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Foreword

People sit at the heart of everything Hill Dickinson does, from the talent we nurture to the clients we are proud to support. This deep commitment to our people and their continued success extends to the celebration of the cultures and communities that shape them.

To foster a truly diverse workplace, we are continuously creating an inclusive culture that treats everyone with respect. One that champions difference and diversity. These efforts are focused across six key pillars in particular: gender, multicultural, social mobility, LGBTQ+, accessibility, health and wellbeing, and age.

We have made considerable progress in driving our diversity and inclusion priorities forward in these areas over the last twelve months, which we are excited to share in our 2022 Diversity pay gap report. This report also details our pay gap data across partner, gender, ethnicity and socio-economic levels, and in future years we will continue to report on additional areas in accordance with our six pillars.

There is much to celebrate, from the launch of our new Accelerated Partner Promotion Scheme, to the expansion of our schools outreach programme. We are enabling our people to reach the next stage of their professional development, whilst at the same time opening doors for a new generation of talent to enter the legal industry, regardless of means or background.

This progress is also observed in the targets we have set and excelled upon this year. In 2017, we committed to increasing the number of women in senior leadership roles across the business to 28% by 2025. We are proud to have achieved this goal three years early, and believe we can drive our ambitions forward even further. Hill Dickinson is now working to increase the number of women in senior roles to 40% by 2028, and this report details the steps we are already taking to reach this target.

We understand there is work to be done to achieve this goal and to accelerate change from a pay gap perspective. Although it is widely recognised that there are unique forces that influence the legal industry in this respect, Hill Dickinson will continue working to improve pay gaps at all levels, as informed by the information gathered for this report.

Of course, this goes beyond target setting. This is ultimately about empowering our people, no matter their role within our firm, to personally and professionally thrive. That will be the measure of our success. And through the actions laid out in this report, in collaboration with our Diversity and Inclusion Networks and the wider firm, I have every confidence we will continue to do this: creating a workplace that embraces diversity, so that our people can succeed.

Hill Dickinson is working to increase the number of women in senior roles to 40% from 28% by 2028.



Carolyn Morgan
Director of Human Resources, Hill Dickinson

Our progress so far

In recent years, we've taken steps to build a robust diversity and inclusion framework. Each of our six UK offices has a dedicated equality lead, creating a confidential channel for our people to seek advice from their peers. Sitting in tandem with these equality leads are dedicated diversity networking groups to facilitate open discussions and communication, as well as leading on event planning for key awareness days and religious celebrations. Outside of our six key pillars, other colleague-led networks have been formed to create an open dialogue around topics such as menopause, miscarriage support, and parenting and carer support.

In the last year we've worked to further build on these foundations, creating a culture that champions diversity and empowers our people. To provide equal opportunities and nurture talent, investment and trust in our people has long been a core strand of our firmwide strategy.

With a particular focus on removing barriers for people looking to enter and progress in law, we've ensured our approach to training and development reflects this commitment. To address this, we introduced and rolled out development courses for both our fee earners and business support practices at all levels. This includes over 120 learning opportunities, as well as specialised development programmes delivered at all levels across the firm.

Our new, unique approach means that everyone is measured to the same standards, placing equity at the heart of colleague progression and development.

We have also created a new avenue for paralegals and legal assistants already employed at Hill Dickinson to progress within the firm. Nominations are opened twice a year to allow these colleagues to secure training contracts outside of the usual application process, entering them onto a new apprenticeship scheme in partnership with the University of Law.

Hill Dickinson offers multiple learning opportunities, as well as specialised development programmes delivered at all levels across the firm.

Our firm also recognises the role we play in opening up opportunities to the wider communities in which we work. The *Hill Dickinson Schools Outreach Programme* has expanded rapidly since its inception two years ago, helping to build relationships with local schools in Liverpool, Manchester, London and Leeds. Through the programme, we attend careers fairs and talks, conduct mock interviews, as well as inviting students into our offices for workshops and work experience. In the last year, we have offered two students from the programme apprenticeships at the firm. By creating new avenues for promising local students to embed themselves within the firm, we are both able to broaden their career options and strengthen our talent pipeline.

We have also been involved in the *10,000 Black Interns programme* for the last two years, providing six-week internships to university students. Through the programme we've been able to welcome a student to the firm through a training contract.

The second cohort, comprising of three interns, have now finished the programme, and will have the opportunity to be interviewed for a training contract.

It is by creating a culture that embraces the diversity of our people, whilst instilling a community-led approach to work, that we've been able to open up opportunities for our team and create an inclusive and dynamic environment to work in.

"The past few years have been instrumental in developing our diversity and inclusion strategy, and the last year has been no exception. The introduction of firmwide training programmes, as well as our continued work through our schools outreach programme and the 10,000 Black Interns scheme have all built on our existing foundations to create a comprehensive framework.

"Our work is by no means over, as we're constantly looking to develop this work both within the firm and our wider communities, to develop our industry-leading inclusive culture. Our networking groups and people will continue to sit at the heart of these efforts as this work progresses throughout both this year and beyond."



Charlotte Dunn
DI & CR Manager, Hill Dickinson

Pay Gap Reporting

How we calculate our data

Our Gender Pay Gap data is based on employee salaries on the snapshot date of 5 April 2022.

The employee gender pay gap analysis solely refers to this area, and does not include areas which we are not required to report on.

We believe, however, that it is important to build a full understanding of pay across the business. Therefore, even though we are not required to report on them, we have conducted separate analyses of our ethnicity and socio-economic data to ensure we have a comprehensive understanding of specific pay gaps, and have plans to extend our reporting to other areas in the coming years.

Throughout the report we calculate the data in three different ways. These are:

- **Mean:** the mean hourly pay gap is the difference between the average hourly rate of pay between distinct groups.
- **Median:** the median hourly pay gap ranks employees from the highest rate of income to the lowest, then selects the employee that falls directly in the middle of the ranking. The difference between the distinct group's medians is then calculated.
- **Quartiles:** we rank employees from lowest to highest earners and split them into four equal parts. The percentage of distinct groups who occupy each quartile is then calculated.

Given that theoretically the median gap could change significantly by adding or taking away one person, we feel that the mean rate is a more indicative measure of the progress we are making.

Gender pay gap

Employee hourly pay gap

	April 2022	April 2021
Mean	21.2%	23.2%
Median	24.0%	18.4%

Employee bonus gap

	April 2022	April 2021
Mean	57.8%	63.8%
Median	23.0%	31.4%

Employee pay quartiles

Quartile	April 2022		April 2021	
	Men	Women	Men	Women
Upper	51.4%	48.6%	51.7%	48.3%
Upper middle	31.6%	68.4%	34.2%	65.8%
Lower middle	28.2%	71.8%	30.3%	69.7%
Lower	22.6%	77.4%	25.2%	74.8%

Partner pay gap

Partner hourly pay gap

	April 2022
Mean	30.7%
Median	33.6%

Diversity reporting

The ethnicity pay gap analyses the difference in mean hourly pay rate between white and non-white employees.

The socio-economic pay gap analyses the difference in mean hourly pay rate between those from a lower socio-economic background and those from an upper or middle socio-economic background.

Socio-economic background is determined by a range of factors, including parental occupation, type of school attended and highest parental qualification obtained.

	April 2022	April 2021
Ethnicity pay gap	8.4%	4.4%
Socio-economic pay gap	11.7%	12.6%

Analysis

While it's encouraging to see that we have reduced our mean employee pay by 2% (to 21.2%) and bonus gap by 6% (to 57.8%) over the last year, we recognise that these are still higher than the industry-wide average, of which currently stands at 20.3% for pay and 39.4% for bonuses.

This disparity is likely a reflection of the disproportionate number of women in lower quartile pay brackets as compared to men. To address this, we have introduced a number of initiatives to ensure women at all levels of our business are equipped with the training and opportunities to progress within their careers.

This includes a reimagined training and development programme, which incorporates over 120 learning opportunities delivered through workshops and e-learning, to allow colleagues to build a tailored career plan.

We also offer specialised development programmes for all levels, from trainee to legal director level within our fee earner population, along with all members of our central services team. These programmes are focused on a range of areas including business, personal and technical skills. The firm will also be launching an inclusive leadership programme in November 2023.

Whilst traditionally, people are nominated to attend training courses, this can inadvertently lead to unconscious bias where people are selected based on strength of relationships between colleagues, as opposed to need or performance. By creating a system that prioritises equal access for all of our people to develop both professionally and personally, this removes any biases and ensures everyone has access to the same level of training.

We have also opened our training contract route to our paralegals and legal assistants twice a year, to create a new avenue for junior members of the firm to progress and expand their career opportunities.

Our development support extends throughout the career lifecycle, from trainee right through to partner. Five years ago we set ourselves the target of increasing the number of women in our partnership to 28% by 2025, the industry average for law firms. Having achieved this two years early, we have now set ourselves a new ambitious target to increase this to 40% by 2028.

Our newly launched Accelerated Partner Promotion Scheme will be instrumental in helping us achieve this. The scheme provides younger members of the team who demonstrate exceptional ability with the opportunity to progress to partner at a pace much quicker than at most other firms. This will ensure our partnership is reflective of the vast diversity and breadth of expertise our firm holds.

When looking at our ethnicity pay gap, though it sits below our firmwide mean pay gap, in the last year it has increased by four percentage points. As responses to our report aren't mandatory, this increase is likely due to 9% of people choosing not to reply. However, the upcoming Solicitors Regulation Authority mandatory reporting requirements will present us the opportunity to build a more complete view of our ethnicity pay gap, which we will continue to report on going forward.

It is also encouraging to see a decrease in our socio-economic pay gap. By opening new avenues for people to enter our firm through our schools outreach programme, trainee apprenticeship scheme and new internal training contract application system, we've been able to help people from backgrounds traditionally underrepresented in law to enter the industry.

The last year has been one of continual positive change for our firm, which is evidenced by the steps we've taken to ensure a diverse, inclusive environment across the business. It is encouraging to see how this has translated into reducing the gap at a partner and employee pay, bonus and socio-economic level. With this progress in mind, we are renewed in our commitment to furthering this work and ensuring our people sit at the heart of Hill Dickinson.

Closing the gap

With significant progress made to embed equality across our business, we recognise the steps we must undertake this year and in the future to ensure Hill Dickinson remains a diverse, inclusive community. This is always a firmwide effort, targeting initiatives at every level, every role and across every office. Our key achievements and next steps will include:

Senior leadership and strategic commitment

- Female representation on the exec board has increased by 8%
- Ethnic minority representation on the LLP board has increased by 14%
- Ethnic minority representation on the exec board has increased by 10%
- Increasing the number of women in senior roles to 40% by 2028
- Updating our D&I targets to increase accountability and accelerate the pace of change
- Expanding our partnerships and accreditations to include the Social Mobility Pledge, Action Tutoring and the Age-friendly employer pledge
- Developing an ESG programme which includes a commitment to improve equality, diversity and inclusion

Grassroots programmes and diverse pathways into a career in law

- Expanding our schools outreach programme to all of our UK locations
- Recruiting two apprentices via our schools outreach programme
- Recruiting a new trainee via our partnership with the 10,000 black interns programme
- Introducing the use of Amberjack in our graduate recruitment process which aims to measure potential over privilege
- Launching a graduate solicitor apprenticeship scheme in line with the SQE, opening up accessibility to the legal profession
- Introducing the use of diverse job boards
- Hill Dickinson has been named finalists in several leading industry awards including ISE awards for “Commitment to Improving Diversity Through Student Resourcing” and “Best Graduate Development Programme”

Development

- Launching structured career development programmes for NQs, associates, senior associates and legal directors
- Creating a learning framework based around personal and professional development
- Expanding our mentoring programme
- Making 14 partner promotions as part of our Accelerated Partner Promotion Scheme

Family support

- Increasing paid paternity leave to three weeks’ paid leave
- Expanding the availability of enhanced parental leave
- Introduction of fully funded emergency back up care through Bright Horizons for parents and carers of elderly relatives
- Increased take up of shared parental leave by 50% this financial year, with a further estimated increase for the coming year based on enquiries
- Retention of 94.7% of employees following maternity leave

The above actions are acknowledged and endorsed by Hill Dickinson’s senior leadership.

About Hill Dickinson

Hill Dickinson LLP is a leading and award-winning international commercial law firm with more than 950 people including over 200 partners and legal directors.

The firm delivers advice and strategic guidance spanning the full legal spectrum, from non-contentious advisory and transactional work, to all forms of commercial litigation. The firm acts as a trusted adviser to businesses, organisations and individuals within a wide range of specialist market sectors.