Pay Gap Report for April 2026

Data has been taken from all staff on the payroll as of 5 April 2026, including those on permanent, fixed-term, sessional tutor and casual contracts. There were 629 staff on the payroll when the data was collected.

For reference:

- Median pay is the midpoint value when all hourly rates are listed from highest to lowest value. The mean hourly rate represents the arithmetic average hourly rate paid to respective groups of people.
- Crisis does not pay bonuses; therefore, bonus pay analysis is not included
- Crisis does not negotiate on salaries, or increase salaries based on length of service[1], ensuring similar roles receive the same salary.
- Crisis focuses on the mean pay gap as this captures the full range of salaries paid, including outliers, which highlights disparities by including the highest and lowest paid roles. The median pay gap is provided for reference, but this can mask inequalities that appear at the top and bottom of the pay scale.

[1] Aside from our Clinical Psychologist employees (2% of Crisis' headcount).

Executive summary

Pay gap executive summary

While UK legislation requires organisations of our size to report only on gender pay gaps, we choose to go much further. We voluntarily collect, analyse and publish pay gap data across a wider range of characteristics because of our commitment to equity, diversity and inclusion. This year, for the first time, we are reporting on pay gaps by age and lived experience of homelessness, alongside gender and ethnicity. Including lived experience of homelessness is particularly important given our mission and the value that lived experience brings to our work, culture and decision-making.

Beyond reporting pay gaps, we also statistically examine the factors that influence pay across the organisation. This helps us understand whether any differences are linked to characteristics or are explained by 'job-related factors' such as role, seniority, experience and working patterns. By taking this broader approach, we can build a more complete picture of pay fairness and identify where further action may be needed to support equity across Crisis.

Gender

The gender pay gap is 5% in favour of female staff, compared with 2% in April 2025. Analysis suggests that this difference is primarily driven by the distribution of roles across the workforce, with women holding a greater proportion of higher-paid positions. Female staff occupy 28% of the highest-paid roles, compared with 19% of male staff. While the gap has increased over the past year, in the context of the wider labour market, where women tend to experience less favourable pay outcomes than men, it's positive that our data continues to show women achieving strong representation in higher-paid roles and favourable pay outcomes across the organisation.

Ethnicity

Ethnicity pay gaps remain relatively small across most ethnic groups and have changed little over the past year. Black staff have a pay gap of 3% and Asian staff 1%, compared to White (British, Other) staff. The highest pay gap, when segmented by ethnicity is for staff from "Other Ethnic" groups, at 12%, however the population size is small, with only 11 staff members. Positively, there isn't a negative pay gap for mixed/dual heritage staff (-1%). A concern remains where 1 in 5 Black/Black British staff are in the highest paid jobs at Crisis, compared with 1 in 4 White (British, Other) staff. For context, all other ethnicity groups aside from Black and Black British staff and staff from an "other" ethnicity have a higher proportion of staff in the upper quartile than White (British, other) staff.

Lived experience of homelessness

The largest pay gap, in both mean and median terms, is related to lived experience of homelessness. Our analysis shows that this is strongly influenced by the concentration of colleagues with lived experience of homelessness in Client Services roles. These roles are critical to delivering Crisis' mission and represent a significant proportion of our workforce. Around half of Client Services roles are based outside London and therefore do not attract London weighting, which contributes to lower average salaries compared with some other parts of the organisation. However, Crisis aims to pay competitively, and

salaries for many of these roles compare favourably with those in the wider homelessness and voluntary sector. The data also highlights differences in representation across the organisation's salary distribution. While colleagues with lived experience of homelessness are well represented in Client Services, they are less represented in higher-paid roles organisationally, with around one in five colleagues in the highest-paid roles having lived experience of homelessness, and around one in ten in the upper middle pay quartile.

This suggests that the lived experience pay gap cannot be explained solely by pay levels within Client Services. It also reflects the distribution of lived experience across different role types, seniority levels and locations. As an organisation that values the insights and expertise that lived experience brings, we recognise the importance of increasing representation in senior roles and across a broader range of functions, while continuing to support progression opportunities for colleagues with lived experience of homelessness throughout Crisis.

Age

The largest age-related pay gap is among staff under 30. This is the only demographic where statistical analysis suggests the difference is associated with age rather than other job-related factors. This is an expected finding, as younger colleagues are more likely to be at an earlier stage of their careers and therefore represented in more junior roles at the lower end of the pay scale.

Overall

Overall, the pay gap data presents a positive picture in relation to gender and ethnicity, while highlighting opportunities to improve representation and progression for colleagues with lived experience of homelessness. As with many aspects of equity and inclusion, meaningful progress requires sustained effort over time. We want to continue creating opportunities for people from under-represented groups to join Crisis, develop their careers and progress into a wide range of roles across the organisation, including senior positions.

We have already taken steps to support this ambition. Following recommendations from a full external review of our policies, workplace culture and ways of working, we are developing an approach that uses trained independent panel members to support greater objectivity and equity in recruitment decisions. This approach is currently being reviewed and tested through a small number of pilot recruitment panels ahead of wider implementation.

This year, we also delivered targeted development programmes for colleagues from ethnic minority backgrounds and colleagues with lived experience of homelessness. These programmes are designed to support career development and progression for groups that are currently under-represented at more senior levels within the organisation. Once the programmes have concluded, we'll evaluate their impact, identify the approaches that have been most effective, and use those insights to inform future development opportunities across Crisis.

We recognise that the impact of these actions will take time to become visible. We'll continue to monitor progress through our pay gap reporting and will publish our next report by October 2027, in line with our Remuneration Policy.

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Gender and gender identity 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 as of April 2026:

- Female 68% (-1pp compared with the % female staff in April 2025)
- Male 32% (+1pp compared with the % male staff in April 2025)

Overview

The gender pay gap is calculated and expressed in two ways, the results of which are:

- Difference in mean hourly rate of pay -5%
- Difference in median hourly rate of pay 0%

The median pay gap has remained at 0%. However, the mean pay gap has increased by 3% in favour of Crisis' female staff. This means that female staff within Crisis are, on average, paid 5% more than male staff.

How Crisis compares with others

- According to the government's data the median gender pay gap is 12.8% across all employers in favour of male employees[2]. Against this backdrop, Crisis' median gender pay gap of **0%** compares favourably and reflects our continued focus on fair and equitable pay practices.

Key Findings

- Crisis' median gender pay gap remains at 0%, demonstrating consistent pay equity between women and men at the organisation's midpoint salary.
- The mean gender pay gap is -5%, indicating that average earnings across the organisation are currently slightly higher for women than for men.
- Statistical analysis undertaken as part of this year's review found that neither legal gender nor gender identity has a statistically significant impact on pay at Crisis. Instead, pay differences are more strongly explained by job-related factors such as role type, seniority and working patterns.
- Taken together, these findings provide assurance that gender is not a significant driver of pay outcomes at Crisis and that our pay practices continue to support equitable outcomes across the organisation.

Job factors affecting pay

- The proportion of men in the highest paid roles has decreased by 1% and increased by 1% for women. Last year the number of women in the highest paid roles at Crisis was 7% more than the % of men (27% compared to 20%). This year this has increased to 9% (+2, 28% female, 19% men).

[2] https://researchbriefings.files.parliament.uk/documents/SN07068/SN07068.pdf *accessed 1 June 2026*

- Our leadership roles are 76.1% Female compared to being 69.6% of the Manager Job Class, 66.6% of the Non-Manager Job Class.
- The proportion of men in the lowest paid roles has increased from 27% to 29%. For female staff the proportion in the lowest paid roles has decreased by 1%

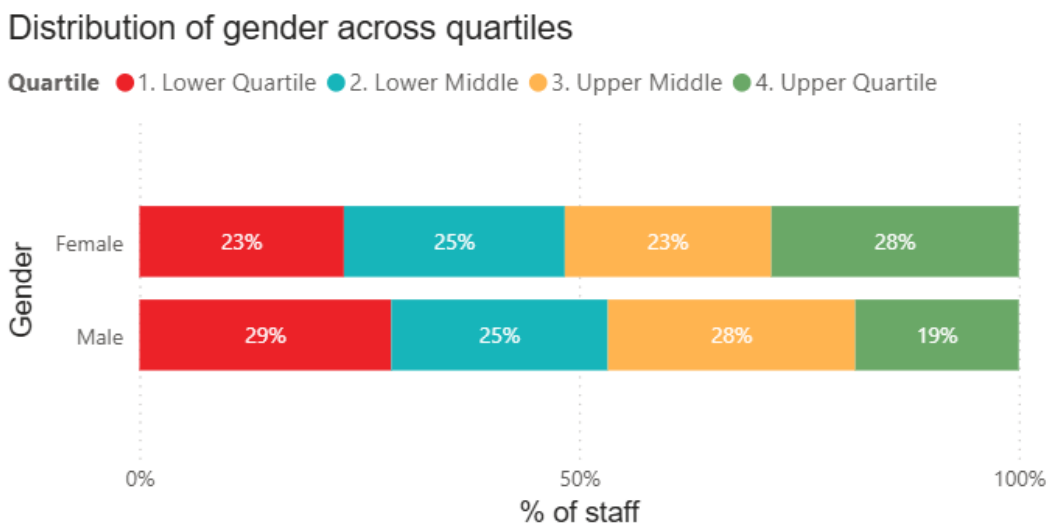


Figure 1 - 2026

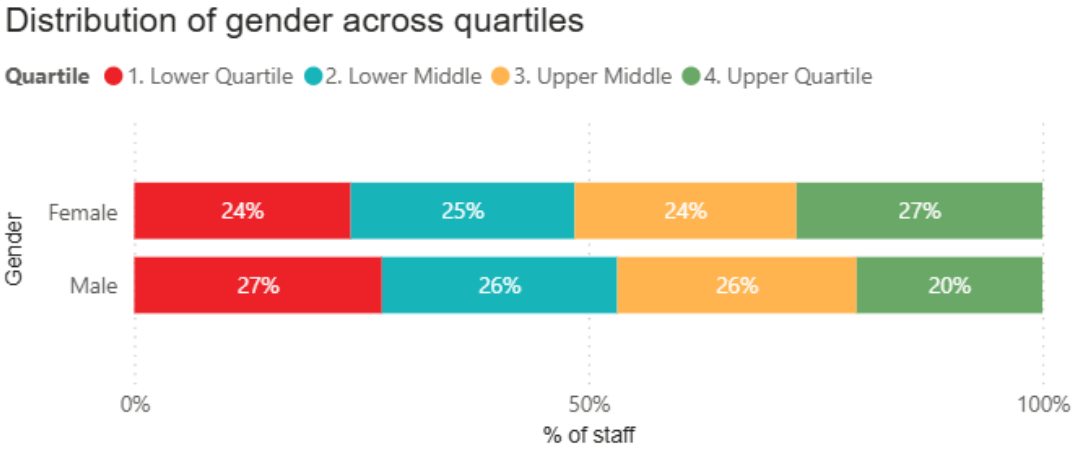


Figure 2 - 2025

- Female staff comprise 77% of the highest paid roles at Crisis. Since 2023 this proportion has increased from 71% to 77%. The number of male staff in the highest paid roles has decreased from 29% to 23%.

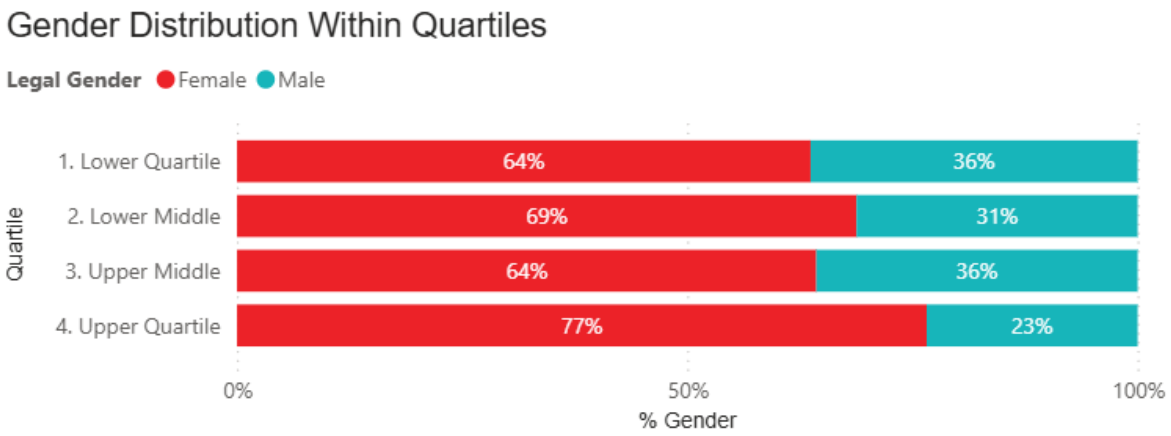


Figure 3 - 2026

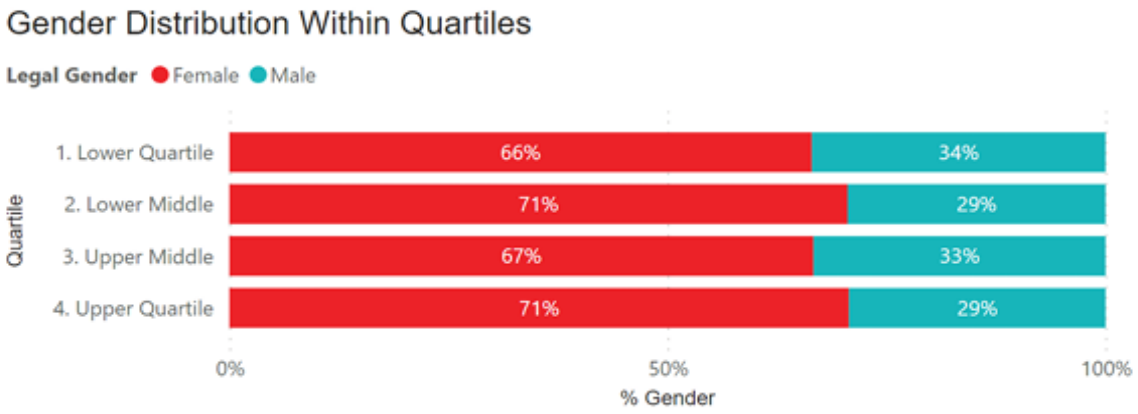


Figure 4 - 2023

- Commerce and Enterprise has a higher concentration of roles in the lower pay quartiles compared with other directorates and male staff comprise 48.3% of these jobs compared to being 32% of the overall dataset.
- 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.

Gender identity analysis

This year we have also conducted analysis based on the gender staff identify.

Staff who identify as female are paid 2% higher than staff that identify as male. Staff that identify in another way are paid 2% less than staff that identify as male, but caution must be exercised in these findings as the cohort of staff is extremely small – 3% of Crisis' staff population. The median pay gap for both staff who identify as female and staff that identify in another way is 0%.

Of all staff that identify in another way, 17% are situated in the highest paid roles at Crisis, compared with 20% of staff that identify as male and 28% of staff that identify as female. The proportion of staff in the lowest paid roles is very similar for staff that identify in another way and staff that identify as female, meaning the descriptive data shows little variation in experience of the lowest paid roles at Crisis.

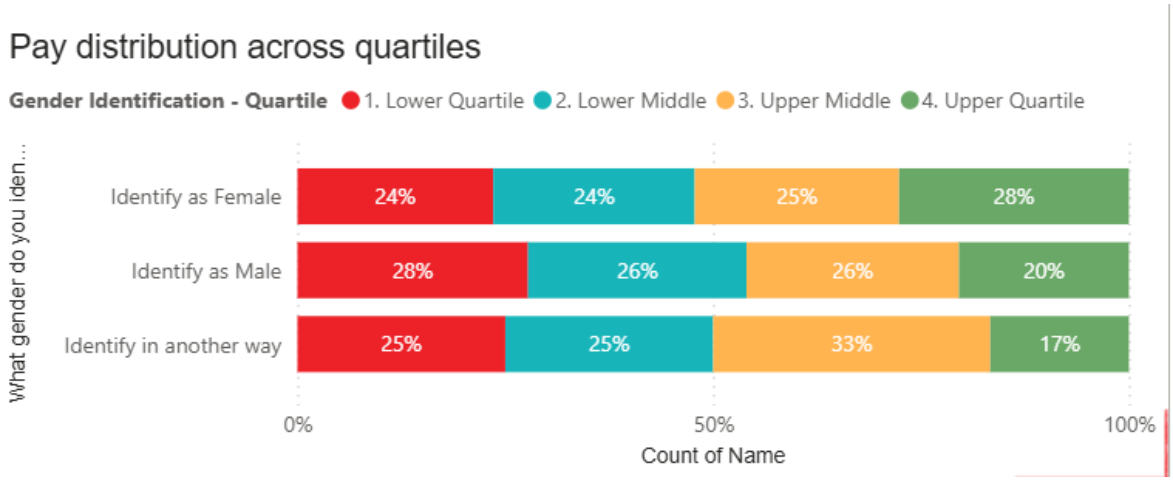


Figure 5 - 2026

Ethnicity pay gap

The ethnicity 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 and their pay gaps is shown below:

Ethnicity	% Crisis population
Asian and Asian British	5% (no change from last year)
Black and Black British	8% (+1%)
Mixed and Dual Heritage	6% (no change from last year)
Other Ethnicity	2% (-1%)
White (British, Other)	76% (-1%)
White Irish	3% (no change from last year)

Benchmark comparison

Ethnicity	Mean Pay Gap (%)	Compared to last year	Median Pay Gap (%)	Compared to last year	Benchmark Median (ONS 2022)[3]
Asian and Asian British	+1%	+2% Same proportion of pay gap, but now in favour of white (British, other) staff (2pp change)	0%	-	-3.3%
Black and Black British	+3%	+1 %	0%	-	+5.7%
Mixed and Dual Heritage	-1%	- 1 %	0%	+3 %	-7.2%
Other Ethnicity	+12%	- 1 %	0%	+1 %	-4.5%
White Irish	-6%	+ 1 %	-4%	-	No Data

In the comparison columns, a negative figure shows an increase in pay gap. A positive figure shows a reduction in pay gap when compared to the average hourly rate of our White (British, other).

[3] Ethnicity pay gaps, UK - Office for National Statistics
Pp = percentage points

Key findings

The data shows the following:

- When evaluating the mean pay gaps and changes in population size we have seen very little variation since last year, with a 1% change in population and mean pay gap at most.
- Intersectional analysis by legal gender and ethnicity identified a difference. Black/Black British women do not experience a mean pay gap, while Black/Black British men experience a 7% mean pay gap. However, this figure is based on a very small group and can be heavily influenced by individual salaries. Because this is a small group, individual salaries can have a greater impact on the overall figure, so the result should be treated with some caution.
- Again, statistical analysis did not indicate association between ethnicity and pay across Crisis. Job related factors are significantly more influential at explaining pay differentials:

Job factors affecting pay

- 1 in 5 Black/Black British staff are in the Upper Quartile, compared with 1 in 4 White (British, Other) staff. For context aside all other ethnicity groups aside from "other ethnicity" have a higher proportion of staff in the upper quartile than White (British, other) staff.
- We have also seen the proportion of Black/Black British staff located in the lowest paid roles decrease by 3%, but this has coincided with an increase of staff now based in the lower middle (+9 %) and decrease from the upper middle (-6%).
- Our leadership group (SLG) is 71.7% White (British, Other) compared to 63.6% of the non-manager Job Class and 67.4% of the overall workforce.
- In Client Services job-related factors are statistically found to have a significant effect on pay i.e. whether the colleague is a non-manager, a manager and a member of SLG.

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	27%	29%	22%	36%	25%	16%
2. Lower Middle	19%	24%	31%	18%	25%	21%
3. Upper Middle	27%	26%	16%	45%	25%	26%
4. Upper Quartile	27%	21%	31%		25%	37%

Figure 6 - 2026

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	26%	32%	24%	28%	25%	12%
2. Lower Middle	9%	15%	27%	33%	27%	18%
3. Upper Middle	35%	32%	27%	33%	23%	35%
4. Upper Quartile	29%	22%	22%	6%	26%	35%

Figure 7 - 2025

Experience of homelessness pay gap

The experience of homelessness (EoH) pay gap is evaluated by calculating the gap between the hourly rate of staff that have disclosed lived experience of homelessness compared against the hourly rate for staff who have disclosed that they have not experienced homelessness

An overview of the profile of Crisis' staff and their pay gaps is shown below:

- Difference in mean hourly rate of pay 4%
- Difference in median hourly rate of pay 7%

This picture has improved slightly since the same period in the previous year from retrospective analysis.

Job factors affecting pay

Colleagues with lived experience of homelessness are currently more represented in roles in the lower half of the Crisis pay structure. Around 65% work in roles within the lower and lower-middle pay quartiles, compared with 45% of colleagues without lived experience of homelessness.

Representation also varies at more senior levels. Four in five colleagues in the highest-paid roles have not experienced homelessness, while in the upper-middle pay quartile, nine in ten colleagues have not experienced homelessness. This indicates that colleagues with lived experience of homelessness are less represented in some of the organisation's more senior roles.

The data also highlights differences across directorates. Client Services has the highest proportion of colleagues with lived experience of homelessness, with 23.5% identifying as having this experience. Client Services and Commerce and Enterprise have lower average salary profiles than some other directorates, reflecting the mix of roles within these functions. Around half of Client Services roles are based outside London and therefore do not attract London weighting. At the same time, Crisis seeks to pay competitively, and many Client Services roles compare favourably with equivalent roles across the wider homelessness and voluntary sector.

Taken together, these findings suggest that the lived experience pay gap is largely influenced by the distribution of colleagues across different roles, levels and functions within the organisation. They also highlight the importance of continuing to broaden representation across a wider range of roles, including senior positions.

Figure 8 - 2026

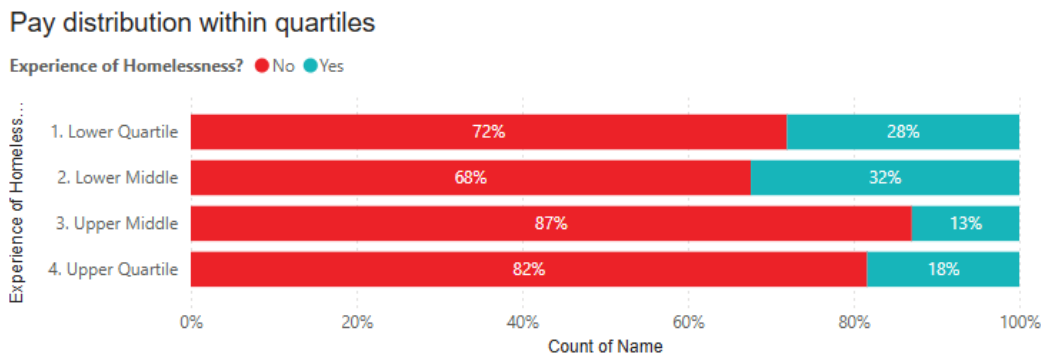
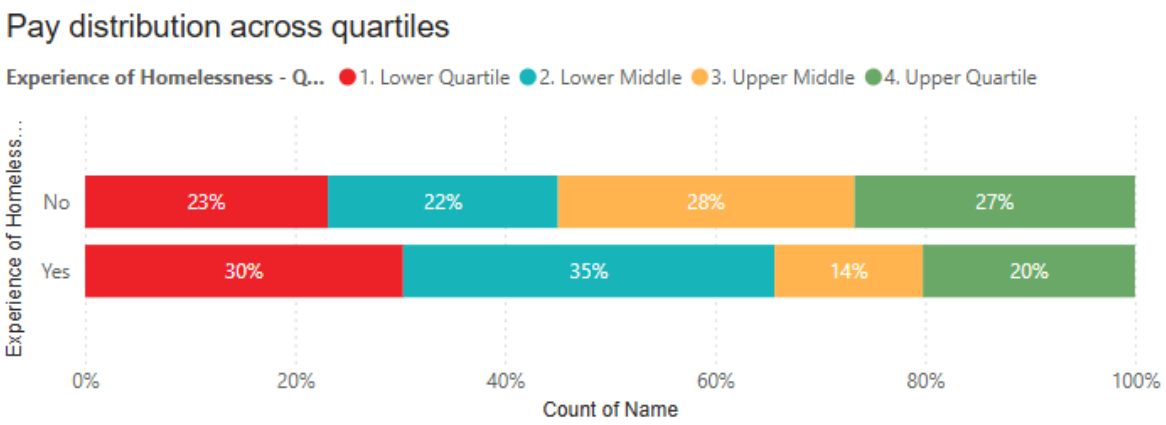


Figure 9 - 2026



Age

Whilst it is not possible to conduct pay gap analysis in the same way for age (as age does not have one single point of comparison) the statistical analysis showed a significant relationship between young ages and salary. Age Group "20-29" makes -6.4%/-6.5% less than "40-49".



Figure 10- 2026

Age recurs frequently as an important demographic factor in relation to pay. We see it often with the "20-29" group being paid less. Noone aged 20-29 are in our leadership roles.

While age is statistically significant in the analysis, this is not necessarily a cause for concern. Younger employees are typically earlier in their careers and therefore less likely to occupy senior, higher-paid positions. The relationship observed is likely to reflect differences in career stage and experience rather than unfair pay practices.

Next steps

The analysis suggests that the actions required to reduce pay gaps at Crisis are primarily structural, focusing on improving opportunities for staff from under-represented groups to be recruited into, and progress to, senior roles. Crisis is already taking steps to address this.

Crisis' review of our ways of working in recruitment has commenced, with three key areas of focus to ensure our approach to talent acquisition is inclusive, fair and equitable. We've changed some of our recruitment practices as a result, particularly at shortlisting and interviews, and by introducing independent panel member training to support greater objectivity and consistency in recruitment decisions.

Targeted development programmes for staff from racially marginalised backgrounds and those with lived experience of homelessness were also developed and delivered between January and June 2026 (Q3/Q4). This positive action is intended to support the long-term reduction of pay gaps at Crisis by enabling colleagues from under-represented groups to develop, grow and progress within the organisation. It is hoped that the impact of these interventions will begin to be reflected in the next pay gap report in April 2027. We are also using insight from the pay gap report in developing our people and culture plan, which we'll share with colleagues in early 2027.

We will publish our next pay gap report no later than October 2027.