



**Canal &
River Trust**

Making life better by water

Pay Gap Report Statement & action plan Reporting Year 2024

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Written Statement

At the Canal and River Trust we care passionately for our waterways and, as importantly, for those who look after and use them.

We strongly believe that a diverse workforce brings with it a diversity of ideas, thinking and ways of working which enhances what we do as a Trust, and we are committed to creating the most inclusive environment that we can, where colleagues and volunteers feel valued, respected, trusted, and feel that their voices are heard. This is integral to achieving our vision of living waterways that transform places and enrich lives, earning the confidence, trust, and advocacy of those that use the waterways, whether boaters, anglers, canoeists, paddle-boarders, walkers or cyclists, and enhancing our reputation as a responsible and trusted custodian of the waterways within our care.

This is why we are reporting our pay gap for ethnicity, in addition to gender.

The gender pay gap data is published in line with the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017. For 2024, we are pleased to continue to report a gender pay gap where, on average, women are paid slightly more than men. The Canal and River Trust has a -14.44% median gender pay gap, and a mean gender pay gap in favour of female colleagues, at -6.57%. Our median bonus pay gap is 33.33% and our mean bonus pay gap is 43.41%.

Our mean ethnicity pay gap is 0.15%, and our median ethnicity pay gap is -8.48%. Our mean ethnicity bonus pay gap is 98.77% and the median is 16.67%.

The data published is certified as accurate as at the snapshot date of 5 April 2024.

Karen Seth, People Director.

Supporting Narrative

Pay Gap explained

Using gender as the example:

- the **median** pay gap shows the difference between the middle earning man and the middle earning woman when earnings are ranked in numerical order
- the **mean** is the difference between the 'average' earnings for men and the 'average' earnings for women and will be more influenced by outlying salaries (e.g. very high or very low earners)

Pay gaps are often more than zero, meaning that men are, on average, paid more than women. A pay gap of less than zero (a negative number), would mean that women were paid more, on average, than men in that organisation.

Pay gap reporting is distinct from equal pay. It does not relate to what men and women are paid for performing the same role, similar roles, or roles of equal value.

Bonus Pay Gap

The legislation uses the term Bonus. For the Trust, this means the performance related pay that a few colleagues receive based on their role, plus the colleagues who received a small value voucher through our Thank You scheme before it closed in the year leading up to the snapshot date.

We report on:

- the percentage of men and women receiving those payments, and the percentage of white colleagues and colleagues of colour receiving those payments
- the mean (average) gender and ethnicity pay gaps using those payments, and
- the median gender and ethnicity pay gaps using those payments.

Ethnicity pay gap calculation

The Trust have taken the decision to undertake ethnicity pay gap reporting now, before it becomes a statutory requirement, as we believe it's an important step towards ensuring our workforce is diverse, inclusive, and fair to everyone. The numbers give us a picture, but it's important that we understand the underlying data. This is why our action plan is focused on better understanding our organisation through improved data collection.

We have chosen to use the same calculation methodology set out by the Government's former Equality Hub, now part of the Office for Equality and Opportunity (OEO) for ethnicity pay gap reporting, for our mean and median ethnicity pay gap and distribution across pay quartiles. The Trust is not a particularly ethnically diverse organisation so we have aggregated our data, and calculated the difference between the average earnings of white colleagues (white British, white other) expressed relative to earnings of all our ethnically diverse colleagues (colleagues of colour - Black, Asian, mixed ethnicity, other).

We recognise that disability pay gap reporting is also likely to become a statutory requirement in the future. We are not yet able to report our disability pay gap due to lack of data, but we are improving our diversity data collection and encouraging self-disclosure through our People system.

Data we use in this report

All data comes from our People system. Ethnicity data is based on those who have chosen to disclose their diversity information (currently 95% completion, with 0.9% who prefer not to say).

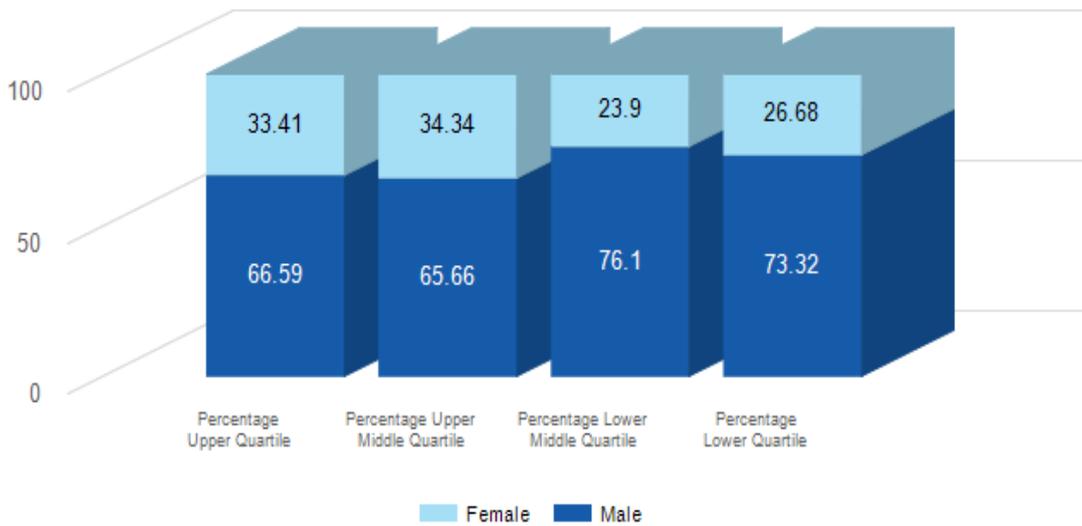
Pay Gap Data

Pay Gap percentages

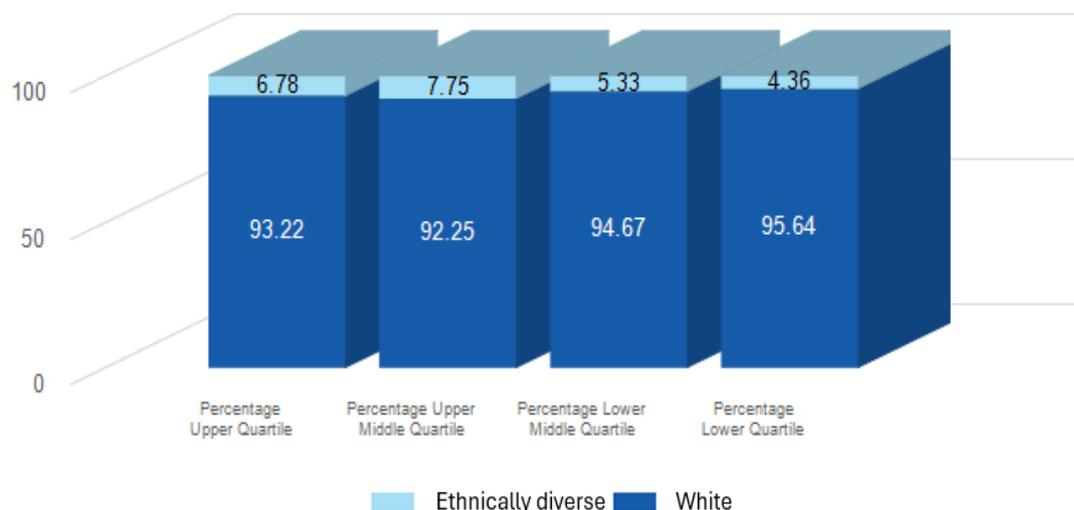
	Gender		Ethnicity	
Mean Pay Gap	-6.57%		0.15%	
Median Pay Gap	-14.44%		-8.48%	
Bonus Pay				
Mean Pay Gap	43.41%		98.77%	
Median Pay Gap	33.33%		16.67%	
% Receiving Bonus	Men: 80.00%	Women: 20.00%	White Colleagues: 97.50%	Colleagues of colour: 2.50%

Quartile Data:

2023/24 - % of Employees in each Hourly Pay Quartile



2023/24 - % of Employees in each Hourly Pay Quartile



Gender Pay Gap

At The Trust, women earn £1.14 for every £1 that men earned (comparing median hourly pay). This also equates to a mean gender pay gap of 6.57%.

Our gender pay gap in favour of women has remained relatively static since we first started reporting it. This is very favourable when compared to other charities. The average pay gap across the 100 largest UK charities in April 2023 was in favour of men, at 6.8% (median) and 9.8% (mean)¹.

Proportionately, we have more women in higher paid roles than we do women in lower paid roles, but overall women only make up just over 30% of our organisation. It is the larger number of men in our lower paid roles which is the overriding factor in determining our gender pay gap. Our priority is to try to address the gender balance across the Trust.

Ethnicity Pay Gap

Our ethnicity pay gap is very low. We have a mean pay gap marginally in favour of white colleagues of 0.15%, and a median pay gap in favour of colleagues of colour of -8.48%. This means that colleagues of colour earn £1.08 for every £1 that white colleagues earned.

While our ethnicity pay gap is not something that concerns us, we recognise that the Trust is not particularly ethnically diverse. Approximately 5% of our colleagues are from an ethnically diverse background and changes to this population and their salary rates each year will result in volatile pay gap reporting as any differences can have a significant effect on the mean and median figures from one year to the next. The small number of colleagues from an ethnically diverse background is something we have identified and set out to address as part of our Inclusion & Diversity Strategy 2023-26, [Stronger Together](#).

¹ Civil Society: [Gender pay gap narrows at largest UK charities, study reveals](#)

Our Colleagues

The Trust currently employs around 1800 people, with the following diversity dimensions²:

Gender	
Female	30.3%
Male	69.7%
Ethnicity	
People of colour	5%
White	89.5%
Prefer not to say	0.9%
Not disclosed	4.5%
Disabled colleagues	
No	55.8%
Yes	1.6%
Not disclosed	42.6%

For comparison, in the UK voluntary sector in 2024, women made up 68% of the workforce, 13% are people of colour, and 28% of workers are disabled³.

Actions to understand our pay gaps

Whilst we celebrate the fact that women and colleagues of colour are, on average, paid more than their male and white counterparts, we are committed to exploring how we can do better.

Our organisation is still male dominated throughout the pay scales, with an overall gender balance of 70/30. We are also a very white organisation. Our priority is to become a more diverse organisation, with gender and ethnicity our two strategic priorities.

We recognise that this effort to become more diverse may result in our pay gaps becoming less favourable in the short term.

Action we will take:

The actions we will take are centred around three themes.

1. Becoming more diverse:

² Data extracted from SAP as at January 2025

³ NCVO: [Workforce characteristics - Workforce | UK Civil Society Almanac 2024 | NCVO](#)

Priority actions we are taking to become a more diverse organisation, including improving our recruitment processes, are set out in our Inclusion & Diversity Strategy, Stronger Together.

In addition, we plan to do the following:

- Implement systematic analysis of the number and percentage of women and people of colour who apply for roles with us, at different grades.
- Monitor internal promotions by gender and ethnicity to better understand our internal talent pipeline.
- Improve our analysis of our leaver data, particularly by gender and ethnicity
- Analyse our starting salaries by gender and ethnicity to determine when discretion is used and how that manifests in rates of pay.

These four actions will also help us understand whether our pay gaps are likely to become less favourable. Delivering these actions is dependent on the implementation of our new People System, expected in 2025.

2. Performance related pay:

A very small number of our colleagues receive performance awards linked to their specific role. Our significant bonus pay gap in favour of men and in favour of white colleagues, is because of historically male and white recruitment into that team. We will take the opportunity as turnover occurs to diversify where possible.

3. Assessing opportunities to progress:

Performance ratings can influence progression, even where there is no financial award associated with the rating, as is the case at the Trust. We will undertake systematic analysis of our talent ratings by gender and by ethnicity, by grade and job.

Likewise, those with caring responsibilities (whether of children or adults) tend to have more flexible work patterns, and more women than men take on those caring responsibilities. We are proud of our flexible working policies and have improved them in recent months, but we need to ensure that we are implementing them equally across the Trust, including where reasonable, in our senior roles. We will implement monitoring of the take up of flexible working options by gender, and who takes advantage of shared parental leave.

Finally, we will improve the transparency of our promotion, pay, and reward policies and processes.