WHY WE FAIL IN ATTRACTING AND RETAINING DIGITAL PROFILES

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Zürich

HILTI IN A NUTSHELL – WE ARE FAMOUS – BUT NOT IN DIGITAL

Our passion: Customers

1,000,000
Buying customers

250,000
Daily customer contacts

75%
Team members in direct contact with customers

64%
Net promoter score

Our strength: Innovation

> 6%
of sales invested in R&D

Top 100 applicants
(European Patent Office, 2016)

60
New products annually

Our success: Commitment

75%
Employee engagement

80%
Of mgmt. positions filled from within

#11
Best multinational workplaces at Great Place To Work

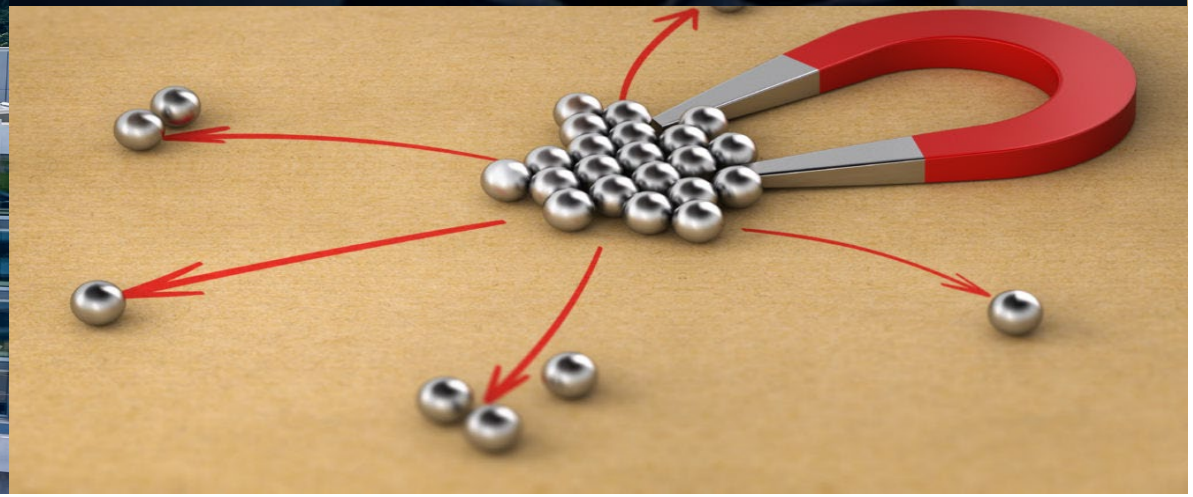
30’000
Team members in 120 countries

2/3
Millennials

>60
Nationalities at HQ

OUR CHALLENGES

HILTI?



HILTI WHO? EVP AND DIGITAL EVP

OUR DIGITAL VALUE PROPOSITION: **BRIGHT FUTURE, INNOVATION & GROWTH**

Be where you **belong**

We have a truly **caring** and **performance-driven** culture.

Work somewhere that you want to shout about.

Explore **your strengths**

We'll support you and **nurture your potential**

Work somewhere where you can become your best. **There is no limit to what you can achieve.**

Build **a better future**

Opportunity for great impact

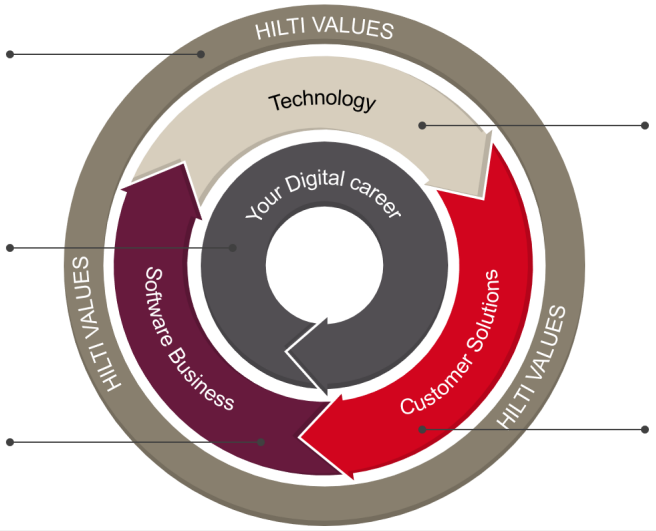
Transform the world's largest industry & be part of a forward-thinking community.

DIGITAL EVP : MAKE CONSTRUCTION BETTER

- Integrity
- Courage
- Teamwork
- Commitment
- Sustainability

- Disrupt Construction
- 80% internal development
- Career ownership
- Transferable skills

- Trusted Partner
- Direct sales / direct impact
- Industry Leadership
- SaaS Model
- Digitize Construction



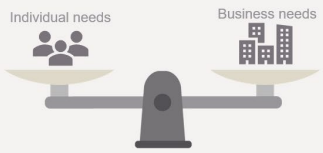
- Software Solutions/Systems
- Embedded HW / SW
- Product Driven Engineering
- User Experience
- Security
- Infrastructure/Tech Stack
- Cloud Solutions

- Productivity
- Integrated SW solutions
- Tools Connectivity
- Workflow simplification
- Asset & Project management
- Workforce Management
- Robotics

LOCATION: FLEXIBILITY AT WORK

LOCATION FLEXIBILITY

Our offer:
Flexibility as an option within a clear frame, based on legal and business requirements



What we must keep:
Our caring and performance-oriented culture, supported by:

- Connections
- Teamwork
- Employees' wellbeing

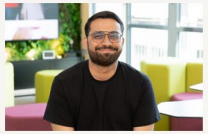
OUR LOCATION FLEXIBILITY FRAMEWORK

1. **Physical workspace is the anchor to ensure connections and engagement**
   - We do not offer fully remote work as standard approach
   - We consider up to 50% of working time flexibility appropriate
2. **The flexibility offering is not one size fits all**
   - Each organization determines the level of flexibility for their teams
3. **Within the local rules and regulations, teams and their team leaders agree on their flexible arrangements**
   - Team leaders ultimately take the decision, considering business and team needs
4. **We have to be intentional to make both physical and technology-enabled experience effective**
5. **This is a journey – organizations will continue to learn and evolve**

ACCESS TO MARKET: FOCUS ON THE RIGHT AGENCIES BUT ON YOUR PEOPLE AS WELL (REFERRAL AND SOURCING)

ATTRACTION – MAKE USE OF THE WORKFORCE

3 WORKSHOPS, FOR 3 PERSONAS



ARCHITECTS

Solution Architects, Technical Architects, Marketing Automation

DEV & QA

Frontend Developers, Backend Developers & QA Engineers

DATA

Data Engineers, Data Scientists, Web Analysts, Insights Manager

HR TEAM ACTIONS

Some of the actions can be run directly by recruiters.

- Remodeling our job description
- Giving visibility on the recruitment journey, and tips
- Setting up a referral challenge
- Focus on glassdoor

GENERAL ACTIONS

Some actions needs to involvement of technical team members

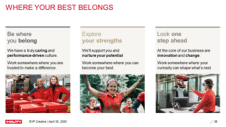
- Writing technical posts
- Hosting meetups
- Coding publicly
- Organizing hackathons

HOW DO WE ATTRACT TALENTS? THE APPROACH

„Spread the word“ about Hilti as a great place to work using engaging and targeted content to attract the audience

„What to tell“

Hilti‘s Value as an employer

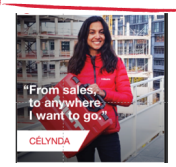


„Who to tell what“

Identify personas, understand what they want

„How to tell it“

Collect facts, figures and real stories that showcase our Value Proposition



- **Tell your story**
- **Find other engaging stories**
- **Collect relevant facts**

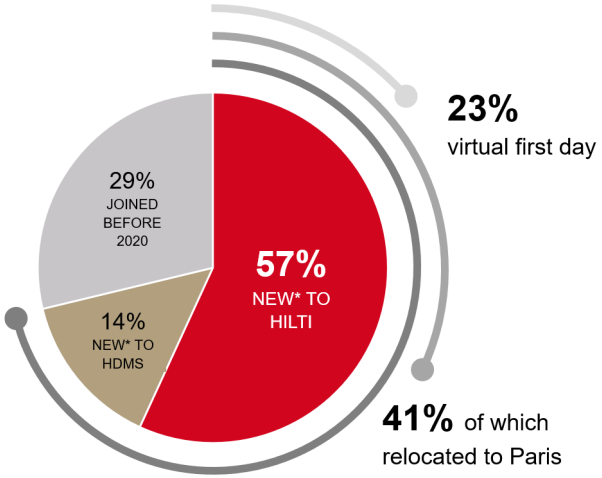
„How to share it“

Bring the message across

- **Job Ads**
- **Landing Page**
- **Careers Explorer**
- **Social Media**
- **…**
- **Employee Advocacy**

RETENTION: ONBOARDING AND LISTENING

DIGITAL TEAM IS GROWING EXPONENTIALLY



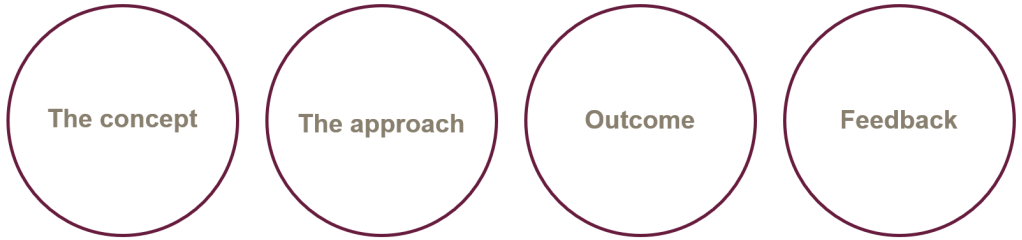
71% newcomers from 2020

23% virtual first day

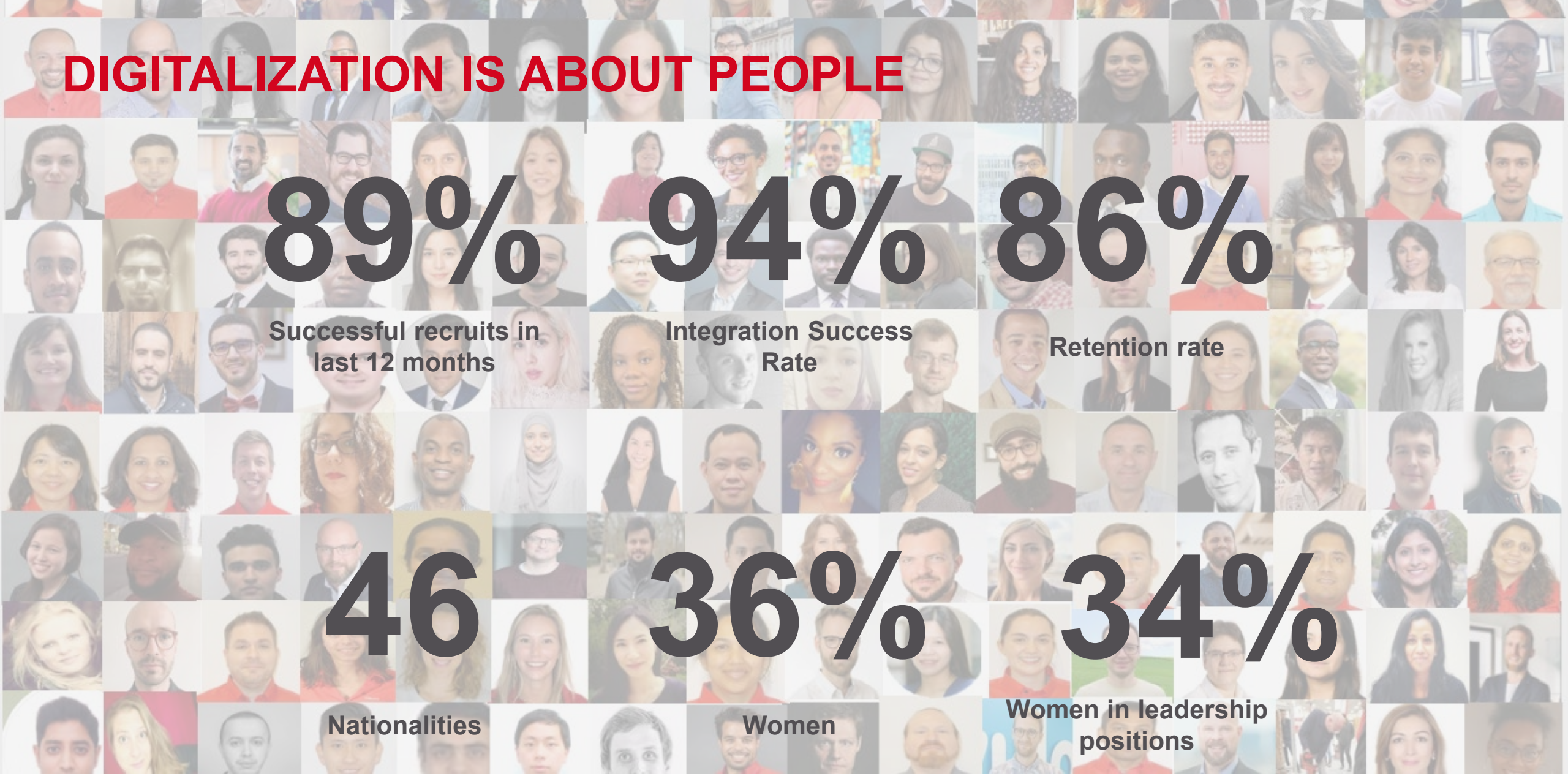
41% of which relocated to Paris

79% Integration Success Rate (2021)

DEEP DIVE ON RETENTION: CHECK-INTERVIEWS



DIGITALIZATION IS ABOUT PEOPLE



89%
Successful recruits in last 12 months

94%
Integration Success Rate

86%
Retention rate

46
Nationalities

36%
Women

34%
Women in leadership positions

THANK YOU!