

# 2022 Pay gap report

Incorporating progress  
on diversity, inclusion and  
wellbeing



We aim to be a firm where we recruit, retain, and promote the best people; in a place where everyone thrives and can be themselves; and create strong partnerships with our clients and communities.

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“Our strategy is ambitious. I wouldn’t have it any other way, and while we’re making good progress we know we have more work to do, and are committed to continuing to improve in all areas.”

**Claire Clarke**

Managing partner, Mills & Reeve

# Foreword by our managing partner

Our report is now simply called the Pay Gap report, as it's evolved, rightly so, to be about so much more than gender. This year, we share our figures on gender, ethnicity and disability. Our annual report also highlights some of the work we're doing to ensure we create an environment where all our people can thrive and be themselves and where others want to join, and we're always looking for ways to continue to improve.

Since our last report, we're pleased to say we've reduced our gender pay gap a further 2%, now standing at 24.1%. During the six years of reporting on our gender pay gap, we've reduced the gap by 10.1%.

While our gender pay gap has reduced, our ethnicity pay gap has widened slightly. Increasing the diversity of our working population is a key area of focus for us over the coming years. Currently given the size of our working population, a small fluctuation in numbers has a significant impact on our reported pay gap.

During the six years we've been publishing this report we've continually looked to widen its scope and highlight what's really going on in our business. So for the first time, we're pleased to also be able to report this year on our disability data. Our data shows a 10.9% mean pay gap and a 26.2% median pay gap between employees who have declared a disability, and those who don't have one or have chosen not to declare one.

We want to give equal opportunities to everyone, regardless of whether they have a disability or long-term condition and are working hard to support employees with additional needs to perform to their best ability. We have reviewed our recruitment strategy to make it as inclusive as possible, and are undertaking projects to help our people feel more comfortable disclosing that they have a disability. The more we can encourage people to feel comfortable sharing their disabilities and needs, the more progress we can make as an employer.

But don't just take it from me. Our report contains some case studies from colleagues and one of our interns summarising their own experiences at Mills & Reeve.

Our strategy is ambitious. I wouldn't have it any other way, and while we're making good progress we know we have more work to do, and are committed to continuing to improve in all areas.

I hope you find this report interesting and, as always, we welcome any questions or feedback.

**Claire Clarke**  
Managing partner, Mills & Reeve



# Diversity, inclusion and wellbeing strategy

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We've reviewed our diversity, inclusion and wellbeing strategy, simplifying, re-branding and re-issuing it so that it's easier to understand and share with colleagues and clients.

Everyone at the firm brings unique perspectives and ideas and we do everything we can to help individuals to thrive, in an environment where they feel that they can be themselves. We are continually striving to improve our practices regarding diversity, inclusion and wellbeing.

Whenever we think about our diversity, inclusion and wellbeing journey, whether it's where we have come from or where we want to be by 2025, we think of our three P's – People, Place and Partnership. These are the pillars on which this strategy is built.

Our strategy is ambitious and stretching, and rightly so, and we are already making huge strides in some areas.

**We aim to be a firm where we recruit, retain and promote the best people; in a place where everyone thrives and can be themselves; and create strong partnerships with our clients and communities.**

## People

- Connected, diverse and inclusive workforce
- Recruit, retain, promote the best talent
- Prioritise all aspects of wellbeing
- Networks which are active and well resourced
- Measure and monitor our impact

## Place

- Psychologically safe and supportive environment
- Workforce practices underpinned by supportive policies
- Continuous development through education and Fearless Feedback
- External benchmarking
- Accountability and strong governance

## Partnership

- Shared sense of values with clients and suppliers
- Collaborative relationship with clients and communities to identify and promote best practice
- Inclusive procurement policies



# Gender 2022 snapshot

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## 2022 snapshot data

The year-on-year change indicates our gender pay gap is narrowing, from a mean of 17.9% in 2021 to 16.6% in 2022 and a median of 26.1% in 2021 to 24.1% in 2022.

## Understanding the pay gap

The pay gap exists because, although we pay equal salaries for equivalent roles, there are more women in the lower pay quartiles in executive support services and a higher number of men in senior, higher-paid business service roles. However, as time goes on an increasing number of women are moving towards senior roles in the business. Over the past year, we promoted more women than men across all quartiles, in total 53 more women than men (86 vs 33) in roles outside partner level.

## Gender bonus gap

The mean gender bonus gap has shrunk by 4.3% within the snapshot period, and has decreased significantly over the last six years by 21.1%. However, the median has risen by 4.7% over the snapshot period. This is because the value of the bonus depends on the length of service, and we've had a higher increase in new female starters. Additionally, a higher number of women work part-time than men, and the data reported is not calculated pro rata.

We pay all colleagues bonuses regardless of position, pro rating for those who are part way through their first year, or work part time. Due to growth within the firm, we recruited a higher number of people during the snapshot period, resulting in an increased proportion of those not eligible for the bonus. This explains the small drop overall in the proportion paid to both men and women.

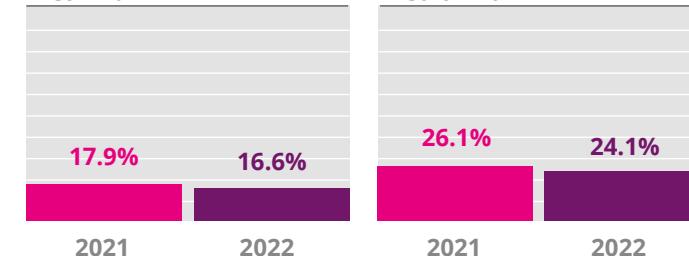
## Referral and joining bonuses

We continue to encourage talented people to join us through referral and joining bonuses. Last year, women referred five-and-a-half times as many candidates as men, earning a total of £40,000 in referral fees compared to £4,000 by men. We're encouraged by the soft signal this sends about our business - that women are willing to, and actively do, recommend us as an employer to their friends and contacts.

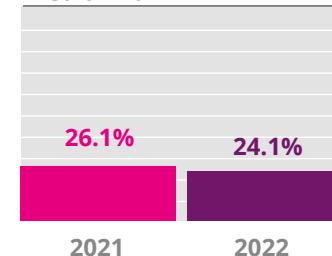
In addition, more joining bonuses were given to women, with a higher total value than those given to men (£33,050 v £14,500). This is a sign that, alongside a strong number of male recruits, we are also continuing to attract and hire ambitious women into the business in senior roles.

## Gender pay gap

### Mean %

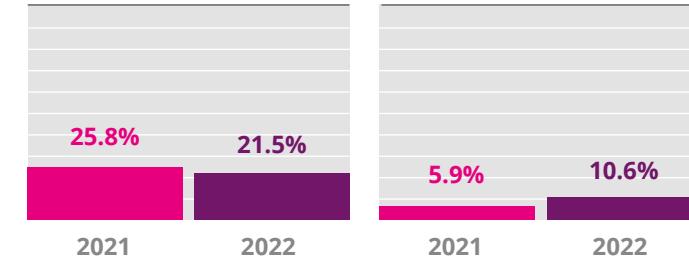


### Median %

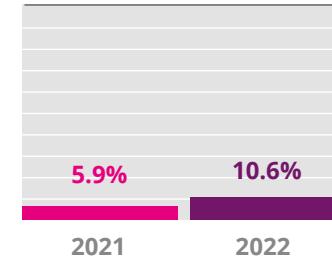


## Bonus results

### Mean %



### Median %



# Gender

## A closer look

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### 2025 target

We're proud to say we've already met and exceeded our target to increase the proportion of female partners to 33% by 2025. It's now at 34.7%, and we expect this to keep growing.

### How will we continue to grow?

Supporting our people is hardwired into our DNA. We continue to drive equality through workshops, panel sessions, one-to-one catch-ups, coaching and mentoring around partnership, and supporting our female employees.



Although we're on target with our goals, it's important not to lose momentum. Here's how we keep moving in the right direction:

#### Balance network

This new employee network promotes the interests of existing and future employees at Mills & Reeve in support of gender balance and equity within the firm.

#### Introduction of talent partners for executive support services

Following the success of our talent partners tasked with supporting our lawyers, we have extended their role to also act as a key contact for colleagues in executive support services (ESS). The talent partners help colleagues who wish to explore opportunities elsewhere within the firm, assisting with agility and career progression.

#### Supporting flexible and part time working

We encourage all employees to excel in their careers, including those who work part-time. In total, 22.5% of our people work part time, with over 200 different working patterns adapted to suit individual needs. Our hybrid and flexible working policy positively encourages colleagues to balance all the responsibilities in their life.

Take a look at our case study on the next page to find out more.

#### Parents and carers network (PACT)

Through this network, we ensure that policies and procedures are updated to support colleagues in the best way we can.

We're a member of Working Families, and in 2022, we signed the Pregnancy Loss Pledge. Recently we updated our baby loss policy, increasing the paid leave from five to up to ten days for those who have experienced a miscarriage.

We also offer paid leave for people on fertility pathways. Our commitment is as much to those trying to build a family as those who already have one.

#### Return to work programme

We continue to offer maternity and paternity mentors to people embarking on and returning from parental leave, offering practical advice and emotional support.

#### Menopause support

We offer support groups, sessions and training around menopause for all staff.

#### Bias training

We offer bias training to everyone who receives a promotion, managers and partners involved in decision-making for partnership and other recruitment, and to everyone involved in the assessment phase of our graduate recruitment.

#### Partner path

New partners run workshops to inspire others in their careers and share their experiences of their paths to partnership.

#### Secondments

We actively encourage colleagues to explore secondments to further develop their careers.

#### Workshops

We run various workshops to raise awareness around topics linked to gender. Last year, these included: imposter syndrome, masculinity and fatherhood, LGBTQ+ parents and parenting, domestic abuse, pregnancy loss, nutrition for women's health, and infertility.

# Case study

**Sarah Whyman**  
Principal associate

## What's it like being a lawyer? And how has Mills & Reeve supported you?

"Since school, I wanted to be a lawyer. I joined Mills & Reeve in 2016, and I've always felt entirely supported. I feel that everyone has a level playing field, and in my experience, no one is treated unfairly, which is brilliant.

"I love the challenges and opportunities that come with my job and working with my clients to assist them with their legal requirements.

"I feel encouraged by the firm to suggest and run projects, something I hadn't experienced before. For me, that's been leading Mills & Reeve's Inspiring Women in Technology network, which I set up in 2018. Through this, we offer events and networking opportunities where we talk about the challenges for women in technology and how to overcome them, as well as a focus on other key areas in technology, such as funding and investment.

"I'm also a lead on our women's sports package, the Equaliser, where we offer flexible pricing packages and support and mentoring for female athletes, giving them a similar opportunity for legal support to their male counterparts - without the same costs."

## How has it been returning from maternity leave?

"I was nervous about returning to work, as every parent is, because there's a fear that you won't slot back in, and there's a stigma that women can have setbacks in their careers because they've had children or had time off.

"But as soon as I returned, I felt completely supported. When I returned from maternity leave, colleagues encouraged me to go for a promotion to principal associate, which the firm facilitated outside of the usual promotion cycle, so that was great.

"I came back in September and was promoted in December. I may not have put myself forward had it not been for my talent partner who gently pushed me, helping me to believe in myself and regain my confidence."

## How does Mills & Reeve accommodate working parents?

"I've felt completely supported by the firm in my role as a mother, and I was accepted to work part-time, allowing me to work three days a week. It's also embraced hybrid and flexible working policies so that staff can work at home or from the office, which certainly helps balance client work and being a parent. I can pick up my child without commuting, or if I need to, it's great to come into the office and work face-to-face with the team and clients.

"Of course, there are challenges that come with working part-time, but I never feel that I'm out of the business. Colleagues treat me like a key part of the team - just like everyone else who works here."



# Race, ethnicity and cultural heritage

## 2022 snapshot

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### 2022 snapshot data

This year our ethnicity pay gap has widened by 1.5% for mean pay and 1.9% for median pay for employees.

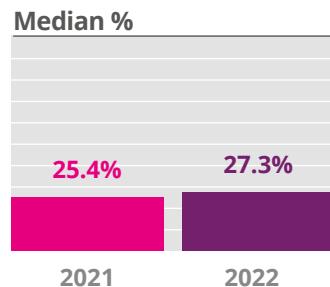
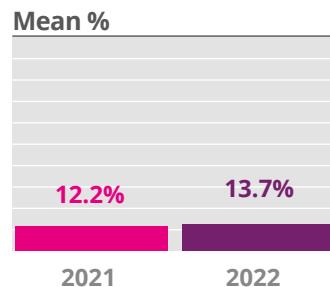
### Understanding the gap

Given we have a small number of employees from a racially minoritised background, a slight fluctuation in numbers significantly impacts the percentages. Our data sample is small and hugely sensitive to people leaving and joining. We recognise the need to do more, and are working hard to improve this. We have reviewed and adapted our graduate recruitment programme to make it as inclusive as possible, and are involved in several outreach placement and mentoring initiatives, more details of which can be found on the next page.

### Partner pay gap

We need greater representation at partner level for Black and racially minoritised colleagues, and we are working towards this. We have made some progress, as the partner ethnicity pay gap narrowed from 17.5% in 2021 to 12% in this snapshot period for the mean, and 26.5% in 2021 to 16.7% in 2022 for the median.

### Ethnicity pay gap



# Race, ethnicity and cultural heritage

## A closer look

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### 2025 target

Our target is to increase the proportion of staff and partners from racially minoritised backgrounds to 18%. We are currently at 11.6%, rising from 10.4% in 2021. We also plan to enhance the diversity of our board. This is a work in progress as while our board has good gender balance, it currently has no ethnic minority background representation.

### How are we going to increase inclusion for people from racially diverse backgrounds?

We want to attract more people from racially minoritised backgrounds and provide an inclusive environment for all of our people. Everyone at the firm brings unique perspectives and ideas and we do everything we can to help individuals to thrive, in an environment where they feel that they can be themselves.

Our Reach (race, ethnicity and cultural heritage) network remains at the heart of what we do, acting as a practical working group for identifying policy gaps and opportunities, and as a springboard for discussions and awareness raising.

After a successful pilot partnership with the 10,000 Black Interns programme, offering a paid six-week internship to students, we are excited to be rerunning the initiative and offering four times as many places, encouraging young Black students to gain paid experience in the legal sector.

See our case study on the next page to learn more about this.

### Supporting students

Through the 10,000 Black Interns Programme, we diversify our junior-level talent pools. With the Reach into Schools project, where colleagues from each of our offices engage with schools with high proportions of students from racially minoritised backgrounds, we aim to reduce barriers to entering the legal sector. We've been a corporate partner of IntoUniversity for the last 10 years. IntoUniversity supports young people from disadvantaged neighbourhoods to achieve their chosen aspirations, and we regularly host or contribute to their outreach days.

### Black Solicitors Network

In 2021, we joined the Black Solicitors Network and are participating in their grassroots programme where we are hosting a series of sessions for students focussing on topics such as applications, interviews, negotiation, legal drafting, advocacy and reputation for their members. Through this collaboration we hope to reach out to a wider audience of students from a racially minoritised background.

### Reach Development Award

We continue to support law students from racially minoritised backgrounds and offer the opportunity for two students to receive a financial bursary, obtain work experience and receive mentoring from the firm. This year, runners up also received mentoring from a senior lawyer to support them as they work towards a career in law.

### Recruitment

We provide bias training, and all CVs are anonymised to level the playing field at the graduate recruitment stage. We have altered our graduate recruitment practices to make them more inclusive, and hope by doing so, to attract a broader range of students and a more diverse set of applicants.

After working with partner organisations to reach out to potential applicants for our vacation scheme virtually, we are now emphasising face to face sessions at universities and law schools with a focus on reaching more students from a racially minoritised background.

### Celebrations and awareness sessions

We host various activities to raise awareness and celebrate racially minoritised communities. Last year, we ran a Black History Month panel with the Triple Cripples, a platform created by two disabled Black women for women, femmes & non-binary people from racially minoritised backgrounds, living with disabilities, whose stories remain hidden from view. We also ran a series of three Reach into ESG sessions, focussing on the intersectionality between diversity and ESG.

### Recognition and commitments

- We are signed up to the Race at Work Charter
- Race Equality Matters: Bronze Trailblazer Award. This is a new award that launched in 2021.



## Dawn Brathwaite

Diversity & inclusion strategic lead



### What is the 10,000 Black Interns programme and why did Mills & Reeve choose to participate?

"10,000 Black Interns is a national programme which pairs organisations with Black students and graduates with the objective of providing opportunities for them to realise their potential through supported work placement initiatives.

"In previous years we had organised our own Reach Development Award in partnership with Birmingham Black Lawyers and were very pleased with the impact of this. So when we heard about 10,000 Black Interns, it seemed like a natural progression. We signed up to the programme in 2022 offering one intern a six-week paid placement.

### What most impressed you about the candidates during the selection process?

"The calibre of the students was truly impressive, they had great educational credentials, were engaged in different extra-curricular activities and were clearly ambitious. We were delighted to have Audrey join us as our intern, she threw herself into every task she was given and truly made the most of the experience."

You can find out more about Audrey's experience below.

### Why are outreach initiatives like this so important in the legal profession?

"There is still a perception that a legal career is out of the reach of many unless you are from a certain socio-economic background, look a certain way, or have contacts in the profession. As a firm, it's very important that we do our part to dispel this myth by reaching out to and encouraging a diverse range of students, and hopefully widening our pool of potential applicants as a result.

"One of the great things about participating in the programme is that law firms joined together to ensure that interns across the sector had a really good experience. Several firms collaborated to provide interns with access to a network of their peers, and hosted webinars tackling anything from developing networking skills to finance in law. It really helped us to enrich Audrey's experience and provided more than we could have delivered alone."

## ...more about 10,000 Black Interns

### Audrey Fidegnon

Intern at Mills & Reeve from 10,000 Black Interns  
Student at the University of Warwick

### How did you find your time at Mills & Reeve?

"My time there was very varied and insightful, I'd heard a lot about commercial law and what to expect, but this was my first opportunity of experiencing it. I spent time in a range of teams, moving between health and care, insurance, banking, tax, construction, commercial litigation, employment and innovation, giving me a great understanding of each team. It affirmed to me that I am capable enough to pursue law and it's helped me understand what areas of law fit my interests."

### How has the 10,000 Black Interns programme helped you?

"The programme has encouraged lots of young Black people to see themselves in corporate roles that they may not have previously considered. It's given them the confidence to put themselves out there and go for the amazing roles they are capable of."

"I found out about the programme after hearing of friends undertaking internships in law firms, and applied. From there, I was offered workshops around the law and opportunities to meet other interns, and was matched with Mills & Reeve."

### How did the firm support you on your internship?

"Every intern has heard horror stories about going to law firms and trying to navigate the hierarchy. But it wasn't like that at all at Mills & Reeve. Everyone at all levels was happy to answer questions and give up their time."

"Every team I sat with was welcoming and approachable and I had a team buddy each time to help me navigate my tasks and understand the role. The diversity & inclusion team, Dawn and my mentor also all kept in touch regularly. The whole experience was great, and Mills & Reeve has an incredibly positive and open environment."



# Disability 2022 snapshot

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## 2022 snapshot data

We have decided to report on our disability data for the first time in this year's report. Our mean pay gap is 10.9%, and the median is 26.2% between employees who have declared a disability and those who don't have one or have chosen not to declare one.

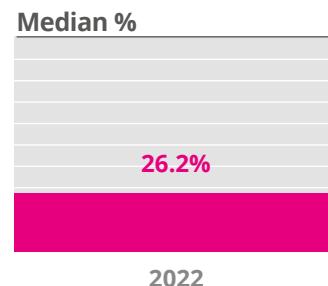
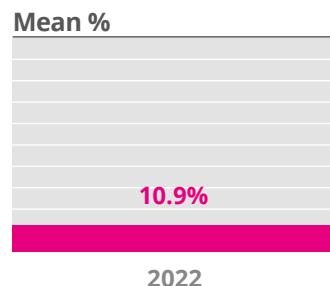
We want to give equal opportunities to everyone, regardless of whether they have a disability or long-term condition and are working to bridge this gap by supporting employees with additional needs to perform to their best ability.

## Employee pay gap

Although there is a noticeable pay gap in this area, we are making significant progress by cultivating an environment where everyone is supported and has equal opportunities. We aim to close the gap while encouraging employees to feel comfortable to declare their needs.

Find out more about what we are doing to improve things on the next page.

## Disability pay gap



# Disability

## A closer look

### Target by 2025

Our target is to increase the number of declared disabled staff and partners to 11%.

### How do we provide a safe space for people with disabilities?

We're confident we're moving toward our goal as 9.75% (as of March 2023) of those who entered their data declared they have a disability or long-term condition, up from 6% in 2021.

Our target for this isn't necessarily recruitment driven. Instead, we want to encourage our existing colleagues to feel comfortable expressing their needs and declaring their disabilities. We recognise that there's still work to do here, as 23.3% of colleagues didn't enter any data, and 7.6% of people selected prefer not to say.

### Recognition and commitments

- Members of the Business Disability Forum
- People in Law Awards: Excellence in Equality and Inclusion – for our work towards disability inclusion
- *Financial Times* Innovative Lawyers 2023: Highly commended Responsible Business – for disability inclusion work
- Achieved the Government's Disability Confident Employer status



What have we been doing in this space?

#### Ability network

Our Ability network continues to spearhead positive change for candidates, colleagues and clients by promoting discussion and identifying best practices. It's formed of colleagues who share their own experiences of both visible and non-visible disabilities and health conditions, as well as allies.

For more information, read our case study on the next page.

#### Workplace adjustments

From an all-staff survey led by Ability, we enhanced the support available to colleagues and upgraded our workplace adjustments list to a more comprehensive menu that highlights a variety of options available to people with disabilities or health conditions.

This is part of our wider strategy to provide a workplace where everyone can thrive.

#### Regular reviews

We recognise requirements may change. That's why we train our line managers to check in regularly and compassionately to ask what support colleagues need, including building these into regular reviews.

#### Recruitment

We have updated our graduate recruitment processes to further remove barriers for people with a disability or health condition. As a Disability Confident Employer, we offer interviews automatically to candidates who have a disability and best meet the minimum criteria for our roles.

#### 10,000 Able Interns

For the first time, we are proud to partner with 10,000 Able Interns to offer a student with a disability a six-week paid internship.

#### Development award

We offer a £1,000 bursary, mentoring, and a week's work experience to a law student with a disability in partnership with the Business Disability Forum (BDF).

#### IT accessibility

We are constantly looking for ways to improve the accessibility of our software and adopting new technologies to help colleagues. Our IT staff regularly train colleagues on accessible software and help people to understand more about the accessibility features that are built into regularly used software like Microsoft Office.

#### Communications

We work with a preferred supplier to offer alternative format documents including braille, audio and large type. We also offer British Sign Language interpreting on demand in all our offices, and other communication support for people who are deaf.

#### Flexible working

Our flexible working policy is fully inclusive and supportive of those with disabilities.

#### Carers policy

For colleagues with responsibilities for disabled family members, we offer flexible working either ad-hoc, long or short-term. And all carers can use our workplace adjustments as needed.

#### Workshops

Last year we held sessions on MS awareness, understanding SEND (special, educational needs and disability) and the challenges children and parents face, blindness and visual impairment awareness, OCD awareness, and cancer in the workplace.

## Louis Geary-Smith Associate

### What did you do before joining the legal sector?

"While at university, I studied psychology and philosophy, then began a career in marketing communications. During my studies, I was diagnosed with dyslexia. It was a relief at the time because it helped me understand why academic tasks took me longer than others, but it also contributed to feelings that I would never suit the legal sector."

### What changed for you?

"After speaking with friends in the legal sector, I realised that although deadlines can be tight, accuracy is prized over haste. This helped to give me confidence that challenges relating to dyslexia shouldn't be a barrier to the general interest I had always had in the law.

"I applied for Mills & Reeve partly on advice from a friend who worked here. She'd complimented the firm on its respect for life outside of work and support for employees."

### What's the driving force behind the Ability network?

"Ability is a network of colleagues across the firm interested in advancing disability inclusion. This network acts as a starting point and sounding board for various initiatives, including changing our engagement letter to flag

support available to clients and holding a lunchtime panel discussion about workplace adjustments.

"The firm recognises that making positive change requires effective communication with disabled colleagues, encouragement and support of colleagues who take the initiative to bring about change and broadcasting what we're doing to attract and retain disabled talent. Effective change takes time, and there's plenty to do, but it's great to work with people keen to get on with it."

### How have you been involved in the Ability network?

"The firm has an appetite to make support available and recognises that simply providing support and telling people about it isn't always enough. It understands people need to feel psychologically safer to make requests, which is a key ingredient Mills & Reeve aims to foster through the Ability network.

"With the network's support, I recently ran an anonymous survey of people's experiences requesting and obtaining workplace adjustments. Based on the findings, we produced a new guidance document with a comprehensive menu of workplace adjustments to help people understand the options available and give them the confidence to ask. The document is used internally as part of the firm's wider strategy to outperform

the legal requirement to make reasonable adjustments for employees by assisting anyone who needs help to perform at their best and normalising conversations about adjustments.

"We also have an IT trainer who dedicates part of her week to accessibility technology and provides one-to-one training to anyone who requests it. This provides a low barrier to entry for people seeking support.

"It's energising working with people looking for new ways to make our working environment more inclusive. On a societal level, disability and related intersectional inclusion is often forgotten about, especially in relation to invisible disabilities, but when we adjust our environment to reduce disadvantages faced by disabled people, everyone stands to benefit."



# LGBTQ+

## A closer look

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### Targets and current statistics

Across Mills & Reeve 7.3% of staff identify as LGBTQ+, and our target is to increase this to 8%. We have made progress since the last snapshot period where the percentage of disclosed people identifying as LGBTQ+ was 6.1%, and are well on the way to meet our ambition to increase representation across the firm by 2025.

Our LBGTQ+ network, Spectrum, offers representation and support for the LGBTQ+ community and its allies. It drives activities that enhance the firm's inclusive culture, from removing gendered language to hosting awareness sessions. We actively seek ways to improve the inclusivity of the firm further, guided by Spectrum's members.

We're a Stonewall Diversity Champion and have been ranked 38th in the Top 100 employers for LGBTQ+ inclusion in their annual Workplace Equality Index.

### Recognition and commitments

- Stonewall: Gold Award for Inclusion, ranked 38th in their Workplace Equality Index
- Stonewall: Spectrum is a Highly Commended Staff Network
- Legal Innovation Awards: Championing Diversity in Tech Award
  - won by Patrick Wisheu and Robert Renfree, co-Chairs of Spectrum, for their contribution to LGBTQ+ equality at the firm



Here's how we support LGBTQ+ staff, candidates, partners and clients:

#### Policies

As part of our wider strategy to use gender-neutral language internally and externally, we refreshed our family policies, including maternity, paternity, adoption, and shared parental leave, so that language is inclusive of all families. We also updated language in the pregnancy and baby loss and compassionate leave policies.

#### Language

We use gender-neutral language in correspondence and encourage colleagues to use the pronoun of their choice.

#### Dress at work policy

We encourage colleagues to feel comfortable and safe to bring their authentic selves to work with an inclusive dress code.

#### Events and workshops

Throughout the year, we host various workshops and events, focusing on Pride month to celebrate the LGBTQ+ community. Examples include providing rainbow ice-creams in Norwich, sponsoring Pride in Cambridge and Norwich, and drop-in sessions for people to learn more about Spectrum.

#### Panels

We host regular panel events. In 2022, panels were around trans inclusion, bi inclusion, non-binary inclusion, being a good ally, LGBTQ+ parents and parenting, and mental health in the LGBTQ+ community.

#### In conversation with...

In 2022 we held a session with Master Victoria McLeod, the UK's first trans judge and practising barrister.



# Social mobility

## A closer look

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### Targets and current statistics

71.6% of our colleagues, including partners, attended a non-selective state school while 68.9% have parents who did not attend university. Meanwhile 21.3% of all staff and partners are from a lower socio-economic background based on parental occupation.

Improved social mobility is one of our key objectives. We recognise that this is an area that needs more focus, and we're planning how we increase our impact. Our targets are to increase the proportion of staff and partners from lower socio-economic communities by 5%, and increase the proportion of graduate and experienced hires annually from lower socio-economic communities by 5%.

Some recent work towards our goal includes:

#### Removing recruitment barriers

We have access to specialist recruitment software to help us contextualise candidate submissions in our graduate recruitment processes, helping us to identify those from lower socio-economic communities and to ensure that bias is not influencing decision-making. Examples of changes include removing minimum grade requirements and the work experience sections of applications.

#### Monitoring

We participated in the Social Mobility Employer Index, recently received their report, and are using the feedback to enhance our impact and activities.

#### Partnerships

We have partnerships with organisations to support applicants from lower socio-economic groups to enter the legal profession.

We have been a corporate partner of IntoUniversity, a charity that supports young people from disadvantaged neighbourhoods to achieve their chosen aspirations, for 10 years, and regularly host or contribute to their outreach days. We also have an active collaboration with a number of schools in lower socioeconomic areas across all of our offices as part of our Reach into Schools programme.



# Wellbeing

## A closer look

2022 Pay gap report

16

The past year has been challenging for many people, with political instability and the cost of living crisis. We've continued to focus on supporting wellbeing in a number of ways.

We regularly offer firm-wide communications on emotional and wellbeing support. We provide training to all staff on how to provide support to one another, and spot the signs of poor mental wellbeing.

Our wellbeing programme also focuses on financial, mental, physical, and digital wellbeing.

As standard, all colleagues, their dependants who live at home and any children aged 16 to 24, have access to our employee assistance programme for mental and physical health support. We also have 27 mental health first aid trained wellbeing supporters on hand to support.

Here's how we've supported colleagues:

### Cost of living payment

We provided colleagues across the business, regardless of salary or working pattern, with a £1,000 payment to help with increases in cost of living.

### Wellbeing workshops and catch-ups

We consistently remind colleagues of the help available to them and provide awareness sessions to support them. Recent workshops have included: Stress awareness, breathing techniques for stress and an introduction to meditation.

### Wellbeing surveys

To understand colleagues' pressure points and ensure that our wellbeing scheme is a collaborative programme that's fit for purpose, we regularly circulate wellbeing surveys to all staff. Results feed directly into our wellbeing approach and activities.

### Employee support fund

We established an employee support fund, so that anyone who is struggling financially can confidentially obtain support with no repayment required.

### Fitness sessions

We offer weekly in person exercise classes in some of our offices. In January, our month of fitness, we provide a range of virtual fitness sessions including Zumba and HIIT, and we offer weekly virtual sessions every Friday during the rest of the year.

### Discount platform

We have discounts for various shops to help staff save money, from major supermarkets, to retailers and travel providers.

### We are proud to be:

- A member of the Mindful Business Charter
- Members of the Zero Suicide Alliance
- Signatories to the Mental Health at Work Commitment



We are committed to creating a culture and workplace where people thrive and others want to join, and our ambitious refreshed strategy will support us in these goals.

Though we have made good progress in some areas, we are aware that we still have lots to do, particularly in relation to racial diversity and social mobility. We are working hard to achieve these goals and have a clear focus and commitment which drives us forward to be a firm that recruits, retains, and promotes the best people; in a place where everyone thrives and can be themselves.

# Data in depth



## Gender pay gap at Mills & Reeve

	Mean	Median
Gender pay gap	16.6%	24.1%
Year on year change	-1.3%	-2.0%

## The percentage of women and men in each quartile (of equal size) of the payroll

Upper quartile
Women 61.8%
Men 38.2%

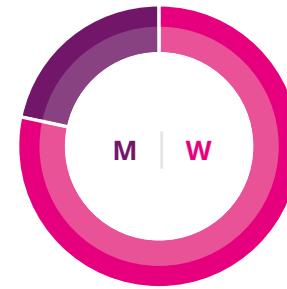
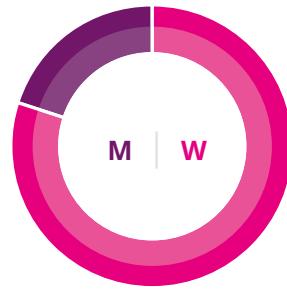
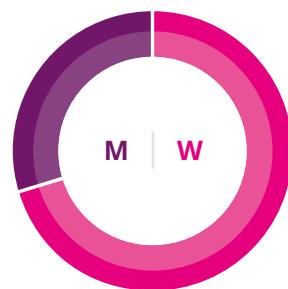
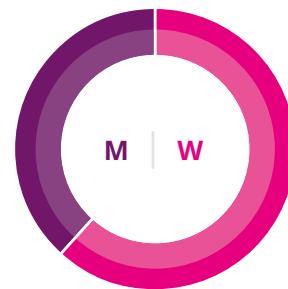
Upper middle quartile
Women 70.5%
Men 29.5%

Lower middle quartile
Women 80.1%
Men 19.9%

Lower quartile
Women 78.4%
Men 21.6%

## Gender bonus pay gap at Mills & Reeve

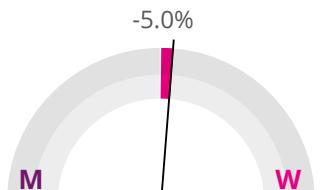
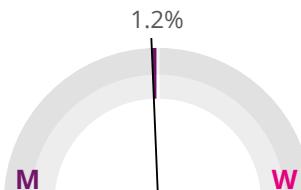
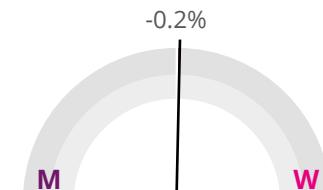
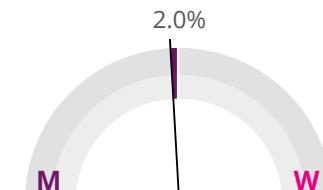
	Mean	Median
Gender bonus pay gap	21.5%	10.6%
Year on year change	-4.3%	4.7%



## Proportion of women and men receiving a bonus at Mills & Reeve

Women	93.7%
Men	94.9%

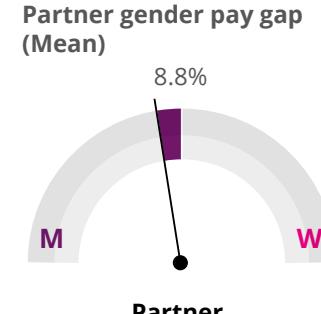
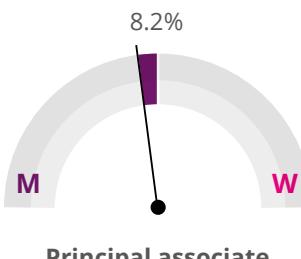
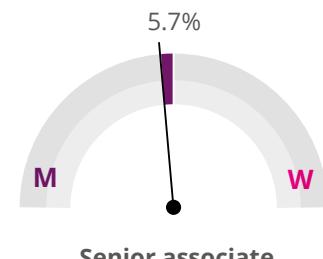
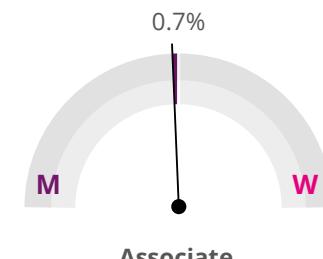
## Gender pay gap broken down by pay quartile (Mean)



## Working patterns at Mills & Reeve

Women	Full-time	69.3%
Men	Full-time	90.9%
Women	Part-time	30.7%
Men	Part-time	9.1%

## Gender pay gap broken down by associate solicitor level (Mean)



All the figures reported above are for employees except for the Partner gender pay gap figure.  
Calculating the median involves taking all salaries in a sample, lining them up in order from lowest to highest, and picking the middle-most salary. Meanwhile, the mean is the overall average of the whole sample and is more subject to skewing by a small number of outliers.

## Employees

Employees	Mean						Median					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Gender pay gap	20.1%	21.6%	20.3%	16.0%	17.9%	16.6%	34.2%	33.5%	32.1%	19.5%	26.1%	24.1%
Gender bonus pay gap	42.6%	50.4%	39.9%	31.7%	25.8%	21.5%	4.5%	4.5%	4.6%	8.0%	5.9%	10.6%

Employees	Men						Women					
	Proportion of men/women in each quartile	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21
Upper	41.0%	40.9%	40.0%	41.3%	36.7%	38.2%	59.0%	59.1%	60.0%	58.7%	63.3%	61.8%
Upper middle	31.0%	30.0%	33.6%	30.7%	33.5%	29.5%	69.0%	70.0%	66.4%	69.3%	66.5%	70.5%
Lower middle	20.0%	20.7%	16.7%	23.4%	21.4%	19.9%	80.0%	79.3%	83.3%	76.6%	78.6%	80.1%
Lower	21.0%	20.2%	22.3%	20.7%	19.6%	21.6%	79.0%	79.8%	77.7%	79.3%	80.4%	78.4%

Employees	Mean					
	Gender pay gap by quartile	FY17	FY18	FY19	FY20	FY22
Upper	6.9%	6.5%	5.6%	-0.3%	4.6%	2.0%
Upper middle	-1.3%	2.3%	-0.7%	-1.8%	1.4%	-0.2%
Lower middle	2.8%	3.2%	5.1%	-1.0%	3.8%	1.2%
Lower	-6.3%	-4.1%	-4.7%	-5.6%	-1.2%	-5.0%

Employees	Mean					
	Gender pay gap by associate solicitor level	FY17	FY18	FY19	FY20	FY22
Associate	-2.3%	8.2%	3.7%	0.2%	4.3%	0.7%
Senior associate	0.7%	-3.3%	5.4%	0.7%	1.1%	5.7%
Principal associate	0.6%	6.7%	6.9%	6.9%	7.7%	8.2%

Employees	Men						Women					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Proportion of men/women receiving a bonus	97.0%	95.7%	98.0%	94.7%	97.3%	94.9%	95.0%	94.1%	96.4%	95.4%	95.1%	93.7%

Employees	Men						Women					
	Working patterns at M&R	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21
Full-time	93.0%	91.4%	93.1%	92.1%	91.4%	90.9%	67.0%	68.9%	70.3%	69.6%	69.5%	69.3%
Part-time	7.0%	8.6%	6.9%	7.9%	8.6%	9.1%	33.0%	31.1%	29.7%	30.1%	30.5%	30.7%

\* All percentages to 1 decimal place

The firm operates a lockstep partnership with gateways at certain points. All partners are remunerated by way of a share of the firm's profit, we don't have any salaried partners.

The profit share a partner receives largely reflects the time spent as a partner and the gateways they have moved through.

## Employees and partners

Employees and partners	Mean						Median					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Gender pay gap	55.2%	61.6%	59.3%	55.6%	58.8%	58.0%	42.7%	43.4%	42.4%	32.4%	35.7%	35.1%
Gender bonus pay gap	42.5%	50.4%	39.9%	31.7%	25.8%	21.5%	4.5%	4.5%	4.6%	8.0%	5.9%	10.6%

Employees and partners	Men						Women						
	Proportion of men/women in each quartile	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Upper		57.6%	60.5%	59.4%	59.2%	58.2%	57.8%	42.4%	39.5%	40.6%	40.8%	41.8%	42.2%
Upper middle		33.8%	33.3%	33.5%	30.4%	33.3%	27.9%	66.2%	66.7%	66.5%	69.6%	66.7%	72.1%
Lower middle		24.0%	21.9%	21.4%	28.4%	23.5%	25.1%	76.0%	78.1%	78.6%	71.6%	76.5%	74.9%
Lower		19.6%	18.9%	20.3%	20.0%	18.6%	19.9%	80.4%	81.1%	79.7%	80.0%	81.4%	80.1%

Employees and partners	Mean						Median						
	Gender pay gap by quartile	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Upper		35.4%		33.1%		32.4%		29.1%		32.5%		31.2%	
Upper middle		0.9%		-0.4%		-2.3%		1.5%		-2.2%		1.3%	
Lower middle		3.8%		-0.4%		7.0%		2.7%		2.2%		4.7%	
Lower		-8.1%		-5.4%		-6.7%		-5.9%		-2.2%		-6.4%	

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## Partners

Partners	Mean						Median					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Gender pay gap	10.5%	10.8%	5.2%	7.2%	8.9%	8.8%	18.8%	6.2%	3.0%	5.9%	5.9%	5.9%

Partners	Men						Women					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Proportion of men/women in each quartile												
Upper	74.1%	80.0%	77.4%	90.6%	73.5%	94.1%	25.9%	20.0%	22.6%	9.4%	26.5%	5.9%
Upper middle	78.6%	70.0%	71.0%	59.4%	79.4%	54.3%	21.4%	30.0%	29.0%	40.6%	20.6%	45.7%
Lower middle	78.6%	83.9%	80.6%	71.9%	64.7%	73.5%	21.4%	16.1%	19.4%	28.1%	35.3%	26.5%
Lower	59.3%	53.3%	61.3%	63.6%	65.7%	60.0%	40.7%	46.7%	38.7%	36.4%	34.3%	40.0%

Partners	Mean					
	FY17	FY18	FY19	FY20	FY21	FY22
Gender pay gap by quartile						
Upper	1.3%	1.1%	-1.0%	-7.6%	0.1%	-9.1%
Upper middle	-0.3%	1.9%	2.7%	-3.0%	1.2%	-3.9%
Lower middle	4.1%	-7.0%	-6.5%	-0.5%	4.2%	-4.0%
Lower	7.9%	3.6%	-5.4%	1.1%	7.5%	7.0%

## Equity partners

Equity partners	Mean						Median					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Gender pay gap	1.7%	3.3%	0.7%	2.7%	1.0%	1.4%	0.0%	5.0%	5.3%	5.3%	0.0%	5.0%

Equity partners	Men						Women					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Proportion of men/women in each quartile												
Upper	80.0%	83.3%	76.2%	81.8%	59.1%	90.9%	20.0%	16.7%	23.8%	18.2%	40.9%	9.1%
Upper middle	80.0%	77.8%	80.0%	76.2%	91.3%	60.9%	20.0%	22.2%	20.0%	23.8%	8.7%	39.1%
Lower middle	66.7%	66.7%	71.4%	66.7%	77.3%	73.9%	33.3%	33.3%	28.6%	33.3%	22.7%	26.1%
Lower	73.3%	66.7%	71.4%	68.2%	69.6%	69.6%	26.7%	33.3%	28.6%	31.8%	30.4%	30.4%

\* All percentages to 1 decimal place

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Equity partners	Mean					
	FY17	FY18	FY19	FY20	FY21	FY22
Gender pay gap by quartile						
Upper	1.2%	0.8%	-1.1%	-3.8%	3.0%	-7.1%
Upper middle	0.0%	0.0%	-0.9%	0.4%	4.3%	0.0%
Lower middle	-1.0%	0.9%	0.4%	0.4%	-0.2%	0.8%
Lower	3.0%	-2.2%	-2.6%	1.0%	-0.9%	-2.3%

## General partners

General partners	Mean						Median					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Gender pay gap	17.5%	19.9%	3.5%	7.2%	5.6%	6.8%	20.0%	10.0%	0.0%	5.0%	15.0%	20.0%

General partners	Men						Women					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Proportion of men/women in each quartile												
Upper	100.0%	100.0%	90.0%	81.8%	63.6%	63.6%	0.0%	0.0%	10.0%	18.2%	36.4%	36.4%
Upper middle	75.0%	84.6%	63.6%	63.6%	66.7%	83.3%	25.0%	15.4%	36.4%	36.4%	33.3%	16.7%
Lower middle	69.2%	41.7%	50.0%	63.6%	66.7%	66.7%	30.8%	58.3%	50.0%	36.4%	33.3%	33.3%
Lower	38.5%	50.0%	70.0%	60.0%	58.3%	41.7%	61.5%	50.0%	30.0%	40.0%	41.7%	58.3%

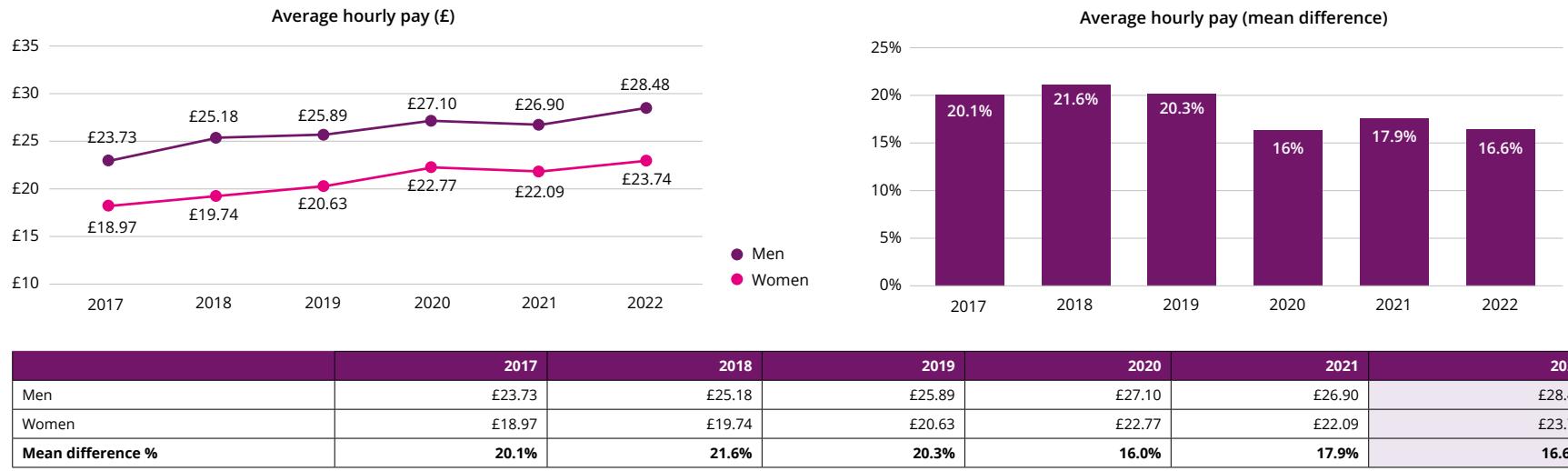
General partners	Mean					
	FY17	FY18	FY19	FY20	FY21	FY22
Gender pay gap by quartile						
Upper	0.0%	0.0%	-5.4%	5.5%	5.3%	-1.1%
Upper middle	-6.0%	3.5%	0.0%	0.0%	0.0%	-0.5%
Lower middle	2.6%	5.2%	0.0%	-4.8%	7.0%	0.2%
Lower	-10.7%	-3.3%	-12.1%	4.5%	3.7%	-2.9%

\* All percentages to 1 decimal place

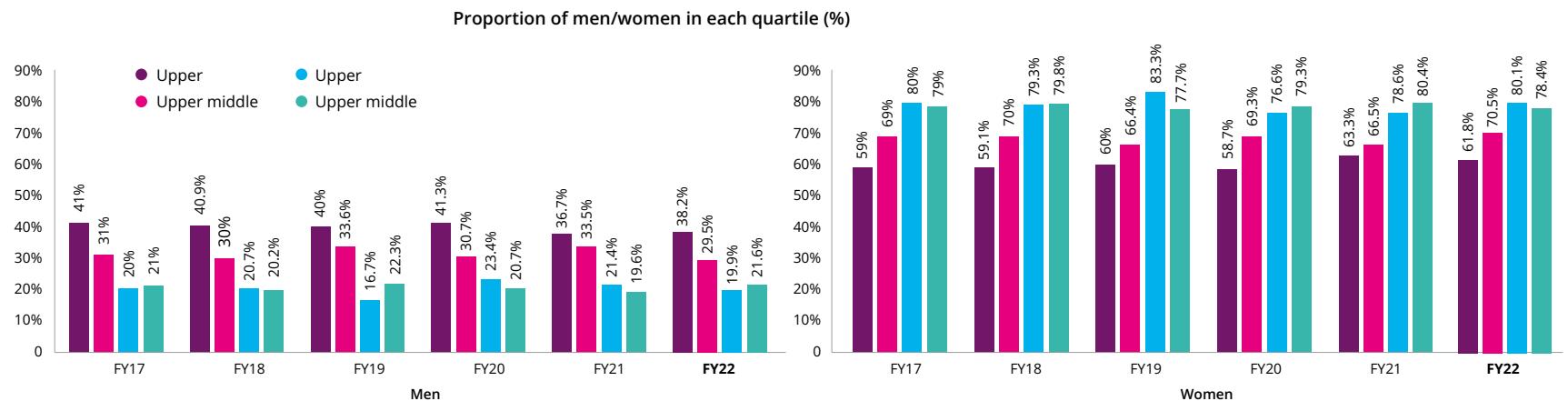
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## Average hourly pay (£)



## Proportion of men/women in each quartile (%)



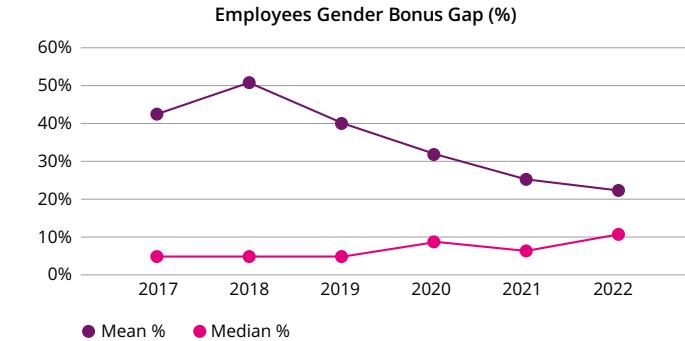
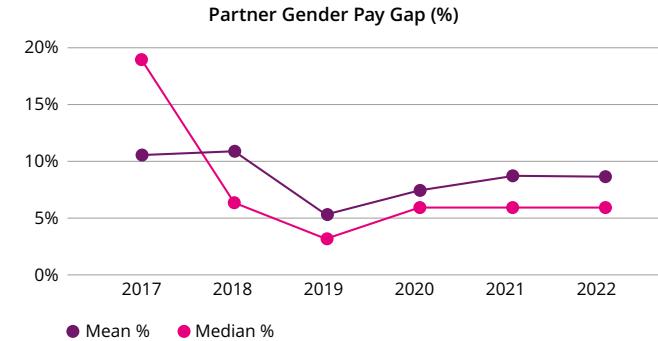
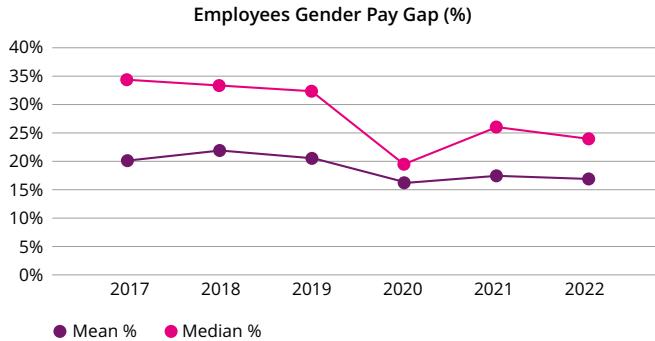
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	Men						Women					
	FY17	FY18	FY19	FY20	FY21	FY22	FY17	FY18	FY19	FY20	FY21	FY22
Upper	41.0%	40.9%	40.0%	41.3%	36.7%	38.2%	59.0%	59.1%	60.0%	58.7%	63.3%	61.8%
Upper middle	31.0%	30.0%	33.6%	30.7%	33.5%	29.5%	69.0%	70.0%	66.4%	69.3%	66.5%	70.5%
Lower middle	20.0%	20.7%	16.7%	23.4%	21.4%	19.9%	80.0%	79.3%	83.3%	76.6%	78.6%	80.1%
Lower	21.0%	20.2%	22.3%	20.7%	19.6%	21.6%	79.0%	79.8%	77.7%	79.3%	80.4%	78.4%

# Data in depth



**Employees Gender Pay Gap (%)**

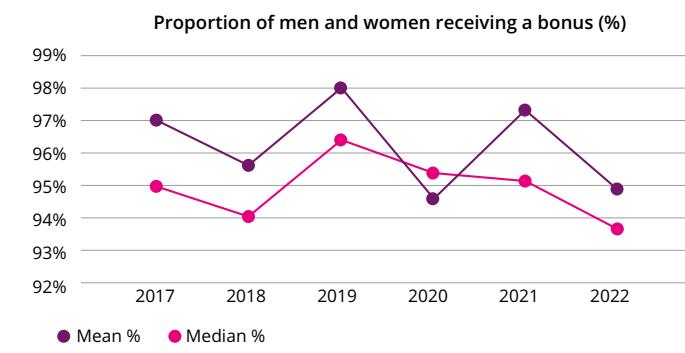
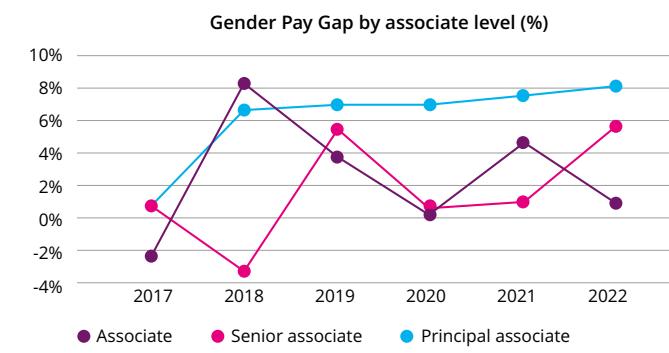
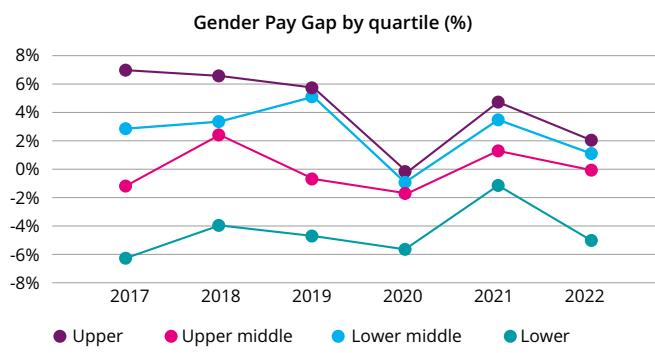
	2017	2018	2019	2020	2021	2022
Mean %	20.1%	21.6%	20.3%	16.0%	17.9%	16.6%
Median %	34.2%	33.5%	32.1%	19.5%	26.1%	24.1%

**Partner Gender Pay Gap (%)**

	2017	2018	2019	2020	2021	2022
Mean %	10.5%	10.8%	5.2%	7.2%	8.9%	8.8%
Median %	18.8%	6.2%	3.0%	5.9%	5.9%	5.9%

**Employees Gender Bonus Gap (%)**

	2017	2018	2019	2020	2021	2022
Mean %	42.6%	50.4%	39.9%	31.7%	25.8%	21.5%
Median %	4.5%	4.5%	4.6%	8.0%	5.9%	10.6%



**Gender pay gap by quartile (%)**

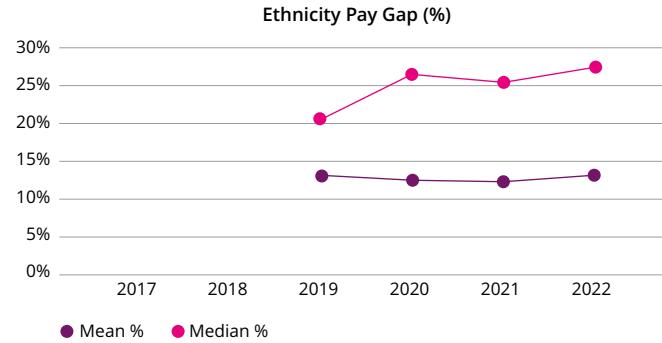
	2017	2018	2019	2020	2021	2022
Upper	6.9%	6.5%	5.6%	-0.3%	4.6%	2.0%
Upper middle	-1.3%	2.3%	-0.7%	-1.8%	1.4%	-0.2%
Lower middle	2.8%	3.2%	5.1%	-1.0%	3.8%	1.2%
Lower	-6.3%	-4.1%	-4.7%	-5.6%	-1.2%	-5.0%

**Gender pay gap by associate solicitor level (%)**

	2017	2018	2019	2020	2021	2022
Associate	-2.3%	8.2%	3.7%	0.2%	4.3%	0.7%
Senior associate	0.7%	-3.3%	5.4%	0.7%	1.1%	5.7%
Principal associate	0.6%	6.7%	6.9%	6.9%	7.7%	8.2%

**Proportion of men and women receiving a bonus (%)**

	2017	2018	2019	2020	2021	2022
Men	97.0%	95.7%	98.0%	94.7%	97.3%	94.9%
Women	95.0%	94.1%	96.4%	95.4%	95.1%	93.7%



Ethnicity Pay Gap (%)						
	2017	2018	2019	2020	2021	2022
Mean %	N/A	N/A	13.4%	12.5%	12.2%	13.7%
Median %	N/A	N/A	21.2%	26.6%	25.4%	27.3%



Mills & Reeve is centred on achieving more for clients, their businesses and the wider communities we serve.

Our clients and their industries benefit from our knowledge and learning – on everything from wellbeing, diversity and inclusion to global trends. The wider community benefits from a focus on sustainability in client and business decisions.

Our 1,100 plus people and over 600 lawyers share one vision – achieving more for clients.

## Meet the team

For more on:

### Working for Mills & Reeve

#### Sandy Boyle - He/Him

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## The small print

The pay gap statistics provided in this report are based on Mills & Reeve's snapshot data from 5 April 2022.

Under legislation which came into force in April 2017, UK employers with more than 250 employees are required to publish their mean and median gender pay gap.

These metrics are complementary and illustrate different aspects of the distribution of pay across an organisation. Calculating the median involves taking all salaries in a sample, lining them up in order from lowest to highest, and picking the middle-most salary. Meanwhile, the mean is the overall average of the whole sample and is more subject to skewing by a small number of outliers.

We confirm that Mills & Reeve's gender pay gap calculations are accurate and meet the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The data published in this report is published by Mills & Reeve Services Limited, a wholly owned subsidiary and the service company of Mills & Reeve LLP. Mills & Reeve Services Limited is the main employing entity for Mills & Reeve's employees.

Current gender pay gap reporting requirements dictate that we need to report in a binary way, recognising only men and women. For the purposes of this report, we refer to biological sex using the terms 'gender', 'men', and 'women'.

We know that gender is more complex than the reporting requirements allow for, and our policies reflect this.