

Norfolk and Waveney Mind – Gender Pay Gap Report

Foreword

Norfolk and Waveney Mind, the mental health charity that believes no one should have to face a mental health problem alone. We work to reduce the stigma associated with mental health, support people in their recovery and champion better services for all. We believe that with the right support and resources everybody can create a life that feels meaningful irrespective of the presence of symptoms.

To enable the organisation to achieve our vision and ambition we focus on Prevention, Recovery, Crisis and Community. To do this we share our own stories, insights and expertise.

We offer a wide range of services including 1:1 talking therapies, gardening projects, access to employment services, youth services, telephone support line, mental health training and education for businesses, schools and individuals, residential care and a variety of support programmes.

With over one in four people experiencing a mental health problem and 104 people choosing to take their own lives each week in the UK, the need for good quality mental health support, advice and information is vital.

As a local Mind, we are independent charity - we raise our own funds and we have our own Board of Trustees who are responsible for how we're run.

Being local we understand our community and tailor our services in response to what people need most.

Being part of the Mind network means we benefit from shared support, knowledge and ideas. Nationally, Mind gives advice and support to anyone who needs it, campaigns to improve services and raise awareness.

We work in partnership with Mind nationally and the other local Minds in our network to deliver high quality services to anyone who needs them.

4% chose not to disclose their gender.

Gender Pay Gap vs Equal Pay

The Equality & Human Rights commission outlines the differences between these two terms:

Whilst both equal pay and the gender pay gap deal with the disparity of pay women receive in the workplace, they are two different issues.

- 1. Equal pay means that men and women in the same employment, performing equal work must receive equal pay, as set out in the Equality Act 2010.*
- 2. The gender pay gap is a measure of the difference between men and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings."*

Equal pay is unlawful and gender pay is not. This is due to the cause of a gender pay gap not falling within the direct control of an employer. Norfolk and Waveney Mind ensures it does not engage in any practices that breach equal pay legislation. Gender Equality is an issue that will be tackled by going far beyond legislative compliance. Addressing the Gender Pay Gap is part of this.

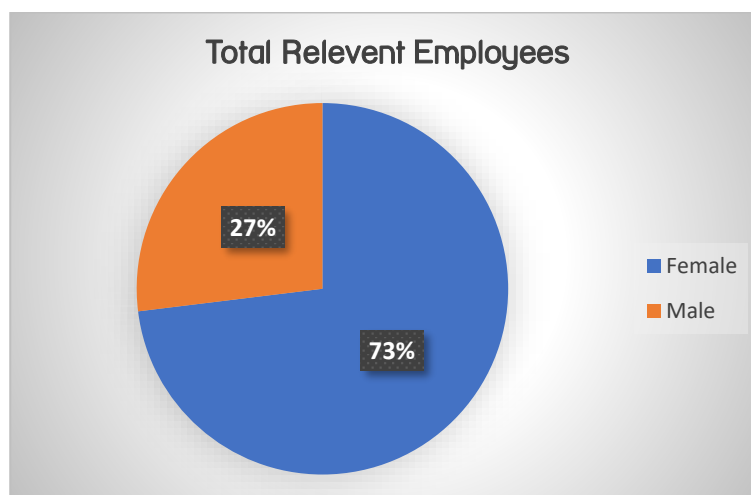
Statutory Information: Bonus Data

As part of the mandatory reporting process, employers are required to publish the gender pay gap within their bonuses. At Norfolk and Waveney Mind, bonuses are not awarded and therefore it is not possible to report a bonus gender pay gap.

Summary

Data as of 31 March 2022

Gender of workforce is 73% female and 27% male. This is female majority is greater than voluntary sector average of 58% female*.



Including the CEO Salary:

Our overall gender pay gap, by mean average is 7.0% **. This highlights the difference between average pay of female and males within the NWM workforce. The gender pay gap by median average is 34.1%*** which indicates the median pay for males is far higher than for females.

	NWM	ONS (all employer comparisons)	ONS (not for Profit comparisons)
Mean	7.0%	14.9%	18.0%
Median	34.1%	15.4%	20.8%

When comparing these findings to those reported by the Office for National Statistics 2021 ****, we find the mean average is below the 14.9% reported but the median is far higher than the 15.4%.

When comparing the data specifically for the Not-for-Profit Sectors, we find the national mean average is 18.0% and the median average is 20.8%. Again, our mean is below and median is higher.

Excluding the CEO Salary:

Our overall gender pay gap, by mean average is 4.6.0% **. This highlights the difference between average pay of female and males within the NWM workforce. The gender pay gap by median average is -17.95%*** which indicates the median pay for females is higher than for males.

	NWM	ONS (all employer comparisons)	ONS (not for Profit comparisons)
Mean	4.6%	14.9%	18.0%
Median	-17.95%	15.4%	20.8%

Mean	4.6%	14.9%	18.0%
Median	-18%	15.4%	20.8%

When comparing these findings to those reported by the Office for National Statistics 2021 ****, we find the mean average is well below the 14.9% reported but the median is very much below the 15.4%.

When comparing the data specifically for the Not-for-Profit Sectors, we find the national mean average is 18.0% and the median average is 20.8%. both the mean and median are below.

*UK civil society almanac 2021 tables (sourced via NCVO website)

**the mean figure is the difference between the average of men's and women's pay

***the median figure is the difference between the midpoints in the ranges of men's and women's pay

****[Gender pay gap - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/gender-pay-gap)

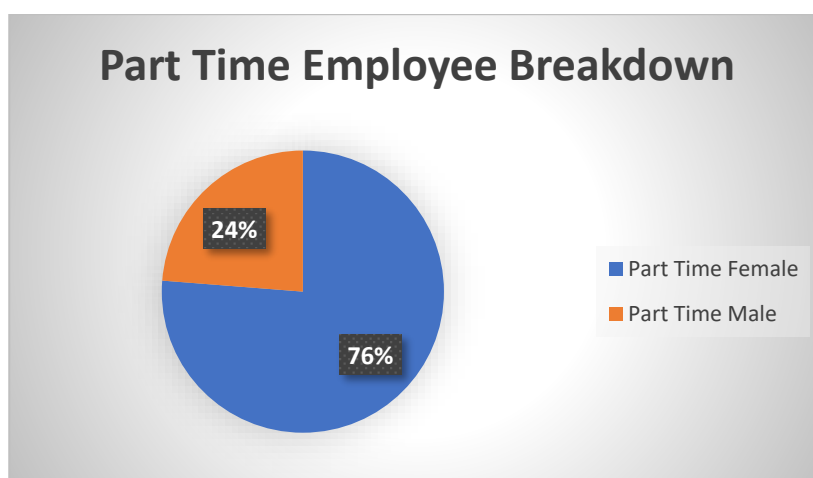
The above figures indicate a low-level gender pay gap for the mean but not for the median, on their own, do not provide the detail of where the gap exists.

What may be influencing the current pay gap?

Part-time and short-term contracts, including bank work

One key driver for the gender pay gap on a national scale is that part-time, short-term contracts / bank work are more likely to be occupied by women, and these roles tend to be in the lower paid areas of an organisation. Higher paid roles are more likely to be full-time.

Within NWM, there were 181 part-time roles at the snapshot date, 1138 of which were filled by female employees (76% of all employees)



Merger

The organisation has now settled down after turbulence following a merger of 3 organisations.

The Executive Leadership Team at time of reporting is heavily male dominated with 71.5% male and 28.5% female. However, the next level down of senior managers is role reversal with 30% being male and 70% female.

Candidates being attracted to the Charity

When looking at the numbers of applicants applying for roles within the Organisation, the view is more balanced, supporting the evidence above that any gap within the lower Quartiles is minimal in nature.

The Charity welcomes applicants with Lived Experience and there are a significant number who make an active career change to move into the Mental Health arena. Many of these are female, wanting to work on a part-time basis.

Taking Action

Senior Leadership and Upper Quartile

Initiatives that support career development, talent identification and succession planning

The Charity has identified the need for continuous improvement and a performance management process. The opportunity to identify future talent is in process. Identifying talent is work both vertically and horizontally.

The Charity is committed to employee development and as a starting point it has set up a clear induction as an organisation and departmental for all employees.

Action

The charity is in now forming a cycle will be developed to include career pathing mechanisms as well as informal and formal coaching, mentoring schemes and access to wider learning & development opportunities.

Specific action points will be:

- To develop a suite of documents that encourage and support goal setting, regular review and discussion of personal development aspirations;
- Extend current Learning and Development opportunities to include non-mandatory interventions provided at the time of need, and flexibly;
- Proactively partner with Service Leads and managers to regularly discuss their teams in terms of development;
- To develop a formal career pathing process for each role so people joining the Charity are aware of their personal develop options, if they wish to take them;

Initiatives that support Equality, Diversity and Inclusivity

- **Flexible Working:** Whilst this happens informally across the organisation, practices are ad hoc and inconsistently applied thus creating a feeling of unfairness within different teams.

Action

- Review current flexible working and home working policies, considering a review to more adaptive ways of working, including hybrid patterns.
 - Managers to be supported in how to manage remote teams;
 - Introduce new ways of working as a key USP in recruitment drives – key attraction tool
- **Wellbeing:** Limited Wellbeing initiatives are provided to staff (e.g. counselling, EAP) but these need to be extended and applied on a wider scale

Action

- Promote the services more that are available to staff, i.e. EAP service, Healthcare plans etc.
 - Assess the viability of wellbeing days
- **Recognition:** Currently, apart from recognising long service with vouchers and certificates, there is no other form of recognition for those who go above and beyond.

Action

- Review a voucher scheme that may allow for ad hoc payment to reward additional work over and beyond what is expected – consider a process by which employees can be nominated

- **Living Wage:** Whilst the Charity is committed to paying the Living Wage, since merger, it is possible some employees have fallen below this level. The charity has now committed to Real Living Wage Employer

Action

- Remuneration for employees is assessed on annual basis to make improvement inline with similar organisations,
- **Equality & Diversity:** Currently provide training as part of induction process. There is no refresher training at present nor any Champions. Work has commenced, however, to set up a Diversity & Inclusivity Working Group which currently is on hold pending other priorities.

Action

- Review Equality Policy to ensure fit for purpose;
- Consider a programme of refresher training for staff