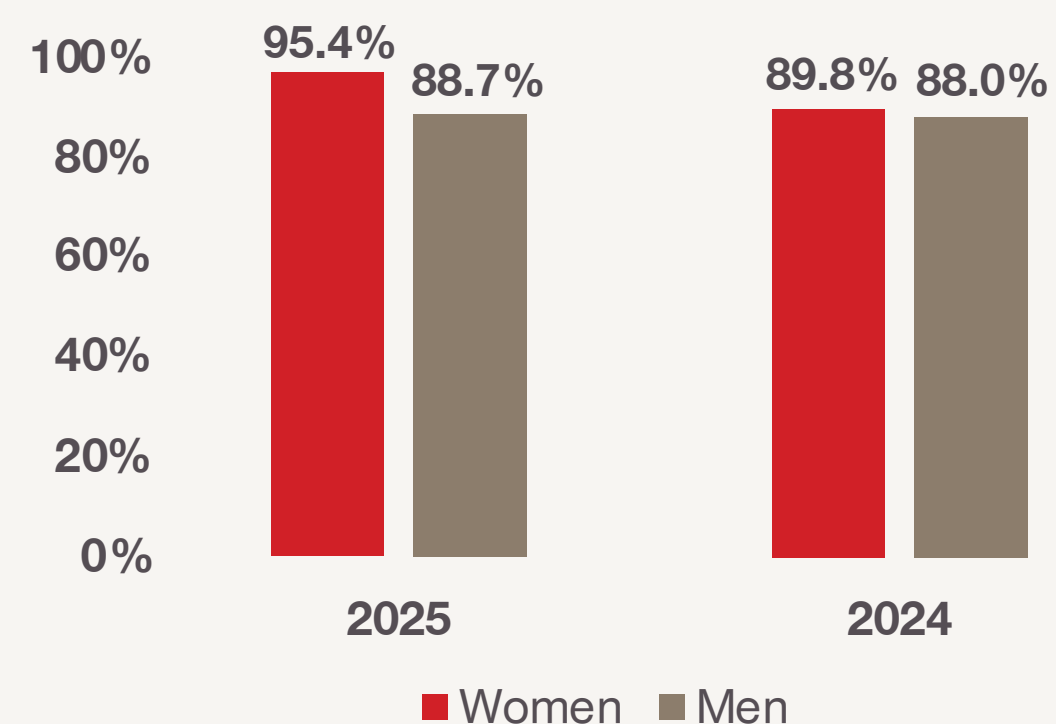
## BONUS GENDER PAY GAP

Bonus	Mean	Median
2025	13.7%	12.7%
2024	31.1%	35.7%

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



We have seen a significant improvement in the bonus gender pay gap this year. This is primarily driven by a higher proportion of women receiving a bonus, both compared with last year and relative to men. This reflects lower and fewer bonus payments for male-dominated sales roles following underperformance in a challenging market environment. In addition, there has been a small increase in the number of men working part-time compared with the previous year.

While bonus pay distribution between men and women has improved significantly, a bonus gender pay gap remains. This is largely driven by two factors:

### More men in senior higher-paid roles

As shown on page 5, 73% of the employees in the Upper Hourly Pay Quarter are men. Senior roles typically attract higher bonus values, which impacts the overall bonus pay gap.

### A higher proportion of women working part-time

Although the part-time population has remained stable, and we are seeing an increasing number of men working part-time compared to previous years, the majority of part-time employees (73%) are women. Working part-time can reduce overall bonus earning potential and therefore continues to influence the bonus gender pay gap.

# 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, participated in diversity, equity and inclusion (DEI) training in 2025, focusing on psychological safety. The second module, focusing on cognitive diversity, will be delivered across 2026 and 2027. We also launched a new DEI platform on our learning management system in 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 launched in March 2026 to ensure our learning and development offering enables everyone to up skill.

## 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. The group was shortlisted for Female Network of the Year at the Inspiring Women in Construction & Engineering Awards in 2025 after launching the Hilti Women Together network to better enable women, particularly those working in field-based roles, to connect and support each other. This has been a huge success with 85% of our female team members belonging to this vibrant community. We also have several other groups providing support and driving progress in Community, Pride, Mental Health and Race & Ethnicity.

## POLICIES & SUPPORT

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 also introduced carer's leave in line with the latest legislation.

In 2025 our Safe and Respectful Workplace Programme included anti-harassment training for everyone, including the senior leadership team. We developed an online resource hub to allow team members to easily access learning materials and reporting information. Everyone was provided with a key ring that displayed a QR code linking directly to this site.

Following a successful pilot, we have now installed free period product dispensers, across all our sites and provide emergency packs to field based team members.

# CASE STUDY: GABBY THOMAS



With over 20 years' experience in sales, I have built my career around performance, people, and purpose, while also taking short career breaks along the way to raise my four beautiful children. Motherhood has shaped the leader I am today.

Having a son with autism has made me deeply focused on equity in the workplace, ensuring that every individual in my team has the right adaptations, support, and environment to succeed. True inclusion is not about treating everyone the same, but about ensuring people have what they need to perform at their best.

My daughter fuels my passion for gender equity and inspires me to lead by example by helping to create a workplace where women have the opportunity, confidence, and platform to thrive. This aligns closely with my role as Co-Lead of the Gender Own It! Group at Hilti GB, where we focus on building connections, removing barriers and fostering an engaged, supportive community.

Our employee resource group continues to grow and create meaningful impact. From providing free period products to strengthening our Hilti Women Together network, our focus is on practical, relevant support for women across the organisation. Through bi-monthly sessions shaped by member feedback, the network often draws on the skills,

experience and knowledge of women at Hilti, enabling peer-to-peer learning and shared insight that directly reflects what matters most to our community.

For International Women's Day 2026, we supported two amazing charities and hosted a **Give to Gain** event at our Manchester head office, exploring how we can support local communities and young people.

At the heart of everything we do is a clear aim: to improve working lives and help attract, develop and retain talented women at Hilti GB. Being part of Own It! brings huge variety to my role and being part of a team led by Kim Kerr reinforces my belief that there are no limits to what we can achieve together.

Watch this space.

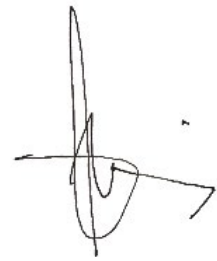
**Gabby Thomas**  
Regional Sales Manager



# 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](https://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](https://careers.hilti.group/en-gb).

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

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