



Gender and Ethnicity Pay Gap Report for April 2025

This data is taken from all staff on the payroll as of 5 April 2025, including those on permanent, temporary, sessional tutor and casual contracts. There were 715 staff on the payroll when the data was collected. Crisis' headcount increased by 57 from April 2024 to April 2025.

Moving forward, our commitment to more timely reporting will better enable us to identify issues and track our progress. We will report on our next pay gap report no later than October 2026, within 6 months of the next report date in April 2026.

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 average hourly rate paid to respective groups of people.
- Crisis does not pay bonuses to its staff, therefore bonus pay analysis is not included below.

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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 as of April 2025:

Female 69% (+1pp compared with the % female staff in April 2024)

Male 31% (-1pp compared with the % male staff in April 2024)

Overview

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

- Difference in mean hourly rate of pay -2%
- Difference in median hourly rate of pay 0%

The median pay gap has remained at 0%. However, the mean pay gap has increased by 2 percentage points in favour of Crisis' female staff. This means that female staff within Crisis are, on average, paid 2% more than male staff.

How Crisis compares with others

- According to the government's data, which is an analysis of 10,410 organisations across the UK, Crisis' performance in respect to the gender pay gap is strong when compared with other organisations.
- The median gender pay gap is 12.8% across all employers in favour of male employees.

Key Findings

- Crisis' mean gender pay is now -2%. This means that female staff are paid 2% higher than male staff. This is the highest mean pay gap we have seen since 2017 when female staff were paid 5% less than male staff
- In practice, Crisis does not negotiate on salaries, or increase salaries based on length of service¹, ensuring similar roles receive the same salary.
- The distribution of men in the upper middle quartile has decreased by 4 percentage points (from 30% of male staff to 26%). This reduction has coincided with an increase in male staff employed in the lowest paid quartiles. These two issues combined, look to have contributed towards the increase in pay differential.

Analysis

Gender Pay Quartiles 2024

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%

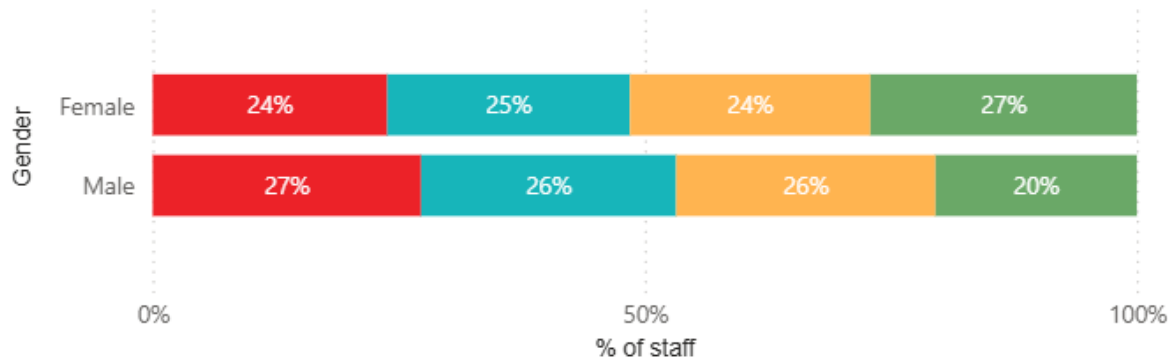
Gender Pay Quartiles 2025

Gender Pay - Quartile	Female	Male
1. Lower Quartile	24%	27%
2. Lower Middle	25%	26%
3. Upper Middle	24%	26%
4. Upper Quartile	27%	20%

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

Distribution of gender across quartiles

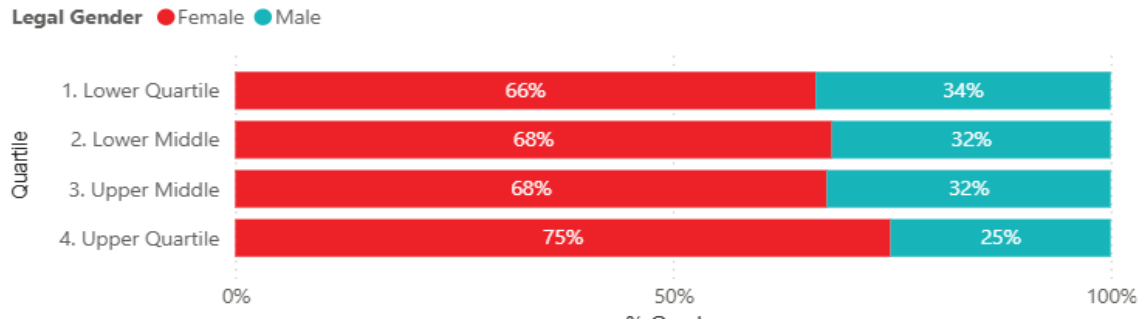
Quartile ● 1. Lower Quartile ● 2. Lower Middle ● 3. Upper Middle ● 4. Upper Quartile



- The gender balance of the upper middle quartile has shifted from 62% female/38% male to 68% female/32% male since the previous year

Gender Pay - Quartile	Female	Male
1. Lower Quartile	66%	34%
2. Lower Middle	68%	32%
3. Upper Middle	68%	32%
4. Upper Quartile	75%	25%

Gender Distribution Within Quartiles



- 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.
- There is a relatively even split of female employees across each quartile, with the highest proportion of women, 27%, located in the Upper Quartile.
- The mean 0% pay gap was previously maintained by a relatively large population of males (40%) forming the top 10 highest paid roles at Crisis. This year this has decreased from 40% of staff to 30%.

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%
Black and Black British	7%
Mixed and Dual Heritage	6%
Other Ethnicity	3%
White (British, Other)	77%
White Irish	3%

Benchmark comparison

Ethnicity	Mean Pay Gap (%)	Compared to last year	Median Pay Gap (%)	Compared to last year	Benchmark Median (ONS 2022) ²
Asian and Asian British	-1%	+ 2 pp	-2%	-	-3.3%

² [Ethnicity pay gaps, UK - Office for National Statistics](#)
 Pp = percentage points

Black and Black British	4%	-2 pp	0%	-	5.7%
Mixed and Dual Heritage	0%	+3pp	3%	-3 pp	-7.2%
Other Ethnicity	11%	- 5 pp	1%	-1 pp	-4.5%
White Irish	-7%	+ 7 pp	-4%	+2 pp	No Data

In the comparison column, a negative figure shows an increase in pay gap. A positive figure shows a reduction in pay gap.

Key findings

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.

The data shows the following:

- The worsening of the pay gap for Black and Black British staff may be caused by the proportion of black staff in the lowest paid roles (lower quartile) increasing from 28% to 32% (+4). This is the highest proportion of any ethnicity group – 4 percentage points higher than the next highest group and compares with 25% of White (British, Other staff). Contrastingly 22% of Black/Black British staff are employed in the highest paid roles at Crisis, compared with 26% of White (British, Other) employees.³
- 1 in 5 Black/Black British staff are located in the Upper Quartile, compared with 1 in 4 White (British, Other) staff.
- While this may have exacerbated the mean pay gap, it is also the case that the proportion of Black and Black British staff in the highest paid roles has increased by 3 percentage points (from 19% to 22%).

³ Numbers have been rounded to nearest full number

- 28% of staff from an 'Other' Ethnic background are employed in the lowest paid roles and only 6% of this staff population are employed in roles paid at the Upper Quartile. For staff from an 'Other' ethnicity background, the percentage of staff paid in the lowest quartile has increased by 5 percentage points (from 23% – 28%).
- Looking at the lowest 50% of paid roles, the % of staff from 'Other' ethnic background has increased from 46% of staff a year ago, to 61% of staff.

2024

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%

2025

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%

Next steps

Owing to a change programme during the summer of 2025, which included staff turnover and organisational restructuring, the April 2025 data does not fully capture the resulting changes to workforce composition. The impact of these changes is therefore expected to become clearer in the 2026 analysis rather than being immediately observable in this reporting period.

There are a few things that this enables us to understand as we consider what we do to address issues are around pay gap:

- Over-representation in lower quartiles indicates that progression/recruitment at senior levels is an area we want to address – this is consistent with findings in the equity review.
- Ethnicity is still under-represented across the leadership hierarchy and is particularly an issue in respect to our Black/Black British staff. If this continues the current trend suggests that this gap will continue to widen.

We are addressing the areas identified within this report, the following work is planned as part of our wider people and culture work:

General

- 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 to develop and support the leadership and management across Crisis was postponed due to the change programme. Work is due to restart during the latter half of the year. Alongside embedding the Leadership Framework this will support Crisis to develop as a more equitable organisation. In Q3, we will carry out further statistical analyses to help us to identify the causes of pay disparities.

Gender

- We will continue to monitor the pay gap for male staff, to assess whether this gap increases and investigate the experiences of male staff at Crisis.

Ethnicity

- The targeted programmes for the development of staff, specifically from diverse ethnic backgrounds has been developed for delivery January – June 2026 [Q3/Q4]. 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.

As part of our ongoing people and culture work, we will work alongside key stakeholders and evaluate the impact of our interventions to ensure the outcomes we are seeking and reducing pay gaps where we identify them.

We will report our next pay gap report no later than October 2026, in line with our commitments within the Remuneration policy. Moving forward, our commitment to more timely reporting will better enable us to identify issues and track our progress.