

## Diversity Pay Gap 2023

In 2017 the Government introduced new legislation that made it a statutory requirement for organisations with 250 or more employees to report annually on their gender pay gap. This report provides data on the diversity pay gap and incorporates the gender pay gap to meet the statutory requirements. Government Departments and Relevant Public Sector employers are covered by the Equality Act 2010 (Specific Duties and Public Authorities) which came into force on 31 March 2017. Data must be calculated using a snapshot date each year. This will always be 31 March for Public Authorities subject to the Specific Duties Regulations, and 5 April for private, voluntary and all other public authority employers. Employers have up to 12 months from their snapshot date to publish their report, which must include:

- Mean and Median Gender Pay Gaps
- Mean and Median Gender Bonus Gaps
- Proportion of Male (Men) and Female (Women) employees receiving bonuses
- Proportion of Male (Men) and Female (Women) employees in each quartile pay band

## What is a gender pay gap?

The Gender pay gap shows the difference in the average pay between all men and women within the workforce.

The **Mean** gender pay gap looks at the difference between the mean hourly rate for all male (men) full pay relevant employees and all female (women) full pay relevant employees. The Mean shows the difference between mean (average) hourly rate of pay of men and women employees in the relevant pay period, as a percentage.

The **Median** gender pay gap looks at the difference between the median hourly rate of pay for all male (men) full pay relevant employees and all female (women) full pay relevant employees. The Median shows the difference between the median (mid-point) hourly rate of pay of men and women employees in the relevant pay period, as a percentage.

The data must include employees Ordinary Pay, allowances and payments for leave but does not include payments for Overtime, redundancy or pay in lieu of annual leave.

Gender Pay reporting is not the same as reporting on Equal Pay. Reporting on Gender Pay measures the difference in the hourly rate of pay for all men and women in an organisation. Equal Pay looks at the differences in the actual earnings of both men and women who undertake equal work. The Equal Pay Act of 1970 was introduced to ensure that it became illegal for employers to pay different amounts to men and women for doing the same work.

## Declaration

The data reported by Refuge is accurate and has been calculated in accordance with the requirements set out in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

## Organisational context

Refuge is predominantly a women-led organisation, running a range of specialist services to help women survivors of domestic abuse access safety and rebuild their lives. In 2022-23 Refuge maintained its life-changing services at full pace, supporting 26,095 survivors and children to overcome many different forms of violence and abuse: for example, domestic abuse, sexual violence, economic abuse, technology facilitated abuse, so-called ‘honour’-based violence, human trafficking and modern slavery, and female genital mutilation.

Refuge is committed to a world where domestic abuse and violence against women and girls is not tolerated, and where women and children can live in safety.

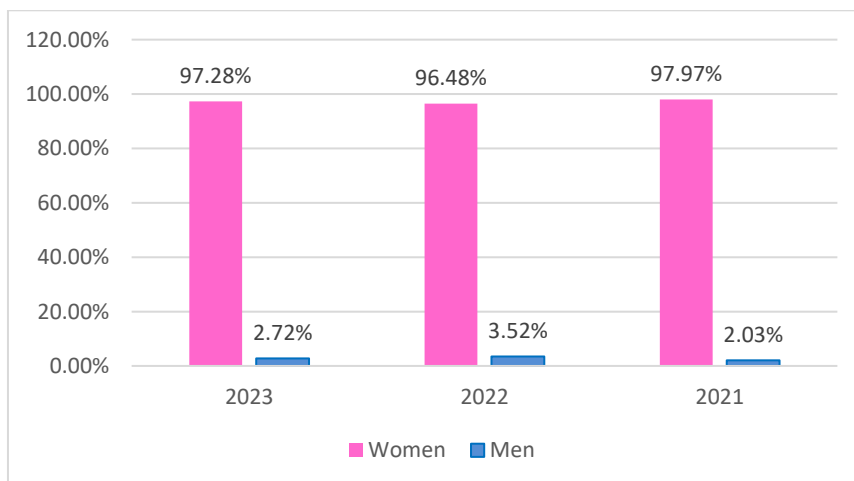
Violence against women and girls (also called ‘gender-based violence’) is rooted in inequality between the sexes; it is overwhelmingly perpetrated by men against women. Accordingly, an occupational requirement for most of our support / front line employees applies in that they are required to be filled by women. However, it is important to stress that at Refuge, we believe that everybody has the right to a life free from violence and abuse.

Refuge is required by law to publish an annual gender pay gap report. This report is for the snapshot date of 5 April 2023. Organisations must also publish data on bonuses; however, no employee receives a bonus at Refuge, so this is not relevant.

## Our workforce

The data collected for this report is at the snapshot date of 5 April 2023, at which point the number of full pay relevant employees\* within Refuge was 458, and the number of relevant employees was 478. The workforce data presented in the initial part of this report includes all relevant employees on the snapshot date, whereas the Diversity Pay Gap analysis includes only full pay relevant employees.

The gender profile for 2023 is made up of 465 women (97.28%) and 13 men (2.72%), compared to the snapshot date of 5 April 2022 where Refuge employed 411 women (96.48%) and 15 men (3.52%), and 383 women (97.97%) and 8 men (2.03%) in 2021.



\*Full Pay relevant employee - employed by the employer and are paid their usual full basic pay on the snapshot date.

Korn Ferry Hay were engaged in January 2022 to assist Refuge with the review of the pay and grading system. Key objectives included reviewing current roles, ensuring jobs of similar size and complexity were at the same grade. The review included the benchmarking of salaries and benefits against other similar organisation types and the redesign of the previous grading structure with descriptors for each grade based on complexity of the role. New national pay grades were implemented in August 2022.

In implementing the new pay system, we ensured that no-one received a pay increase that was less than they would have received under the previous pay system. At the snapshot date of 5 April 2023 and relevant pay period, Refuge was operating the new pay structure with roles ranging from Support (11) to Director (1). Analysis of the 2023 data shows that the biggest pool of employees sat within broad and complex delivery (9) pay grade. The vast majority of posts where single sex exemption applies are within the broad and complex delivery (9) pay grade, marked with an asterisk (\*) in the table below, hence 100% of employees are women at this pay grades.

Grade	Total	Women	W %	Men	M %
11 Support	2	1	50.00%	1	50.00%
10 Specialist delivery	8	8	100.00%	0	0.00%
9 Broad and complex delivery*	224	224	100.00%	0	0.00%
8 Expert delivery	37	36	97.30%	1	2.70%
7 Supervisor/Entry level contributor	23	17	73.91%	6	26.09%
6 Junior Mgr/Team lead/Dev individual contributor	55	55	100.00%	0	0.00%
5 Manager/Core individual contributor	54	52	96.30%	2	3.70%
4 Senior manager/Senior individual contributor	19	17	89.47%	2	10.53%
3 Heads of (lower)	16	16	100.00%	0	0.00%
2 Heads of (higher)	6	6	100.00%	0	0.00%
1 Director	8	7	87.50%	1	12.50%
Sessional Worker Hourly Paid	26	26	100.00%	0	0.00%

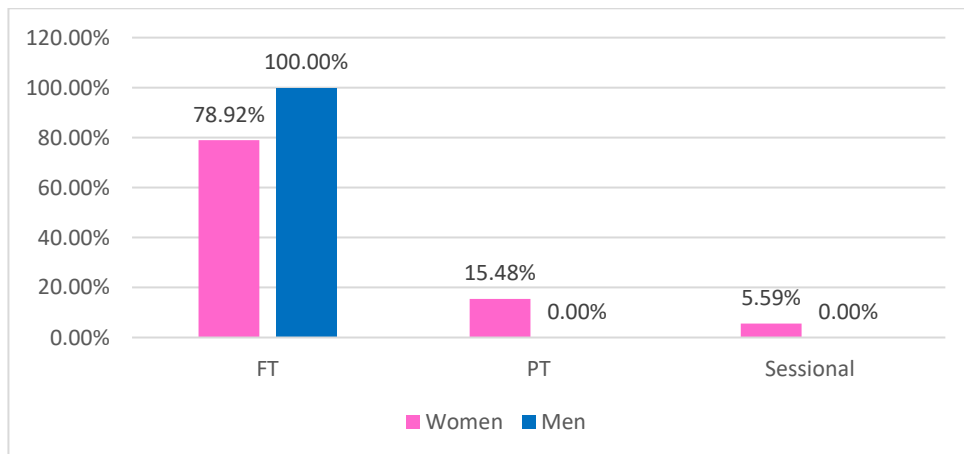
### Full-Time vs Part-Time

The proportion of women working full time at Refuge is 78.92% (80.29% in 2022), compared to 100% of men working full time (100% in 2022). Casual posts (Sessional Workers) make up 5.44% of the overall workforce and 5.59% of all women working at Refuge (4.87% in 2022). The proportion of women working part time is 15.48% (14.76% in 2022), compared to 0% of men (also 0% in 2022).

The breakdown of part time working across Refuge at the snapshot date is below.

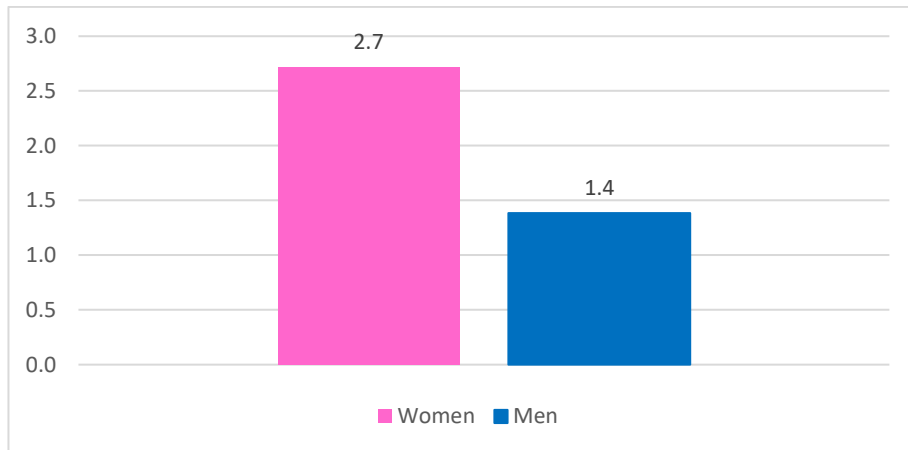
Sex	Total	Full time	%	Part time	%	Sessional	%
Women	465	367	78.92%	72	15.48%	26	5.59%
Men	13	13	100.00%	0	0%	0	0

We recognise that while meeting the needs of the survivors Refuge supports, employees need to balance their lives between their work and other commitments. Refuge offers flexible working to employees, where business needs allow, which can be a useful tool to help get the balance right and maintain the positive impact on the performance of individuals and teams. Within society women still tend to be the main caregivers and often seek part-time roles to support this. We will always consider flexible working requests made by employees and support these where possible. This also includes supporting a number of employees with ad-hoc working patterns such as compressed hours and home working.



### Length of Service

The average length of service for women at Refuge is 2.7 years (average of 3 years in 2022), compared to men which is half that of their colleagues at 1.4 years' service, (1.3 years reported in 2022).

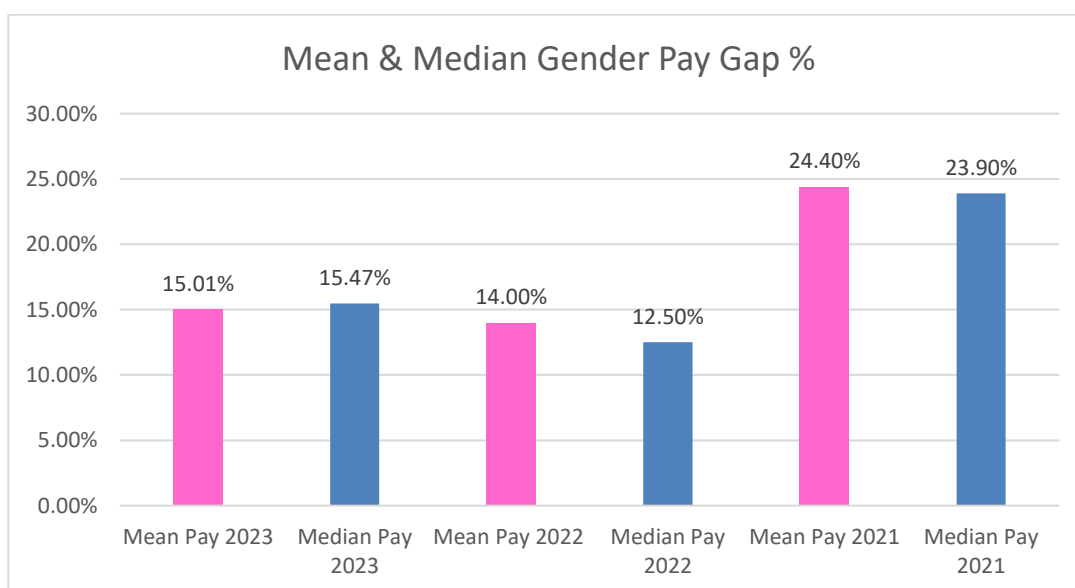


## Gender Pay Gap Analysis

The findings of the Refuge 2023 Gender Pay Gap Report shows that there is a Mean Gender Pay Gap of 15.0% and a Median pay gap of 15.5%. The UK National Pay gap is 14.9% in April 2022, down from 15.1% in 2021\*. The Office of National Statistics had not published the National Pay Gap 2023 data at the time this report was produced, as the released date is normally in October each year.

The table below sets out the overall mean and median gender pay gap for Refuge’s employees at the snapshot date of 5 April 2023 and includes a comparison of the data reported for 2022 and 2021.

2023	Women Number	Men Number	Difference £	Mean Gender Pay Gap %
Mean Pay	£18.04	£21.22	£3.18	15.01%
Median Pay	£15.84	£18.74	£2.90	15.47%
2022				
Mean Pay	£17.50	£20.34	£2.85	14.00%
Median Pay	£15.42	£17.63	£2.21	12.50%
2021				
Mean Pay	£16.43	£21.74	£5.31	24.40%
Median Pay	£14.81	19.45	£4.64	23.90%



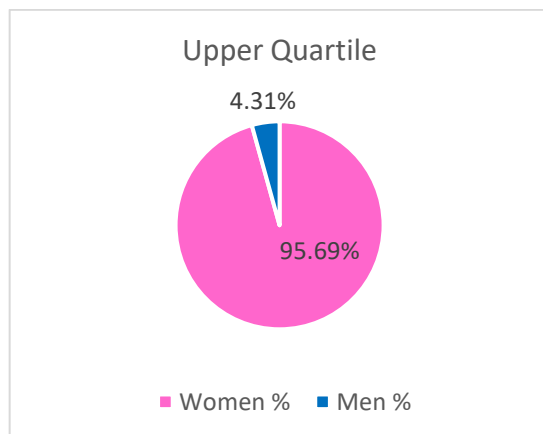
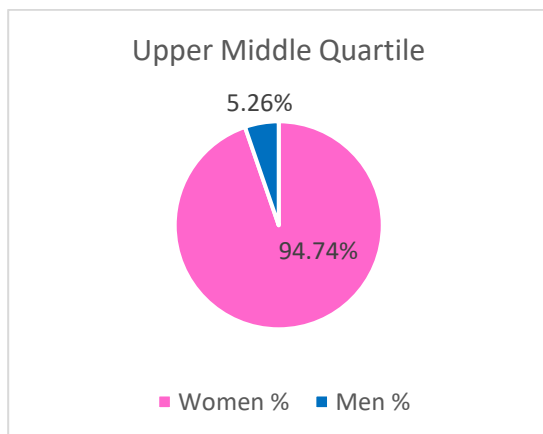
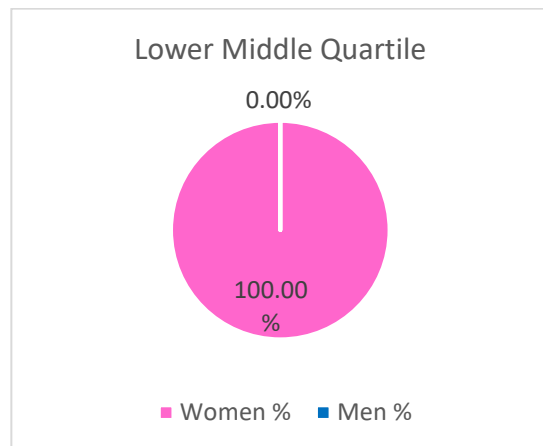
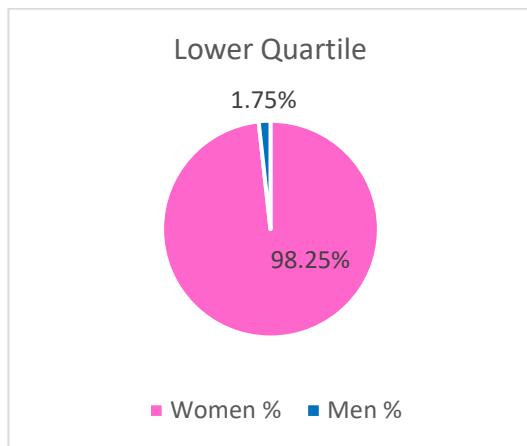
\*Data obtained from the Office of National statistics – [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)

## Gender Pay Statistics

Due to the nature of Refuge’s services, it only employed a small proportion of men making up 2.84% (13 out of 458) of the total workforce as at 5 April 2023 (3.69%, 15 of out 406 in 2022). The roles occupied by men are in non-service delivery (exempt) roles. Although a very modest portion of the total workforce, men significantly impact the mean and median gender pay figures, as you will see from the pay distribution table below.

The table below sets out the proportion of women and men in each quartile pay band at the snapshot date of 5 April 2023.

Quartile	Proportion of Women and Men in each quartile					
	2023		2022		2021	
Quartile	Women %	Men %	Women %	Men %	Women %	Men %
Lower Quartile	98.25%	1.75%	99.02%	0.98%	100%	0%
Lower Middle Quartile	100.00%	0.00%	99.01%	0.99%	100%	0%
Upper Middle Quartile	94.74%	5.26%	94.06%	5.94%	98.19%	1.81%
Upper Quartile	95.69%	4.31%	93.14%	6.86%	92.15%	7.85%



Women's mean pay is 15.0% lower than men's, slightly higher than the mean pay of 14.0% reported in 2022 and much lower than the 24.4% reported in 2021 and 29% in 2020. This figure shows the difference between mean (average) hourly rate of pay of men and women employees in the relevant pay period, as a percentage.

Women's median pay is 15.5% lower than men's, which is an increase from 12.5% in 2022 compared to 23.9% reported in 2021 and the 32% reported in 2020. This figure shows the difference between the median (mid-point) hourly rate of pay of men and women employees in the relevant pay period, as a percentage.

### **Underlying causes of Refuge's Gender Pay Gap**

As at the snapshot date of 5 April 2023 the number of the full pay relevant employees at Refuge were 445 women or 97.16% (compared to 96.31% in 2022 and 97.97% in 2021). 13 were men or 2.84% (compared to 3.69% in 2022 and 2.03% in 2021). There is no evidence that Refuge's gender pay percentage is caused by differences in pay for men and women working in the same role, similar roles or work of equal value.

Considering the quartile information, women have roles which span from the lowest to the highest paid roles. Of the small number of men employed, 2 men were employed in the lower quartile and 0 men in the lower middle quartiles, compared to 112 and 114 women retrospectively. 6 men were employed in the upper middle quartile (compared to 108 women) and 5 men employees were employed in the upper quartile (compared to 111 women). Due to most of the number of male employees, the average pay for men employees is skewed. This significantly impacts both the mean and median figures. The results for 2023 are very similar to those reported in 2022.

As Refuge also operates a genuine occupational qualification for all our front-line roles which requires these roles to be filled by women only, and although the Gender Pay Gap figures are slightly higher than those reported in 2022, Refuge's demographic of women employees will continue to be substantially higher than men employees.



## Ethnicity and Disability Pay Gap Reporting

Refuge as an intersectional feminist organisation is committed to challenging inequality across society. We are proud of the work we have currently undertaken to improve equality, equity, diversity, and inclusion however we are aware we are on an ongoing journey and still have some way to go. Therefore, in addition to providing an annual gender pay gap report we decided in 2022 to incorporate ethnicity and disability pay gap reports within this report.

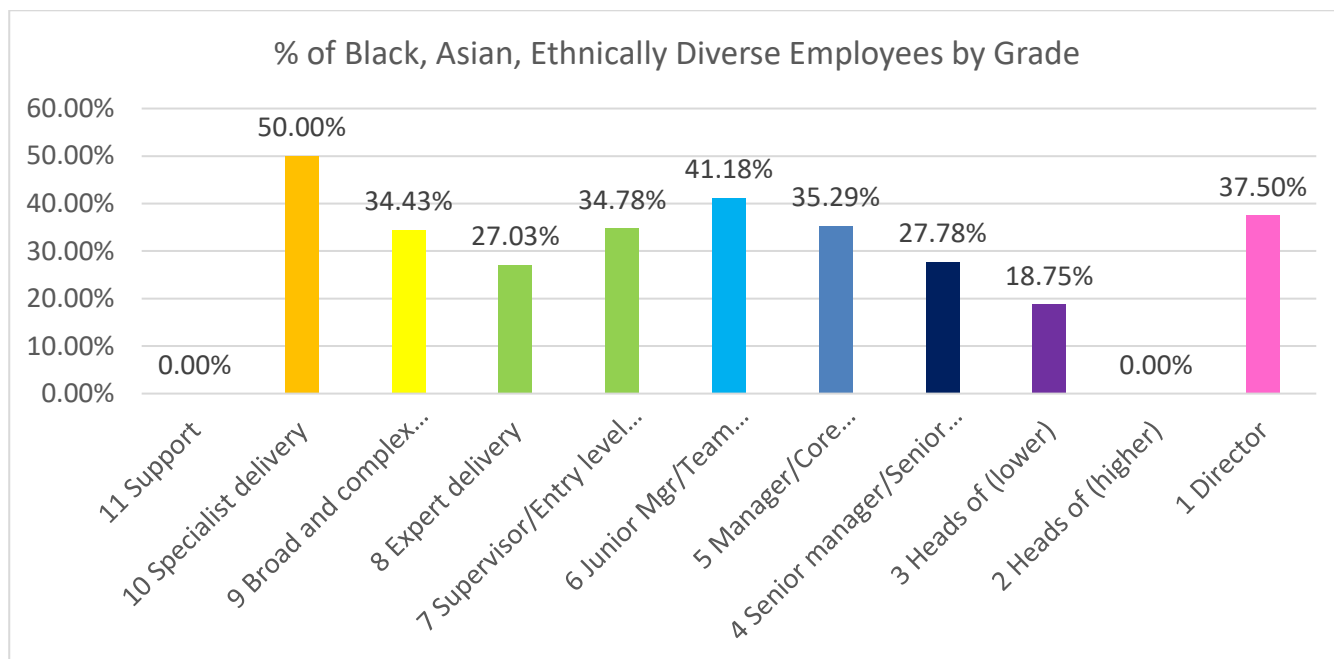
Whilst organisations are not currently required by legislation to report on these categories, we have committed to being transparent and will provide these additional reports as part of our EEDI commitment.

### Ethnicity breakdown of Employees by Grade

Grade	% Black, Asian, Ethnically Diverse Employees	% White Employees	Unknown/Prefer Not to Say %
11 Support	0.00%	0.00%	100.00%
10 Specialist delivery	50.00%	37.50%	12.50%
9 Broad and complex delivery	34.43%	45.75%	19.81%
8 Expert delivery	27.03%	64.86%	8.11%
7 Supervisor/Entry level contributor	34.78%	39.13%	26.09%
6 Junior Mgr/Team lead/Dev individual contributor	41.18%	45.10%	13.73%
5 Manager/Core individual contributor	35.29%	52.94%	11.76%
4 Senior manager/Senior individual contributor	27.78%	50.00%	22.22%
3 Heads of (lower)	18.75%	81.25%	0.00%
2 Heads of (higher)	0.00%	83.33%	16.67%
1 Director	37.50%	62.50%	0.00%
Sessional Workers	23.08%	34.62%	42.31%

At the snapshot date, Refuge had 151 Black, Asian, Ethnically Diverse employees (including sessional workers) which made up 32.97% of the workforce (30.52% reported in 2022). Looking at the breakdown Black, Asian, Ethnically Diverse employee working within the Specialist Delivery (10) pay grade is slightly higher than White employees (50.0% compared to 37.5% White), although it should be noted that 12.5% are unknown/prefer not to say. In comparison to our staff team, there were 8 members of SLT on the snapshot date (which equates to 1.75% of the workforce) and in 2022 there were 9 members of SLT. When directors leave/change it can have a significant impact on the ethnicity pay gap. In 2023 Black, Asian, Ethnically Diverse employees accounted for 37.5% of the Director (1) level grade, compared to 55.56% reported in 2022.

The largest variance between White and Black, Asian, Ethnically Diverse employees is at the senior management pay grades Heads of lower (3) and Heads of higher (2). This is comparable to the 2022 data with the largest variance being within the Senior Service Manager to Head of Function pay grades. Furthermore, 18.12% of employees' ethnicity is Unknown (18.54% in 2022), within Unknown 6.0% of employees preferring not to say) which may have an impact on the pay gap. The mean variance for Black, Asian, Ethnically Diverse employees across Refuge is 5.6% (0.0% reported in 2022), with mean pay of £17.82 compared to White employees mean pay at £18.87 (£17.92 compared to White employees mean pay at £17.91 reported in 2022). The increase this year may be due to a higher percentage of Black, Asian and Ethnically Diverse employees working at the lower grades especially pay grade 10 and the decrease in those working at Director (1) pay grade.



### D/deaf, Disabled, Neurodiversity Breakdown of Employees

As of 5 April 2023, 49 Refuge employees identified as being D/deaf, disabled and/or neurodiverse (46 reported in 2022). At that snapshot date disabled employees made up 10.7% of the workforce (10.8% in 2022), with the largest percentage being within the Broad and complex delivery (9) pay grade (4.37% of the overall workforce). The mean variance for disabled employees within Refuge is 0%, with their mean pay at £18.58 compared to non-disabled employees at £18.59. The mean variance remains unchanged from 2022 which was also 0%.

Percentage of disabled employees within each grade is shown in the table below.

Grade	% Disabled Employees	% Non-disabled Employees	% Unknown	% Prefer not to say
11 Support	0.00%	0.00%	100.00%	0.00%
10 Specialist delivery	0.00%	25.00%	75.00%	0.00%
9 Broad and complex delivery	9.43%	31.13%	59.43%	0.00%
8 Expert delivery	16.22%	29.73%	51.35%	2.70%
7 Supervisor/Entry level contributor	13.04%	30.43%	52.17%	4.35%
6 Junior Mgr/Team lead/Dev individual contributor	17.65%	29.41%	52.94%	0.00%
5 Manager/Core individual contributor	9.80%	43.14%	47.06%	0.00%
4 Senior manager/Senior individual contributor	11.11%	22.22%	66.67%	0.00%
3 Heads of (lower)	6.25%	31.25%	62.50%	0.00%
2 Heads of (higher)	16.67%	33.33%	50.00%	0.00%
1 Director	12.50%	62.50%	25.00%	0.00%
Sessional Workers	3.85%	15.38%	80.77%	0.00%

## **Closing the Gender, Ethnicity and Disability Pay Gap**

Refuge remains committed to monitoring the gap and continuing to review how we grow our diverse team to ensure there is greater representation across Refuge. We seek to extend our reporting beyond the statutory requirements to other protected characteristics and continue to focus on collating data to support this.

Refuge is committed to closing the Gender, Ethnicity and Disability pay gap, and has made the following progress throughout 2022-23:

- Continued our commitment to develop employees through our internal skills programmes and support them to progress in their career. We continue to encourage their use of the broad range of training courses available through our e-learning system.
- Introduced a Job Evaluation scheme to help ensure that the way in which salaries are determined is consistent and transparent.
- Promoted and supported our seven internal equality network groups.
- Initiated a review of our recruitment processes to attract and recruit a diverse range of applicants with the necessary skills to meet Refuge's future needs.
- Reviewed and revised our flexible working and homeworking policies.
- Achieved Disability Confident Level 2 Employer status and implemented a guaranteed interview scheme for disabled job applicants.
- Launched an employee engagement survey and commenced developing an action plan in response to feedback received from the employee.
- Committed to the VAWG Anti Racism Charter.
- Reviewed and implemented a new pay and grading system.
- Reviewed and revised our flexible working and homeworking policies
- Launched our new Respect, Inclusion and Belonging Strategy

Some of the key activities Refuge will be progressing during 2023/24 to support closing the Gender, Ethnicity and Disability pay gap:

- Developing a wellbeing strategy
- Implementing the Employee Engagement Survey Action Plan
- Delivering a RIB Strategy and Actions Plan and the VAWG ARC
- Completing the review of recruitment process to minimise any barriers to recruiting a diverse workforce and streamline the process. This includes launching the updated Recruitment policy in June 2023 and holding briefing and training sessions for recruiting managers.
- Embedding values into P&C practices including recruitment, performance management and training.