



# Gender Pay Gap Report 2025



respect



ambition



belonging



# Foreword

**Kibble is a specialist child and youth care charity and leading social enterprise that supports at-risk children and young people across the UK. Many of the young people we care for have experienced significant challenges in their lives, often due to trauma, adversity or disrupted family circumstances. Using a therapeutic, trauma-informed approach, we empower young people through dedicated care, tailored education and therapeutic support to open opportunities and create positive futures.**

As one of Scotland's oldest charities, we have been here for children and young people since 1841, and our vision to transform lives, families and communities, remains as strong as our roots. By providing a wide range of integrated services shaped around the individual needs of young people, and with the support of families and carers, stakeholders and communities, we help young people find stability, happy childhoods, a rewarding education and belonging.

Delivering specialist child and youth care services takes a dedicated, compassionate and experienced workforce. We're proud to be one of the largest employers in the Renfrewshire area, with a diverse range of roles in child and youth care, education, therapeutic practitioners and supporting services. Our staff are the backbone of our organisation, bringing our services to life and always keeping the children's interests at heart. Driven by our values; respect, ambition and belonging, Kibble prides itself on being an inclusive employer who champions equality and diversity. This drives our strong organisational culture where young people, families and employers are empowered to impact real and lasting change.

Kibble is recognised across the sector for its strong learning and development culture, with significant investment in staff training, qualifications and research. Our in-house Human Resources Team is responsible for ongoing data monitoring and evaluation of people related metrics to help drive continuous improvement. This includes publishing our Gender Pay Gap Report as documented here.

Our Gender Pay Gap Report is incredibly positive, with a median of 0.83% which is well below the national average. We are fully committed to driving parity in gender pay and are proud to be an inclusive organisation that champions equality and diversity.

**Mark Macmillan**

Chief Executive, Kibble Group

# Gender Pay Gap – What does it mean?

**From April 2017, any organisation that has 250 or more employees is required by law<sup>1</sup> to publish and report specific figures about their gender pay gap.**

This can help the organisation to assess the levels of gender equality, the balance of male to female employees at different pay grades, and our effectiveness of nurturing and rewarding talent.

The gender pay gap is a measure of the difference that exists between men and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.<sup>2</sup>

The gender pay gap differs to equal pay which is unlawful. Kibble is an equal pay employer. We do not engage in any practices that breach equal pay legislation.

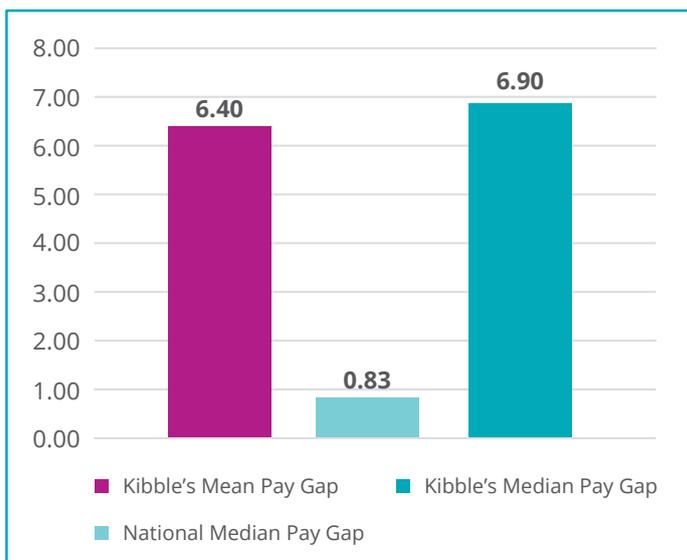
As an employer Kibble is committed to tackling and eliminating all forms of inequality including gender-based inequality.

<sup>1</sup> Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

<sup>2</sup> <https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

# Our Findings

## Pay Gap



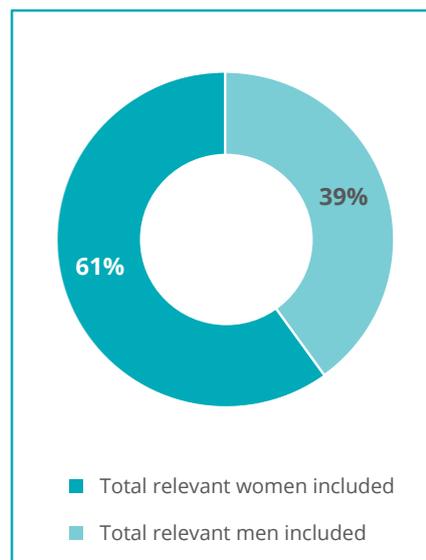
**Table 1: Median Pay Gap**

This table represents the difference between the average hourly rates of males and females across our total relevant workforce as at 5 April 2025.

Kibble's overall gender pay gap by mean average is 6.4% in favour of men. This has increased by 1.07% from last year when the average was 5.33% in favour of men.

Our gender pay gap median average is 0.83%, increasing by 0.83% from last year. This is still considerably lower than the national full-time median pay gap of 6.9% recorded in April 2025.<sup>3</sup>

<sup>3</sup><https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2025>

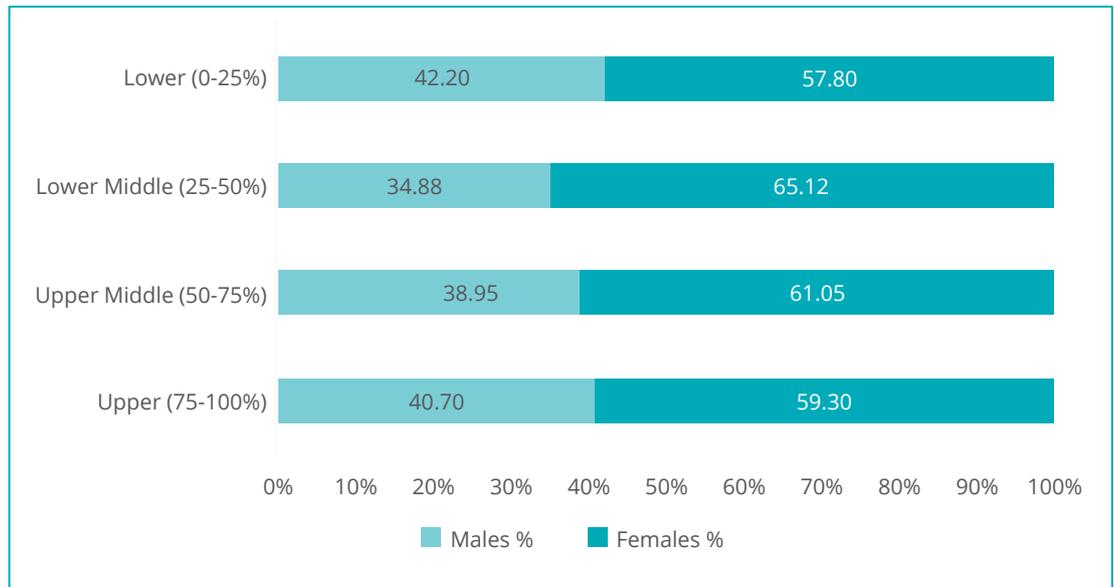


**Table 2: Relevant Workforce**

These ratios are calculated from a total relevant workforce that is 61% female and 39% male which remains the same as last year.

## Quartile Analysis

Analysis of our gender pay by quartile has identified the key drivers behind the gender pay gap that exists within Kibble.



**Table 3: Quartile Analysis**

Taking all relevant male and female full-pay relevant employees across the organisation and dividing them equally into four pay bands allows us to understand the key elements driving our gender pay gap. The above table shows that again there is less woman in the lower (from 60.98 from last year to 57.80 this year) which is a positive change.

## Bonus Pay

As part of the mandatory reporting process, employers are also required to publish the gender pay gap within any bonuses. Kibble does not pay bonuses and therefore has no data to report under this heading.

## The Way Forward...

As part of Kibble's commitment to eradicate gender disparity within the organisation, we will continue to:

- Monitor starting salaries for gender bias.
- Ensure our learning and development opportunities are accessible to part-time/flexible workers and meet the needs of men and women equally.
- Review Kibble's flexible working offering and consider a more pro-active approach.



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