

**Norfolk and Waveney Mind**  
**Private Employer**  
**Gender Pay Gap Report**  
**April 2026**

**Inclusive**

**Responsive**

**Respectful**

**Integrity**

**Patrons:** Lady Philippa Dannatt, William Armstrong OBE, LL.D, Penny Middleditch, Nick Prior, Han Yang Yap  
We're a registered charity (no. 1118449) and a registered company (no. 05729028) in England

## **Foreword**

We're Norfolk and Waveney Mind, your local Mind mental health charity offering an extensive range of mental health services, along with associated training, advice and information.

We offer a wide range of services including 1:1 talking therapies, nature projects, access to employment services, mental health training and education for businesses, short term residential care and support programmes. We also work in our communities to raise awareness and challenge stigma and discrimination.

As a local Mind, we are an 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.

### ***Vision***

All people are supported with their mental health to live a life that is meaningful to them.

### ***Ambition Statement***

No one should have to face poor mental health alone and that with the right support and resources anybody can create a life that feels meaningful to them.

### ***Our Purpose***

We promote well-being and work to reduce poor mental health and the stigma associated with it.

We support people in their recovery and champion better services for all.

To do this we share our own stories, insights and expertise.

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## **Mind Quality Mark**

Norfolk and Waveney Mind has been awarded the Mind Quality Mark (MQM). The MQM is a robust quality assurance framework created by Mind, the mental health charity.

MQM sets out the baseline of best practice and legal compliance in all areas of a local Mind's governance and activities. To achieve the MQM, a local Mind must meet or exceed all 24 key standards.

As a Local Mind we undergo a rigorous assessment which includes a thorough appraisal of organisational policies and procedures as well as a visit and interviews with trustees, staff, volunteers and people who use services. MQM is awarded when all standards are fully met.

The MQM provides assurance that local Minds across England and Wales are well-run organisations who meet Mind's expectations of good practice, and in many cases excel beyond those expectations. It provides assurance that they are healthy, ambitious and strong in providing the highest quality support to people experiencing or at risk of developing mental health problems.

## **Our Governance**

We are governed, led and managed to the highest standards, ensuring compliance with quality, legal and safeguarding requirements in accordance with our Memorandum of Association and Articles of Association, Charity Commission and Company law.

1.37% of the workforce chose not to disclose their gender.

## **Our Values**

### ***Inclusive***

We are available to support anyone and will work in an open-minded manner with this regard. We are fully committed to Equality & Diversity in our employment of staff and the delivery of all support we provide.

### ***Responsive***

We will respond to changes in social and individual need in a timely way to ensure that we support people with what they need when they feel that they need it.

### ***Respectful***

Everyone is treated with respect. We speak with honesty and awareness, and we value the lived experience.

### ***Integrity***

We are open, honest and transparent with the highest standards of integrity and accountability. Simply we do what we say we are going to.

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## Gender Pay Gap vs Equal Pay

The Equality and 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.

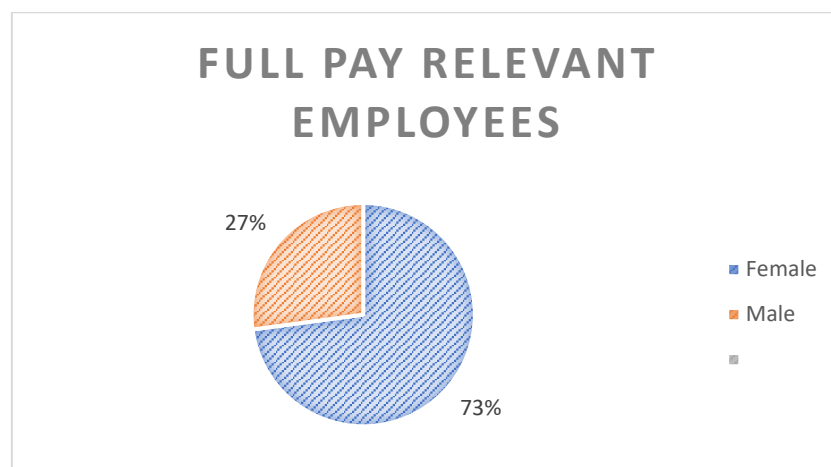
## Statutory Information: Bonus Data

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.

## Gender Breakdown

The charity is dominated by female employees:

- 73% Female
- 27% Male



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## Percentage of men and women in each hourly pay quarter

*The quartiles are as follows:*

- upper hourly pay quarter
- upper middle hourly pay quarter
- lower middle hourly pay quarter
- lower hourly pay quarter

|                                   | Female | Male  |
|-----------------------------------|--------|-------|
| • Upper hourly pay quarter        | 68.1%  | 31.8% |
| • Upper middle hourly pay quarter | 72.5%  | 27.4% |
| • Lower middle hourly pay quarter | 74.7%  | 25.2% |
| • Lower hourly pay quarter        | 75.82% | 24.1% |

## Mean (average) Gender Pay Gap for each hourly pay quarter

|                                   | Female | Male  | Difference | Percentage |
|-----------------------------------|--------|-------|------------|------------|
| • Upper hourly pay quarter        | 21.09  | 22.18 | 1.09       | 5.03%      |
| • Upper middle hourly pay quarter | 14.81  | 14.90 | 0.09       | 0.60%      |
| • Lower middle hourly pay quarter | 13.31  | 13.33 | 0.02       | 0.15%      |
| • Lower hourly pay quarter        | 12.64  | 12.63 | -0.01      | -0.07%     |

## Median (middle) Gender Pay Gap for each hourly pay quarter

|                                   | Female | Male  | Difference | Percentage |
|-----------------------------------|--------|-------|------------|------------|
| • Upper hourly pay quarter        | 19.60  | 20.33 | 0.73       | 3.65%      |
| • Upper middle hourly pay quarter | 14.52  | 14.52 | 0          | 0%         |
| • Lower middle hourly pay quarter | 13.14  | 13.14 | 0          | 0%         |
| • Lower hourly pay quarter        | 12.60  | 12.60 | 0          | 0%         |

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## **What may be influencing the current pay gap?**

Part-time contracts are the most influential to the gender pay gap.

One key driver for the gender pay gap on a national scale is that part-time contracts 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 150 part-time roles of the data used. 80.66% of these roles were filled by female employees.

## **Candidates being attracted to the Charity**

When looking at the numbers of applicants applying for roles within the charity, the view follows a similar pattern to our employees, 73% Female, 27% Male and 1.37% not specified.

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.

## **Action plan**

Senior Leadership and Upper Quartile is the area with the biggest percentage difference which is 5.03% for the Mean and 3.65% for the Median.

## **Initiatives that support career development, talent identification and succession planning**

The Charity recognises the need for continuous improvement and a performance management process. The opportunity to identify future talent is continuously in process. Identifying talent is working both vertically and horizontally. This has been implemented at senior level and is currently being cascaded through the organisation.

Due to the Charity's commitment to employee development a thorough Induction plan for all employees is in process and this is followed up with additional training and development.

The charity has formed a cycle that includes career pathing mechanisms as well as informal and formal coaching, mentoring schemes and access to wider learning & development opportunities.

Specific action points will be:

- Our suite of documents that encourage and support goal setting, regular review and discussion of personal development aspirations is being cascaded through the organisation.

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- Extend current Learning and Development opportunities to include non-mandatory interventions provided at the time of need, and flexibly, proactively partner with Service Heads 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**

- The flexible working and home working policies has been reviewed and adaptive ways of working, including hybrid patterns have been implemented
- Managers are now more experienced in managing hybrid workers
- Wellbeing initiatives are provided to staff (e.g. counselling, EAP) these have been extended and applied on a wider scale. We have also employed a Welfare and Wellbeing Officer to work on this particular area to improve benefits for employees
- 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
- Training as part of induction process and refresher training as appropriate
- Dedicated EDI Strategy
- Regular monitoring and reporting of workforce diversity data (recruitment, retention, progression and pay)
- Ongoing EDI learning beyond induction (e.g. allyship, anti-racism, inclusive behaviours)

### *Action*

- Review rewarding and incentivising employees with length of service for below 5 years

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