



Hilti Australia



The Hilti Group is a world leading manufacturer and supplier of quality, innovative and specialised tools and fastening systems for professional users in a variety of trades. In Australia, over 300 highly trained team members work together to help construction professionals get the job done faster, safer and more productively.

This is Hilti Australia's fifth accreditation as an Aon Hewitt Best Employer. The organisation achieved Best of the Best status in 2012.



What you can learn from Hilti Australia

- Encourage entrepreneurship
- Don't make change for the sake of it
- Make diversity a priority

Encourage entrepreneurship

Operating in an industry with rapidly changing technologies and needs, Hilti must be innovative and ambitious to keep pace. To drive this through its people, the organisation encourages employees to 'think like an owner' and the themes of learning and continuous improvement are strong components of its culture.

Hilti employees are introduced to its culture from the outset of their employment via 'Our Culture Journey', an induction program that defines what they will experience as a Hilti employee. Culture remains a constant focus throughout tenure and the organisation encourages entrepreneurial behaviours by challenging complacency, providing tools and systems that support efficiency, and giving employees the flexibility to implement change within their roles. In mid-year reviews there is a focus on discussing the benefits of change so that employees can understand how their role must evolve to support the business in alignment with market movement and business priorities.

Other organisational initiatives that support Hilti's learning culture include a marketing and sales innovation session that takes place three times a year, and a constant focus on reviewing internal efficiencies, as well as the products and services that the company offers.



"It's very rewarding to change people's lives and careers. In 10 years' time people won't remember the sales figures but they will remember the impact [the organisation] had on them as a person."

Jan Pacas
Chief Executive Officer,
Hilti Australia



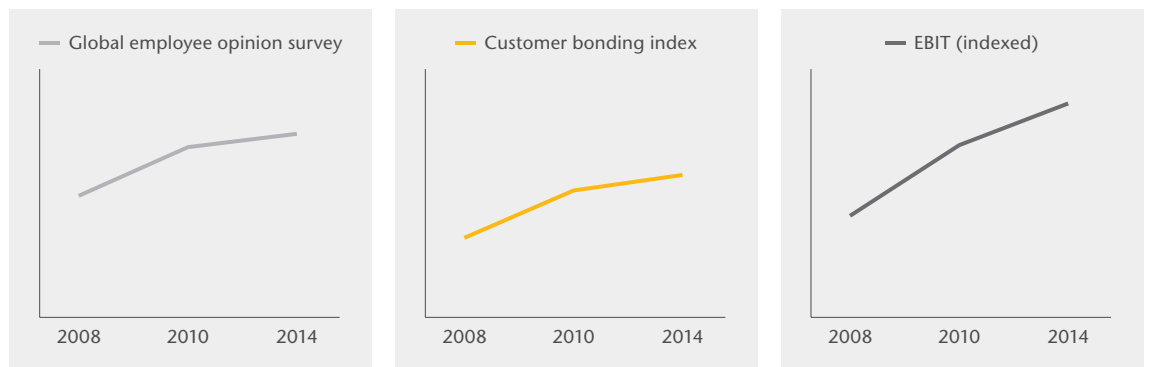


Don't make change for the sake of it

Having now been accredited as an Aon Hewitt Best Employer for the fifth time, it's clear that many of Hilti's people practices are working. While maintaining a focus on learning and improvement, the organisation is careful to hold true to practices and strategies that have proven to be effective.

An example of this is Hilti's approach to goal setting and how individual employees connect with the organisation's strategy more broadly. Each year, the GM's targets are set based on regional strategy, those goals are then cascaded to the Executive Management Team, to senior and middle managers and then ultimately, to all individual employees. This process has proven to be highly successful at aligning everyone within the business to the same focus and objectives. It has helped to ensure that employees at all levels understand how their day-to-day work can impact outcomes, and subsequently has helped the business to achieve those outcomes.

Similarly, Hilti tries to maintain a clear strategy that doesn't change significantly from year-to-year. Senior leaders believe that this way, the strategy becomes an 'anchor' which helps people to stay focussed.



Make diversity a priority

Hilti prides itself on having a great mix of people. The organisation's employee base:

- covers 38 nationalities Australia wide
- is above industry average for percentage of female employees
- includes employees with varying lengths of tenure
- encompasses a broad range of different backgrounds, with many of its employees having had no prior experience in the construction industry.

Hilti recognises that diversity fosters an environment for productivity, innovation and ultimately, greater business results. Diversity has become a key business strategy for the organisation as part of its Champion 2020 vision (strategy for the next 6 years). The organisation is focussed on leveraging the diversity of its workforce and has started to lay the groundwork for an inclusive strategy to complement its diversity focus. As part of the first steps, Hilti is in the process of rolling out its global 'Beyond Bias Training' to help managers become aware of unconscious bias and how it may affect their communication, behaviour, and decisions.