



Foreword

Kibble is Scotland's specialist provider of services for at risk children and young people. By providing a range of integrated services, we help build positive futures for young people with complex social, emotional and educational needs.

As one of Scotland's oldest charities, and today a leading social enterprise, Kibble works with children and young people aged 5+. We recognise every person is unique – that's why we provide tailored support to ensure each young person gets the transitional support they need to overcome trauma, and lead happy, healthy and fulfilled lives. Through our range of services, we support young people to reach their full potential.

We firmly believe that caring is something that should be done with young people, not to them, and we're focused on creating a safe, secure and nurturing where young people feel valued, respected and listened to. Each young person's care plan is uniquely tailored, and is formed in consultation with them and their families or carers. The purpose of the care plan is to meet the best interests of the young person; keeping them safe, helping them grow and reach their potential.

Kibble is one of the largest employers in the Paisley area, with a diverse range of roles in child and youth care, and supporting services. Our staff are the backbone of all our services to young people. The friendly, familiar faces that greet the young people daily, whether in

the classroom, in the kitchen, or in a support environment underpin relationships based on trust and respect.

As an organisation Kibble is committed to ensuring an equality of opportunity in the workplace. We strive to be a fair and just employer and are committed to diversity and inclusion. This commitment is imbedded in Kibble's culture.

Kibble is a Learning Organisation and welcomes the transparency of publishing gender pay gaps as it affords the opportunity to not only learn from our own data and analysis, but to share best practice from other charities and organisations operating within our sector.

Our Gender Pay Gap Report suggests that we can be proud of the progress we have made in moving towards gender equality with a mean of 9.19% and a median of 5.66% being significantly lower than the national average.

James Gillespie

Chief Executive, Kibble Group

1. Gender Pay Gap – What does it mean?

The regulations¹ require all companies with 250 or more employees on 5 April 2017 to publish details of their gender pay gap.

¹ The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

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 between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings.²

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.

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

2. Our Findings

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4. Pay Gap

Kibble's overall gender pay gap by mean average is 9.19% in favour of men. This represents the difference between the average hourly rates of males and females across our total relevant workforce as at 5 April 2017.

Our gender pay gap median average is 5.66%, significantly lower than the national median pay gap of 18.1% recorded in 2016.³

These ratios are calculated from a total relevant workforce that is 52% female and 48% male.

³ <https://visual.ons.gov.uk/the-gender-pay-gap-what-is-it-and-what-affects-it/>

5. Quartile Analysis

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

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.

6. Key Driver 1: Part-time and Sessional Work

Across employees part-time and sessional roles are more likely to be held by women and the opportunities for part time roles decrease as pay brackets increase. Kibble currently reflects this national trend. Kibble are committed to improving opportunities for part-time/flexible working within all quartiles in line with our family friendly policies.

7. Key Driver 2: Higher female representation in manual roles

Female representation is markedly higher in the lower quartile where manual support services dominate in terms of catering and domestic services. Kibble is committed to ensuring equality of opportunity exists across all roles and services within the organisation.

8. 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.

9. The Way Forward....

As part of Kibble's commitment to eradicate gender disparity within the organisation, an action plan has been developed to tackle our key drivers.

- Develop a plan to encourage male applicants for underrepresented roles.
- 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 approach to flexible working and consider a more pro-active approach.

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