



Crisis Gender and Ethnicity Pay Gap Report for April 2024

This data is taken from all staff on the payroll as of 5 April 2024, including those on permanent, temporary, sessional tutor and casual contracts. There were 658 staff on the payroll when the data was collected. Crisis' headcount decreased by 62 from April 2023 to April 2024.

As part of our commitment to ensuring pay parity across all demographic groups of staff, we have made some structural amendments to Crisis' systems for pay gap reporting, these are highlighted below:

- In 2024, we committed to develop our capability in respect to pay gap reporting. Automated systems have been developed to calculate our gender pay gap, and we have expanded this to calculate pay gap analysis for all demographic groups of staff. This includes lived experience of homelessness and social class.
- From 2024 onwards, Crisis will complete and publish demographic pay gap analyses where the sharing (disclosure) rate from staff reaches the minimum threshold of 70%. This threshold is to ensure we have enough data to accurately analyse the pay gap and this is now a commitment reflected in Crisis' Remuneration policy. This threshold has been reached in respect to staff ethnicity data (84% sharing) and therefore this report also contains Crisis' ethnicity pay report. For information, our other demographics have a sharing rate between 55-65%
- Legally We are required to run the analysis as at 5 April, for the previous year. So in April 2024, we reported on April 2023 data. From April 2025, our commitment is to go beyond the legal requirement and instead report on pay gap data for the current year (April 2025) and to publish the full report within six months of this date. In making this change, we will provide a real-time, in-depth commentary on pay gaps and how this affects Crisis staff, using current data rather than data that is, at minimum, a year old.

This data was submitted to the UK government on 26 March 2025



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Gender pay gap

The gender pay gap is the measure that shows the difference in average pay between men and women expressed as a percentage of men's pay. This is different to equal pay, i.e. women and men receiving the same pay for the same or comparable role.

Gender balance of staff at April 2024:

Female 68% (-1 compared with the % female staff in April 2023)

Male 32% (+1 compared with the % male staff in April 2023)

Overview

The gender pay gap is expressed in two ways:

- Difference in mean hourly rate of pay 0%
- Difference in median hourly rate of pay 0%

Median pay is the midpoint value when all hourly rates are listed from highest to lowest value. The mean hourly rate represents the average hourly rate paid to respective groups of people. **We are pleased to see that we have remained at a 0% pay gap for both the mean and median measures for the second year.**

How Crisis compares with others

- Crisis' performance in respect to the gender pay gap is strong when compared with other organisations. According to the government's data, which is an analysis of 10,410 organisations across the UK.
- The mean gender pay gap in the non-profit sector is 6.2% and 11.8% in all employers
- The median gender pay gap in the non-profit sector is 2.7 and 9.1% in all employers



Key Findings

- Crisis' mean gender pay remains at 0%. This means that the gender pay gap has been 1% or less for six years in a row. This highlights the success of our approach to using spot salaries, which means that all employees in the same role are paid the same salary. In practice, Crisis does not negotiate on salaries, or increase salary based on length of service ensuring that similar roles receive the same salary.
- Male staff are increasingly situated in the middle quartile roles, meaning they are moving away from the highest and lowest paid roles in the organisation. The % of men situated in the lower quartile has reduced from 27% to 25% this year, and the number of male employees in the upper quartile has reduced from 23% to 20%. This is reflected by the largest proportion, 30% of male employees, being situated in the upper middle quartile.
- There is a relatively even split of female employees across each quartile, with the highest proportion of women, 27%, being located in the Upper Quartile.
- The mean 0% pay gap is being maintained by a relatively large population of males (40%) forming the top 10 highest paid roles at Crisis. If this population were to reduce the pay gap is likely to increase in favour of female staff.
- For clarity, Upper Middle roles include Officers, Advisors and Junior Managers. Upper quartile roles include mid/senior managers through to the Senior Leadership Team. The key organisational decision-making roles and roles with significant influence are predominately situated in the Upper Quartile.

Bonus pay – Crisis does not pay bonuses to any employee

- Difference in mean bonus pay 0%
- Difference in median bonus pay 0%
- Percentage of employees who received bonus pay 0%

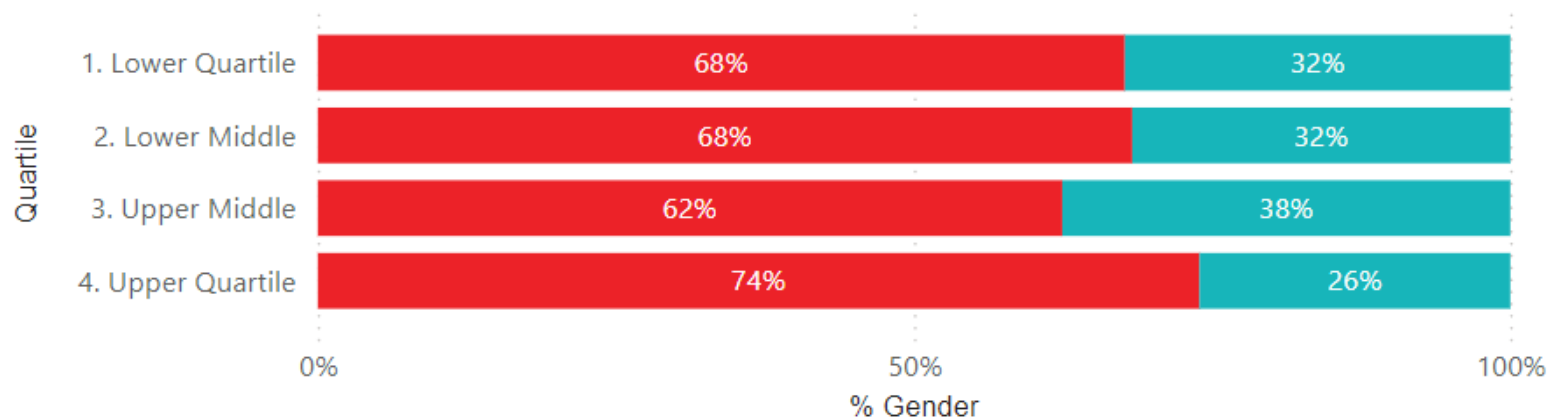
The table below shows the percentage of male and female staff that are situated in each quartile.

As the population of Crisis is comprised on 68% female staff, and 32% male staff, we would expect the percentages in the table below to match this for each quartile, in a situation of equality.

Gender Pay - Quartile	Female	Male
1. Lower Quartile	68%	32%
2. Lower Middle	68%	32%
3. Upper Middle	62%	38%
4. Upper Quartile	74%	26%

Gender Distribution Within Quartiles

Legal Gender ● Female ● Male

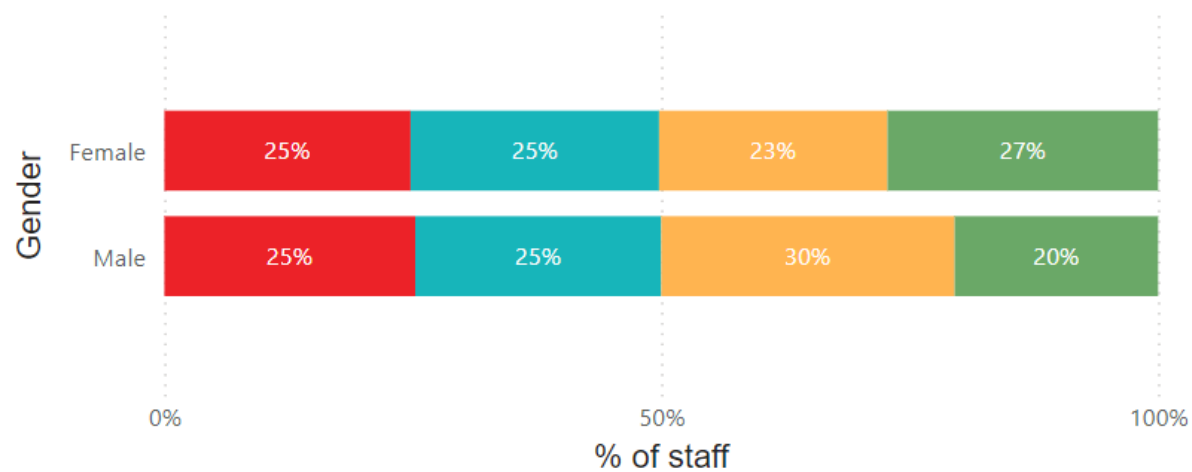


The table below shows the distribution of female and male employees across the quartiles

Gender Pay - Quartile	Female	Male
1. Lower Quartile	25%	25%
2. Lower Middle	25%	25%
3. Upper Middle	23%	30%
4. Upper Quartile	27%	20%

Distribution of gender across quartiles

Quartile ● 1. Lower Quartile ● 2. Lower Middle ● 3. Upper Middle ● 4. Upper Quartile



Ethnicity pay gap

Ethnicity pay gap reporting is a relatively new area for Crisis. The pay gap is evaluated by calculating the gap between the hourly rate of the ethnicity group when compared against the hourly rate for staff who identify as White (British, Other), which is the largest ethnicity group at Crisis.

An overview of the profile of Crisis' staff is shown below:

Ethnicity	% Crisis population
Asian and Asian British	5
Black and Black British	6
Mixed and Dual Heritage	4
Other Ethnicity	2
White (British, Other)	79
White Irish	3

The data shows that the mean hourly rate for staff who identify as Asian/Asian British, and Mixed/Dual Heritage is 3% higher than the mean hourly rate for staff who identify as White (British, Other). Staff who identify their ethnicity as White Irish, have a significantly higher mean pay than that staff who identify as White (British, Other) of 14%.

Ethnicity	Mean pay gap (%)	Median pay gap (%)	Benchmark Median (ONS 2022) ¹
Asian and Asian British	-3	-2	-3.3
Black and Black British	2	0	5.7
Mixed and Dual Heritage	-3	0	-7.2
Other Ethnicity	6	0	-4.5
White Irish	-14	-6	No data

¹ [Ethnicity pay gaps, UK - Office for National Statistics](#)

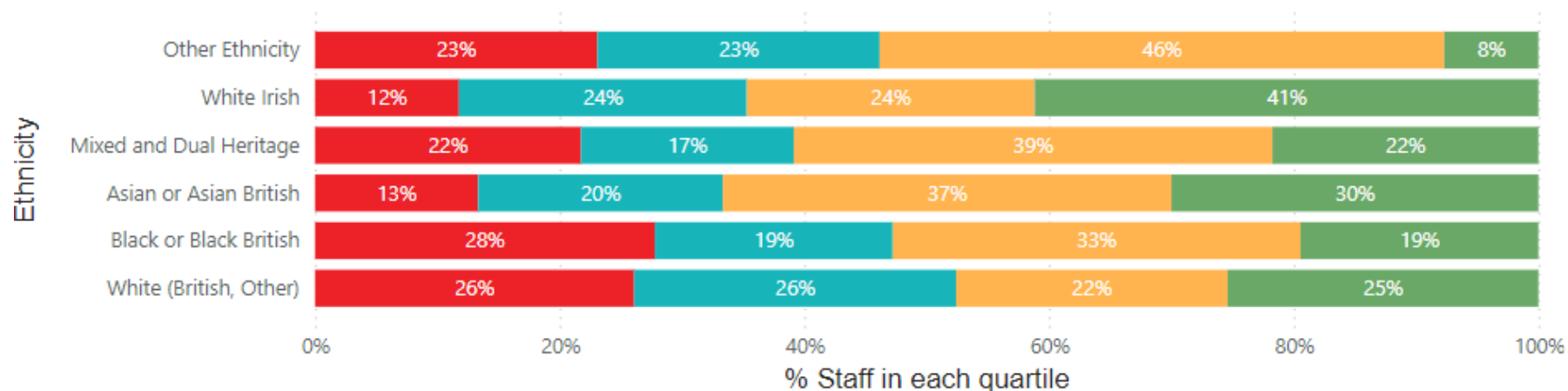
Comparatively speaking Crisis experiences smaller median pay gaps in all benchmarks. However, available benchmark data is small and we know that there is still much more work that needs to be completed to ensure staff experience equity in their work

Ethnicity Pay - Quartile	Asian or Asian British	Black or Black British	Mixed and Dual Heritage	Other Ethnicity	White (British, Other)	White Irish
1. Lower Quartile	3%	7%	4%	2%	83%	1%
2. Lower Middle	4%	5%	3%	2%	83%	3%
3. Upper Middle	8%	9%	6%	4%	70%	3%
4. Upper Quartile	6%	5%	4%	1%	79%	5%

Ethnicity Pay - Quartile	Asian or Asian British	Black or Black British	Mixed and Dual Heritage	Other Ethnicity	White (British, Other)	White Irish
1. Lower Quartile	13%	28%	22%	23%	26%	12%
2. Lower Middle	20%	19%	17%	23%	26%	24%
3. Upper Middle	37%	33%	39%	46%	22%	24%
4. Upper Quartile	30%	19%	22%	8%	25%	41%

Pay Distribution Across Quartiles

Ethnicity Pay - Quartile ● 1. Lower Quartile ● 2. Lower Middle ● 3. Upper Middle ● 4. Upper Quartile





Crisis does not pay bonuses and so this analysis is not included within the document.

Crisis focuses on the mean pay gap as this captures the full range of salaries paid on an ethnicity group basis, including outliers, which highlights disparities by including the highest and lowest paid roles. The median pay gap is provided for reference, but this compares the exact midpoint of salaries in a group against the midpoint in the “White (British, Other)” group. This can mask inequalities that appear at the top and bottom of the pay scale.

As stated within the gender pay reporting, Crisis uses spot salaries to determine pay and does not carry out salary negotiation or performance related pay. We are confident that pay gaps do not arise due to differences in salaries for the same role and that the issues posed within this report are not issues of equal pay. Crisis’ data strongly implies that the pay gaps result from the under-representation of some areas of ethnic diversity in higher paid roles at Crisis.

The Upper Quartile at Crisis includes most management, Partner, and Senior Management roles. The deficit of ethnic diversity at this level for some groups of people does require meaningful intervention.

How Crisis compares with others

Pay gap reporting with regards to ethnic background is not a statutory requirement. Working on the basis of the latest external information available, Crisis experiences smaller pay gaps across all benchmarks where the information is available [ONS, 2022], as detailed in the table above. While on face value this is reassuring, we should be mindful of what we conclude from this given the limited sample size.

Key findings

The data shows that Black/Black British staff are both more likely be employed in Crisis’ lowest paid roles and are less likely to be employed in the highest paid roles. Combined with the low level of representation at 6% of all staff, recruitment data and experiential insights, there are disparities that do require readdress.

- 1:5 Black/Black British staff are located in the Upper Quartile, compared with 1:4 White (British, Other) staff.
- 28% of Crisis’ Black/Black British staff population are employed in the lowest paid roles, compared with 26% of White (British, Other staff). Contrastingly 19% of Black/Black British staff are employed in the highest paid roles at Crisis, compared with 25% of White (British, other) employees.
- 23% of staff from an ‘Other’ Ethnic background are employed in the lowest quartile roles and only 8% of this staff population are employed in roles paid at the Upper Quartile.



Next steps

- We have started the process of reviewing our ways of working in recruitment to ensure it is inclusive, fair and equitable and supports everyone to succeed.
- Work is underway to develop targeted programmes for the development of staff, specifically from diverse ethnic backgrounds and those with lived experience of homelessness. This positive action will support the reduction in Crisis pay gap in the longer term through supporting staff from these under-represented groups to develop, grow and progress at Crisis.
- Work is underway to further develop and support the leadership and management across Crisis. Alongside the new Leadership Framework this will support Crisis to develop as a more equitable organisation.
- We will be continuing to encourage the sharing of equalities information through our DEEI content on a quarterly basis, to further strengthen the level of information we hold and our pay gap work. This will allow us to broaden the scope of our pay gap reporting.
- We have begun a project to further enhance our analysis of inclusivity, using statistical methodologies to diagnose the causes of disparities and we have formed a working group to design and implement changes based on these findings.
- We will work alongside key stakeholders and evaluate the impact of our interventions to ensure the outcomes we are seeking.
- We will report our next pay gap report within the first 6 months of this year. This will be based on data captured in April 2025. Moving forward, our commitment to more timely reporting will better enable us to identify issues and track our progress.