



WELCOME



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2020 Sponsors





OUR CULTURE IS A JOURNEY...

PRESENTED TO:

Construction Financial Management Association
Silicon Valley Chapter

PRESENTED BY HILTI:

Annika Ensrud, Division Manager
Rosalia Cunningham, Chief Spirit Sherpa
Craig Cavanah, Sherpa Business Coach West



THIS IS THE HILTI GROUP



THIS IS HILTI NORTH AMERICA

More than
3,600 employees



500 team members at
the North American
Operations Center



60 nationalities
among our ranks

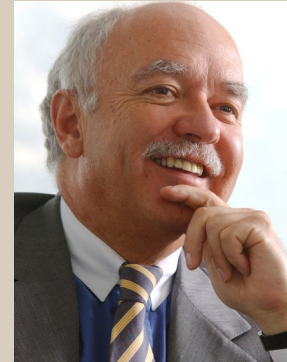
80% of
management
promoted from
within



SINCE OUR FOUNDING, THE HILTI FAMILY HAS FOCUSED ON CULTURE AND INDIVIDUAL DEVELOPMENT

OUR FOUNDER Martin Hilti

"I consider it my job first and foremost to create a company climate in which every single individual is able to develop the will to succeed and a sense of commitment while still having fun at work."



MEMBER, BOARD OF DIRECTORS Michael Hilti

"We realized that the embedment of corporate culture was a quest, a journey and a strategic factor for differentiation."

OUR DESIRED CULTURE STATE...

The way we do things at Hilti is based on living core values

We act with **integrity** in all we do

We demonstrate **courage** to go beyond the circle of habits

We outperform through **teamwork**

We live **commitment** to personal and company growth

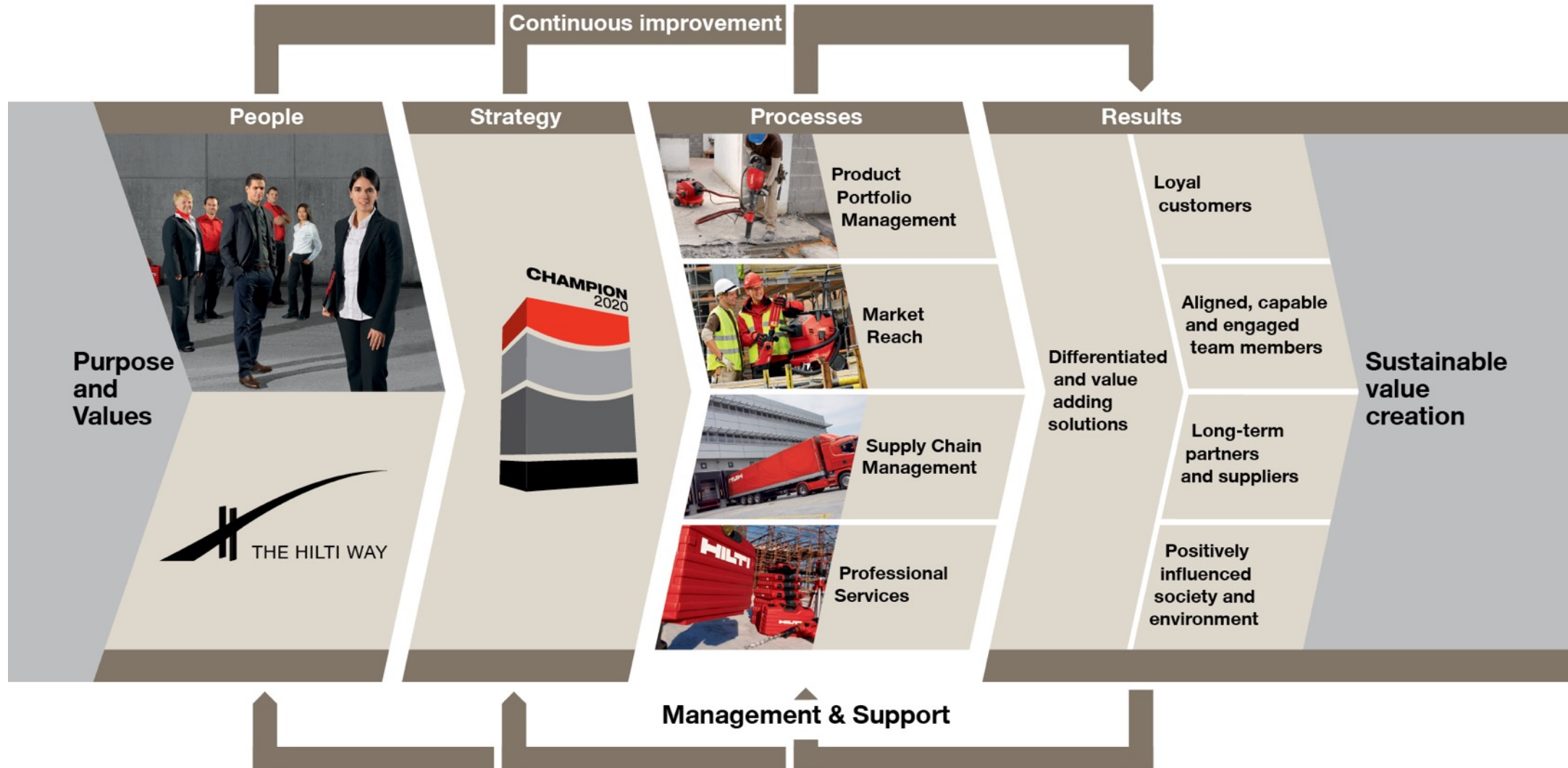


We share a core **purpose** of passionately creating enthusiastic customers and building a better future.

We act and **take responsibility** for the development of the business, our team and ourselves.

We win as a **high performing global team** to enable creation of sustainable value.

OUR BUSINESS MODEL IS WHERE WE START THE JOURNEY



KEEPING THE CULTURE JOURNEY ALIVE AND WELL ...

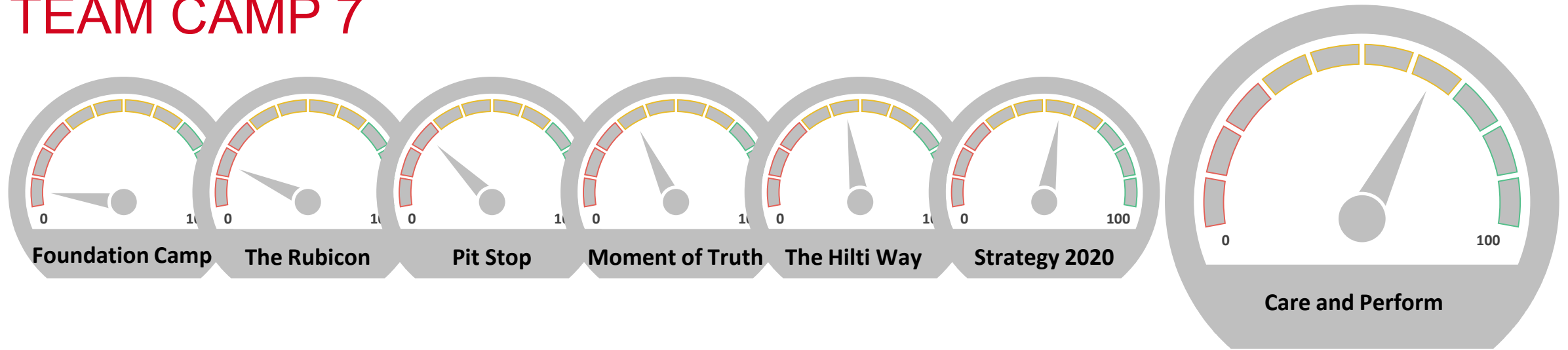


Sherpa Business Coaches

Our guides on
“Our Culture Journey” who
own the consultative approach
to sustaining our culture

- 32,000 working days annually invested globally in corporate culture team camps
- Approximately \$10 Million annual investment
- 70 full time internal Sherpa Culture/Business Coaches (8 in North America)

STARTED IN 2018, WE CONTINUE OUR JOURNEY WITH TEAM CAMP 7



Camp Highlights

- Balancing the demands of both a caring and performance culture
- Workload and managing stress
- Positive mindsets, problem solving and inclusionary listening skills
- Understanding the impacts of collaboration
- Being mindful and present in the moment





CORONAVIRUS
COVID-19

COMPANY RESPONSE

COVID-19 RESPONSE FOCUSES ON CARING SUPPORT FOR OUR TEAMS DURING EACH PHASE OF THE CRISIS

Key elements of our People-First crisis response

- Lead with care and support
- Increase communication cadence with leaders and team members
- Ensure senior leaders are visible, accessible
- Engage teams in decision making with > 70% participation in organization-wide survey
- Act with abundance of caution during off-boarding / re-boarding with a focus on physical and psychological safety
- Encourage vacation usage for respite ahead of recovery
- Adapt people policies to support the way we need to work now and in the future

Engagement in each crisis stage, sphere of impact

	My well-being (Me)	Those around me (My family)	Connecting (My teams)	Build a better future (My community)
Caring Stage (Mid to late March) Establish and communicate support	<ul style="list-style-type: none">• Overview of Total Rewards• Fill role-specific time-off gaps	<ul style="list-style-type: none">• REDi platform with resources for working parents	<ul style="list-style-type: none">• Virtual connection activities• Remote "team" work best practices	<ul style="list-style-type: none">• Immediate needs by community (i.e. blood drive)
Engagement Stage (April / beginning May) New way of working and taking care of ourselves	<ul style="list-style-type: none">• Focus on wellness and benefits to stay well	<ul style="list-style-type: none">• Engage family members – activities for children	<ul style="list-style-type: none">• Front line team appreciation• Extend EMT visibility• Focus on culture	<ul style="list-style-type: none">• Virtual volunteer fair (future focused)
Readiness Stage (Now) Prepare to return to pre-crisis mode even stronger	<ul style="list-style-type: none">• Focus on employee assistance programs and support	<ul style="list-style-type: none">• Resources for getting kids and family ramped up	<ul style="list-style-type: none">• Team building• Learning communities	<ul style="list-style-type: none">• Pro-bono services leveraging individual/team experience• Matching nonprofit to partner/volunteer
Performance Stage (TBD) Recovery and Rebound	<ul style="list-style-type: none">• Share what we've learned	<ul style="list-style-type: none">• Assimilate whole family back into pre-crisis routines	<ul style="list-style-type: none">• Re-bonding activities• Peer collaboration platform/blog (TC7 reinforcement)	<ul style="list-style-type: none">• Storytelling and team impact

This unprecedented experience has created a defining moment for our culture.

RE-BOARDING COMMUNICATION PLAN // GENERAL

Timeline	Communication Channel / Action	Audience	Responsible Party
April 23	Re-boarding survey	All team members	Human Resources
April 29	Update video from CEO on reboarding plan	All team members	Crisis Management Team + CEO
April 30	Distribution of reboarding plan and role-specific playbooks to leadership team	Leadership	Crisis Management Team
May 1	PPE package (mailed to home addresses) <ul style="list-style-type: none"> • Note about using PPE • Disposable face masks • Hand sanitizer • Directions on self-made antibacterial spray cleaner 	All field-based teams	Crisis Management Team
May 6	Brief leadership on reboarding plan, importance of phased approach, commitment to safety	Managers	Crisis Management Team + Communications Team
May 7-11	Re-boarding Town Hall (virtual by function) <ul style="list-style-type: none"> • 30 minutes – instructional presentation and update • 30 minutes – Q&A 	All team members	Respective person in leadership
May 7-11	Re-boarding FAQ <ul style="list-style-type: none"> • Distributed via email following each Town Hall 	All team members	Crisis Management Team + Communications Team
May 13	Open Q & A webinar (one per major site area)	All team members	Crisis Management Team + Communications Team

SUMMARY REBOARDING PLAN BY PHASE

Groups / activities	Phase 1	Phase 2	Phase 3*	Phase 4
Office-based team members	Work from home	Limited team members in office with social distancing guidelines	Open with social distancing guidelines	Pre-COVID work environment due to combination of effective testing and treatment
Field-based team members	Work from home unless required in person consultation with essential business	Pre-arranged appointments with customers within playbook guidelines	Operations with social distancing guidelines	
Tool service centers / distribution centers / manufacturing	Operating in a restricted entry status and within safe guidelines	Operating in a restricted entry status and within safe guidelines	Operations with social distancing guidelines	
Storefronts	Operating in a will call only status	Open to customers with restrictions	Open to customers with restrictions	
Tradeshows / industry events	No attendance	No attendance	Allowed following new organizational standards	
Meetings	Virtual only	Virtual only	Allowed following new organizational standards	
All Training	Virtual only	Virtual only	Allowed following new organizational standards	
Team members in high risk groups or those with a high risk individual in their homes	Arrange working environment with HR and manager. Reintegrated with appropriate accommodations	Arrange working environment with HR and manager. Reintegrated with appropriate accommodations	Reintegrated with appropriate accommodations	
Travel (government bans must be lifted on regional travel)	No travel	Customer/manager requested essential travel with appropriate Executive Management Team approval	Allowed following new organizational standards	



WELCOME TO
TC7 PIT STOP

CARE &
PERFORM



CARE AND PERFORM

Welcome to Team Camp 7

Christoph Loos, CEO of Hilti Group



Video

IN THE WORDS OF DR. LOOS

“We also have to be realistic that the world is turning faster these days and we will not be able to slow-down that pace, nor do we have a chance to actually reduce our ambition in the competitive environment.

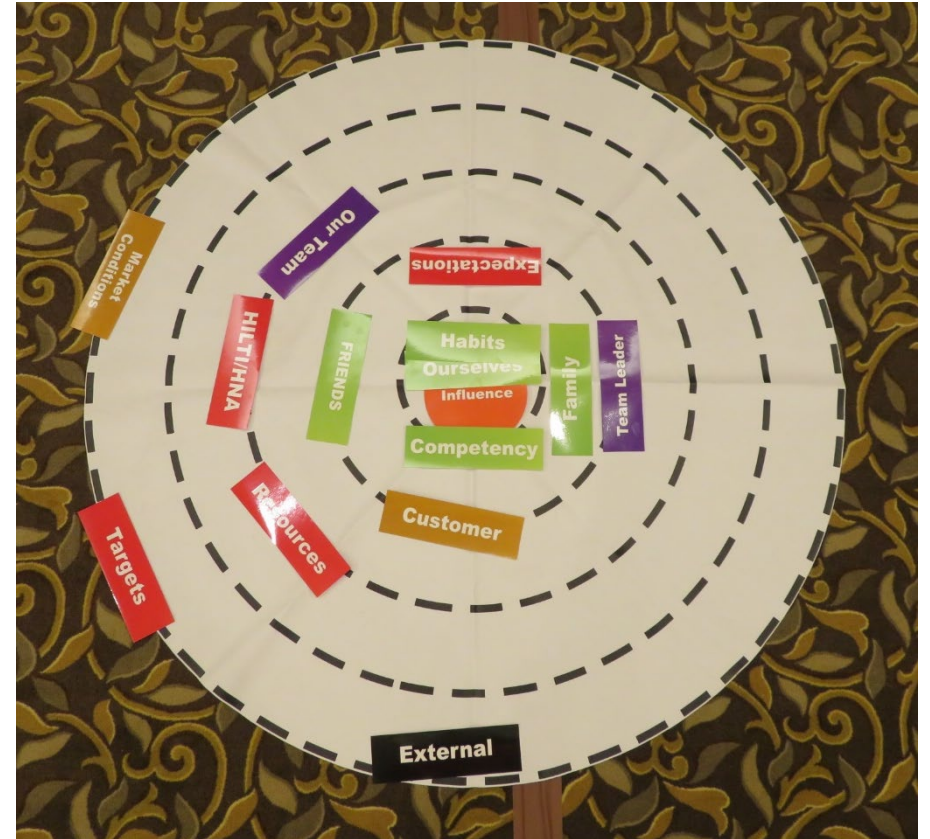
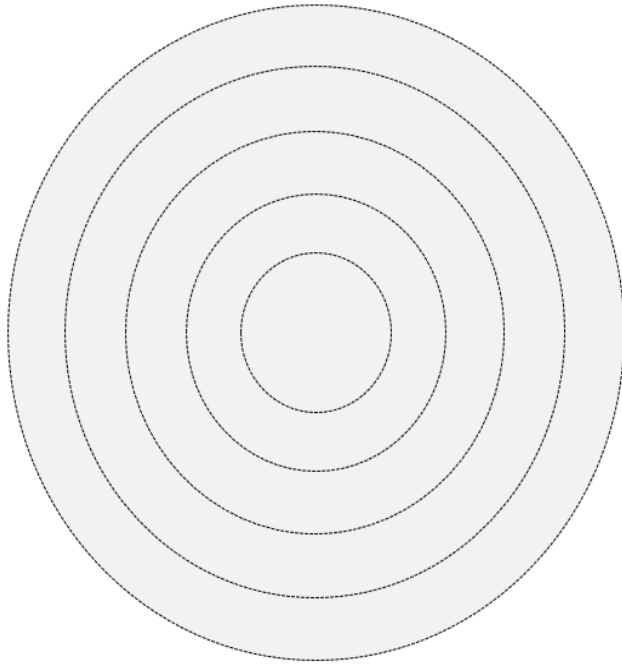
“We confirm our Strategic goals and we keep up with our high ambition of outperforming our competitors. Only then do we create long term sustainable success.”

“To perform individually, as a team and as an organization, we have to take care of ourselves and that’s why we have designed this team camp over the next one and half days in a way we reflect on workload, what causes workload, what can we do against it and examine how we deal with pressure.”

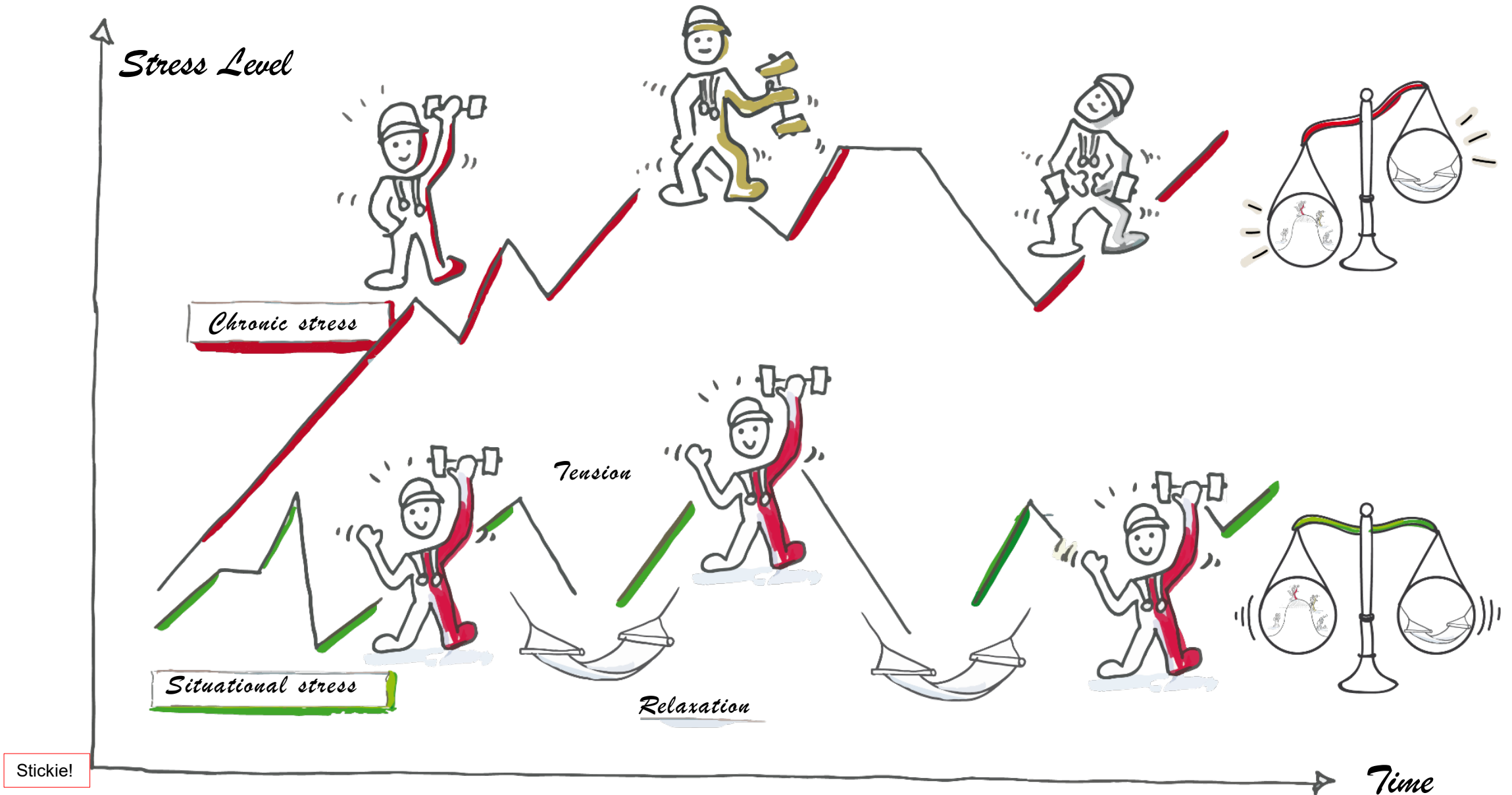
“Let’s be clear, behavioral change is never easy. It requires a lot of will, a lot of effort, trial and error and persistence. It requires a caring and supportive environment to be able to actually change your behavior.

IMPACT VS. INFLUENCE

“ WORK EXPANDS TO FILL THE LIFE AVAILABLE TO IT ”



BALANCE STRESS AND RELAXATION





POWER OF HABIT

THE POWER OF HABIT



Fit Stop Care & Perform



POSITIVE MINDSET



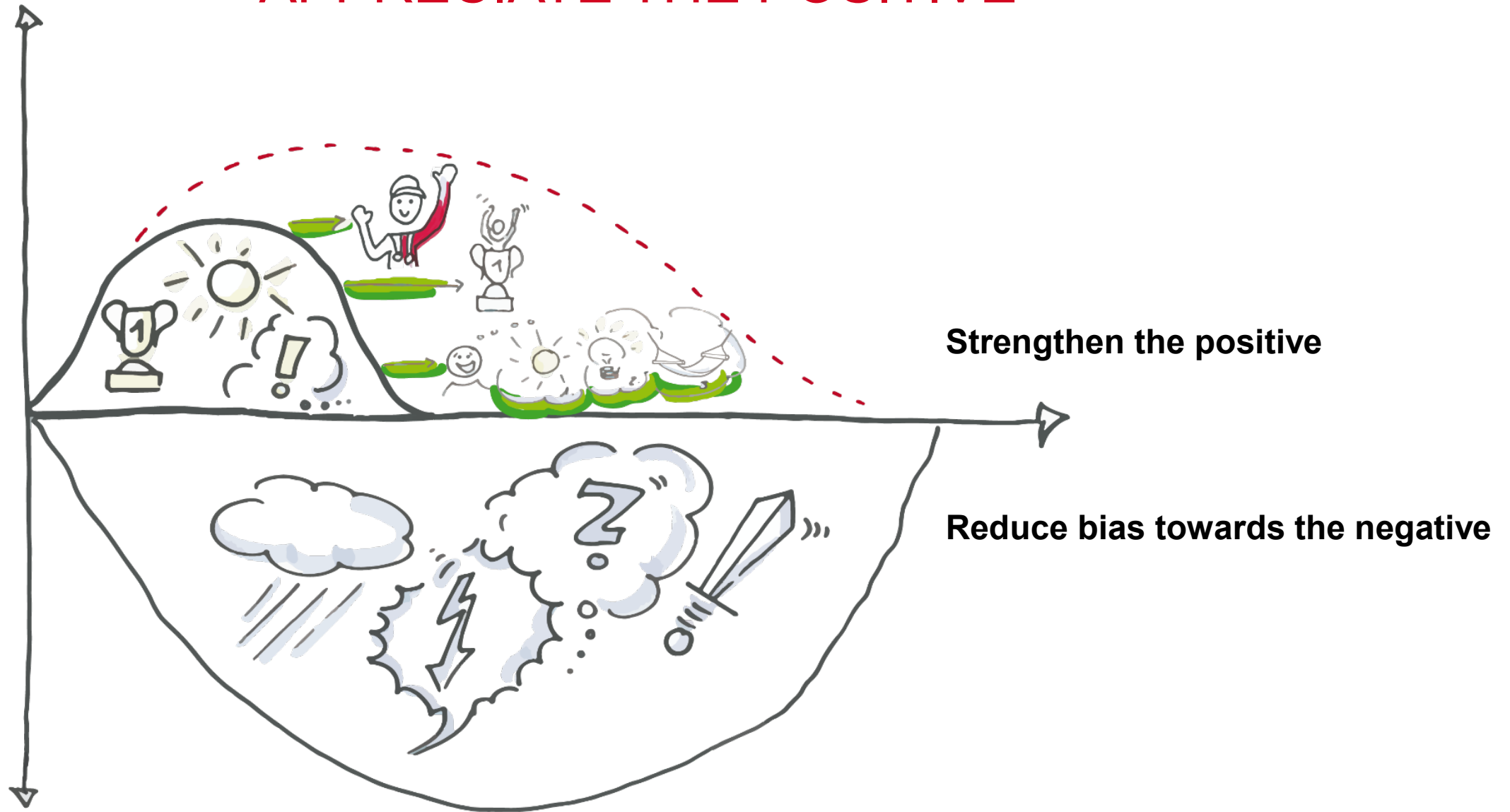
A POSITIVE MINDSET PROVIDES MORE OPPORTUNITIES



Stickie!



APPRECIATE THE POSITIVE



Stickie!



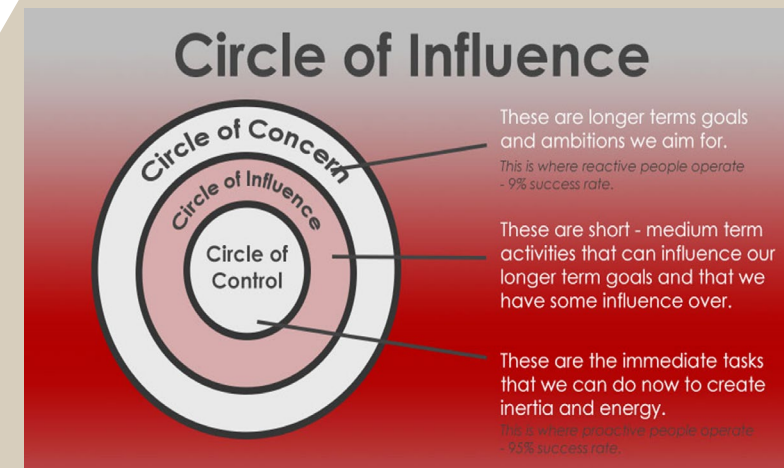


SHERPAS SUPPORTING THE „REMOTE WORKING“ JOURNEY VIA VIRTUAL MINI PIT

VMP Pre-Camp Packet

Our Circle of Influence, Concern, & Control

Stephen R. Covey – Habits of highly effective people & teams



MENU SELECTIONS – VIRTUAL MINIPIT (PHASE 1)

	Virtual MiniPit	WHO	Overview Objective	Key Takeaways	Delivery Method/ Resources/ Facilitator (Sherpa and/or Team leader)	Duration
1	Mindfulness: Corporate Athlete & Resilience	Team	Topics are designed to help team members model a corporate athletes (physical, emotional, mental, purpose) best practices by effectively use mindfulness to manage their energy, and focus on what is in their control.	<ol style="list-style-type: none"> 1. Corporate Athlete 2. Mindfulness practice 3. Resilience model for winning team actions 	Microsoft Teams REDi or FUSE (participant) Sherpa	60 minutes
2	Care (Self/Team) Part I – My Team Part II – My Manager & ME	Team	Topics are consistent with finding behaviors to practice self- care for team members, and to aide in finding the balance between Activation & Recovery.	<ol style="list-style-type: none"> 1. Mind and Body care 2. Building team relationships 3. 1:1 Leader/ Team Member dialogue (Part II) 	Microsoft Teams REDi or FUSE (participant) Sherpa	60 minutes (Two - part approach)
3	Virtual Feedback/ Mirror Time 1:1	Team	Topics are designed to help reinforce our sense of well-being and belonging in a community, and to address the need to maintain relationships as a critical asset to work performance, and emotional and mental wellness.	<ol style="list-style-type: none"> 1. Looking in the Mirror 2. Feedback activity 3. Sharing best practices 	Microsoft Teams REDi or FUSE (participant) Sherpa	60 minutes (Multi- part approach)
4	Positivity Workplace	Team	Topics are designed to help teams prevent social isolation by being creative, find ways to laugh together, to share beyond work including how to deal with the situation at hand.	<ol style="list-style-type: none"> 1. Build on Caring Team 2. Appreciate the positive 3. Managing your energy 	Microsoft Teams REDi or FUSE (participant) Sherpa	60 minutes
5	Working Together Remotely – Adjusting to new reality	Team	Topics are designed to explore the challenges of working remotely and how to support each other through personal & team change by creating new habits for building caring & supportive teams by utilizing peer groups and techniques in the C & P App.	<ol style="list-style-type: none"> 1. Closing the Gap on working remotely 2. Creating personal & team habits 3. C&P APP – practices & peer groups 	Microsoft Teams REDi or FUSE (participant) Sherpa and Team Leader	60 minutes



VIRTUAL MINIPIT “MINDFULNESS:

**The Corporate Athlete &
Resilience”**



THE CORPORATE ATHLETE:¹ PEAK PERFORMANCE



Spiritual: Provides a powerful source of motivation, determination, endurance

Mental: Focuses physical and emotional energy on the task at hand

Emotional: Creates the internal climate that drives the Ideal Performance State

Physical: Builds endurance and promotes mental and emotional recovery



¹ The Making of a Corporate Athlete; Loehr, J and Schwartz, T; extracted from The Harvard Business Review, January 2001 edition

IDEAL PERFORMANCE STATE DURING THESE TIMES

Phase 1: Lets talk about it

- What are our best practices now individually & as a team?

Phase 2: Reverse Brain Storming

- How can we “manage our energy” to focus on that which we can influence?



LET'S TRY A NEW ROUTINE TOGETHER AND JUST STOP!

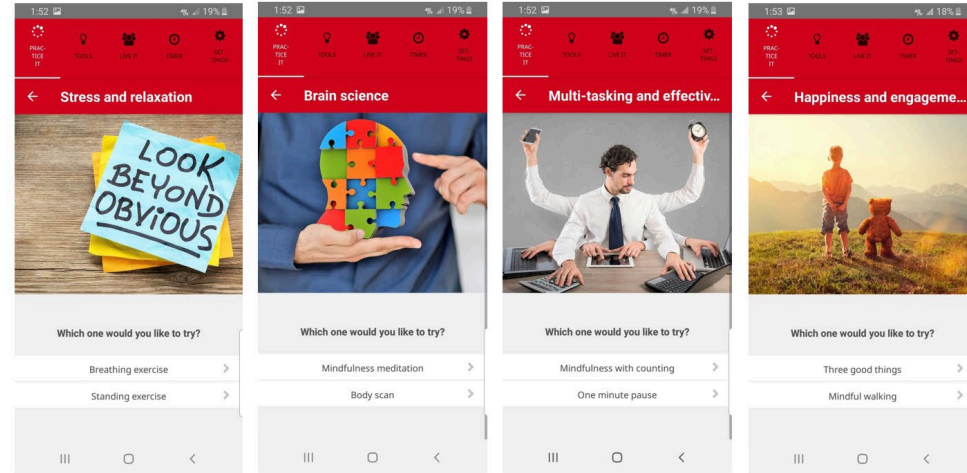
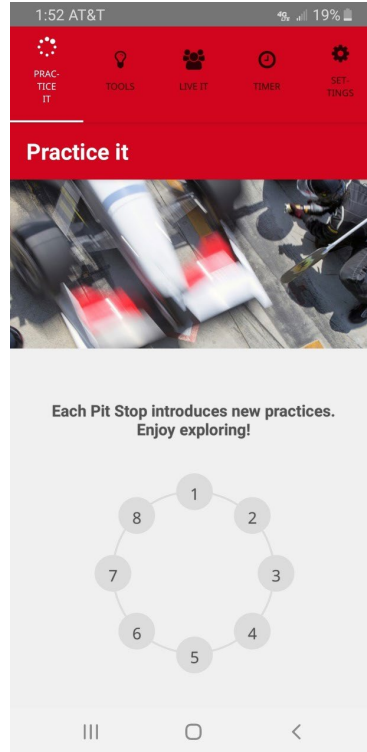
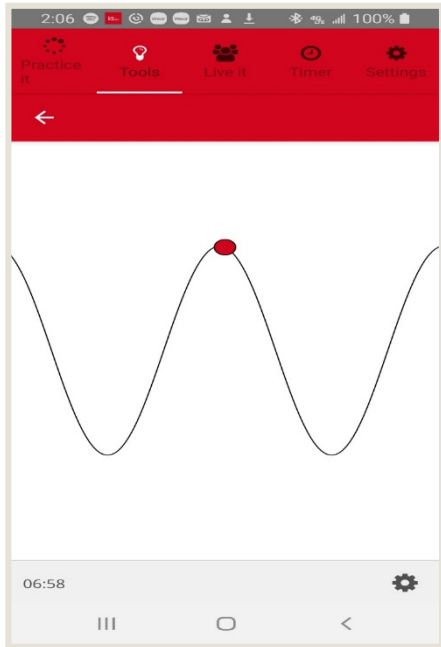
S - Sit &
Breathe

T - Tune into
your body

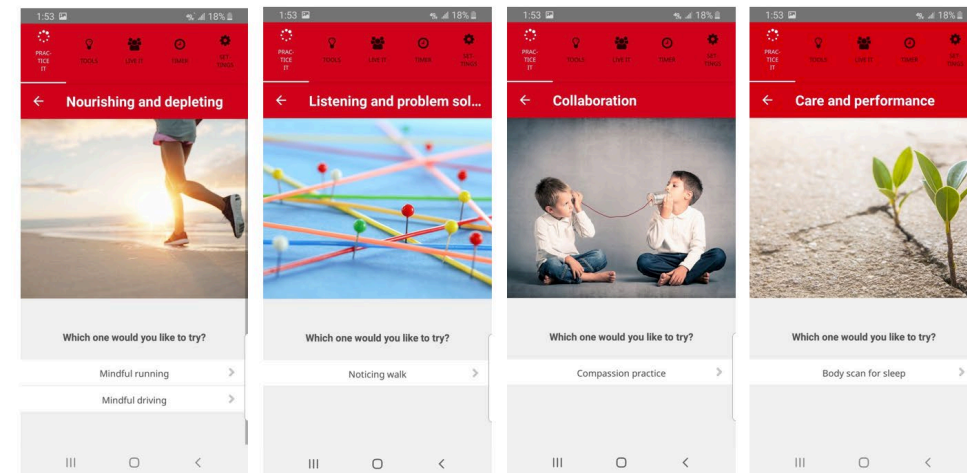
O - Observe

P - Possibility

JOURNEY WITH THE CARE AND PERFORM APP



1. Stress and Relaxation
2. Brain Science
3. Multi-tasking and Effectiveness
4. Happiness and Engagement



5. Nourishing and Depleting
6. Listening and Problem Solving
7. Collaboration
8. Care and Perform

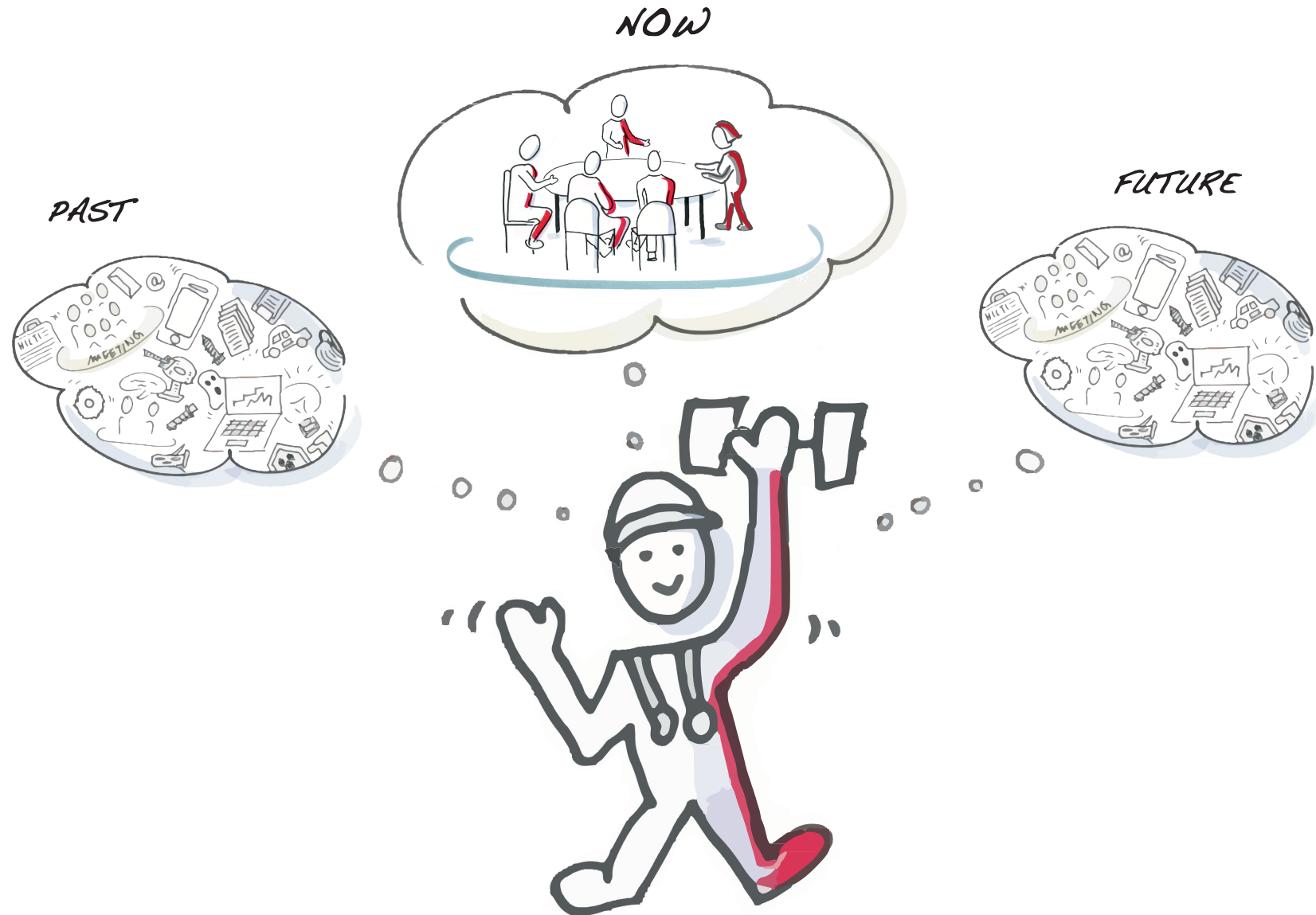
TRIPLE “A” TEAM BREAK OUTS

Lets get into our breakouts and discuss:

1. **A**cknowledge our current team state (What is in our control?)
2. **A**ctions: How can we adapt what we now know about mindfulness to help us maximize our time?
3. **A**ccountability: How will we remain accountable to our outcomes?



THE POWER OF BEING PRESENT



EMPLOYEE ASSISTANCE PROGRAM

HILTI TOTAL REWARDS



Anytime support

Aetna Resources For LivingSM

Emotional well-being support 	Daily life assistance 
Online resources 	Legal services 
Financial services 	Other services 

COVID-19 RESOURCES FOR LIVING



BENEFITS AVAILABLE TO ALL U.S. TEAM MEMBERS

(regardless of medical plan coverage with Hilti)

Resources for Living – Hilti’s Employee Assistance Program (EAP), offered through Aetna’s Resources for Living, offers support and resources to individuals who have been affected by the coronavirus, even if they are not a Hilti team member or family member.



THANK YOU!

QUESTION AND ANSWER: