

2021 Gender Pay Gap Report

Based on Mills & Reeve's snapshot
results on 5 April 2021



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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“It takes time to truly move the dial. That’s why I’m so pleased to see that during the five years of reporting on our gender pay gap, we’ve closed the gap by 8.1%.”

Claire Clarke

Managing partner, Mills & Reeve

Foreword by our managing partner

We always seek to go above and beyond in improving how we approach issues of diversity and inclusion. Even so, it takes time to truly move the dial so it's important to look at trends over time. That's why I'm so pleased to see that during the five years of reporting on our gender pay gap, we've closed the gap by 8.1%, now standing at 26.1%.

How have we achieved this? We never take our foot off the pedal. There's a huge amount of work happening, all the time. Our gender, LGBTQ+, disability, and race, ethnicity and cultural heritage networks continue to run educational sessions, myth bust, and further policies and processes. All this has made a huge difference to our culture and how we operate.

From our inaugural report, we went beyond Government requirements. We started in 2017 by additionally revealing our partner gender pay gap. In 2019 began reporting on our ethnicity pay gap. This year, we outline the proportion of our workforce with a disability with a view to revealing our pay gap once more staff complete their disability data.

Five years in, it is time to set our stall going forward, and this report details the ambitious targets fueling our comprehensive 2025 strategy for diversity, inclusion and wellbeing.

Of course, data can only tell part of the story. We have always been keen for our report to provide an insight into the real people that work at Mills & Reeve. This year, the case studies we include are as fascinating as ever.

We do not know what the next five years will bring to the world but there is one certainty: at Mills & Reeve we will continue to strive to build a more inclusive culture and diverse workforce. I hope you find this report a useful update on our progress.

Claire Clarke
Managing Partner
Mills & Reeve



Gender pay gap at Mills & Reeve

	Mean	Median
Gender pay gap	17.9%	26.1%
Year on year change	1.9%	6.6%

Gender bonus pay gap at Mills & Reeve

	Mean	Median
Gender bonus pay gap	25.8%	5.9%
Year on year change	-5.9%	-2.1%

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

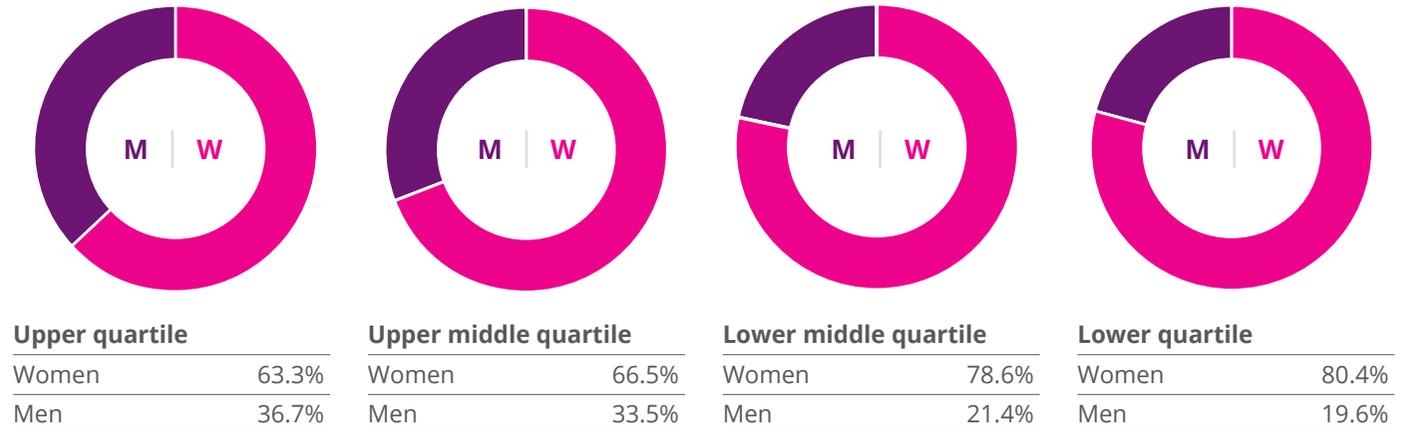


Working patterns at Mills & Reeve



Gender	Full-time	Part-time
Women	69.5%	30.5%
Men	91.4%	8.6%

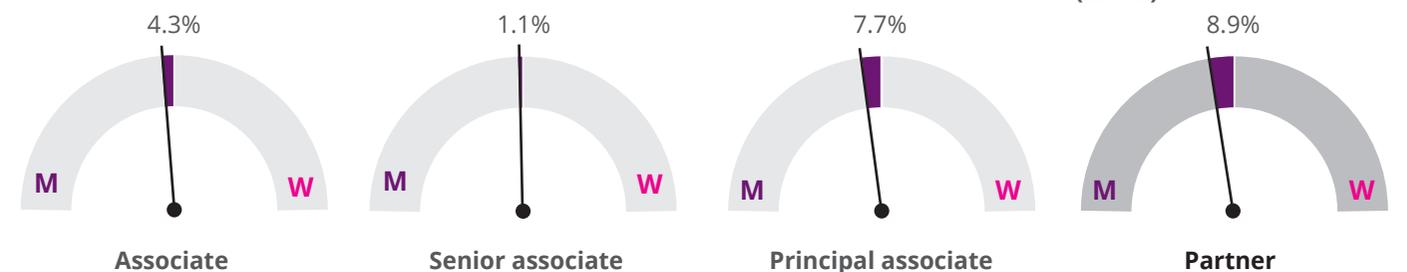
The percentage of women and men in each quartile (of equal size) of the payroll



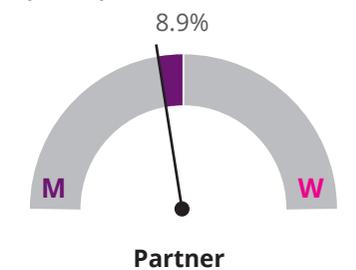
Gender pay gap broken down by pay quartile (Mean)



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.

2025 diversity, inclusion and wellbeing strategy



We always ask how we can do better, be more inclusive, build greater diversity and create a thriving workforce.

To keep up the momentum we have built in the last five years, we developed a 2025 diversity, inclusion and wellbeing strategy including a set of bold, challenging targets. Throughout this report, we make those targets public to show our commitment to achieving them.

The targets have been set with these objectives at the forefront:

Objective 1

Increase diversity of employees at all levels across the firm with a specific focus where there is under representation, ensuring that opportunities for development and leadership are accessible to everyone.

Objective 2

Continue to embed inclusive practice and be an inclusive employer where everyone can fulfil their potential and feel their perspectives will be valued and heard.

Objective 3

Enhance diversity and inclusive practice with clients in discussions around effective diversity, inclusion and wellbeing strategies, inclusive support, procurement and services.

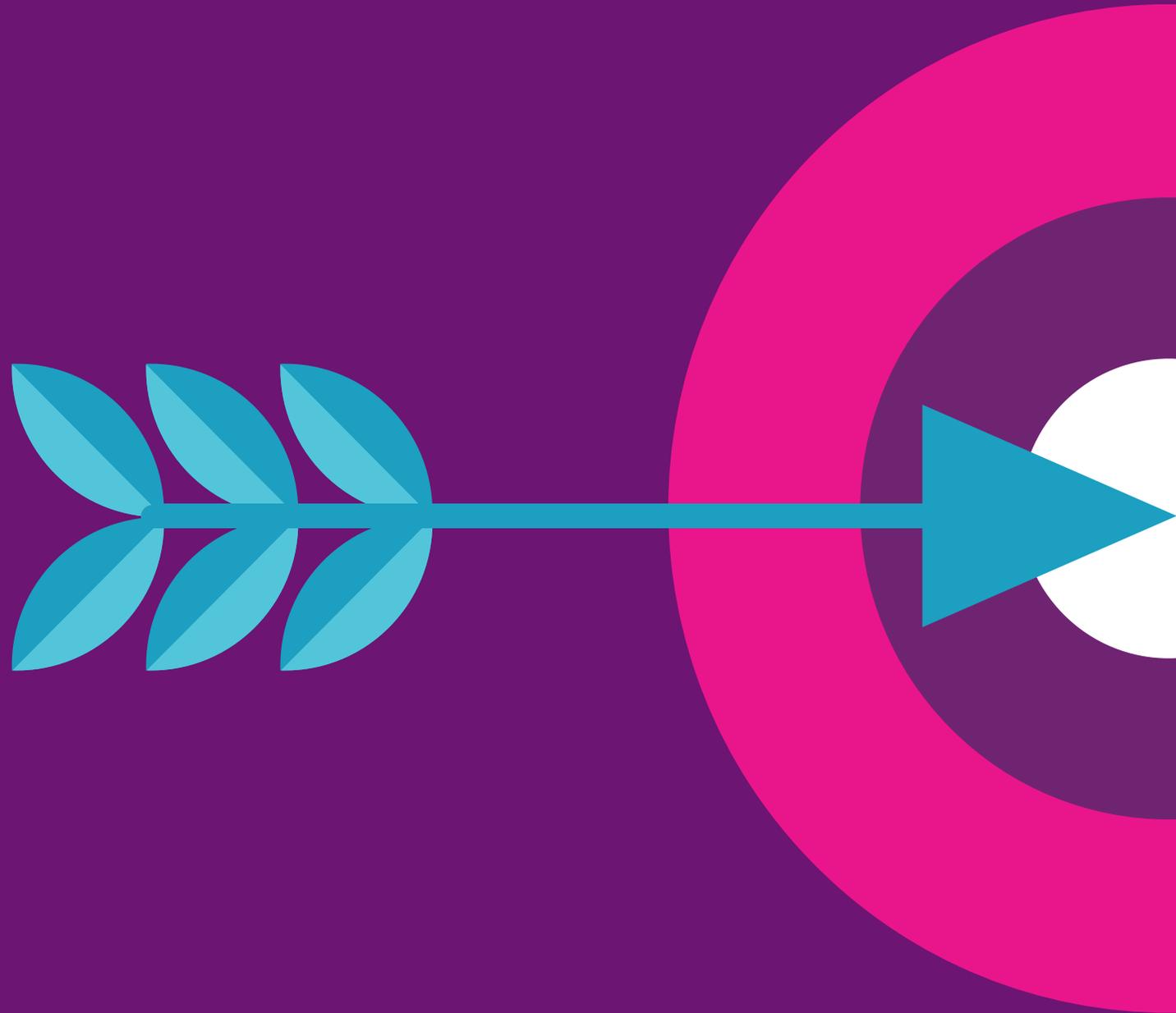
Objective 4

Be recognised as a firm that demonstrates our commitment to diversity, inclusion, equality and wellbeing, internally and externally with authenticity.

Being diverse and inclusive makes us a better law firm, helping us attract the best talent, drive innovation and deliver a positive experience for our people and clients.

It's vital that everyone at Mills & Reeve is enabled to fulfil their potential, have opportunities for development and leadership, and know their perspectives are heard. We want clients, suppliers and everyone we work with to feel that they are valued and always treated with dignity and respect.

In this section, data reveals where we are in our ongoing aim of improving diversity and inclusion within the firm. We then explain our targets going forward and how we will keep improving.



2021 snapshot data

Gender pay gap increased, with the mean up 1.9% from 16.0% to 17.9% and the median up 6.6% from 19.5% to 26.1%

We pay equal salaries for equivalent roles but there is a pay gap as there are more women in the lower pay quartile in executive support services and more men in senior, higher-paid business services roles.

Right at the start of the pandemic, like many firms, we used furlough on a limited basis. We have since repaid all government funds. We furloughed mainly executive assistant roles which tend to be filled by women in the lower pay quartile, causing a decrease in the gap. They returned within this report's snapshot period causing an increase in the gender pay gap.

Looking at the line of best fit for the five years we have been reporting on the gender pay gap, the gap is now back trending at the rate we would expect it to be at without the pandemic.

New target by 2025

- Increase the proportion of female partners from 29.4% to 33.0%

Mean bonus gap decreased 5.9% from 31.7% to 25.8%

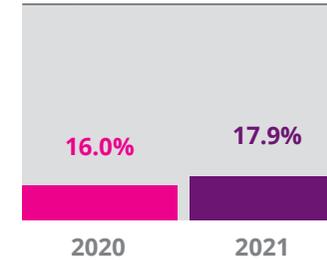
Certain senior business services roles are paid a firm-performance linked bonus. The gap has reduced as the proportion of women in this cohort has increased.

Every full-time, non-partner member of staff employed for the whole of the financial year received a bonus.

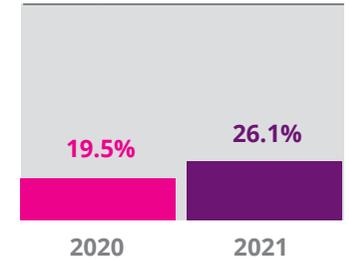
Part of the reason for the gender gap is because more women work part-time than men – 30.1% vs. 8.6%. Unlike the legislation for the gender pay gap calculation, there is no conversion to a pro-rata figure.

Gender pay gap

Mean %

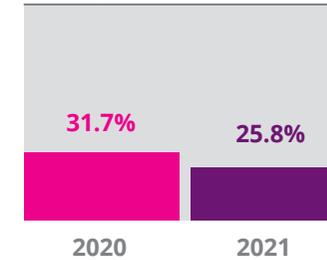


Median %

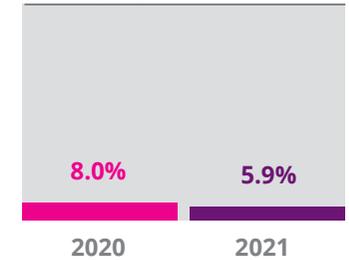


Bonus results

Mean %



Median %



Action leading up to the snapshot and beyond

Ensuring women are supported to develop and take on senior roles is essential to closing the gender pay gap at Mills & Reeve. The number of female partners has increased from 27.8% in 2017 to 29.4%. We are determined to raise that even further to 33% in the coming years.

To help progress, we make a continuous effort through workshops, panel sessions, one-on-one catch ups, coaching and mentoring to highlight the benefits of partnership, myth bust, raise the profile of female partners, increase transparency around promotion, and provide workshops and coaching.

We introduced talent partners for our lawyers across the business to push forward, ensure consistency and share best practice in the talent identification and management of all our lawyers.

Everyone experiences early career conversations to set them on the right track and they are supported to progress in the best way for them. That could mean anything from structured training to matching with sponsors and mentors who reveal what's possible, coach and build confidence.

To reflect and protect the inclusive culture we work hard to create, our policies and processes are updated regularly to reflect industry best practice. We always try to take the next step, for instance, we don't just offer enhanced maternity, paternity and adoption pay but enable people to balance family with work with an in-depth return-to-work programme, including confidential advice and maternity and paternity mentoring. See our case study on page 16 for how this works in practice.

Flexible working has long been part of the way we work, both in terms of hours and location. We encourage our people to work around other commitments, such as childcare or elder care. This approach continues to be vital to ensuring women remain with us for the long-term.

To encourage more women into senior roles and close the gender pay gap, further initiatives include:

- **Parents and carers network (PACT)**
The newly launched network supports parents in the workplace and provides workshops and talks from experts such as Carers UK. It ensures policies and procedures are updated and has recently worked to add a new baby loss policy and signed Mills & Reeve up to the Pregnancy Loss pledge.

- **Talent partner for ESS**
We are now also looking at introducing a talent partner role for executive support services to assist with agility and career progression across our business.
- **Flexible working**
We published guidance on flexible working, agile working and the different types of leave available to help with a variety of different life events.
- **Bias training**
Our bias training has been extended from managers and partners involved in decision making for partnership, to everyone at promotion.
- **“Let's talk gender in the legal sector”**
To inspire and inform, this ongoing series of talks reveals the varied work experiences of women working in our business support teams and as lawyers. People talk about their experiences with the partnership processes to provide further transparency.
- **Partner path**
Newly promoted partners each year run a workshop sharing their career path to partnership, business cases experience and top tips.
- **Workshops**
We're currently planning a series of workshops focusing on part-time partners.
- **Language**
We now use gender neutral alternatives to “Dear Sirs” on all legal correspondence.

2021 snapshot data

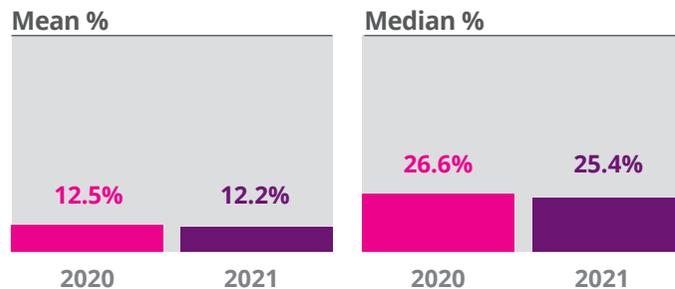
Ethnicity pay gap fell – the mean by 0.3% to 12.2% and the median by 1.2% to 25.4%

We have seen a marked increase in the proportion of people reporting their ethnicity, from 84.1% to 93.0%, providing the clearest picture yet of our ethnicity pay gap.

New targets by 2025

- Increase the proportion of staff and partners from Black and racially minoritised communities from 10.4% to 18%
- Enhance the diversity of the board

Ethnicity pay gap



Action leading up to the snapshot and beyond

From attraction and recruitment to promotion and partnership, we work hard to ensure our processes support people from Black and other racially minoritised communities and provide opportunities for development and leadership.

We offer a development bursary for first and second-year university students interested in a career in law who are from Black and other racially minoritised communities. We partner with schools with a high number of pupils from racially minoritised communities, and our “Reach into schools” project provides books with a diversity of characters and experiences to schools near all our offices.

At recruitment stage, to ensure a level playing field, CVs are anonymised and bias training is provided for all managers and partners involved in decision making, and now for everyone at promotion too. To ensure ongoing development and more diversity in our leadership, we provide structured talent management including mentoring and reverse mentoring.

At the heart of activity in this area is our active REACH (Race, Ethnicity and Cultural Heritage) network which creates real momentum with a constantly evolving action plan. As well as ensuring our policies and procedures are at the forefront of thinking in this area, REACH is also a forum and support group for colleagues which aims to create awareness and promote discussion.

Recognising that talking and sharing experiences creates progress, REACH aims to raise the profile of partners and staff from Black and racially minoritised communities with engaging panels and videos and runs inspiring guest speaker events. Our library of resources is constantly updated with new videos, reading materials and documents,

including a white privilege video, ally documents and lived experience videos.

We are also committed to the Race at Work Charter.

Further recent initiatives to encourage people from Black and racially minoritised communities to join Mills & Reeve and take on more senior roles include:

- **Mentoring**
A structured, in-depth programme supporting development, enhancing skills and increasing confidence.
- **Dress at Work policy**
This has recently been updated to ensure it is in line with best practice, inclusive of race and faith, anti-racist and that people feel comfortable to dress according to their authentic self.
- **Microaggressions video**
This highlights possible workplace issues and demonstrates our zero-tolerance approach to inappropriate behaviours, micro-behaviours, micro aggressions, discrimination, harassment and bullying.
- **Faith awareness religious spotlights**
- **Mental health awareness**
We have run events on mental health support for Black and racially minoritised communities at Mills & Reeve.

Our commitment in this area has seen Mills & Reeve’s Dawn Brathwaite, co-chair of our REACH network, awarded a Lifetime Contributor to Innovation at the Legal Innovation Awards.

2021 snapshot data

6% of our staff and partners have a disability

New target by 2025

- Increase the number of disabled staff and partners from 6% to 11%

We have recently been recognised for our approach to disability awareness, including through these awards:

- **Disability Inclusion award**
- UK Diversity Legal Awards
- **Highly commended for Recruiting Diverse Talent award**
- UK Diversity Legal Awards
- **Highly commended Recruitment Team award**
- Disability Smart awards



Action leading up to the snapshot and beyond

Disability awareness is a key focus for us, exemplified by the release of our workforce makeup data and our significant target for the next five years. We are working to increase the proportion of staff that report their disability data from the current level of 70.3% so that we have an accurate view of any pay gap.

Our Ability network continues to drive change by improving the experience of candidates, employees and clients by promoting discussion and identifying best practice. They meet regularly to create action plans and share their own experiences, with topics including non-immediately visible disabilities, hearing and sight loss, fibromyalgia, dyslexia, dysautonomia, autism, ADHD, Crohn's and neurodiversity. One of the network members is currently reverse mentoring a board member. For more information, read our case study on page 17.

Recent additional initiatives to increase the accessibility of our working practices, help unlock the potential of disabled colleagues and strengthen client relationships include:

- **End-to-end procedure review**
We reviewed and enhanced our practices to make sure they are inclusive of disabled applicants throughout the recruitment process, ensuring staff and partners are supported within the workplace and clients' needs are addressed.
- **Pledges**
We are members of the Business Disability Forum and embed their principles throughout everything we do. We are also signed up to the Disability Confident Scheme at entry level and are working towards Employer status.
- **Adjustments**
We are increasing the number of times we ask staff

members, new starters and clients to share any adjustments they need for visible and non-visible disabilities, for instance asking in our client Letter of Engagement, before webinars and ahead of office visits. We provide guidance, FAQs and a video for line managers and staff on requesting and addressing adjustments.

- **Communications**

We provide documents in braille, audio and large type and are signed up to Sign Solutions for British Sign Language interpreting and other communication support for deaf people. We provide highly visible access to remote video interpreting at each of our offices. We can also organise a speech-to-text typist and support lip reading.

- **Website**

We carried out an accessibility audit of our website so we can enhance its usability and accessibility for disabled users.

- **Flexible working**

The Disability Working Group helped ensure our updated flexible working processes are inclusive of disabled people.

- **Menopause Work**

continues to raise awareness and enhance support to those affected by menopause, including recently running workshops across the firm.

- **Best practice**

We carried out training on deaf inclusion and neurodiversity and have updated our line manager guidance on disability and mental health, including creating a video.

- **Neurodiversity ability group**

We launched this group to focus on issues that affect people with a neurodiverse condition.

2021 snapshot data

6.1% of staff and partners identify as lesbian, gay, bisexual, transgender or other minority sexual orientations and gender identities

New target by 2025

- Increase the proportion of LGBTQ+ community members to 8%

Action leading up to the snapshot and beyond

To ensure that the firm is inclusive for LGBTQ+ staff, candidates and partners, we actively monitor our policies for bias and promote open discussion.

Our LGBTQ+ network, Spectrum, provides representation and support for anyone who identifies as a member of the community and their allies. As well as driving activities that enhance the firm's inclusive culture, such as removing gendered language from policies and hosting awareness-raising sessions, members are a key sounding board for decision-making on issues affecting the community.

We are a Stonewall Diversity Champion and have improved our placing in the Stonewall Workplace Equality Index.

Further recent work includes:

- **Enhanced language**

We have enhanced our workforce systems so they are inclusive of LGBTQ+ applicants, staff and partners. Our family policies, including maternity and paternity, have been updated to include gender inclusive language. We have added the option to add pronouns to our email footers and encourage our people to do so.

- **Policies**

We have developed transgender/gender diverse employee/gender transition guidance.

- **Dress at Work policy**

This aims to ensure people feel comfortable bringing their authentic self to work and are enabled to dress according to their gender identity.

- **Equali-teas**

These LGBTQ+ events were launched ahead of Pride month and feature guest speakers discussing sexual orientation and gender identity.

- **Panels**

Trans-inclusion, bi-inclusion, non-binary inclusion and LGBTQ+ parenting have all been topics of recent panel events.



2021 snapshot data

81% of staff and partners are state school educated and 11% went to independent schools.

New target by 2025

- Increase the number of staff and partners from lower socio-economic communities by 5%

Action leading up to the snapshot and beyond

We are committed to enhancing our workforce by widening participation from people from all communities, in particular people that face barriers in society and the workplace.

To achieve this, we have reviewed our recruitment practices to remove barriers for prospective applicants from lower socio-economic communities.

To help widen access to the profession, we run a summer placement programme, use blind CVs during recruitment, and use a Contextual Recruitment System during the selection of trainee solicitors. This allows us to understand candidates' achievements and experience in context, to find the best hires from the widest possible talent pool.

Further recent work includes:

- **Pledges**

We have signed up to the Social Mobility Pledge and joined the Social Mobility Foundation so we can support talented individuals who may not have an opportunity to gain knowledge and experience of how to get into the law profession.

- **Monitoring**

We are ramping up our social mobility monitoring in the recruitment process.

- **Partnerships**

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



We believe that focusing on the wellbeing of everyone at Mills & Reeve helps increase diversity and inclusion by enabling everyone to perform at their best, ensuring the firm remains a great place to work.

There has been an increase in people seeking support on wellbeing and mental health recently. We have taken this seriously, providing regular firm-wide communications throughout the pandemic, signing up to the Mental Health at Work Commitment, providing resilience training to managers and mental health first aid training to wellbeing supporters.

We have run pilot training sessions for managers on managing mental health and wellbeing within their teams. All our people and their dependents have 24-hour access to our Employee Assistance Programme.

Other recent work to support the delivery of our wellbeing strategy includes:

- **Pledges**
We developed documentation to support teams to implement the Mindful Business Charter which focuses on reducing avoidable stress and ensuring wellbeing is a priority for our teams. We also signed up to the Zero-Suicide Alliance.
- **Financial wellbeing platform**
We promoted the financial wellbeing support offered by Nudge, the platform we offer staff, line managers and partners.
- **Wellbeing catch ups**
Numerous sessions to support employees have been run in a year, including bringing together specific roles such as administrative staff, junior lawyers and managers.
- **Communications**
We send out regular updates on the extensive wellbeing support available on our intranet and Learning Hub. Senior leaders send out emails on managing wellbeing to demonstrate its importance from the very top.
- **Pulse surveys**
These are carried out firmwide and teamwide to encourage people to get support and offer feedback to enable improvements.
- **Awareness sessions and webinars**
These have recently been run on mindfulness, parent and children wellbeing, domestic abuse, bereavement, men's health, menopause, managers' wellbeing and financial wellbeing.

- **Zoom-a-ccino**
We encourage people to take a break, have a drink and a chat with a colleague.
- **M&R Kids Club**
This provided a range of activities for children to support them during school holidays and during the pandemic.
- **Yoga**
In-house yoga is free and available weekly to all.
- **Winter charity challenges**
Activities focus on physical and mental health with teams competing across the firm.
- **Spring into physical health initiative**
We provided a range of free fitness classes across the firm.

In recognition of our work in this area, we were awarded the Best Health and Wellbeing Initiative award for firms with over 750 employees at the People in Law awards.



We strive to create a diverse team within a culture where every individual feels confident to bring their unique perspective to the table. And we will never stop. Discussing, researching and addressing issues, and working to remove bias and barriers during recruitment and promotion, is an ongoing process at Mills & Reeve.

Recognising the importance of intersectionality in improving diversity and inclusion, the networks mentioned throughout this report work collaboratively, meeting every month. They share learnings and plan initiatives together to create a wave of even greater change.

At a firm level, we have recently:

- Started to review all HR policies annually to ensure they are inclusive to all, for instance, our Dress at Work policy has been updated in line with best practice and the firm's flexible ways of working. It is now gender neutral, anti-racist and inclusive of all protected characteristics and other inclusivity areas (such as social mobility).
- Ensured all staff inductions are delivered by the diversity, inclusion and wellbeing team so diversity and inclusion is discussed from day one at the firm.
- Recruited talent partners for each sector. See our case study on page 15 for an example.
- Launched reverse mentoring with a member from each network mentoring a board member to provide greater knowledge and awareness of lived experiences, and provide mentees with guidance and information to support career progression.
- Run a Diversi-teas series where the networks, innovation team and colleagues set up events to raise awareness of issues of LGBTQ+, race, disability and wider inclusion, with topics including coming out, facing racism and non-immediately visible disabilities.
- Developed line manager guides and documents to support diverse staff and partners.
- Enhanced the diversity, inclusion and wellbeing information on our website.
- Delivered ongoing learning on diversity, inclusion and wellbeing and diverse lived experiences.
- Enhanced our inclusive recruitment processes for graduate recruitment and experienced hires
- Signed up to 'Happy to talk flexible working'.
- Used awareness days as an opportunity to raise awareness of diversity issues such as during International Women's Day, LGBTQ+ History Month, Black History Month and Time to Talk day.

As a result of our commitment to diversity and inclusion, we have recently been awarded:

- **Excellence in Diversity and Inclusion**
- Cambridge Law Society Legal Excellence Awards
- **Standout Diversity in Innovation**
- Legal Innovation Awards
- **Equality Trailblazer East of England**
- Norfolk Chambers of Commerce



Rhian Vandrill

Partner

What were your early experiences of law like?

Early in my career I trained as a corporate lawyer in London, planning to be there for a few years and watching as many West End shows as I could! With the intention to then move back to Cardiff. Ten years later I was still there but getting tired of the 24/7 pressure and lack of work/life balance, so moved to Birmingham and joined a firm there.

After having my first daughter, I opted to work four days a week in a non-transactional team but the culture was very much that you were still expected to be available and weren't to tell clients you were on a non-working day. Thank goodness times have changed.

How did moving to Mills & Reeve change this?

Although I progressed well in my career, my previous firm lacked part-time partners I could look to as role models, and so when the opportunity came to join Mills & Reeve as a partner and still work part time, I jumped at the chance!

I can honestly say that I really do achieve everything I want to as a part-time partner at Mills & Reeve. Whether that be leading my fantastic commercial health team, winning new work or advising health clients, I am still able to maintain a healthy work/life balance.

There are, naturally, times of extreme busyness, when a non-working day goes out of the window but with a bit of flexibility I catch up and it all balances itself out over time.

Tell us about your role as a talent partner...

One of my favourite parts of my job is the nurturing and development of junior lawyers and so taking up the role of one of two talent partners in my service line felt like the next natural step.

I mentor a lot of lawyers, whether they are looking to become partners in the future, or just returning from maternity leave, and the one question that comes up time and again, often but not exclusively from women, is, "can you really be a part time partner with a family and still achieve a decent work/life balance?"

The short answer is yes you can, and at Mills & Reeve there are plenty of us doing it and loving what we do. Some things may need to give – my daughters begged me to stop cooking years ago and I 'outsource' my ironing - but otherwise I play a very worthwhile role as a partner, mentor and legal advisor all while working part time and enjoying the balance this gives me.



Will Hunting-Jones
Senior Receptionist

How has Mills & Reeve supported your shared parental leave?

Mills & Reeve has been amazing in supporting my shared parental leave from the outset. They explained the options open to me in a clear and digestible way initially, have kept in touch with me during my time off, are always close to hand and are quick to respond if I have any questions or am unsure of anything.

In addition, the firm also went above and beyond what was required, ensuring I was able to focus on my new family at the time I needed to most, which due to the adoption process was an ever-changing landscape in terms of timings. HR and my line management have been nothing other than professional, caring, supportive and flexible in their advice and actions at every turn; a true embodiment of the core values of the firm.

There are still relatively few men taking shared parental leave, what would you say to anyone considering doing this?

I would say that taking advantage of shared parental leave could be of huge benefit to you and your family. As specific gender roles are evolving and are now far more equal than in the past, the ability to share the legal entitlement to parental leave is a very positive one. It can enable men to form a stronger bond with their new family and to focus on that for an extended period. Likewise, it can enable women to return to their careers sooner than in previous years, and to have a more balanced approach.

Of course, every family unit is different, with differing priorities and circumstances, but considering taking shared parental leave is something I would really recommend! At Mills & Reeve, I know from experience that you would be able to go through the process with expert guidance, support and advice from our HR team throughout.



Kate Ciborowski

Associate and co-chair of Ability

Why is this an area that you are so passionate about?

My journey into law in mid-life was precipitated by acquiring a long-term condition, which meant the physical requirements of my previous career were no longer within my ability. I did not disclose my needs to Mills & Reeve when I joined as I wanted to feel on a sure footing first! I quickly saw that the Ability network, HR and the wider equality, diversity and inclusion team were all approachable, sincere and constructive.

My adjustment helps me to focus on my work and deliver the best for my clients. For some disabled staff and clients, seeking help will always be a daunting prospect because it requires an acknowledgement of vulnerability. I believe we need to continue the work we do to make it easier for people to take that first step where they need support or where they recognise a colleague may need support.

In my experience, the process to get support was managed with empathy and pragmatism. I hope to continue to be part of the overall team at Mills & Reeve that enables disabled staff and partners to thrive at the firm and our clients to receive the best client service.

What difference does the Ability network make?

We contribute to the firm's overall diversity strategy, help disseminate disability best-practice across the organisation, undertake projects and support our members at work. Working for a firm that substantively supports the rights and needs of disabled people and personally playing an active role in continuing and developing that support is meaningful to me. An example is reverse-mentoring partner Alison Bull over the last year. We met once a month and discussed disability issues generally and specifically.

Having senior members of the firm take genuine interest in disability issues and discuss them in other forums is one crucial element in increasing participation of disabled people, alongside support from line managers.



Data in depth



Employees

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

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

Employees	Mean				
	FY17	FY18	FY19	FY20	FY21
Gender pay gap by quartile					
Upper	6.9%	6.5%	5.6%	-0.3%	4.6%
Upper middle	-1.3%	2.3%	-0.7%	-1.8%	1.4%
Lower middle	2.8%	3.2%	5.1%	-1.0%	3.8%
Lower	-6.3%	-4.1%	-4.7%	-5.6%	-1.2%

Employees	Mean				
	FY17	FY18	FY19	FY20	FY21
Gender pay gap by associate solicitor level					
Associate	-2.3%	8.2%	3.7%	0.2%	4.3%
Senior associate	0.7%	-3.3%	5.4%	0.7%	1.1%
Principal associate	0.6%	6.7%	6.9%	6.9%	7.7%

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

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

* All percentages to 1 decimal place

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Employees and partners

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

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

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

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Partners

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

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

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

Equity partners

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

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

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

* All percentages to 1 decimal place

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General partners

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

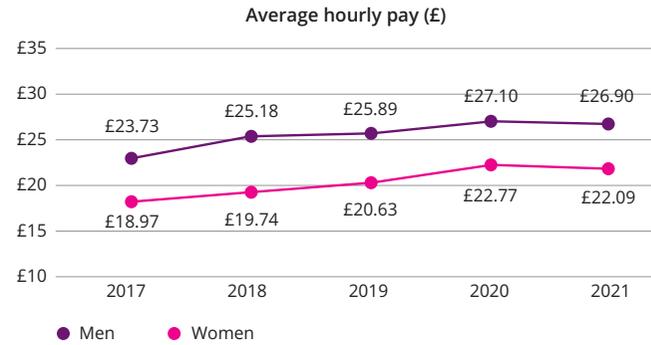
General partners	Men					Women				
	FY17	FY18	FY19	FY20	FY21	FY17	FY18	FY19	FY20	FY21
Proportion of men/women in each quartile										
Upper	100.0%	100.0%	90.0%	81.8%	63.6%	0.0%	0.0%	10.0%	18.2%	36.4%
Upper middle	75.0%	84.6%	63.6%	63.6%	66.7%	25.0%	15.4%	36.4%	36.4%	33.3%
Lower middle	69.2%	41.7%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

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

* All percentages to 1 decimal place

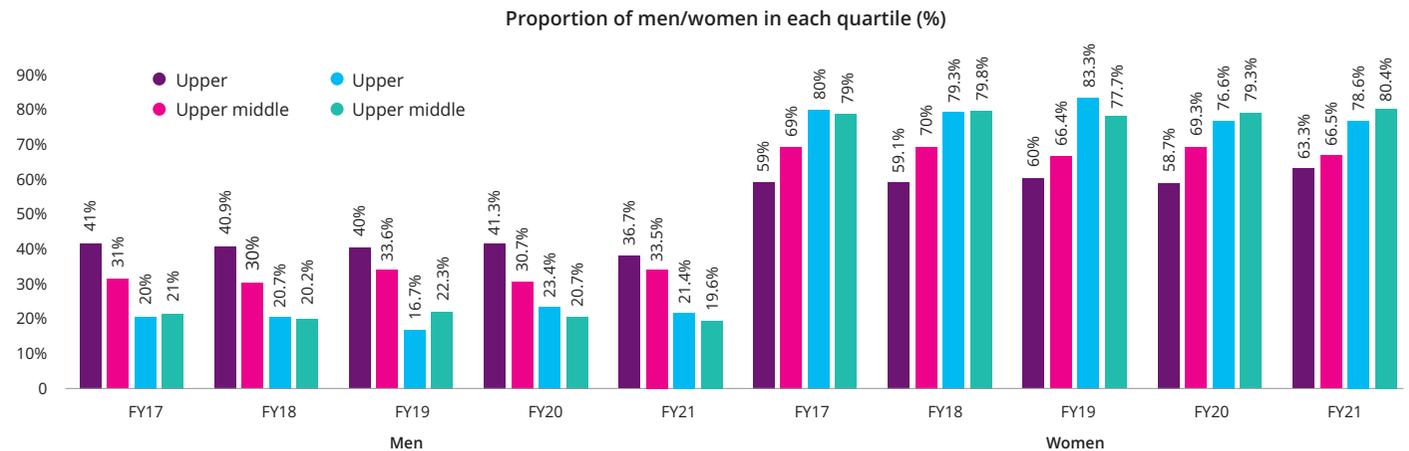
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Average hourly pay (£)



	2017	2018	2019	2020	2021
Men	£23.73	£25.18	£25.89	£27.10	£26.90
Women	£18.97	£19.74	£20.63	£22.77	£22.09
Mean difference %	20.1%	21.6%	20.3%	16.0%	17.9%

Proportion of men/women in each quartile (%)

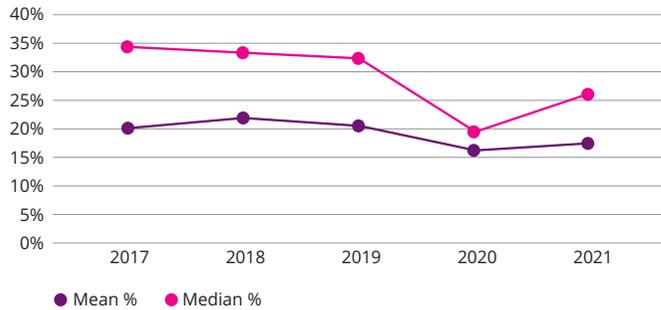


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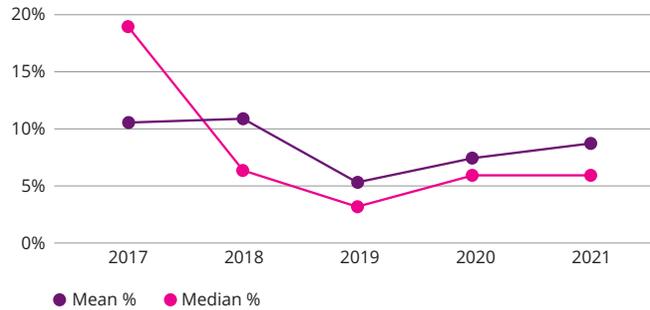
	Men					Women				
	FY17	FY18	FY19	FY20	FY21	FY17	FY18	FY19	FY20	FY21
Upper	41.0%	40.9%	40.0%	41.3%	36.7%	59.0%	59.1%	60.0%	58.7%	63.3%
Upper middle	31.0%	30.0%	33.6%	30.7%	33.5%	69.0%	70.0%	66.4%	69.3%	66.5%
Lower middle	20.0%	20.7%	16.7%	23.4%	21.4%	80.0%	79.3%	83.3%	76.6%	78.6%
Lower	21.0%	20.2%	22.3%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

Employees Gender Pay Gap (%)



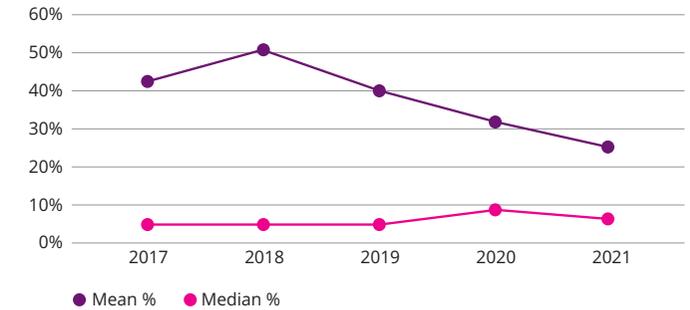
Employees Gender Pay Gap (%)					
	2017	2018	2019	2020	2021
Mean %	20.1%	21.6%	20.3%	16.0%	17.9%
Median %	34.2%	33.5%	32.1%	19.5%	26.1%

Partner Gender Pay Gap (%)



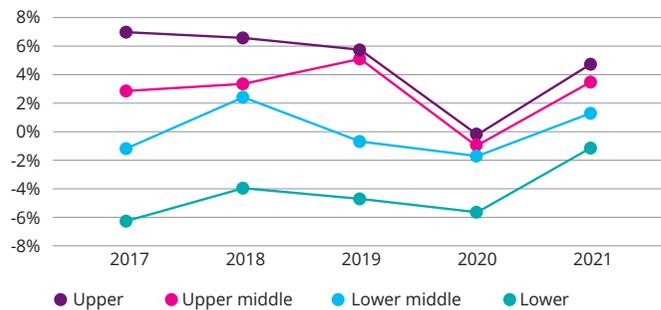
Partner Gender Pay Gap (%)					
	2017	2018	2019	2020	2021
Mean %	10.5%	10.8%	5.2%	7.2%	8.9%
Median %	18.8%	6.2%	3.0%	5.9%	5.9%

Employees Gender Bonus Gap (%)



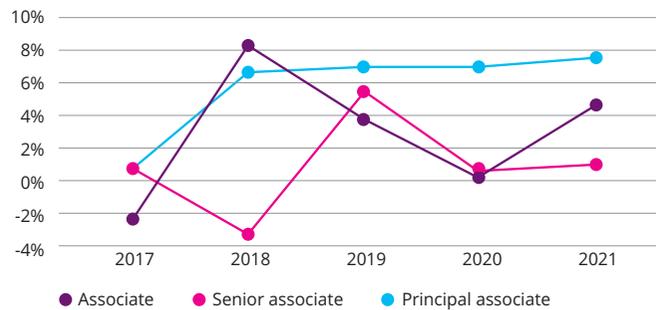
Employees Gender Bonus Gap (%)					
	2017	2018	2019	2020	2021
Mean %	42.6%	50.4%	39.9%	31.7%	25.8%
Median %	4.5%	4.5%	4.6%	8.0%	5.9%

Gender Pay Gap by quartile (%)



Gender pay gap by quartile (%)					
	2017	2018	2019	2020	2021
Upper	6.9%	6.5%	5.6%	-0.3%	4.6%
Upper middle	-1.3%	2.3%	-0.7%	-1.8%	1.4%
Lower middle	2.8%	3.2%	5.1%	-1.0%	3.8%
Lower	-6.3%	-4.1%	-4.7%	-5.6%	-1.2%

Gender Pay Gap by associate level (%)



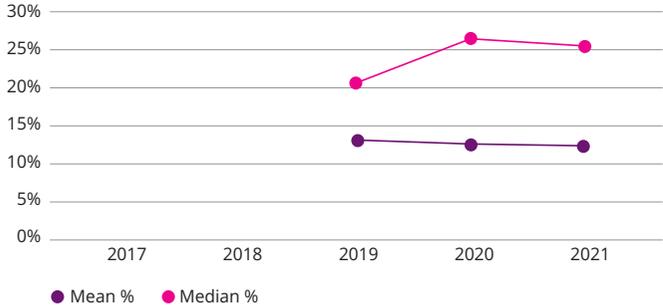
Gender pay gap by associate solicitor level (%)					
	2017	2018	2019	2020	2021
Associate	-2.3%	8.2%	3.7%	0.2%	4.3%
Senior associate	0.7%	-3.3%	5.4%	0.7%	1.1%
Principal associate	0.6%	6.7%	6.9%	6.9%	7.7%

Proportion of men and women receiving a bonus (%)



Proportion of Men and Women receiving a bonus (%)					
	2017	2018	2019	2020	2021
Men	97.0%	95.7%	98.0%	94.7%	97.3%
Women	95.0%	94.1%	96.4%	95.4%	95.1%

Ethnicity Pay Gap (%)



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



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 1,100+ people and 600 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.

Meet the team

For more on:

Working for Mills & Reeve

Sandy Boyle - He/Him
Sandy.Boyle@Mills-Reeve.com
Director of human resources

Diversity and inclusion

Ainslie Wilson-Shearer - She/Her
Ainslie.Wilson-Shearer@Mills-Reeve.com
Diversity, inclusion and wellbeing manager

Our approach to ESG and sustainability

Jessica Wilkes-Ball - She/Her
Jessica.Wilkes-Ball@mills-reeve.com
Sustainability manager

Media enquiries

Rob Neal - He/Him
Rob.Neal@Mills-Reeve.com
Head of communications

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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