

2020 Gender Pay Gap Report

This report reveals our snapshot 5 April 2020 results and how we have continued to develop a truly diverse and inclusive workforce during the Covid-19 pandemic.



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

Back in April 2019, we had no idea the impact the Covid-19 pandemic would have on each of us. We did not know how movements like Black Lives Matter would create real, worldwide progress on diversity issues. But one thing that remains unchanged is Mills & Reeve's commitment to creating a diverse and inclusive place to work.

Now more than ever, we see gender balance as being just one element of how we create a diverse, inclusive workforce at Mills & Reeve. We continue to voluntarily report on pay gaps beyond the statutory requirements and set ourselves high targets to achieve. I'm pleased to say that during the period that this data covers, we made progress in closing both the gender and ethnicity pay gaps. This report reveals how we are working to stay on this path by strengthening our culture and developing our policies.

As you will see, during the pandemic, we have placed much focus on workforce wellbeing. With nearly everyone working from home, many people have had to juggle work with homeschooling and other family

commitments. Some live by themselves which brings completely different challenges. I believe that, especially in these difficult times, our strength comes from supporting and encouraging every single colleague every day. Despite being physically apart, 2020 has brought our workforce even closer with people pulling together and helping each other to work flexibly, something I believe is vital in increasing diversity. We have a cross office, cross job type, cross generational group to ensure we learn from this experience and introduce new ways to be flexible once we are back in the workplace.

I hope you find this report an informative update on our diversity work and welcome your feedback.

Claire Clarke
Managing Partner
Mills & Reeve



Gender pay gap at a glance

Gender pay gap at Mills & Reeve

	Mean	Median
Gender pay gap	16.0%	19.5%
Year on year change	-4.3%	-12.6%

Gender bonus pay gap at Mills & Reeve

	Mean	Median
Gender bonus pay gap	31.7%	8.0%
Year on year change	-8.2%	3.4%

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

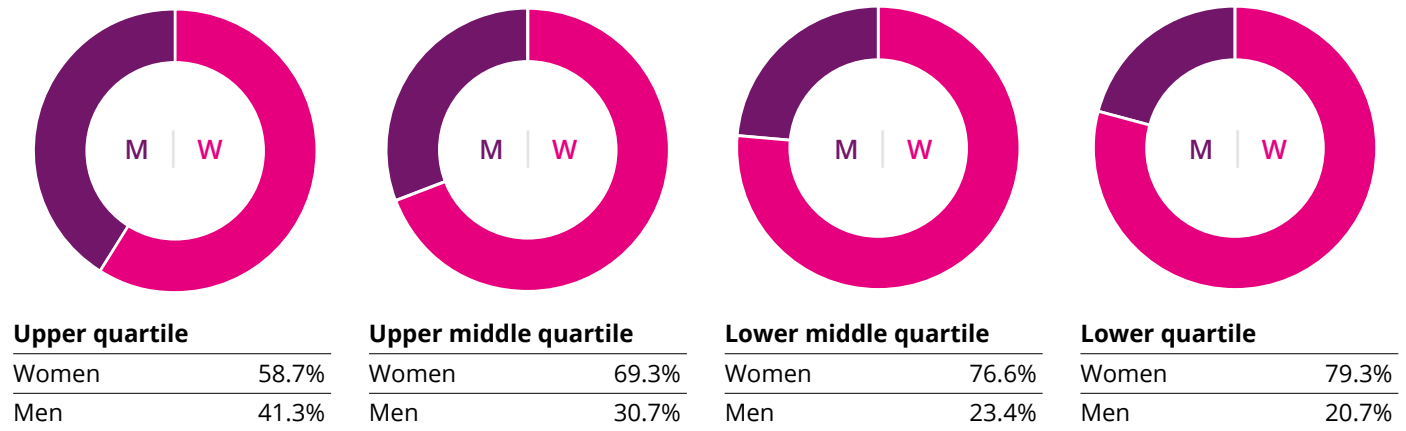


Working patterns at Mills & Reeve

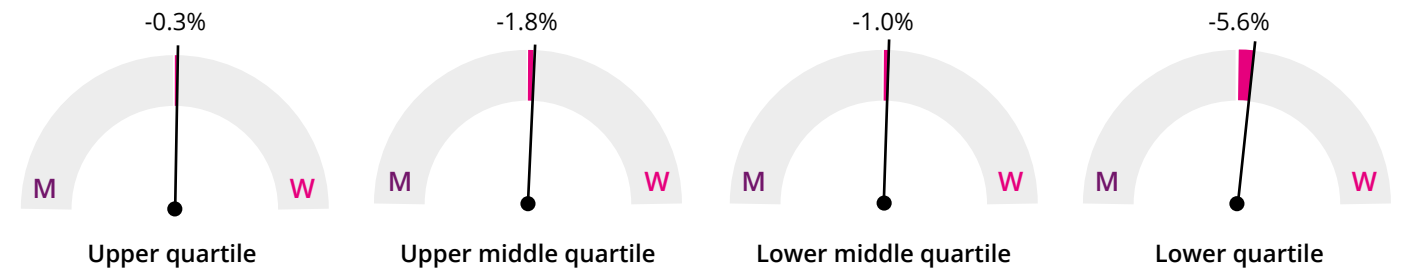


Women		Men	
Full-time	69.9%	Full-time	92.1%
Part-time	30.1%	Part-time	7.9%

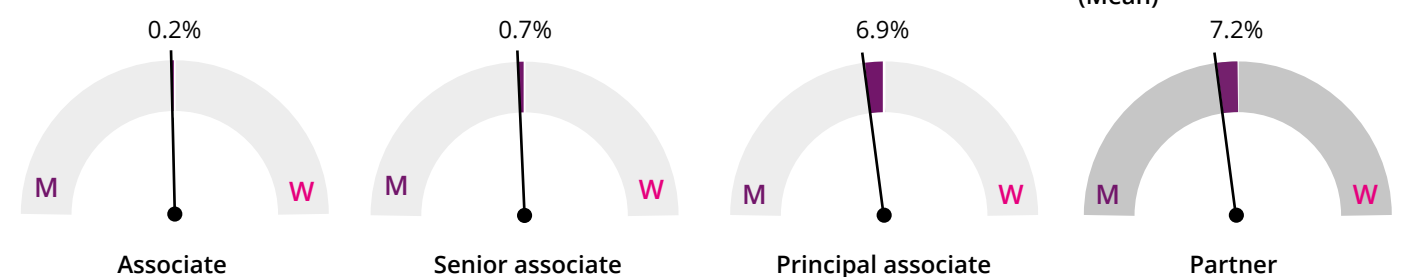
The percentage of women and men in each quartile (of equal size) of the payroll



Gender pay gap broken down by pay quartile (Mean)



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



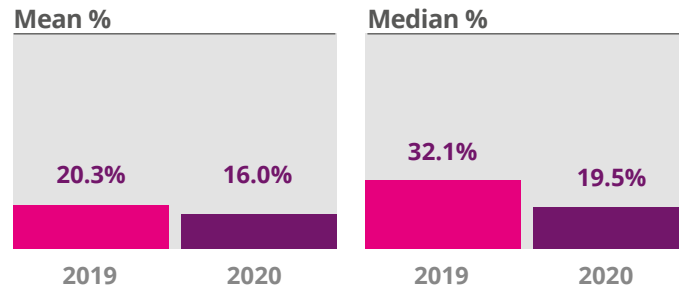
Partner gender pay gap (Mean)

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 pay gap

Here we highlight the gender pay areas that have undergone a significant shift and explain why

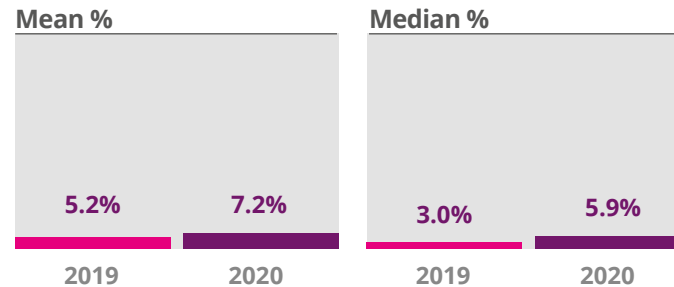
Gender pay gap



We are steadily closing the gender pay gap each year and have done so every year that we have been reporting on gender pay data. Our overall gender pay gap has reduced this year, with the mean down 4.3% to 16.0% and the median falling 12.6% to 19.5%.

We pay equal salaries for equivalent roles, but we have a pay gap as we have more women in the lower pay quartile in executive support services and more men in senior, higher-paid business services roles. One reason that the median pay gap reduced so significantly this year is that this snapshot is from April 2020. At this time, some of our executive assistants, who are mainly women, were on furlough.

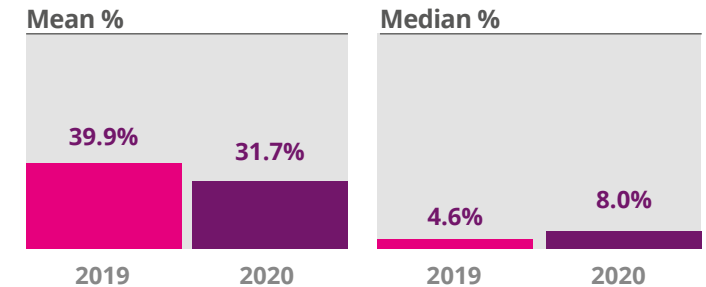
Senior level pay gap



Progress has been made on closing the gender pay gap at a senior level as we have recruited more women into the top pay brackets, including our new chief financial officer (see case study #3 on page 14). As highlighted in the “gap at a glance” on the previous page, our upper quartile gender pay gap has reduced this year, with the mean down 5.3% to a near-equal -0.3%.

We have also recently increased the number of female partners. While this will be a positive in the long-term for the firm, the newest partners are at the start of the lockstep. They are therefore on lower remuneration meaning the partner gender pay gap has actually risen this year, by 2.0% to 7.2%.

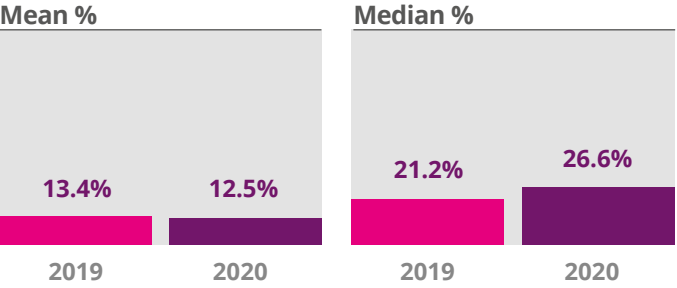
Bonus results



We want everyone at Mills & Reeve to share in the success of the firm. Every full-time, non-partner member of staff who was employed for the whole of the 2018-19 financial year received £1,500 – regardless of position, seniority or salary. Our mean bonus gap was 31.7%, down 8.2% from the previous year.

The main reason that there is a bonus gap is because more women work part-time than men – 30.1% vs. 7.9% – and unlike the legislation for the gender pay gap calculation, there is no conversion to a pro-rata figure.

Ethnicity pay gap



The mean ethnicity pay gap at Mills & Reeve narrowed 0.9% to 12.5% and the median rose 5.4% to 26.6%

In the second year of voluntarily reporting on our ethnicity pay gap, we have seen a move in the right direction. The proportion of Black, Asian and Minority Ethnic people at Mills & Reeve has also risen this year from 9.1% last year to 10.7% in 2020. It's also positive to see a slightly higher rate of people reporting their ethnicity (up from 83.9% to 84.1%) and we continue to encourage every member of staff to do so in order to provide as clear a view as possible.



How we are developing a diverse, inclusive workforce

This section looks at each of our diversity focus areas and the targets we have set ourselves

At Mills & Reeve, we have a number of board-led networks and taskforces that work to raise awareness of issues of gender, LGBTQ+, race, disability and wider inclusion. As well as running initiatives in their own areas, they now come together to cumulatively create cultural change. Examples of this include reverse mentoring between people from each of the networks and members of the board, and the Diversi'teas online series – on-the-sofa discussions where colleagues share experiences on topics including coming out, facing racism and not immediately visible disabilities. During the pandemic, involvement in our diversity groups has risen and we are working to make sure we maintain this momentum.

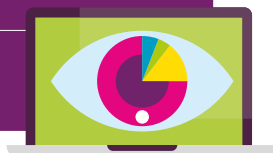
At a firm level, we have introduced a talent partner to each service line to nurture and promote talent actively and consistently. We are also rolling out the use of anonymised CVs following positive results in our graduate recruitment.

Please see our previous reports for more details on the policies, processes and procedures introduced since we started reporting on our gender pay gap data:

2019 Including updates to our recruitment and graduate processes

2018 Including how we encourage women into senior business roles

2017 Including details of our consistent talent management programmes



How we are developing a diverse, inclusive workforce

Race, ethnicity and cultural heritage

Target Increase proportion of staff and partners from 9% to 12% by 2020

Current level 10.7%

We have made progress in increasing the proportion of Black, Asian and Minority Ethnic staff and partners at Mills & Reeve, up from 9.1% in 2019 to 10.7% in 2020. We have set ourselves a target of 14%, which is above the Law Society recommendation of 12%. We are also pushing to increase ethnicity disclosure above the current level of 84.1% to improve the quality of our ethnicity data.

Our Reach taskforce is a forum and support group for colleagues and it also works to increase the proportion of Black, Asian and Minority Ethnic staff and partners in the firm. There is an agreed action plan in place that is revisited regularly at team and partner meetings.

Recent work includes:

- Committing to the Business in the Community (BITC) Race at Work Charter
- Running guest speaker events and regularly delivering 'Let's talk about race' sessions
- Starting reverse mentoring (see case study #2 on page 13)
- Unconscious bias training to everyone involved in recruitment and selection decisions
- Raising the profile of ethnic minority partners and staff through panels, videos and newsletters
- A mentoring programme to support development, enhance skills and confidence
- Partnering with schools with a high number of pupils from ethnic minority communities
- Launching a Black, Asian and Minority Ethnic development bursary for first and second year university students
- Creating a library of intranet resources including a constantly updated reading list and a document on being an ally



'After George Floyd's death, that was a poignant, reflective time when colleagues were talking about race and what we can do. To support those conversations, we ran a forum to share thoughts, held lived experience discussions and released video spotlights on being an ally, growing up mixed race, and white privilege.'

We continue to check in with teams to ensure people have a safe space to talk about issues of race and to be clear that the firm will support them.'

Dawn Brathwaite,
Partner and Co-Chair of the Reach network



How we are developing a diverse, inclusive workforce

Gender

Target 30% female partners by 2020

Current level 29.4%

By a small margin of 0.6%, we missed the gender target we set ourselves of having 30% female partners by the end of 2020. Given we are now so close to meeting that target, we are resetting it to push ourselves even further.

Our work to encourage more women into senior roles and close the gender pay gap includes:

- Being flexible about the hours and days people can work
- Running myth-busting sessions on how to become a partner and increase transparency of the process
- Promoting early career conversations
- Raising the profile of a range of female partner roles
- Bias training to managers and partners involved in decision making for partnership
- Matching people with sponsors and mentors
- Supporting returners to work from maternity and paternity leave including through mentoring
- Offering confidential discussions on balancing work and home life



'We are seeing real progress when it comes to improving gender diversity and are determined to keep it top of the agenda. This year has seen us challenging decision making at every level to remove any bias in our promotion processes, running sessions to improve transparency on how to get to partnership and making sure that maternity leave and part-time working are never barriers to success.'

Rachel Donath,
Head of Learning & Development

LGBTQ+

We are a Stonewall Diversity Champion and our LGBTQ+ network, Spectrum, meets regularly to provide support, representation and development for anyone who identifies as a member of the community, as well as allies.

It works to enhance LGBTQ+ inclusion within Mills & Reeve practice, with recent activities including:

- Enhancing our workforce systems so they are inclusive to LGBTQ+ applicants, staff and partners, for example addressing the use of pronouns and encouraging more gender-neutral drafting
- Hosting quizzes for people to learn about LGBTQ+ issues in an enjoyable, inclusive way
- Running panel events including trans, bi/pansexual and non-binary inclusion events
- Reviewing HR policies to ensure they stay up-to-date with the latest on LGBTQ+ inclusivity
- Running regular events such as an 'In conversation with' series to discuss LGBTQ+ lived experiences, and a trans awareness panel
- Developing an LGBTQ+ ally document and providing learning materials on LGBTQ+ issues
- Providing transgender/gender diverse and employee/gender transition guidance
- Preparing guidance and FAQs to support transgender/gender diverse people



'Spectrum has organised a range of initiatives and projects to raise awareness and help ensure that the firm is as inclusive as possible, both for current LGBTQ+ staff and LGBTQ+ applicants. A continuing theme of our activities is how LGBTQ+ identities intersect with other identities, including ethnicity, religion and disability.'

Robert Renfree,
member of the Diversity and Inclusion Steering Group and co-chair of Spectrum

How we are developing a diverse, inclusive workforce

Disability

Our Ability network meets monthly to discuss disability issues and run projects to change the ways we work together, maximise the potential of our disabled colleagues, strengthen client relationships and increase the accessibility of our working practices. It is a forum for our disabled staff, partners and allies, providing us with the opportunity to offer and receive support, raise awareness, and share ideas and knowledge.

Our current focus is three key areas, aiming to: ensure our processes are inclusive and support the needs of disabled applicants throughout recruitment; our disabled staff and partners are supported and have any adjustments they need; and our legal services are accessible to disabled clients.

Our recent successes and initiatives include:

- Enhancing the reasonable adjustment process by increasing the number of touchpoints where we ask staff, clients and applicants if any adjustments would assist them, and launching a new guide and tailored agreement supported by a video, FAQs and training
- Developing documents and training on supporting disabled clients
- Refining our graduate applications procedure to better support candidates with disabilities
- Developing documents for line managers and staff on adjustments and for everyone on supporting disabled clients
- Carrying out an accessibility audit of our website
- Running autism and disability awareness events
- Developing features from our staff and partners on a range of disabilities and their personal experiences, available in written format and as videos on our Learning Hub
- Running an Autism awareness event
- Developing 'Spotlights' features on a range of disabilities and emailing these out across the firm
- Setting up a preferred supplier list enabling us to provide communication support for deaf staff, partners and clients
- Making software like Read&Write available, including for people with dyslexia and dyspraxia



'There is not one singular disabled experience: each form of disability, health condition, or caring responsibility, presents its own challenges in a world that has not been designed for disabled people. That's why it's so important that through our activities we create an environment where people feel comfortable to share with us how they want to work and what they need.'

**Kelly Barnett and Kate Ciborowski,
Chairs of Ability**

How we are developing a diverse, inclusive workforce

Social mobility

We have joined the Social Mobility Foundation and signed up to the Social Mobility Pledge as we are dedicated to supporting talented people who may not have an opportunity to gain knowledge on the legal profession.

We have reviewed our recruitment practices to remove barriers for prospective applicants from lower socio-economic communities and use the Rare Contextual Recruitment System to highlight candidates who have outperformed expectations in the context of their background.



Wellbeing

Wellbeing has topped the agenda at Mills & Reeve since the start of the pandemic. We are signed up to the Mindful Business Charter and are committed to its principles of reducing avoidable stress and making wellbeing a priority for our teams.

Our work in this area includes:

- The managing partner and senior partner sending out a regular email (daily to start and now three times a week) with the latest on our wellbeing initiatives, what people have acted on and transparently communicating firm news
- Introducing 'Zoom-a-ccinos' to encourage people to take a break and have a drink and a chat with a colleague
- Holding weekly supportive online catch ups with the Diversity Inclusion & Wellbeing Manager, HR and three groups – all staff, parents and carers, and people living alone
- Running well-attended webinars on issues including family mental health, bereavement and domestic abuse
- Setting up the M&R Kids Club for Mills & Reeve staff children, offering two sessions a week of activities such as kids' yoga, street dance, musical theatres and funky ballet
- Undertaking Pulse surveys and making changes as a result
- Providing a financial wellbeing platform and Employee Assistance Programme (EAP)
- Constantly updating our extensive intranet resources on everything from mindfulness and homeschooling to nutrition and sleep
- Recording our wellbeing webinars and creating shorter video snapshots of the tips and tools covered
- Running wellbeing meetings for specific roles such as administrative staff, junior lawyers and managers
- Creating pop ups on computers to remind people to take a break from their desk and provide information on support



'A lot of my focus has been on wellbeing this year and keeping people safe and well. People are generally open about how they are feeling, if they're struggling and what we can do to support them and we're continually doing what we can to help.'

Natasha Broomfield-Reid,
Diversity Inclusion & Wellbeing Manager

Case study #1

Part-time partner

Dona Ardeman Partner

What was your career path to becoming a partner?

I had a very different life pre-law with my early jobs ranging from editing literary journals, to programme managing a college radio station, to acting in a Colorado repertory theatre. In 2000, I started at Mills & Reeve as a legal secretary. At the time, I had no intention of pursuing a legal career. However, I found law fascinating and had an aptitude for it, so about a year later applied for and received a training contract with Mills & Reeve and very quickly discovered a love for fund creation and structuring.

Having qualified into corporate, I eventually focused on growing and developing the firm's fund practice. I became a partner in June of this year.

What did you need from the firm to succeed?

There are many ways that my story might be considered unusual. I came into law a bit 'later', and I did not start my graduate studies in business or law. I also have children with complex health issues and have worked part-time for the majority of my career. When I started, that was certainly not the norm – back then I rarely came across part-time solicitors outside of Mills & Reeve doing time-critical, large transactional corporate work. And of course, I'm a female partner in a heavily male-dominated sector.

Two of the key factors which have helped me the most were the firm's willingness to invest in me and its openness to try new things, like flexible and agile working. Most importantly, it seemed to me that the firm saw this approach as just good, commercial sense. I compare this to stories where employees with different needs are offered support as if it is a special favour. That kind of attitude is the antithesis of encouraging diversity and creates unnecessary barriers and glass ceilings. I feel like I progressed because the firm saw my background, age, gender and other factors of difference as a positive part of what I had to offer and it saw me as an investment, not a problem.



Case study #2

Reverse mentor to the managing partner



Amandip Dhillon Associate

What is being done to close the ethnicity gap?

I am very proud to co-Chair Mills & Reeve's Reach network, and we had a very productive year introducing new ways to better support Black, Asian and Minority Ethnic colleagues. As part of one of our initiatives, I am reverse mentoring our managing partner. She has a genuine interest in understanding how the firm can do more in respect of diversity. We speak once a month, amongst other things, discussing the lived experiences of Black, Asian and Minority Ethnic colleagues, my personal experiences with racism in the UK, potential barriers to the profession and ideas for what the firm could be better at when it comes to recruitment, inclusion and culture.

Claire has already indicated that she will be taking some of my suggestions forward and I look forward to seeing what we can achieve together. With Reach 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.

What challenges has the last year presented for you?

Going from working five days in the office to working entirely from home has been interesting to say the least! That said, the firm did incredibly well to facilitate the shift and I have felt very supported by both leadership and colleagues. A great example of the firm's flexibility over this time is that I volunteered to reduce my contractual hours over the Summer of 2020. This enabled me to volunteer at a local hospital where I delivered parcels to patients whose friends and family were unable to visit due to Covid-19 restrictions.

Do you think that the way you work has forever changed?

I believe the past year will pave the way for a more flexible workforce going forward which will, without a doubt, help people to balance their home life with their work life much more effectively.

Case study #3

First female Chief Financial Officer

Jennifer Parton
Chief financial officer

How did you get to where you are today?

I was with PwC for 22 years. I started as a graduate in the audit practice in Aberdeen but as soon as I qualified as a Chartered Accountant, I stuck my hand up for a two-year secondment to Sydney. I arrived in 2001 and loved it so much I stayed for 15 years. I also spent a couple of years in New York and then in Papua New Guinea. It was a fantastic adventure.

Myself and my husband flew back to Sydney in 2011 when I was 36 weeks pregnant with our son Charlie. My daughter Isla followed a couple years later and when she was 18 months old we decided to move back to England for the free babysitting! I took a role in the London office, leading the Global Finance Operations team and was Chief of Staff to PwC's Global COO. In 2019, I sensed that if I didn't try working for an organisation other than PwC I'd probably regret it, so I popped my head above the parapet to see what was out there, met Claire and Sandy and the rest is history.

What tips do you have for other people looking to progress their career?

Get involved in new and different things. I've built an entire career on saying "yes" to opportunities and figuring out the detail later! I'm really passionate about continuous improvement – if something isn't working or doesn't feel right then hopefully everyone feels empowered to change it. Have a go and if it doesn't work out, well, at least you tried. And I also think it's key to enjoy your job because the passion really shines through.

Are you able to work flexibly at Mills & Reeve?

I feel very fortunate because when I joined in 2019, I was supported to work a day or two from home each week. Then of course the Covid-19 pandemic hit and I was suddenly working from home every day and homeschooling my kids (aged 8 and 9). Some of the priorities in Finance and CIT changed drastically overnight as we quickly pivoted to make sure we were able to provide the same level of service from home and provide the business with new and different reports and insights needed to operate through this period. With so much to juggle, that ability to work flexibly was really key to being able to do my job successfully at such an important time for the firm.



Data in depth



Employees

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

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

Employees	Mean			
	FY17	FY18	FY19	FY20
Gender pay gap by quartile				
Upper	6.9%	6.5%	5.6%	-3.0%
Upper middle	-1.3%	2.3%	-0.7%	-1.8%
Lower middle	2.8%	3.2%	5.1%	-1.0%
Lower	-6.3%	-4.1%	-4.7%	-5.6%

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

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

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

* 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	FY17	FY18	FY19	FY20
Gender pay gap	55.2%	61.6%	59.3%	55.6%	42.7%	43.4%	42.4%	32.4%
Gender bonus pay gap	42.5%	50.4%	39.9%	31.7%	4.5%	4.5%	4.6%	8.0%

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

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

Employees and partners	Men				Women			
	FY17	FY18	FY19	FY20	FY17	FY18	FY19	FY20
Proportion of men/women receiving a bonus	71.6%	69.6%	72.2%	--	90.3%	89.3%	91.8%	--

* 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	FY19	FY20	FY17	FY18	FY19	FY20
Gender pay gap	10.5%	10.8%	5.2%	7.2%	18.8%	6.2%	3.0%	5.9%

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

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

Equity partners

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

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

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

* 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	FY19	FY20	FY17	FY18	FY19	FY20
Gender pay gap	17.5%	19.9%	3.5%	7.2%	20.0%	10.0%	0.0%	5.0%

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

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

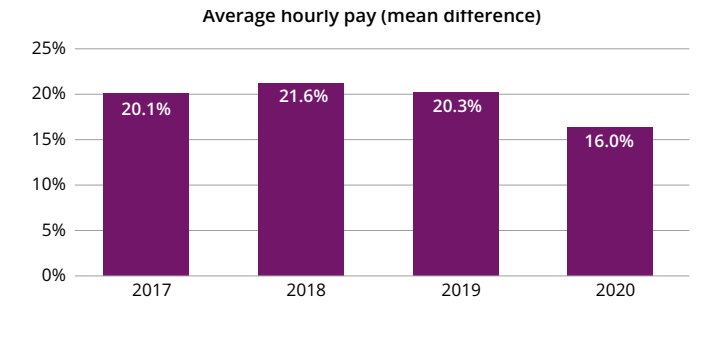
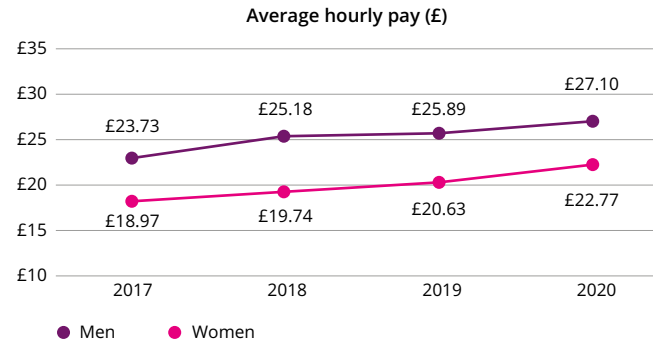
* All percentages to 1 decimal place

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.

Data in depth

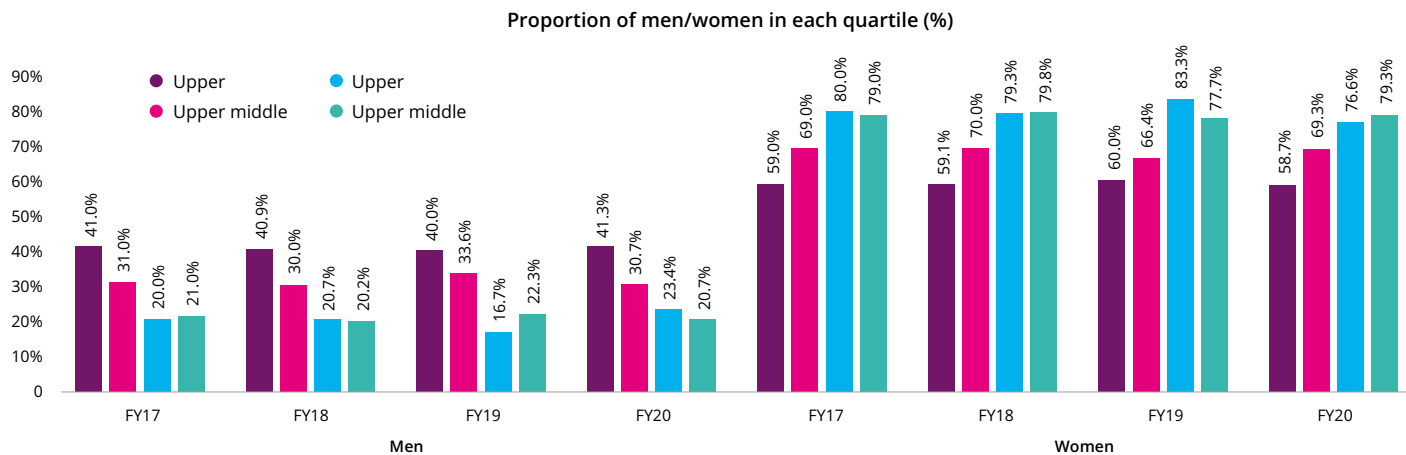
4 year trends

Average hourly pay (£)



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

Proportion of men/women in each quartile (%)



* All percentages to 1 decimal place

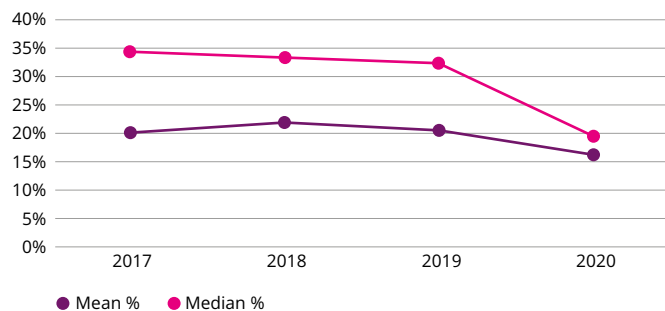
The firm operates a lockstep partnership with gateways at certain points. All partners are remunerated by way of a share of the firm's profit, we don't have any salaried partners. The profit share a partner receives largely reflects the time spent as a partner and the gateways they have moved through.

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

Data in depth

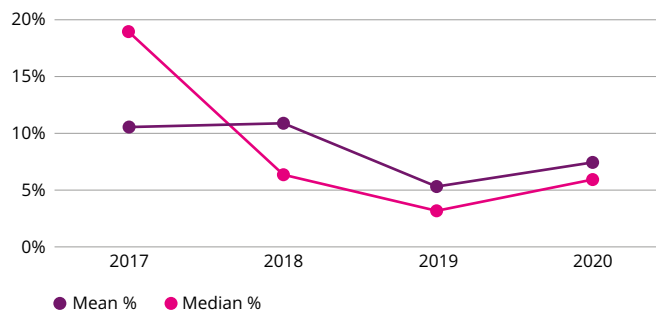
4 year trends

Employees Gender Pay Gap (%)



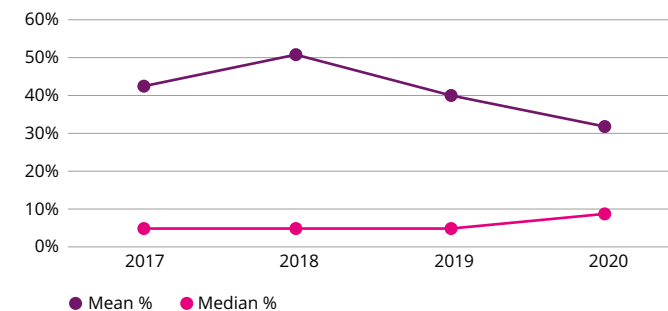
Employees Gender Pay Gap (%)				
	2017	2018	2019	2020
Mean %	20.1%	21.6%	20.3%	16.0%
Median %	34.2%	33.5%	32.1%	19.5%

Partner Gender Pay Gap (%)



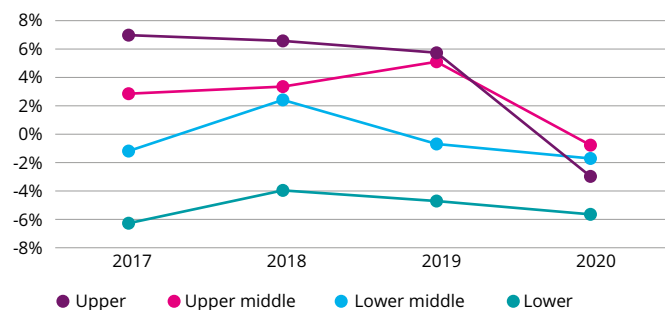
Partner Gender Pay Gap (%)				
	2017	2018	2019	2020
Mean %	10.5%	10.8%	5.2%	7.2%
Median %	18.8%	6.2%	3.0%	5.9%

Employees Gender Bonus Gap (%)



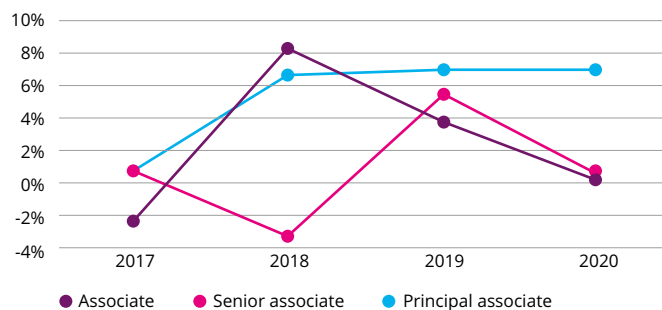
Employees Gender Bonus Gap (%)				
	2017	2018	2019	2020
Mean %	42.6%	50.4%	39.9%	31.7%
Median %	4.5%	4.5%	4.6%	8.0%

Gender Pay Gap by quartile (%)



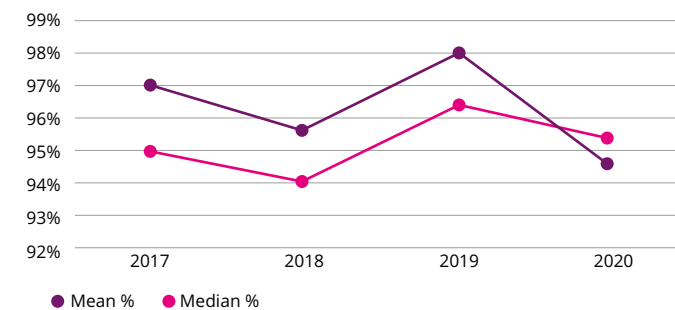
Gender pay gap by quartile (%)				
	2017	2018	2019	2020
Upper	6.9%	6.5%	5.6%	-3.0%
Upper middle	-1.3%	2.3%	-0.7%	-1.8%
Lower middle	2.8%	3.2%	5.1%	-1.0%
Lower	-6.3%	-4.1%	-4.7%	-5.6%

Gender Pay Gap by associate level (%)



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

Proportion of men and women receiving a bonus (%)



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

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 1,000+ people and 500 lawyers work across the UK 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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