

values

our principles in practice



MILLS & REEVE



culture

This document sets out our core values and gives some examples of how they translate into our day-to-day work and interactions with colleagues, clients and other people.

A large number of people from all parts of the firm were involved in articulating our core values and ensuring that they reflect what everyone at Mills & Reeve believes. Our core values are the guiding principles that help to make the firm successful and an enjoyable place to work. They embody what we stand for as a firm.

We are committed to upholding our core values now and in the future.

It is vital that everyone in the firm understands and adheres to our values, so we have produced this document to illustrate what fulfilling our values means to each and every one of us.

It should be referred to and used as:

- a guide for our behaviour in all situations
- a guide when communicating with people both externally and internally
- an aid to reflect on our own performance and personal development needs
- a basis for providing feedback to others and for assessing and reviewing their performance and
- a guide in making and implementing decisions

openness and integrity

We act with integrity in all our working relationships. We are honest, trustworthy and straightforward in our dealings with others. We maintain the highest professional and ethical standards. We apply the same high standards of integrity in our internal relationships as we do in our external relationships. For example:

We do

- give advice we believe in
- speak up if something is wrong
- behave ethically and with absolute professional integrity
- recognise and deal appropriately with conflicts of interest
- communicate openly about our fees and how we charge for our time
- respect confidences
- adopt a truthful and direct approach
- communicate in a clear, open and concise way
- take ownership and accountability in the roles we fulfil
- show respect for the environment and the communities within which we operate
- act responsibly

working together

We actively support and help each other. We make time for others and assist them when they ask for guidance. We willingly share workloads, knowledge and client opportunities. We stand up for each other and do not try to blame others when things go wrong. We believe in maintaining a happy and friendly atmosphere at work. For example:

We do

- help each other freely and willingly
- make time for a colleague who wants to discuss something
- support others when they have difficulties
- give honest and specific feedback that is helpful to the recipient
- take part in social and other group activities
- share work, knowledge, ideas and opportunities
- delegate, coach and supervise
- show loyalty to our colleagues and to the firm
- think the best of people
- keep our commitments to others
- help to develop the skills and capabilities of others
- act as one firm

respect for each other

This means much more than being polite and courteous to everyone. We treat each other as equals and value the contribution everyone makes to the success of the firm, regardless of role or status. We sustain a workplace which is inclusive and where diversity is valued. We pride ourselves on appreciating and recognising every individual's strengths. For example:

We do

- treat everyone with the same, high levels of respect
- ask for, and listen to, others' ideas and opinions
- show awareness of how our attitude and behaviour impacts on others
- involve others in deciding on big issues
- seek to accommodate the varying needs and requirements of others
- respect individuality
- trust each other to get on with things and do a good job
- recognise everyone's efforts and share in the rewards
- ensure we are friendly and polite
- give everyone the opportunity to realise their full potential
- show that we value other people's talents and abilities
- treat everyone fairly and consistently

strong client relationships

We develop and sustain strong client relationships. We deliver straightforward advice with transparency and certainty of cost. We are professional yet approachable, and we build relationships based on mutual understanding, respect and trust. For example:

we do

- genuinely care about our clients' interests and businesses
- proactively seek out new business opportunities
- scope the client's requirements at the outset and deliver accordingly
- respond quickly and make sure we are accessible
- communicate regularly and clearly
- build strong relationships at all levels
- provide tailored and pragmatic advice with options and recommendations
- adopt a friendly, personable and down-to-earth style
- provide a consistent service, whoever is dealing with the client
- inform clients of relevant developments which might be of interest to them
- ensure advice is provided by the most suitable specialist
- provide value for money
- ask for client feedback and act on it



openness and integrity



We don't

- o tolerate any level of dishonesty
- o avoid difficult conversations
- o take on work we aren't able to do
- o abdicate responsibility
- o cover up our mistakes
- o say one thing and do another
- o put ourselves in a position where our integrity or objectivity could be compromised
- o withhold management information unless there is a good reason to do so
- o put our commercial interests ahead of our professional obligations

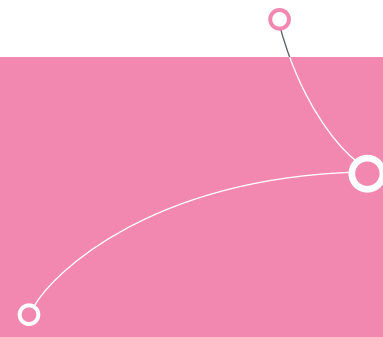
working together



We don't

- o work in isolation from other teams or individuals
- o fail to address issues with colleagues
- o tolerate self promotion at the expense of others
- o indulge in local or narrow-minded thinking
- o try to do everything on our own
- o complain about problems without trying to put them right
- o tolerate "them and us" attitudes
- o pass the buck
- o punish genuine mistakes
- o fail to pull our weight in the team

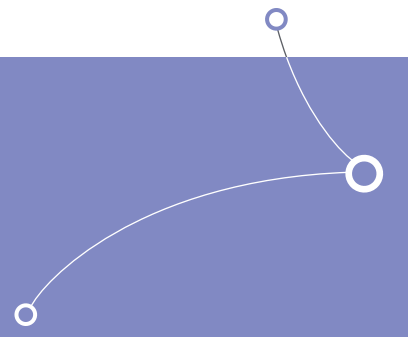
respect for each other



We don't

- o turn a blind eye to unacceptable attitudes and behaviours
- o tolerate rudeness or arrogance
- o take advantage of the good nature of others
- o turn up late or waste others' time
- o undermine, ridicule or bad mouth anyone inside or outside the firm
- o abuse the freedom and flexibility that we are given
- o pull rank or adopt a hierarchical approach
- o make unreasonable demands
- o forget that people have a life outside work

strong client relationships



We don't

- o take our clients for granted or fail to make an effort
- o use jargon or over-complicate matters
- o leave things to the last minute
- o surprise clients with large bills or unexpectedly high fees
- o spread ourselves too thinly
- o promise what we can't deliver
- o wait for our clients to call us
- o sit on the fence and leave our clients to apply the law
- o produce work that is sloppy

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