



# 2023 GENDER PAY GAP REPORT

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# OUR NEW DEI STRATEGY TRANSITIONS FROM THE 3GS TO INCLUSION OF EVERYONE, EVERYWHERE

2014

## Gender, Generation, Global (3Gs) & Inclusion



- Focused on **Gender & Global**
- **Inclusive Leadership**
- **Inclusion** Index in GEOS

2023



## Embracing Diversity of Thought & Inclusion of Everyone, Everywhere



- Be **inclusive for Everyone, Everywhere**
- Expand scope to include **Diversity of Thought**
- Provide **Equal Opportunities** for all

**Our foundation: our caring and performance-oriented culture**

# GLOBALLY, WE FOCUS ON SIX KEY DEI INITIATIVES



## Diagnostic

For leadership teams, to identify blind spots and build action plans

2023



## Own It! 2.0

Stronger voice, sense of belonging

2023+



**Visible Leadership Commitment**  
Support & regular communication

2023+



**DEI Muscle**  
Learning modules, practiced inclusion

2024+



## Equity @ Hilti

Equal Pay, review of processes & policies

2023+



## Proudly Accountable

Progress measurement with clear KPIs

2023+

# 2023 GENDER PAY GAP REPORT: STATUTORY DISCLOSURES

## A QUICK LOOK AT THE HEADLINES

	Mean*	Median**
Gender pay gap (based on hourly pay)	0.5%	6.0%
Gender bonus pay gap	14.7%	36.9%

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<sup>th</sup> April 2023. 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 5th April 2023, where we see further improvement in the gender pay.

### The proportion of colleagues awarded a bonus

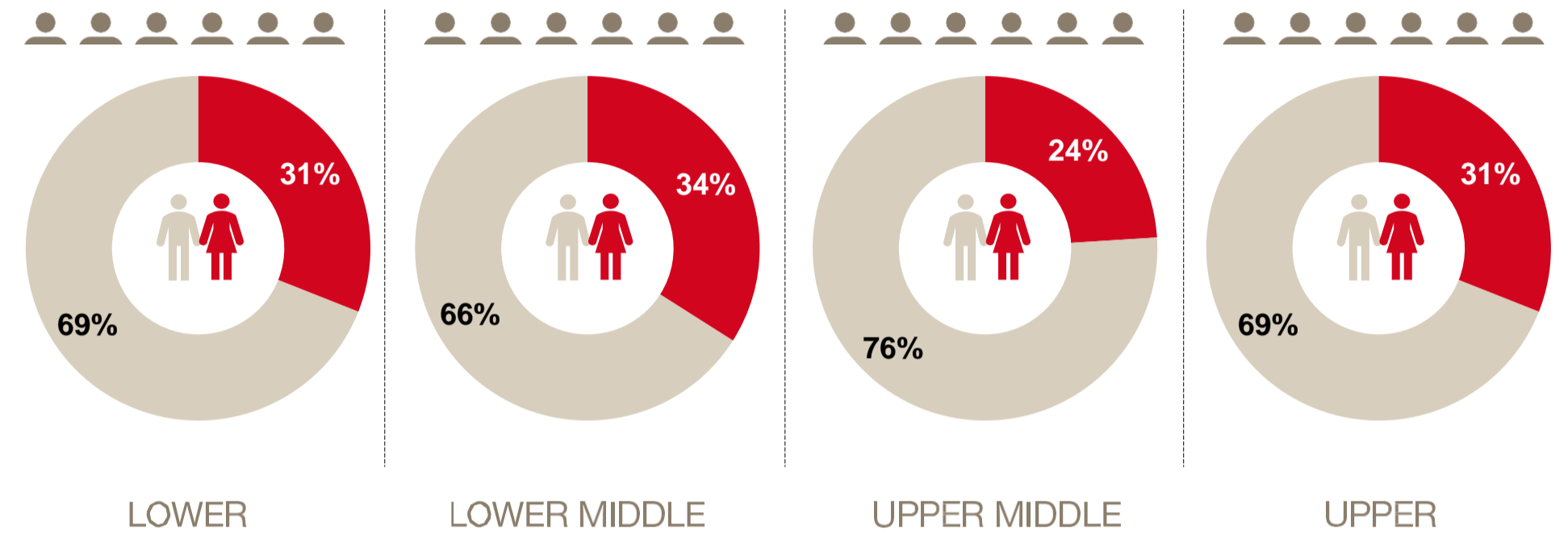


Our analysis shows us that the main factor influencing this metric is the fact that bonus is not paid in years where employees commence employment after October of the year before. For the snapshot date in this report, which is 5<sup>th</sup> April 2023, those who commenced employment between October 2022 and April 2023 received no bonus. However, according to our Policies all bonuses eligible employees receive their bonuses on time, without any difference due to gender factor. Performance, directly linked to bonus pay, confirms parity gender wise with 94% female having Strong and Outstanding performance rating in 2022 compared to 90% of male population.

\*Mean = "average" where you add up the total salaries and divide by the number of men or women.

\*\*Median = "salary in the middle when all salaries are sorted from the lowest to the highest"

### Proportion of colleagues in each hourly paid quarter



These are all employees ranked from the lowest to the highest hourly paid and then divided into four quarters to understand the gender split of employees in each quarter.

Statutory disclosures continued overleaf >

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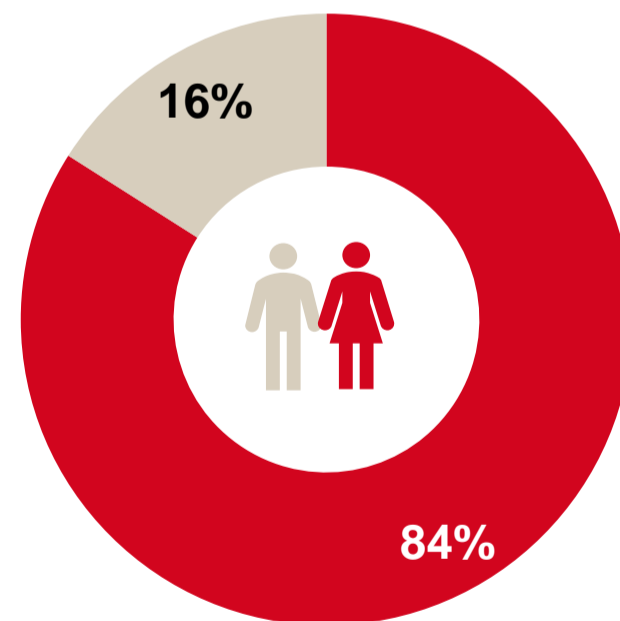
## UNDERSTANDING THE GAP

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

- There are more men in senior higher-paid roles within the business
- There are more men in roles with bigger bonus share vs fixed salary
- 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 (that's confirmed by 0% gap in gender pay gap (based on mean hourly pay analytics) and we continue to take action to address any gaps and make sure our Policies and practices are fair and consistent. This includes actively reviewing decisions around our annual performance, Merit and Bonus programs.

The proportion of part time jobs filled by colleagues



## EQUAL PAY STRATEGY

We all share a strong commitment towards creating a more inclusive, equitable and sustainable world while at work and in our daily lives. One of the persistent and important topics within society is to close the gender pay gap. It is our ambition to ensure we deliver fair and equal compensation. Differences are acceptable when they are based on objective criteria such as performance, experience, expertise, job-relevant skills, and/or for facilitating business needs. Differences due to discrimination of any type, including gender, are not acceptable.

To continue our leading efforts in terms of gender pay equity, we expanded our equal pay analysis for the first time, from the local to the global level, to see where we stand. This outcome places us on the same level as other reputable multinational companies.

We will take a closer look at the individual issues to address the remaining imbalances, and we will further reinforce the delivery of pay equality based on our reward principles.