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Diversity Pay Gap 2025

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.

Organisational context

Refuge is predominantly a women-led organisation, running a range of specialist services to help women survivors of domestic abuse, and their children, access safety and rebuild their lives. In 2024-25, Refuge maintained its life-changing services at full pace, supporting 23,941 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.

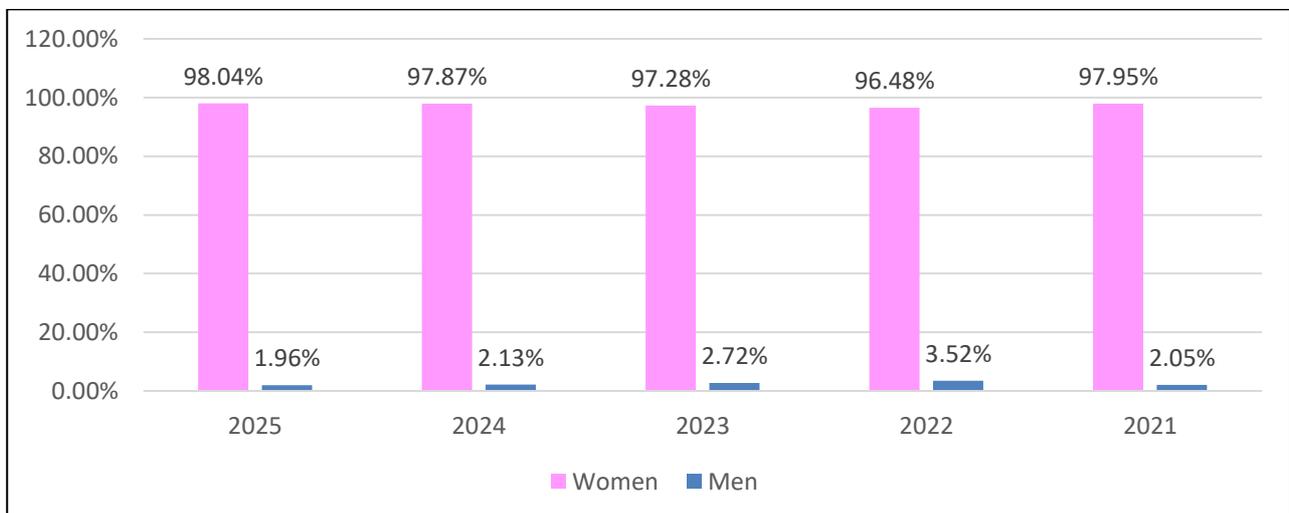
Violence against women and girls (also called ‘gender-based violence’) is rooted in inequality between the sexes; it is overwhelmingly perpetrated by men against women. Accordingly, an occupational requirement for most of our support / front line employees applies in that they are required to be filled 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 2025. 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 2025, at which point the number of full pay relevant employees* within Refuge was 440, and the number of relevant employees and sessional workers was 460. 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 2025 is made up of 451 woman (98.04%) and 9 men (1.96%), compared to 459 women (97.87%) and 10 men (2.13%) in 2024 and compared to 465 women (97.28%) and 13 men (2.72%) in 2023.



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

Headcount	2025	2024	2023	2022	2021
Women	451	459	465	411	383
Men	9	10	13	15	8
Total	460	469	478	426	391

At the snapshot date of 5 April 2025 and relevant pay period, Refuge was operating the pay structure implemented in August 2022 but with 3% cost of living increase applied to all employees effective from 1 April 2025; the roles in the pay structure ranging from Specialist Delivery (Grade 10) to Director (Grade 1) with Support (Grade 11) being made obsolete effective 1 April 2025. Analysis of the 2025 data shows that the biggest pool of employees sat within broad and complex delivery 9 pay grade, which was also the case in 2024 and 2023. 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 grade.

44.44% of men (4 out of the 9) employed at Refuge on the snapshot date were in roles within Grade 5 Manager/Core individual contributor. No male employees held roles graded at the Heads of (grades 2 and 3) or Director 1 level pay grades.

Grade	Total	Women	W %	Men	M %
1 Director	5	5	100.00%		0.00%
2 Heads of (higher)	7	7	100.00%		0.00%
3 Heads of (lower)	9	9	100.00%		0.00%
4 Senior manager/Senior individual contributor	20	19	95.00%	1	5.00%
5 Manager/Core individual contributor	56	52	92.86%	4	7.14%
6 Junior Mgr/Team lead/Dev individual contributor	52	51	98.08%	1	1.92%
7 Supervisor/Entry level contributor	22	20	90.91%	2	9.09%
8 Expert delivery	22	22	100.00%		0.00%
9 Broad and complex delivery	239	239	100.00%		0.00%
10 Specialist delivery	8	7	87.50%	1	12.50%
Sessional Workers	20	20	100.00%		0.00%

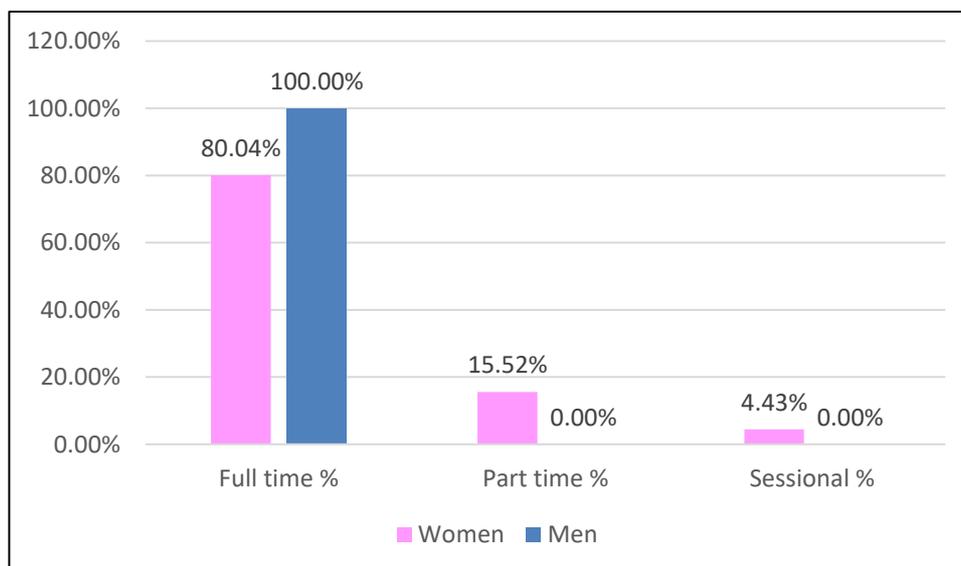
Full-Time vs Part-Time

The proportion of women working full time at Refuge is 80.04% (80.17% in 2024), compared to 100% of men working full time (90% in 2024). Casual posts (Sessional Workers) make up 4.35% of the overall workforce (4.69% in 2024) and 4.43% of all women working at Refuge (4.79% in 2024). The proposition of women working part time is 15.52% (15.04% in 2024), compared to 0% of men working part time (10% in 2024).

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

Sex	Total	FT	%	PT	%	Sessional	%
Women	451	361	80.04%	70	15.52%	20	4.43%
Men	10	10	100.00%	0	0.00%	0	0.00%

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 aim to support flexible working requests where possible. This also includes supporting a number of employees with ad-hoc working patterns such as compressed hours and home working.

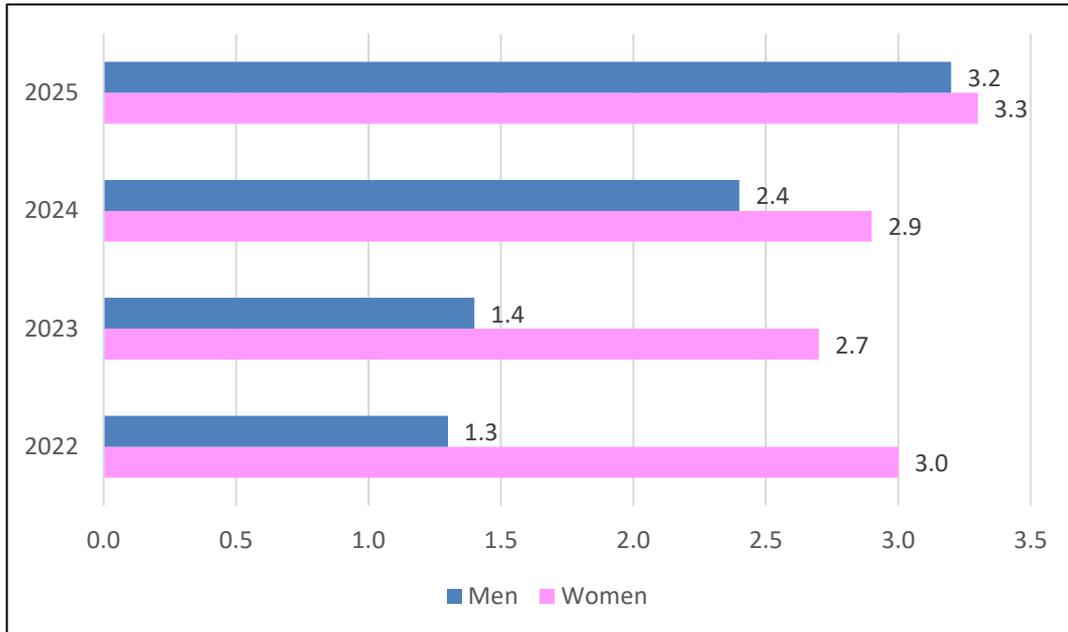


Sex	Full time %	Part time %	Sessional %
2025			
Women	80.04%	15.52%	4.43%
Men	100.00%	0.00%	0.0%
2024			
Women	80.17%	15.04%	4.79%
Men	90.00%	10.00%	0.0%
2023			
Women	78.92%	15.49%	5.59%
Men	100.0%	0.0%	0.0%
2022			
Women	80.35%	14.76%	4.89%
Men	100.0%	0.0%	0.0%

Length of Service

The average length of service for women at Refuge is 3.3 years (average of 2.9 years in 2024) compared to men at 3.2 years (2.4 years reported in 2024). 56% of men employed on the snapshot date had under 3 years' service (60% in 2024), compared to 62% of women who had under 3 years of service (63% in 2024).

The chart below shows the average length of service by year, woman compared to men.

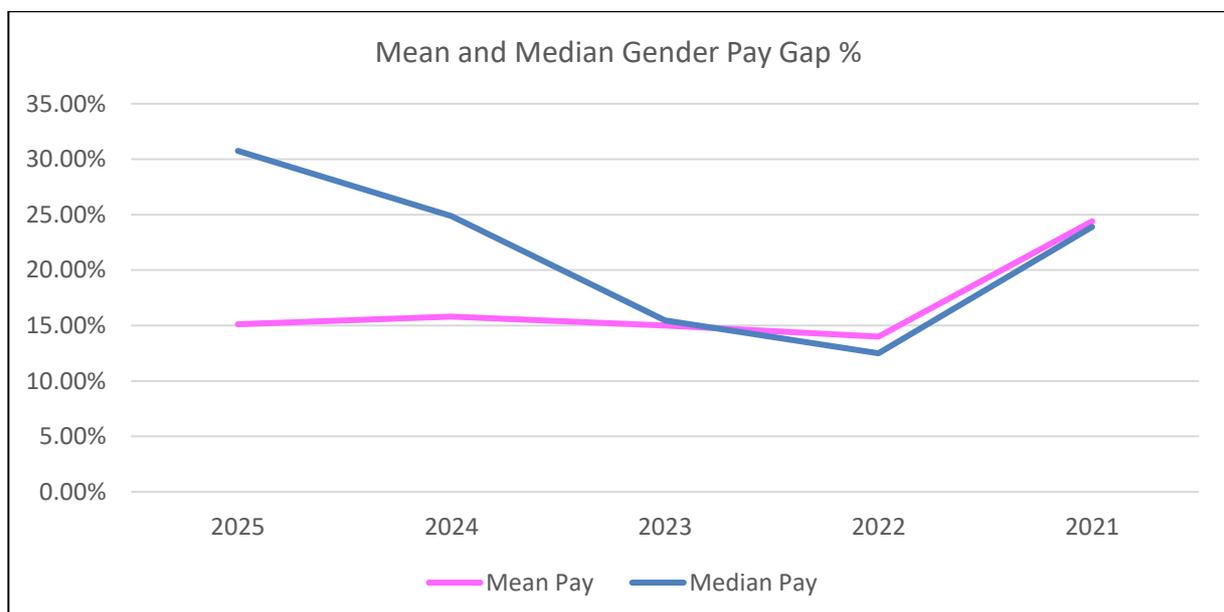


Gender Pay Gap Analysis

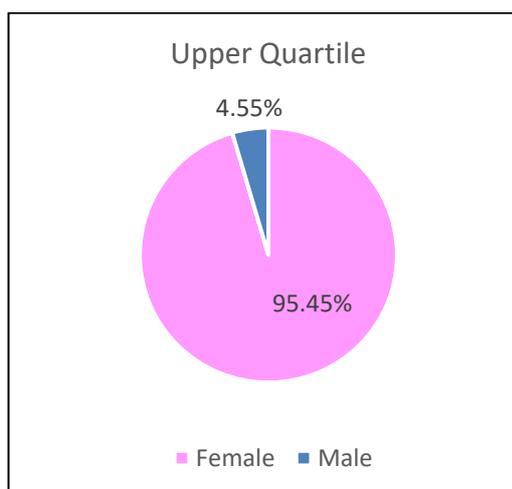
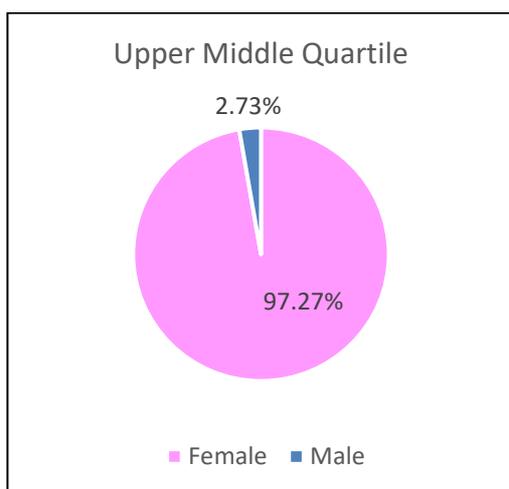
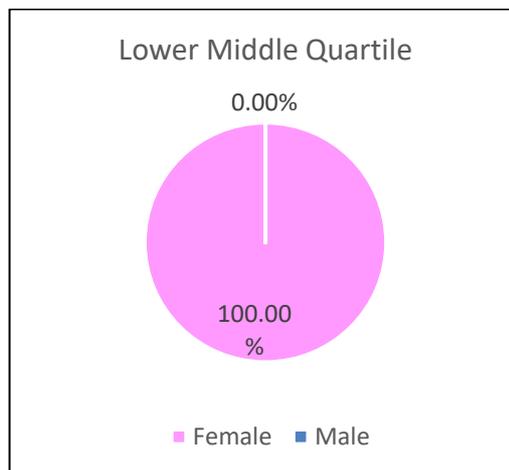
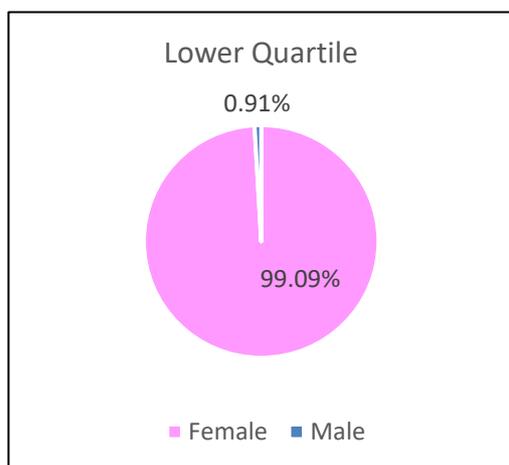
The findings of the Refuge 2025 Gender Pay Gap Report shows that there is a Mean Gender Pay Gap of 15.12% (15.81% in 2024) and a Median pay gap of 30.75% (24.88% in 2024). The UK National Pay gap, reported by the Office of National Statistics (ONS) in 2024, was 13.1% (7.0% for full-time workers) which was 14.2% (7.7% for full-time workers) in April 2023, 14.9% in April 2022 and 15.1% in 2021¹. The ONS had not published the National Pay Gap 2025 data at the time this report was produced, as the release 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 2025 and includes a comparison of the data reported for 2021 to 2024.

2025	Women Number	Men Number	Difference £	Mean Gender Pay Gap %
Mean Pay	£16.44	£19.36	£2.93	15.12%
Median Pay	£14.01	£20.23	£6.22	30.75%
2024				
Mean Pay	£17.62	£20.93	£3.31	15.81%
Median Pay	£15.43	£20.54	£5.11	24.88%
2023				
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%



Due to the nature of Refuge’s services, it only employed a small proportion of men making up 1.96% (9 out of 460) of the total workforce as at 5 April 2025 (10 men/2.13 of the workforce in 2024). 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 2025.

Quartile	Proportion of women and men in each quartile									
	2025		2024		2023		2022		2021	
	Women %	Men %	Women %	Men %	Women %	Men %	Women %	Men %	Women %	Men %
Lower Quartile	99.09%	0.91%	100.00%	0.00%	98.25%	1.75%	99.02%	0.98%	100%	0%
Lower Middle Quartile	100.00%	0.00%	100.00%	0.00%	100.00%	0.00%	99.01%	0.99%	100%	0%
Upper Middle Quartile	97.27%	2.73%	95.50%	4.50%	94.74%	5.26%	94.06%	5.94%	98%	2%
Upper Quartile	95.45%	4.55%	95.45%	4.55%	95.69%	4.31%	93.14%	6.86%	92%	8%

Women's mean pay is 15.1% lower than men's, lower than the mean pay of 15.8% reported in 2024, slightly higher than the mean pay of 15.0% reported in 2023, 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 30.7% lower than men's, which is an increase from 24.9% in 2024, 15.5% in 2023 and 12.5% in 2022 as 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 2025 the number of the full pay relevant employees at Refuge were 431 women or 97.95% (as compared to 432 women or 97.74% in 2024) and 9 men or 2.05% (as compared to 10 men or 2.26% in 2024). 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, 1 male employee was employed in the lower quartile and 0 were employed in the lower middle quartile as compared to 109 and 110 women retrospectively. 3 men were employed in the upper middle quartile (compared to 107 women) and 5 men employees were employed in the upper quartile (compared to 105 women). Due to the low number of male employees, the average pay for men employees is skewed. This significantly impacts both the mean and median figures. The results for 2025 are similar to those reported in 2024, 2023 and 2022.

Employees tend to progress within the pay scale based on service and new staff generally start at the bottom of the pay scales. As Refuge also operates a single sex exemption for all our front-line roles which requires these roles to be filled by women only, and although the Gender Pay Gap figures are higher than those reported in 2024 and 2023, 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.

The table below shows the ethnicity breakdown of employees by grade.

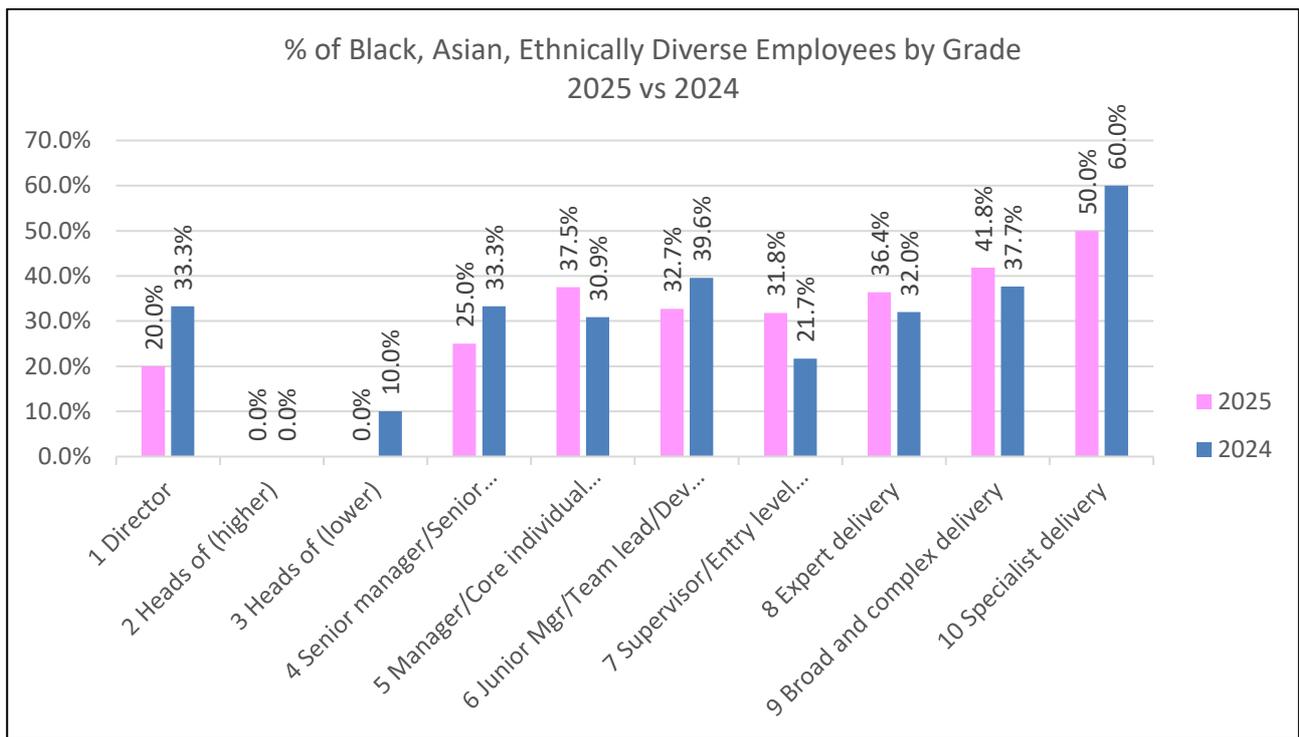
Grade	% Black, Asian, Ethnically Diverse Employees	% White Employees	Unknown/Prefer Not to Say %
1 Director	20.00%	60.00%	20.00%
2 Heads of (higher)	0.00%	85.71%	14.29%
3 Heads of (lower)	0.00%	100.00%	0.00%
4 Senior manager/Senior individual contributor	25.00%	60.00%	15.00%
5 Manager/Core individual contributor	37.50%	51.79%	10.71%
6 Junior Mgr/Team lead/Dev individual contributor	32.69%	51.92%	15.38%
7 Supervisor/Entry level contributor	31.82%	59.09%	9.09%
8 Expert delivery	36.36%	59.09%	4.55%
9 Broad and complex delivery	41.84%	46.03%	12.13%
10 Specialist delivery	50.00%	37.50%	12.50%
Sessional Workers	25.00%	35.00%	40.00%

At the snapshot date, Refuge employed 168 Black, Asian, Ethnically Diverse employees (including sessional workers) which made up 36.52% of the workforce (34.62% reported in 2024, 32.97% reported in 2023 and 30.52% in 2022). Looking at the breakdown of employees within the Specialist Delivery 10 pay grade the proportion of Black, Asian, Ethnically Diverse employees is higher than White employees, with 50% at Grade 10 as compared to 60% in 2024. It should be noted that only 1.7% of the workforce are on Grades 10. There were 5 members of SLT on the snapshot date (which equates to 1.09% of the workforce), compared to 6 members in 2024, 8 members in 2023 and 9 members of SLT in 2022. When directors leave/change it can have a significant impact on the ethnicity pay gap. In 2025 Black, Asian, Ethnically Diverse employees accounted for 20.00% of the Director 1 level grade, compared to 33.33% in 2024, 37.5% in 2023 and 55.56% reported in 2022.

The largest variance between White and Black, Asian, Ethnically Diverse employees is at the senior management pay grades of Heads of lower 3 and Heads of higher 2. This is comparable to 2024 and 2023. Furthermore, 13.04% of the workforce have not provided details on their ethnicity (within Unknown 6.67% of employees preferred not to say) which may have an impact on the pay

gap. 13.04% of employee’s ethnicity was Unknown & Prefer not to say in 2025 as compared to 16.97% in 2024, 18.12% of 2023 and 18.54% in 2022, meaning there is a slight increase on the number of employees providing their ethnicity information.

The mean pay of Black, Asian, Ethnically Diverse employees across Refuge is £15.64 (which was reported as £17.26 in 2024 and £17.82 in 2023) as compared to White employees mean pay at £17.12 (which was reported as £18.31 in 2024 and £18.87 in 2023). The overall percentage of Black, Asian and Ethnically Diverse employees across grades is shown in below chart for comparison between 2025 and 2024.

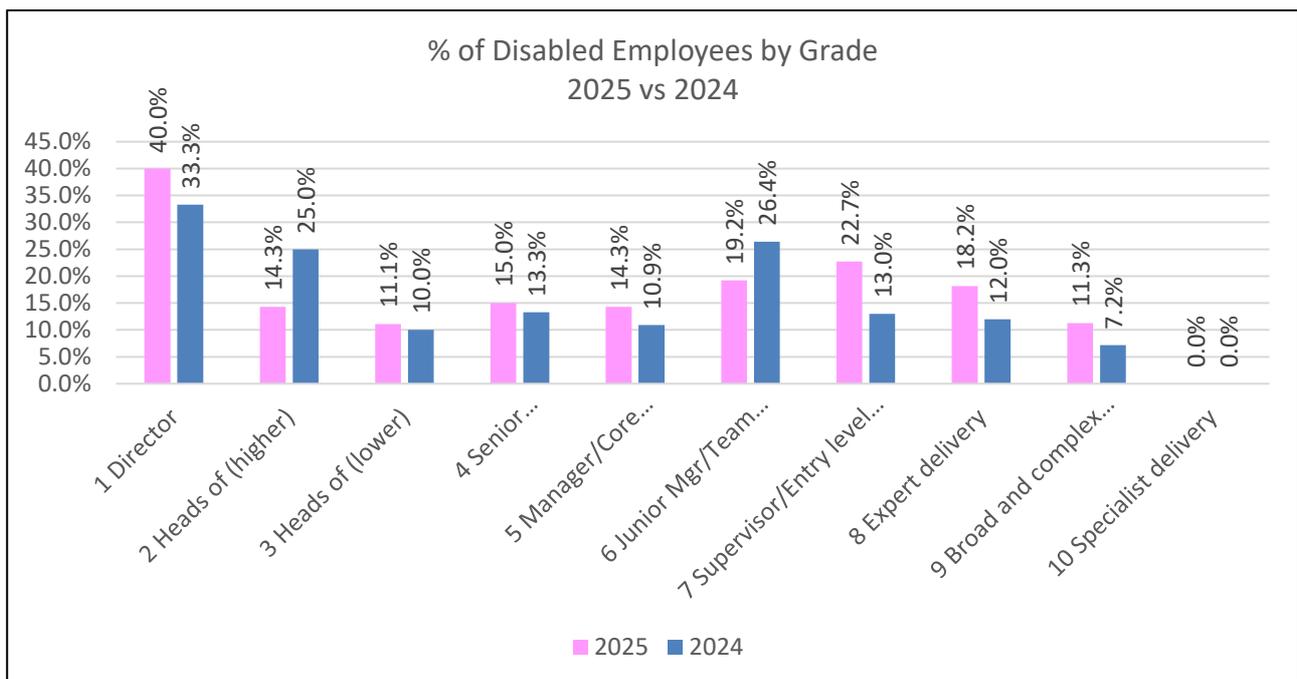


D/deaf, Disabled, Neurodiversity Breakdown of Employees

As of 5 April 2025, 61 Refuge employees identified as being D/deaf, disabled and/or neurodiverse (48 reported in 2024, 49 in 2023 and 46 in 2022). At that snapshot date disabled employees made up 13.2% of the workforce (as compared to 10.9% in 2024, 10.7% in 2023 and 10.8% in 2022), with the largest percentage being within the Broad and complex delivery 9 pay grade, although it should be noted that 51.9% of all employees are within grade 9 Broad and complex delivery. The mean pay for disabled employees within Refuge at the snapshot date was £17.73 (£18.58 in 2024) compared to non-disabled employees at £16.30 (£18.59 in 2024). This may be due to more disabled employees at grade 1 Director than previous years.

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

Grade	% of Non-disabled employees	% of Disabled, D/deaf, and/or neurodiverse employees
1 Director	60.00%	40.00%
2 Heads of (higher)	85.71%	14.29%
3 Heads of (lower)	88.89%	11.11%
4 Senior manager/Senior individual contributor	85.00%	15.00%
5 Manager/Core individual contributor	85.71%	14.29%
6 Junior Mgr/Team lead/Dev individual contributor	80.77%	19.23%
7 Supervisor/Entry level contributor	77.27%	22.73%
8 Expert delivery	81.82%	18.18%
9 Broad and complex delivery	88.70%	11.30%
10 Specialist delivery	100.00%	0.00%
Sessional Workers	100.00%	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 2024-25.

- 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.
- Continued to operate a Job Evaluation scheme to help ensure that the way in which salaries are determined is consistent and transparent.
- Launched the updated Recruitment policy in October 2024 and held briefing and training sessions for recruiting managers.
- Promoted and supported our 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.
- Embedded Values into the performance management framework and the new leadership development programme.

Some of the key activities Refuge will be progressing during 2025-26 to support closing the Gender, Ethnicity and Disability pay gap:

- Continue to deliver the RIB Strategy and Actions Plan and the VAWG ARC.
- Creation of a Colleague Forum, chaired by the CEO and EDI Advisor, with staff representatives from each directorate.
- Reviewing our training offer, including renewing and developing our Leadership Development Programme, introducing an Inspiring Leaders programme and implementing a new Learning Management System.
- Complete the review of recruitment process to minimise any barriers to recruiting a diverse workforce and streamline the process, including implementing a new Applicant Tracking System.
- Create training plans and learner journeys with an EEDI and inclusion focus.
- Embed values into performance management, the leadership development programme and the recruitment process.
- Policy review and updates.

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.

¹Data obtained from the Office of National statistics – [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk)