

2019 Gender Pay Gap Report

This report reveals our snapshot
April 2019 results and how we are developing
a truly diverse, inclusive workforce.



We want Mills & Reeve to have a truly diverse, inclusive workforce. We continuously strengthen our culture and develop our recruitment, promotion and reward policies to achieve this.

Our strength comes from supporting and encouraging all our colleagues. We do everything we can to help each person to thrive, every day.

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Foreword by our managing partner

It's important to us at Mills & Reeve to always push forward, increase transparency and improve diversity and inclusion. That is why each year, we have gone beyond the statutory requirements for gender pay gap reporting by adding an additional layer to what we publish. We started with releasing partner data and this year we are going one step further in sharing our ethnicity data.

I'm pleased to say that our gender pay gap has reduced this year. However, recognising that a gender pay gap still exists, reflecting that there are more men in senior positions and women in lower pay quartiles, we are working to increase the career progression of female lawyers. We are also encouraging more women into senior business support roles and this is working with more of our senior leaders now being female.

This year's ethnicity data, which we are voluntarily reporting on, provides a snapshot of where we stand today in this important area. What it draws into focus is that, while there is a pay gap, the data is based on a small sample of people. What is vital to us is to increase Black, Asian and minority ethnic (BAME) representation

across the firm. To do this, we have introduced initiatives to ensure we take an inclusive approach throughout our attraction, recruitment and promotion processes. And we will continue to do more.

While government and media scrutiny most often concentrates on gender diversity, our focus is on the issue of diversity in all its forms. As well as increasing gender and BAME representation, we have a number of ongoing LGBT+, disability and social mobility initiatives which are detailed on the following pages. We welcome any opportunity to shine a light on the importance of creating a diverse, balanced workforce, both through this report and beyond.

Claire Clarke
Managing Partner
Mills & Reeve



Gender pay gap at a glance

Gender pay gap at Mills & Reeve

	Mean	Median
Gender pay gap	20.3%	32.1%
Year on year change	-1.3%	-1.4%

Gender bonus pay gap at Mills & Reeve

	Mean	Median
Gender bonus pay gap	39.9%	4.6%
Year on year change	-10.5%	0.1%

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

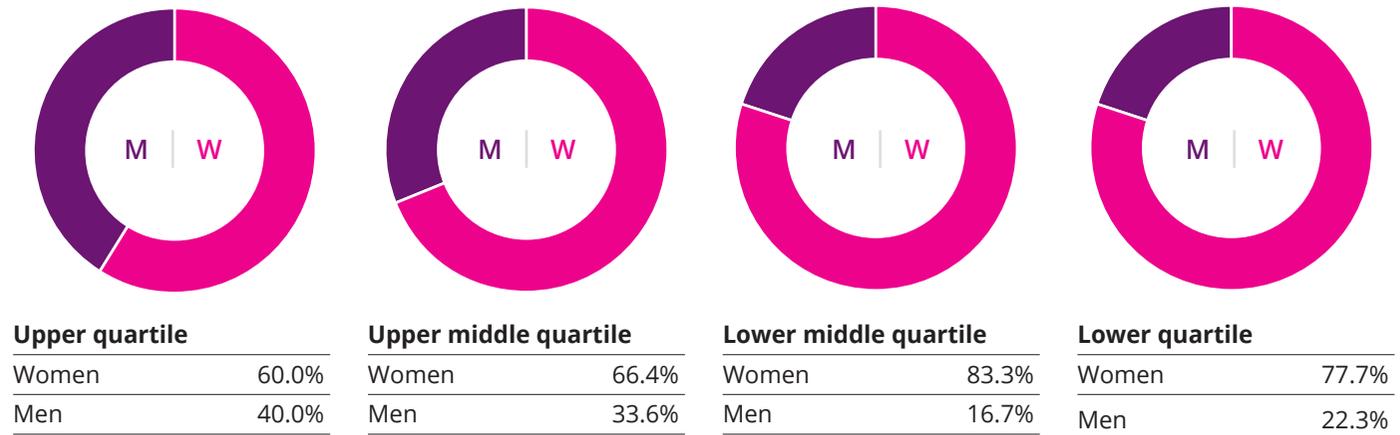


Working patterns at Mills & Reeve

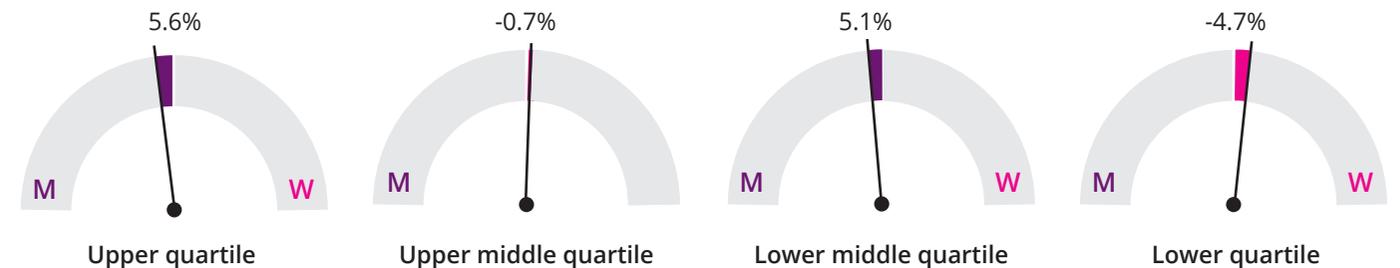


Gender	Full-time	Part-time
Women	70.3%	29.7%
Men	93.1%	6.9%

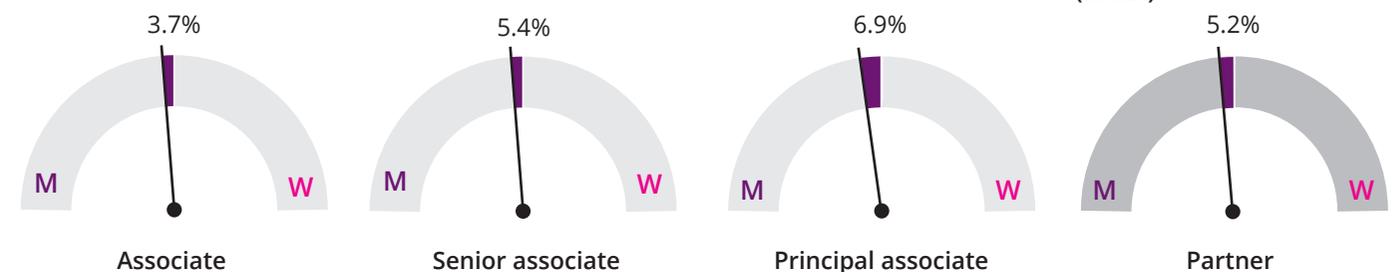
The percentage of women and men in each quartile (of equal size) of the payroll



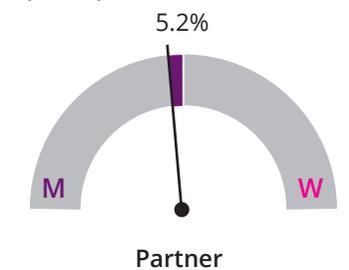
Gender pay gap broken down by pay quartile (Mean)



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



Partner gender pay gap (Mean)

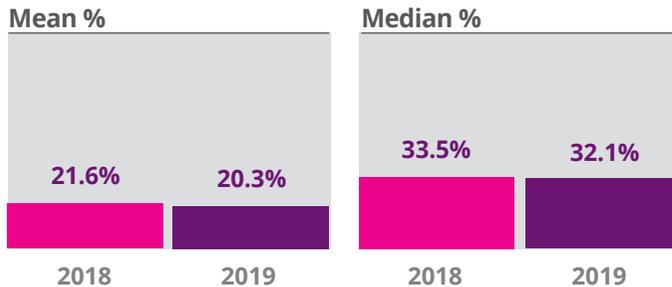


All the figures reported above are for employees except for the Partner gender pay gap figure. Calculating the median involves taking all salaries in a sample, lining them up in order from lowest to highest, and picking the middle-most salary. Meanwhile, the mean is the overall average of the whole sample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

Understanding our gender and ethnicity pay gaps

Here we highlight the most important data, the areas which have seen a significant shift and the reasons why.

Gender pay gap



Our overall gender pay gap has reduced this year, with the mean down 1.3% to 20.3% and the median falling 1.4% to 32.1%.

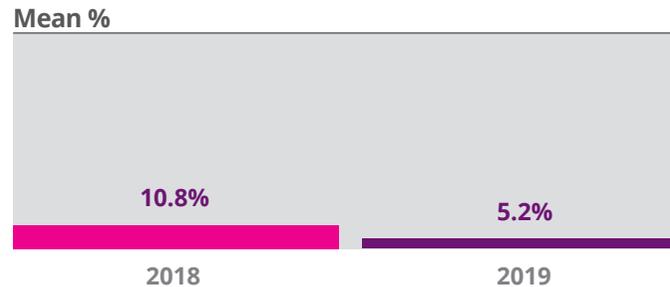
Why is there a gender pay gap?

Men and women at Mills & Reeve receive equal salaries for equivalent roles. However, as in many professional services firms, we have a large proportion of women employed in the lower pay quartile in executive support services and more men in senior higher paid business services roles, which results in a gender pay gap.

How are we continuing to reduce the gender pay gap?

We have introduced a number of mentoring and development programmes, as well as increasing flexible working options. We explain these initiatives in more detail in the 'How we are closing the diversity gaps' section of this report.

Partner gender pay gap



Our mean partner gender pay gap fell from 10.8% to 5.2% this year.

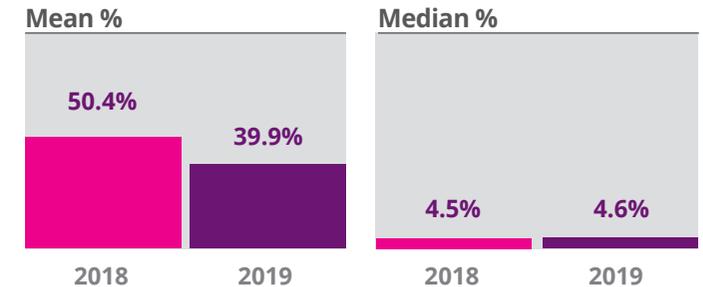
Why has the partner gender pay gap reduced?

The reduction in our partner gender pay gap can be explained by female partners progressing up the partnership ladder.

How are partners remunerated?

The firm operates a lockstep partnership with gateways at certain points. All partners are remunerated by sharing the firm's profit. We don't have any salaried or fixed share partners. The profit share that a partner receives reflects their time spent as a partner, the scale of their practice and the gateways they have moved through.

Bonus results



Our median bonus gap remained largely the same, rising 0.1% since last year to 4.6% and the mean gap fell from 50.4% to 39.9%.

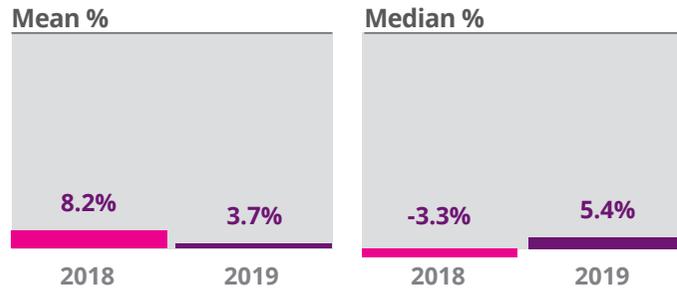
Who gets bonuses?

We believe everyone should share in the success of the firm so almost all our employees receive a bonus. This year, 96.4% of women and 98.0% of men received a bonus. Every full-time, non-partner member of staff who was employed for the whole of the financial year received £2,273 – regardless of position, seniority or salary. This was our highest ever all-firm bonus. The bonus scheme is fully transparent and operates on a shared enterprise basis with a percentage of profit placed into the bonus pool from Day 1. The bonus is pro-rated so part-time employees also receive a bonus as well as staff who have been with the firm for less than a year.

Why is there a bonus gender pay gap?

People who work part-time receive a bonus based on a pro-rata calculation. 29.7% of our female workforce work part-time compared to 6.9% of men and, unlike the gender pay gap calculation, there is no conversion to an hourly rate or pro-rata figure. The gap is also partly because certain senior business services roles, which have a higher proportion of male staff, are paid a firm performance-linked bonus.

Associate and senior associate data

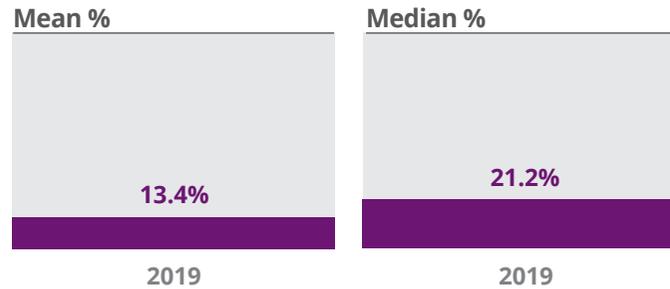


The mean pay gap for our associates fell this year by 4.5% from 8.2% to 3.7% and increased for our senior associates by 8.7% from -3.3% to 5.4%.

Why is there a gap?

We know that we pay our male and female associate lawyers the same salary when they work at the same level. Our analysis indicates there are a number of factors impacting our associate hourly pay gap such as higher London salaries, internal promotions and female lawyers who have been excluded from the figures on the snapshot date due to a period of maternity leave or other unpaid absence. These factors can have a disproportionate impact on our overall pay gap figures for this group of lawyers.

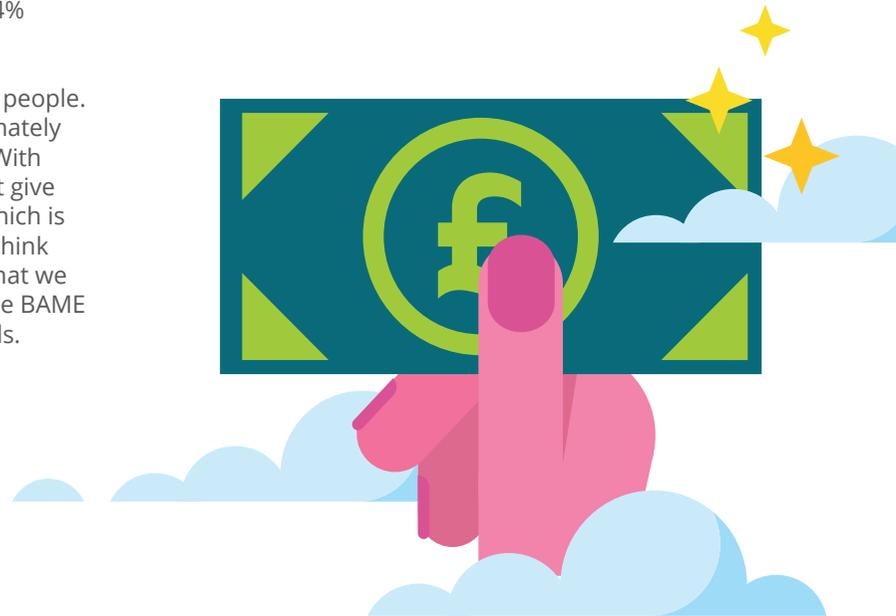
Ethnicity pay gap



Our ethnicity data has been produced voluntarily based on the same parameters as our gender pay gap data.

The mean ethnicity pay gap at Mills & Reeve is 13.4% and the median is 21.2%.

9.1% of our employees are BAME, representing 67 people. This means our ethnicity data can be disproportionately affected by just a handful of staff moves or hires. With this in mind, we understand that the data does not give us the same level of insights as our gender data which is based on a much larger population. However, we think it is important to review and report on to ensure that we are spotting trends and doing all we can to increase BAME representation across Mills & Reeve and at all levels.



From the top...

We have dedicated initiatives, networks and taskforces for many areas of diversity and to encourage everyone across the firm to achieve their potential. These groups meet regularly and set ambitious targets. Each focus area includes a partner to ensure responsibility is clear and momentum is maintained.

Gender

It is encouraging to see our gender pay gap slimming but we want to close the gap further. The board's priority is working to increase the proportion of female partners to at least 30% from the current level of 28%. It has launched a number of initiatives which are having an impact, for instance, we match people with sponsors and mentors and run myth-busting sessions on how to become a partner.

We also encourage women into senior business roles by enabling greater flexibility and agile working. Currently, 29.7% of women and 6.9% of men work part-time. More of our people now work from home on a regular basis as we continue to push agile working practices at all six of our UK offices. We have over 200 working patterns and use technology extensively to ensure that people can work in the way that achieves the best for themselves and the firm. We have a flexible approach to requests to work around other commitments outside of work, such as childcare or caring for elderly relatives.

We do everything we can to make our approach and policies clear by publishing guidance on implementing flexible and agile working and the different types of leave available to help with a variety of life events. Key examples of this are our keep in touch programmes, maternity and paternity mentoring and career coaching initiatives. As well as helping with the transition back into work, mentors consider different options for childcare and part-time working arrangements and offer practical advice and support on future career progression. We have also introduced enhanced paternity pay this year.

BAME

We have a taskforce to increase the proportion of BAME staff and partners from 9% to 14% and a BAME and Allies network to support us enhance practice. We are addressing ways to increase accountability, changing our ways of working, promoting, recruiting, and providing more support. We are also pushing to increase ethnicity disclosure above the current level of 83.9% to improve the quality of our ethnicity data.

LGBT+

We have an LGBT+ and allies network, Spectrum, which meets regularly to provide support, representation and development for anyone who identifies as a minority sexual orientation or gender identity.

Disability

Our growing disability network, Ability, collaborates with the Business Disability Forum and the Inter Law Firm Forum on Disabilities to ensure we meet and exceed best practice in this area.

Social mobility

We are working to ensure we hire people that face barriers in society and the workplace and have signed up to the Social Mobility Pledge to demonstrate our work in improving social mobility.

Wellbeing

Our wellbeing strategy aims to ensure that the firm is a safe environment to raise wellbeing issues, everyone is aware of the support on offer and comfortable to voice any concerns. There are wellbeing supporters in each office to help.



And from the start...

We are testing out a number of initiatives with our graduate recruitment programme including:

- We have changed where we look for candidates, shifting from traditional job fairs to more inclusive events such as the Interlaw Diversity Forum and lawcareers.net LIVE.
- We are inviting a diverse set of first year students into our Birmingham office to find out more about Mills & Reeve through talks from partners and trainees.
- We have partnered with Birmingham Black Lawyers to offer a BAME bursary award to a university student and provide a week's work experience.
- We use the Rare Contextual Recruitment System to highlight candidates who have outperformed expectations in the context of their background.
- After the initial sift to ensure candidates meet the minimum education requirements, we operate an anonymised recruitment process until interview.
- At interview and to make final decisions, we involve a diverse set of interviewers from mixed backgrounds.

Using what we learn, we are developing in-depth, best practice guidance on how people can hire more diversely throughout the firm.

Throughout recruitment

This year, we have conducted a thorough recruitment audit, looking at where we can reduce barriers to employment for all the protected characteristics and social mobility. From the outset, we want it to be clear that we encourage diversity so we have changed how we advertise roles so people can see our approach from their first contact with us.

We also continue to carry out ongoing face-to-face unconscious bias training for those involved in recruitment.

Communication and celebration

We regularly share articles spotlighting an exemplary individual's career to inspire and encourage others in similar situations. Recently, we have featured people with disabilities, who are LGBT+, BAME or make the most of flexible working. These articles receive high levels of interaction with the people highlighted becoming mentors for others.

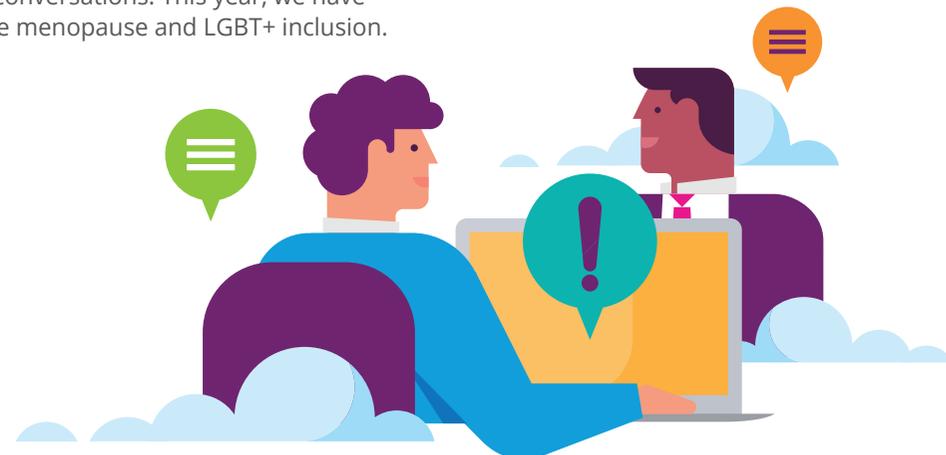
Each month, we highlight a different protected characteristic or associated topic, share online training and run events to start conversations. This year, we have focused on disability, the menopause and LGBT+ inclusion.



Introducing our Diversity, Inclusion & Wellbeing Manager Natasha Broomfield-Reid

Natasha is a diversity, inclusion and wellbeing specialist with over 20 years of experience. She is responsible for embedding inclusive practice within Mills & Reeve and working to ensure it remains a good place to work.

Natasha was the winner of Stonewall Cmyru's LGBT+ 'Ally of the Year' 2018 award and Runner up/Special mention - National Centre for Diversity 2016 'Inspirational person award'.



Case study #1

Absolutely agile

Nichola Ross
Principal associate

What happened to make you consider agile working?

I used to live in Cambridgeshire and when we were considering secondary education for our son, we felt that a Scottish education would suit his personality. As we did not want him to board, we moved. Thinking that was the end of my time at Mills & Reeve, I handed my notice in, only then to attend an M&R event which opened up a new possibility.

One of the talks was about the challenges Cambridgeshire firms face retaining talent with the competition from London, and how technology was making remote working an option. I felt that they were talking about me. So, I discussed the possibility with my line manager and the joint head of agribusiness, and the NSL head and they agreed 12 years' experience was well worth retaining.

How has Mills & Reeve made agile working possible?

As my logistically closest office, I transferred to Leeds to support the growth of the sector from there. I spend five days a month there. At the same time, I continue to maintain my existing client base and visit the Cambridge office for client meetings. On a very practical level, Mills & Reeve have provided the same desk set up I would have in the office at home, plus a laptop for travel.

How does that make you feel about the firm?

I hope (and believe) that it is a mutually beneficial arrangement as clients have had continuity and my time-served knowledge continues to be available to my colleagues. I am very grateful to the firm for allowing me the opportunity.

“I hope (and believe) that it is a mutually beneficial arrangement as clients have had continuity and my time-served knowledge continues to be available to my colleagues



Case study #2

Diversity champion

Dawn Brathwaite
Partner

Why are you passionate about encouraging diversity in the legal community?

There is a big issue of low BAME representation across the legal profession. I'm pleased to be with a firm that is working to address this and enables me to be an active proponent of diversity and inclusion.

What work is being done to close the ethnicity gap?

I have sat on several groups at Mills & Reeve that aim to increase diversity and promote inclusion. I led the firm's BAME taskforce which was set up to look at how we increase the proportion of BAME staff and partners. A report based on in-depth research and interviews with the firm's leadership and staff, the Law Society and respected campaigner and social investment consultant, Professor Gus John was presented to the board.

The recommendations have been adopted, including the appointment of our first Diversity, Inclusion & Wellbeing Manager. We are already seeing incremental success, with a 1% increase in BAME representation amongst our workforce over the past 12 months.

As part of the diversity and inclusion programme, we carry out regular initiatives so that we can see what is working and ensure we're moving in the right direction. Recent examples include organising the firm's Black History Month event, Let's Talk about Race, which was a panel-led discussion on BAME and intersectionality. We also hosted the Law Society and Birmingham Black Lawyers' Black History Month event.

Congratulations on your recent award!

Being named Diversity Champion 2019 by the Birmingham Black Lawyers in recognition of my efforts is a great honour. I try to be as active as I can in promoting diversity both within Mills & Reeve and more widely, for instance, I have mentored BAME students since 1995 and recently sat on panels for the Solicitor's Regulatory Authority during Black History Month and Aston University's Women in Law event. I believe that as an industry and through real engagement led from the top of organisations, it is possible to create a truly diverse workforce. There has been progress but we need to speed up the pace of change.



Case study #3

Path to partner

Carina Cobbold Partner

What was your path to becoming a partner?

I qualified as a newly qualified associate in 2005, became an associate in 2006, a senior associate in 2008, principal associate in 2010 and partner in 2014. I was 32 when going through the process and 33 upon appointment. Not only was I the only female candidate in the year I was appointed, I was also the youngest partner in the firm at that time (and for some time after) and the first Generation Y partner ever appointed when the average age of promotion was 40.

How did you achieve that trajectory?

I was one of those fortunate lawyers who has always had a clear path of what I wanted to achieve. I have been mentored by senior lawyers and encouraged throughout my career to have a five-year plan which I constantly update. I love to see things develop from the ground up so it was no surprise that I quickly found my niche as a development lawyer.

I was given some great advice at about three years qualified: to develop a USP in a world of real estate lawyers, which is exactly what I did. My practice has grown from a local, to regional and now predominantly national practice.

The great thing about Mills & Reeve is that the firm has supported me both personally and professionally as my practice has evolved. I have always been encouraged to strive higher, further and for a better quality of work, safe in the knowledge of a culture of high wires and strong nets.

Is partnership for everyone?

Over the last 10 years, law firms have seen their workforce changing. Not everyone now wants to be a partner, yet people still want a valuable and rewarding career with opportunities. Mills & Reeve is passionate about trying to meet those expectations and what I most value about being in this partnership is that we are prepared to face challenges and adapt.



Employees

Employees	Mean					Median				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Gender pay gap	20.1%	21.6%	1.5%	20.3%	-1.3%	34.2%	33.5%	-0.7%	32.1%	-1.4%
Gender bonus pay gap	42.6%	50.4%	7.8%	39.9%	-10.5%	4.5%	4.5%	0.0%	4.6%	0.1%

Employees	Men					Women				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Proportion of men/women in each quartile										
Upper	41.0%	40.9%	-0.1%	40.0%	-0.9%	59.0%	59.1%	0.1%	60.0%	0.9%
Upper middle	31.0%	30.0%	-1.0%	33.6%	3.6%	69.0%	70.0%	1.0%	66.4%	-3.6%
Lower middle	20.0%	20.7%	0.7%	16.7%	-4.0%	80.0%	79.3%	-0.7%	83.3%	4.0%
Lower	21.0%	20.2%	-0.8%	22.3%	2.1%	79.0%	79.8%	0.8%	77.7%	-2.1%

Employees	Mean				
	FY17	FY18	Variance	FY19	Variance
Gender pay gap by quartile					
Upper	6.9%	6.5%	-0.4%	5.6%	-0.9%
Upper middle	-1.3%	2.3%	3.6%	-0.7%	-3.0%
Lower middle	2.8%	3.2%	0.4%	5.1%	1.9%
Lower	-6.3%	-4.1%	2.2%	-4.7%	-0.6%

Employees	Mean				
	FY17	FY18	Variance	FY19	Variance
Gender pay gap by associate solicitor level					
Associate	-2.3%	8.2%	10.5%	3.7%	-4.5%
Senior associate	0.7%	-3.3%	-4.0%	5.4%	8.7%
Principal associate	0.6%	6.7%	6.1%	6.9%	0.2%

Employees	Men					Women				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Proportion of men/women receiving a bonus	97.0%	95.7%	-1.3%	98.0%	2.3%	95.0%	94.1%	-0.9%	96.4%	2.3%

Employees	Men					Women				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Working patterns at M&R										
Full-time	93.0%	91.4%	-1.6%	93.1%	1.7%	67.0%	68.9%	1.9%	70.3%	1.4%
Part-time	7.0%	8.6%	1.6%	6.9%	-1.7%	33.0%	31.1%	-1.9%	29.7%	-1.4%

* 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	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Gender pay gap	55.2%	61.6%	6.4%	59.3%	-2.3%	42.7%	43.4%	0.7%	42.4%	-1.0%
Gender bonus pay gap	42.5%	50.4%	7.9%	39.9%	-10.5%	4.5%	4.5%	0.0%	4.6%	0.1%

Employees and partners	Men					Women				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Proportion of men/women in each quartile										
Upper	57.6%	60.5%	2.9%	59.4%	-1.1%	42.4%	39.5%	-2.9%	40.6%	1.1%
Upper middle	33.8%	33.3%	-0.5%	33.5%	0.2%	66.2%	66.7%	0.5%	66.5%	-0.2%
Lower middle	24.0%	21.9%	-2.1%	21.4%	-0.5%	76.0%	78.1%	2.1%	78.6%	0.5%
Lower	19.6%	18.9%	-0.7%	20.3%	1.4%	80.4%	81.1%	0.7%	79.7%	-1.4%

Employees and partners	Mean				
	FY17	FY18	Variance	FY19	Variance
Gender pay gap by quartile					
Upper	35.4%	33.1%	-2.3%	32.4%	-0.7%
Upper middle	0.9%	-0.4%	-1.3%	-2.3%	-1.9%
Lower middle	3.8%	-0.4%	-4.2%	7.0%	7.4%
Lower	-8.1%	-5.4%	2.7%	-6.7%	-1.3%

Employees and partners	Men					Women				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Proportion of men/women receiving a bonus	71.6%	69.6%	-2.0%	72.2%	2.6%	90.3%	89.3%	-1.0%	91.8%	2.5%

* 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.

Partners

Partners	Mean					Median				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Gender pay gap	10.5%	10.8%	0.3%	5.2%	-5.6%	18.8%	6.2%	-12.6%	3.0%	-3.2%

Partners	Men					Women				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Proportion of men/women in each quartile										
Upper	74.1%	80.0%	5.9%	77.4%	-2.6%	25.9%	20.0%	-5.9%	22.6%	2.6%
Upper middle	78.6%	70.0%	-8.6%	71.0%	1.0%	21.4%	30.0%	8.6%	29.0%	-1.0%
Lower middle	78.6%	83.9%	5.3%	80.6%	-3.3%	21.4%	16.1%	-5.3%	19.4%	3.3%
Lower	59.3%	53.3%	-6.0%	61.3%	8.0%	40.7%	46.7%	6.0%	38.7%	-8.0%

Partners	Mean				
	FY17	FY18	Variance	FY19	Variance
Gender pay gap by quartile					
Upper	1.3%	1.1%	-0.2%	-1.0%	-2.1%
Upper middle	-0.3%	1.9%	2.2%	2.7%	0.8%
Lower middle	4.1%	-7.0%	-11.1%	-6.5%	0.5%
Lower	7.9%	3.6%	-4.3%	-5.4%	-9.0%

Equity partners

Equity partners	Mean					Median				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Gender pay gap	1.7%	3.3%	1.6%	0.7%	-2.6%	0.0%	5.0%	5.0%	5.3%	0.3%

Equity partners	Men					Women				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Proportion of men/women in each quartile										
Upper	80.0%	83.3%	3.3%	76.2%	-7.1%	20.0%	16.7%	-3.3%	23.8%	7.1%
Upper middle	80.0%	77.8%	-2.2%	80.0%	2.2%	20.0%	22.2%	2.2%	20.0%	-2.2%
Lower middle	66.7%	66.7%	0.0%	71.4%	4.7%	33.3%	33.3%	0.0%	28.6%	-4.7%
Lower	73.3%	66.7%	-6.6%	71.4%	4.7%	26.7%	33.3%	6.6%	28.6%	-4.7%

Equity partners	Mean				
	FY17	FY18	Variance	FY19	Variance
Gender pay gap by quartile					
Upper	1.2%	0.8%	-0.4%	-1.1%	-1.9%
Upper middle	0.0%	0.0%	0.0%	-0.9%	-0.9%
Lower middle	-1.0%	0.9%	1.9%	0.4%	-0.5%
Lower	3.0%	-2.2%	-5.2%	-2.6%	-0.4%

* 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.

General partners

General partners	Mean					Median				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Gender pay gap	17.5%	19.9%	2.4%	3.5%	-16.4%	20.0%	10.0%	-10.0%	0.0%	-10.0%

General partners	Men					Women				
	FY17	FY18	Variance	FY19	Variance	FY17	FY18	Variance	FY19	Variance
Proportion of men/women in each quartile										
Upper	100.0%	100.0%	0.0%	90.0%	-10.0%	0.0%	0.0%	0.0%	10.0%	10.0%
Upper middle	75.0%	84.6%	9.6%	63.6%	-21.0%	25.0%	15.4%	-9.6%	36.4%	21.0%
Lower middle	69.2%	41.7%	-27.5%	50.0%	8.3%	30.8%	58.3%	27.5%	50.0%	-8.3%
Lower	38.5%	50.0%	11.5%	70.0%	20.0%	61.5%	50.0%	-11.5%	30.0%	-20.0%

General partners	Mean				
	FY17	FY18	Variance	FY19	Variance
Gender pay gap by quartile					
Upper	0.0%	0.0%	0.0%	-5.4%	-5.4%
Upper middle	-6.0%	3.5%	9.5%	0.0%	-3.5%
Lower middle	2.6%	5.2%	2.6%	0.0%	-5.2%
Lower	-10.7%	-3.3%	7.4%	-12.1%	-8.8%

* All percentages to 1 decimal place

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About Mills & Reeve

Delivering value to our clients through highly commercial, pragmatic and practical advice is at the heart of what we do. We follow the highest possible standards of professional service, in the most personable and approachable way we can.

Our 1,000+ people and 500 lawyers work from six offices nationally and through handpicked relationships with law firms across the globe. Our work spans a broad range of legal sectors and jurisdictions; for a diverse range of clients; from the FTSE 250, to fast-growth start-ups, individuals and some of the world's most established and prestigious organisations.

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The small print

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.

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