

# Ethnicity Pay Gap Report 2025

At Riverside, we're committed to supporting and promoting equality, diversity and inclusion.

We care passionately about our people and creating an environment where colleagues can realise their potential regardless of their protected characteristic.

Our ambition is that our diversity reflects the customers and communities we serve. Our ways of working and pay structures ensure colleagues are paid equally for the work they do.

In accordance with UK legislation, employers with over 250 employees are required to publish their gender pay gap annually, based on payroll data as of the snapshot date of 5 April each year. This report must be made publicly available within 12 months of the snapshot date.

Although there is no legal requirement for us to do so, we also undertake ethnicity pay analysis at the same time and on the same calculation basis used for gender.

We believe that transparency in reporting and ongoing monitoring of pay gaps are critical to identifying the root causes of any disparities and driving meaningful, sustainable change.

## What does our ethnicity pay analysis tell us?

Our ethnicity pay gap is not because of different rates of pay, but a high proportion of colleagues from ethnically diverse backgrounds in our lower quartile roles in Care & Support and a comparative under representation within our upper quartile roles.

### The make-up of our workforce

The ethnicity pay gap for 2025 is 16.1% mean and 16.9% median. This is a 0.6 ppt improvement in the mean results from last year (16.7%). The median gap (15.1%) has increased over the same period by 1.8 ppt. This increase will consider the movement and equal representation across the pay quartiles as well as 62.7% of our ethnically diverse colleagues occupying roles within our C&S areas of our business, where roles are lower paid

Our overall ethnically diverse representation was 31.8%, which is a slight increase of 0.6 ppt when compared to 2024 (31.2%).



GAP	Mean	Median
Pay	16.1%	16.9%
Bonus	56.2%	0.0%

Our overall upper quartile representation has increased to 20.4% which is an increase of 1.7 ppt from 2024 (18.7%). Our representation is above Office for National Statistics (ONS) statistics but below our ambition of 25% for overall representation to be reflective of the communities we serve.

## Pay quartiles

### How are we doing?

We are committed to reducing our ethnicity pay imbalance by ensuring we are representative of the communities we serve with a particular focus on upper quartile roles. It is important that we look at the position both within and outside of Care & Support to get a true picture of pay gap.

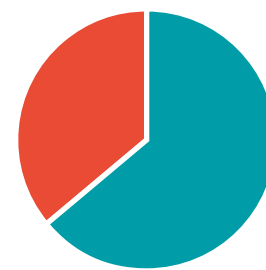
#### Within Care & Support

- While headcount for the period slightly decreased, ethnically diverse representation significantly increased by 3.1 ppt from 39.6% in 2024 to 42.7% in 2025.
- The median rate has reduced to -0.4% from -3.5%, which mainly links to 51.2% of colleagues who identify as ethnically diverse being paid in the upper quartile roles. Being as close to zero is the ideal scenario.
- The mean pay gap increased slightly by 0.5ppt from 4.4% in 2024 to 4.9% in 2025.

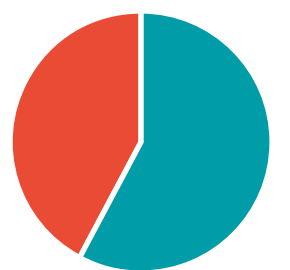
#### Outside of Care & Support

- The mean pay gap has reduced significantly from 13.6% in 2024 to 9.3% in 2025, with 20.5% of ethnically diverse colleagues being in the upper quartile roles.
- The median rate has also significantly reduced from 16.6% in 2024 to 4.3% in 2025, highlighting the increased representation in pay quartiles and them being more comparable with overall representation.

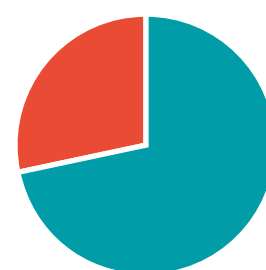
Q1 - Lower quartile  
White 64.1%  
Ethnically Diverse 35.9%



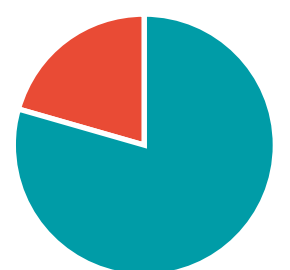
Q2 - Lower middle quartile  
White 57.9%  
Ethnically Diverse 42.1%



Q3 - Upper middle quartile  
White 71.3%  
Ethnically Diverse 28.7%



Q4 - Upper quartile  
White 79.6%  
Ethnically Diverse 20.4%



## How will we continue to make a difference?

At Riverside, our vision is to be an employer of choice by enhancing the everyday working lives of our people, creating a good experience so in turn, together we feel compelled to deliver a great experience for our customers.

We are passionate about ensuring we reflect the communities we serve and are determined to create an environment where our people feel that they belong, can grow, and develop, supporting everyone regardless of their ethnicity or any other protected characteristic.

We recognise we do have an ethnicity pay gap and there is always more we can do to make sure our people are able to realise their full potential.



### We Care

#### Improving colleague experience, attracting and retaining talent

We have introduced several activities to improve opportunities for colleagues from ethnically diverse backgrounds to secure more senior positions, through mentoring and recruitment practices, including a guaranteed interview scheme for all roles over £45k if the minimum criterion for the role is met and training for hiring managers to reduce bias during the recruitment process.

We introduced the Housing Diversity Network Board Programme for Riverside colleagues to become trainees on other Boards, as well as recruiting three external trainee board members to our own Board as part of the same programme.

We advertise all our roles internally to ensure that there is equal access for all job opportunities.

We are piloting providing interview questions in advance and will soon introduce trained diverse panel members to support with creating representation when recruiting to our leadership roles.



### We are Inclusive

#### Our new People Strategy for 2026-31 continues to have inclusivity and improving our people experience at its heart.

We celebrate our ethnically diverse role models through our EMpower colleague network to further build ethnically diverse colleague confidence, support progression and promote related initiatives to improve membership and allyship.

We will continue to promote fairly any opportunities to develop and progress within our organisation.



### We are Trusted

#### Our Riverside Deal and improving wellbeing

We continue to explore and understand our ethnicity pay gap results and ensure that areas such as reward and benefits packages, flexible working and recruitment, enable and do not prevent progression.

We are part of a group of housing associations that have come together in the Greater Manchester area to create a programme called BOOST that aims to create a cultural shift and improve diversity at a senior level. As well as a mentor and mentee programme with supporting development activities. We are also contributing to the development of similar initiatives within the G15 housing associations in London and the Southeast.

In partnership with our colleague group EMpower, we have developed a RISE plan that outlines the steps that we will take as part of our commitment to enhance the everyday working lives of our ethnically diverse colleagues. Supporting allyship, growth and progression, it seeks to deliver on our 'Being Inclusive' People Promise and works towards our ambition of having diversity at all levels and being reflective of the communities we serve.