

INVESTORS IN DIVERSITY

The British Psychotherapy Foundation (BPF)

Report prepared by

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Investors
in Diversity
Silver UK

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Assessment Summary

The assessment process enables the National Centre for Diversity Assessors to make a recommendation as to whether an organisation meets the requirements of the Investors in Diversity Standard and has achieved the Award.

In order to gather sufficient evidence, the Assessors have drawn on information from the Diagnostic Surveys and the interviews with the organisation’s staff, its leaders and other stakeholders.

Data

Type of data	Number of responses
Internal Stakeholders	25
Members	60
Trainees	60
External Stakeholders	4

Interventions

Type of Interventions	Number of responses
Individual interviews	12
Facilitated discussion groups	4

Methodology

1. Initial surveys to establish the current position.
2. Induction and development of action plan.
3. Regular meetings to monitor progress against the action plan.
4. Provision of evidence to support implementation of the action plan.
5. Diagnostic surveys to obtain staff and stakeholder feedback.
6. Interviews with a range of colleagues including SLT, Managers and a cross-section of the organisation.
7. Focus groups with the wider community - members and trainees.

To help illustrate the findings against each destination, comments made by stakeholders are presented. These could be taken from individual interviews, group discussions or comments from the diagnostic surveys.

Wayne Full (Director of Diversity, Development and Research), has been the lead contact, and he has a clear passion and commitment to FREDIE. It has been a pleasure to work with Wayne and we would like to thank him for all the support during the accreditation process.

The BPF's FREDIE Journey

The FREDIE journey is made up of a series of steps, taken to move an organisation towards a fair, respectful, equal, diverse, inclusive and engaging culture.

The summary of steps taken by The BPF are:

Starting Out

- The BPF started its FREDIE journey with the National Centre in 2023, with a commitment to achieve Investors in Diversity

Cultural Audit

- Initial Diagnostic surveys were carried out in February 2023 with the organisation's staff, leaders and external stakeholders to measure the culture of the organisation and identify key strengths and areas for improvement

The Results

- The responses from the Initial Diagnostic surveys were analysed and the results presented to the BPF's Leadership Team and Steering Group during the induction meeting in March 2023

Action Plan

- The survey responses and discussions with the organisation's leaders contributed to the development of a FREDIE action plan, which was agreed and committed to in April 2023.

Support

- A key element of the FREDIE journey is the ongoing support provided by the Assessors to help the organisation implement its action plan. The Assessors provided flexible support between April 2023 and May 2024.

Assess

- In June 2024, the Assessors carried out an assessment of practice across the BPF to identify how it met the requirements of the Investors in Diversity Standard

Verification

- This report was verified on 15/07/2024

Executive Summary

The BPF is undergoing a period of change and development as the organisation expands. In undertaking the Investors in Diversity Award, the senior leaders have embraced this as an opportunity to review and reflect on existing policies and procedures or develop new ones to meet the needs of a growing team. As a result, the organisation now has a cohesive and transparent approach to developing and monitoring activities which will support colleagues, members and trainees.

There are regular events which support the promotion of EDI throughout the organisation, such as staff away days and online forums. This includes continuing training and professional development. The BPF is committed to forging partnerships with relevant agencies to enable further learning and development in respect of EDI. It has already been successful in amending some training to align with modern perspectives.

Work has been done to develop mental health support, such as signing up to an Employee Assistance Programme (EAP). There are Mental Health First Aiders, and staff know where to go to obtain help should they need it.

Although there has been a positive increase in survey participation from members and trainees, the results of the surveys require some action in respect of communication and building relationships. Similarly, work needs to be done in respect of procurement to ensure that services such as external speakers are aligned with BPFs vision and EDI policies.

The distance travelled by BPF during the IID process has been considerable and a great deal of positive action has resulted in changes to culture, attitude and communication. However, from the evidence presented, it is clear that BPF has only just begun the journey, and there is still much progress to be made in some destinations. There is a strong commitment from leadership to continue with this work, as well as an appetite from members and trainees who have had little involvement up to now. There is an overarching sense that the scaffolding has been put in place, and the organisation now needs to focus on practical solutions so that the strategies can be put into practice for BPF to be seen working at member and trainee level.

This report presents the findings of the information gathered for the Investors in Diversity accreditation and is presented under each of the ten IID destinations. Within each destination, an assessment is made as to whether the destination's requirements have been achieved, partially achieved or not achieved, and a number of recommendations are listed to enable BPF to further make improvements for that destination.

A summary of the outcome for each destination is presented below:

Destination	Outcome	Destination	Outcome
1	Achieved	6	Achieved
2	Achieved	7	Achieved
3	Achieved	8	Achieved
4	Achieved	9	Partially Achieved
5	Partially Achieved	10	Partially Achieved

On this basis, we recommend that BPF is awarded the Investors in Diversity Silver accreditation.

Destination 1 - Your organisation is effective in advancing FREDIE

Summary of approach

Overall, colleagues at the BPF understand and appreciate the efforts being made to develop FREDIE principals within the organisation. Colleagues believe that this is now at the heart of planning and decision-making.

The BPF has created an EDI steering group which includes a range of colleagues from the main body of staff. The Steering Group has been instrumental in a number of changes, such as developing/reinstating policies and procedures which provide clear and coherent mechanisms to support staff. These are communicated regularly via the 'policy of the week' emails, newsletters and staff meetings. Colleagues from the Senior Leadership Team have been nominated as EDI champions.

FREDIE is an agenda item for all meetings in the organisation. There have been a number of FREDIE training opportunities, and a staff away day where the IIDUK Assessors provided an interactive workshop.

An accessibility review of the Head Office has been carried out, resulting in the reorganisation of rooms and resources to enable disabled access to these areas. Reasonable adjustments and access arrangements are made available to trainees, though this seems to be inconsistent depending on the course. Members and trainees are keen to see more development in terms of accessibility.

There is an LGBTQ+ group, and BPF is the first organisation in the sector to issue a statement of apology to this group for historic abuses of power.

The BPF acknowledges that training is not as accessible to some groups than others, as a result of the historical context of the sector and cost. Work is being undertaken to review the experiences of training applicants to understand the barriers they face. However, only one curriculum has been reviewed thus far. There are examples of conscious FREDIE decision making, such as changing the demographics of seminar presenters to be more representative and inclusive, and changing the date of an event to avoid a clash with a key religious celebration.

Summary of Impact

- An increase in the number of staff who have had diversity training within the last 2 years (↑76.5%)
- An increase in the number of staff who understand the meaning of Protected Characteristics (↑7.8%)
- An increase in the number of staff who are aware of plans to improve FREDIE within the organisation (↑43.1%)

Quotes

“Away days have helped me to understand how staff work across teams. They have enabled me to be confident and speak up.”

“I feel included, listened to and respected.”

“It would be great to see people with different perspectives coming on board, so they can influence us.”

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. To find solutions to the accessibility issues in terms of the environment and training.
2. Ensure that the organisation’s FREDIE Action Plan includes the recommendations from this report, with progress monitored and reported on a regular basis (at least quarterly).
3. Use the diagnostic results to develop training sessions in line with the topics requested by staff.



Overall result for Destination 1: ACHIEVED.

Destination 2 - Your culture makes people of any background feel safe, valued, and included

Summary of approach

A policy review has been carried out as part of the IIDUK process, and a suite of new policies and procedures has been rolled out. This includes the launch of an employee handbook which encompasses all elements of EDI and contains the following statement:

‘The Charity’s vision for FREDIE (Fairness, Respect, Equality, Diversity, Inclusion and Engagement) is to create a culture which is inclusive and inspiring. The Charity has embedded FREDIE principles into all areas of our business which will transform how we work with our employees, customers, and communities.’

Formal complaint and whistleblowing procedures have been implemented which include trainees and members. An anonymous reporting facility is being considered.

Colleagues are aware that they can report issues or consult with the Director of Development and Research, and they value this. Overall, there is a feeling of safety and fairness.

Members noted that there used to be online meetings for marginalised groups along the themes of disability and LGBTQ+, and they are keen to see these again. Various avenues are in development, such as listening groups and drop-in sessions.

There is a disconnect between colleagues, trainees and members. Colleagues report the need for a more diverse membership and acknowledge the difficulties faced by marginalised groups of trainees (e.g. privilege, funding). Members and Trainees are also keen to tackle this, but there is no evidence of collaboration between the three groups. There are regular forums for members, though some members feel that their ideas are not taken seriously by colleagues. Members and trainees are thirsty for more opportunities to feedback and be involved with steering the organisation’s inclusive practice. There is work to be done to include members and trainees in the FREDIE conversation.

Summary of Impact

- Improvement in staff who are aware of FREDIE policies and clear on their responsibilities (↑30.7%)
- Reduction in the number of staff who have reported witnessing unlawful discrimination (↓13.7%)

Quotes

“I want to see a more diverse workforce and diversity in our wider community. It will help the field of psychotherapy.”

“Training needs to be more accessible to people of all backgrounds.”

“I believe there is unconscious gatekeeping to protect standards.”

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Create and implement strategic objectives to consult with members and trainees.
2. Develop forums to support communication on FREDIE matters.
3. Review current reporting methods for any incidents of inappropriate behaviour – consider implementing an anonymous reporting option if one doesn’t currently exist.
4. Consider conducting listening circles with employees following this accreditation process to dig deeper into the perception that BPF could do more to be inclusive of different protected groups.



Overall result for Destination 2: ACHIEVED

Destination 3 - FREDIE is core to your organisation's strategy or business plan

Summary of approach

Senior leaders understand the connection between inclusion, engagement and productivity. A significant development in BPF's IIDUK journey has been the creation of a post dedicated to EDI strategy and delivery (Director of Diversity, Development and Research). As a result, there is now a clear strategy with four key priorities for the next three years. These include diversifying membership and removing barriers to enable wider access to training.

There have also been changes at Board and Senior Leadership level to provide representation from minoritised groups. FREDIE is now included as an agenda item in all meetings, and colleagues, members and trainees have an excellent awareness of the language of diversity and what it means to them.

Although not a statutory requirement for the BPF, the organisation is monitoring pay gaps. Currently, women represent the highest earners, and most senior posts are occupied by women.

The BPF has started to monitor the demographics of applications for training, and there has been a positive impact on widening diversity in the last 12 months. This has been attributed directly to the IIDUK action plan. Trainees feel that some content is outdated to the point where there is a level of discomfort. One of the training courses has received a diversity award due to the curriculum being decolonised, which led to a 100% increase in applications. As a result, a review of other training is underway to change the content to increase exposure to non-traditional concepts e.g. new normal families. Senior Leaders describe their intentions to link with community groups such as the Muslim Network.

It is acknowledged across all areas of the organisation that there is still work to do in terms of having a representative membership body and enabling access to training.

Members and Trainees currently feel excluded from the decision-making process and feel that their expertise is not considered. They are keen to have greater involvement, debate and influence at strategic level to ensure that EDI and accessibility is sustained throughout recruitment of trainees and the whole educational experience.

Summary of Impact

- Increase in staff who feel that they can explain why good FREDIE practices contribute to better performance within the organisation (↑18.8%)
- Increase in staff who feel that they are encouraged to consider FREDIE in their daily routine (↑38.7%)

Quotes

“The BPF was not diverse, but it is now.”

“The BPF is diverse to an extent but could be better. Having a strong female team is refreshing.”

“There are other organisations in this field which do diversity better than us. We can learn from them.”

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Make provision for consultation with members and trainees regarding the strategic changes which affect them.
2. Use feedback from the surveys to guide plans for the next 12 months and communicate results out to the business.
3. Continue to encourage staff on ways they can incorporate EDI in their daily routine and being able to explain why good EDI practices contribute to better business performance.



Overall result for Destination 3: ACHIEVED

Destination 4 - Good mental health and well-being are regarded as important in your organisation

Summary of approach

A mental health and wellbeing policy has been created which contains initiatives to encourage employees to look after their mental wellbeing by promoting the 'Five Ways to Wellbeing' concept. An employee assistance programme has been launched and publicised to all colleagues via a presentation, emails and posters. This includes a 24-hour helpline offering emotional support. Engagement with the platform will be monitored regularly.

Training for mental health has been made mandatory for all colleagues as part of induction, and there is a commitment to offering refresher training at least every two years. Some colleagues are Mental Health First Aiders and refresher training is being arranged for those individuals. All stakeholders are invited to participate in training.

Colleagues can describe additional activities which contribute towards better mental health, such as lunch walks and mental health ambassadors. These have helped to create a different atmosphere at the head office. Supervision sessions for colleagues have been put in place, to assist them with any issues or feelings they have as a result of their work. For most colleagues, there is a flexible working structure which enables them to choose their location to fit their lifestyle.

Trainees are less certain about the effectiveness of mental health and wellbeing support, citing inconsistencies depending on the training programme. However, there is a plan to deliver the GIFTS (Global Inclusion for Therapists & Supervisors) programme to members, which has been designed specifically for therapists and supervisors to improve confidence and safe and ethical practice. It would be useful to see something similar for trainees.

Summary of Impact

- An increase in the number of staff who have had any training promoting good mental health at work (↑64.2%)

Quotes

"There is a genuine level of caring and support."

"There is a level of defensiveness about sharing experiences."

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Use data from the employee assistance programme usage to identify areas to provide further support for staff.
2. Continue to develop the mental health support mechanisms for members and trainees.
3. Continue to support staff to be able to better manage their own mental health and be able to support colleagues that are having mental health issues.
4. Ensure all new people managers are equipped and knowledgeable about mental health issues.
5. Consider initiatives that support mental health and wellbeing that are not training such as wellbeing days, encouraging walking to work, healthy eating etc.



Overall result for Destination 4: ACHIEVED

Destination 5 - Effective operational and line management of FREDIE

Summary of approach

A range of competencies for all colleagues have been introduced, which encompass FREDIE principles. Leaders have also been provided with a framework of effective and ineffective behaviours. The new Employee Handbook outlines the appraisal and supervision process, which includes reflective practice. There is also an induction checklist for new starters.

Managers can describe the FREDIE training they have had access to over the last 12 months and colleagues are encouraged to undertake additional training.

Many colleagues report that there is not a hierarchical structural within the core team at BPF, and colleagues are confident that they can approach senior leaders and managers. Managers are reported to be highly supportive and proactive when considering individual need to enable effectiveness in the workplace.

The BPF has been accredited with Disability Confident Employer Level 1 and will be working towards Level 2 in the future.

Trainees feel that supervision on the courses is inconsistent, and there is a disparity between the types of experiences different groups receive based on protected characteristics. This requires investigation.

Summary of Impact

- 100% of staff still know what Unconscious Bias is
- Increase in staff feeling that their manager has made it clear that they are committed to improving practices around FREDIE (↑26.7%)

Quotes

"I can advise but not enforce. I feel that my ideas sometimes fall on deaf ears."

"I completely trust my line manager."

"The team runs on egalitarian principles"

"I have heard about some trainees having bad experiences with their supervisors. They do not understand people who are different to them."

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Achieve Disability Confident Level 2.
2. Understand the experiences of trainees and take action to ensure fairness and parity.
3. Embed FREDIE and inclusive ways of working into leadership and management development programmes.



Overall result for Destination 5: PARTIALLY ACHIEVED

Destination 6 - You are able to demonstrate that your selection and recruitment practices are fair and seek to address under-representation of people with different protected characteristics in your workforce at all levels

Summary of approach

A new Recruitment and Selection policy has been developed which clearly outlines the BPF's commitment to inclusive recruitment practices. This information is also made available to candidates on the vacancies page.

The BPF has taken positive action to widen the scope for recruitment. For example, vacancies are advertised on a number of different platforms, including those directed at specific groups e.g. Working Mums. The platforms used will soon include Inclusive Jobs and Even Break. The use of gender-decoding software has been considered and a decision made to not implement this.

There is an application for the VISA sponsorship licence to enable overseas recruitment. There is a plan to build up diversity partnerships within the profession, so that issues of underrepresentation can be addressed.

There is a commitment to offering interviews to disabled candidates who meet the essential criteria for a role. Similarly, reasonable adjustments are in place throughout the recruitment and onboarding process.

Diversity monitoring data is being collected at each stage of the recruitment process, and this is reported to senior leaders. There is an intention to monitor candidate success based on demographics.

New colleagues report that the recruitment process is a positive experience and that interviews are a two-way conversation.

Summary of Impact

- Increase in staff feeling that there is fairness for all within the organisation (↑6.7%)
- 100% of staff feel that there is fairness within the organisation in terms of recruitment

Quotes

"The interviewers were actually interested in who I was."

"It would be great to see people coming on board with different perspectives and who can influence us."

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Develop clear objectives to increase the diversity of candidates, such as ensuring that interview panels are diverse.
2. Consider implementing a process to review feedback from people who have undergone your recruitment and selection processes (both internal and external candidates) with a view to using this information to improve.
3. Obtain Disability Confident Employer Level 2.



Overall result for Destination 6: ACHIEVED

Destination 7 - Retention, reward and progression processes are fair and where required, you are working towards eliminating any unfair pay gaps

Summary of approach

Due to the size of BPF, there is not a formal pay and reward policy in place. However, BPF is already paying in excess of the London Living Wage and remuneration is monitored against inflation. Gender Pay gaps are also monitored.

The policy around training and development is embedded within the employee handbook. Employees are entitled to up to 5 days per year of individual training as well as subscription materials. This is in addition to any mandatory training and development. There have been changes made to internal training, so that all include elements of FREDIE. Survey respondents have requested additional training in respect of unconscious bias, neuro-equality, transgender and cultural awareness.

A new exit interview process has been developed, and if colleagues consent, this information is shared with senior leaders.

There is little information relating to progression – again due to the size of the organisation.

Survey scores relating to the perception of fairness in terms of recruitment and recognition, have increased since the initial survey was completed. Less positively, survey scores relating to the perception of fairness in terms of training and development, promotion, reward and remuneration have seen a decline.

Summary of Impact

- Decrease in the perception of fairness in terms of Reward (↓16.3%), Training 7 Development (↓4.9%), Promotion (↓7.3%) and Remuneration (↓1%)
- Increase in the perception of fairness in terms of Recruitment (↑13.3%) and Recognition (↑3.1%)

Quotes

“The training and information has been helpful. I can see this is important to BPF, and it’s sinking in.”

“We are learning as we go along.”

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Continue to develop the FREDIE training offer in line with the needs of colleagues, members and trainees.
2. Consider publishing career paths for trainees and colleagues.
3. Conduct some further consultation with staff to understand the drop in perception around fairness in training and development, promotion, reward and remuneration.
4. Recognise and celebrate the work and activities of individuals (colleagues, members and trainees) via internal newsletters. Consider tokens of appreciation (thank you cards etc).



Overall result for Destination 7: ACHIEVED

Destination 8 - You are using your performance management systems to improve inclusion, engagement and productivity

Summary of approach

A new competency for all colleagues has been developed which requires colleagues to embed FREDIE principles in all communication and interactions. Although colleagues do not have individual FREDIE objectives relating to their roles, the annual appraisal process requires them to reflect on their contribution to FREDIE. Survey respondents are confident that FREDIE is part of the appraisal process.

Colleagues refer to regular meetings with their line managers, and that line managers and senior leaders are always approachable. Colleagues have discussed the advantages of diversity within teams and on an individual level and are aware of the need to consider FREDIE during the planning stages of activities.

Summary of Impact

- Increase in staff saying that their performance review or appraisal objectives relate to Fairness, Respect, Equality, Diversity, Inclusion and Engagement (↑33.3%)
- Increase in staff saying that their team or department have discussed the advantages of having diversity within the organisation (↑29.4%)

Quotes

“Meetings have become more formalised.”

“Supervision meetings and appraisals have become more supportive and focussed on wellbeing.”

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. For colleagues to have individualised objectives/targets which relate specifically to FREDIE aspects of their roles. This will enable accountability.
2. To collate information about progress against FREDIE objectives to allow for greater inter-departmental working.
3. Ensure people are rewarded not just for what they have done e.g. achieved targets but how they did it i.e. their behaviours.



Overall result for Destination 8: ACHIEVED

Destination 9 - Your organisation has fair and inclusive procurement practices

Summary of approach

A new procurement policy has been written which includes the requirement for suppliers to be committed to FREDIE principles and share the same values as BPF. This includes reference to modern slavery and safeguarding.

It is acknowledged that this new policy needs to be widely shared with suppliers, and compliance checks made. This work is in progress.

An observation was made that although there is a desire to adapt and expand the training offer to be more diverse, some external trainers who deliver the content may not fully ascribe to the FREDIE agenda. This requires some investigation.

Quotes

“Procurement needs to be improved.”

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. Ensure that BPFs procurement process is explicit in achieving FREDIE objectives.
2. Assess suppliers (including external speaker etc) to ensure they meet the requirements of the procurement process.
3. Consider asking suppliers to sign a FREDIE Code of Conduct to demonstrate their commitment to the FREDIE values and principles.
4. Consider sharing training resources with your supply chain to further reinforce the importance of FREDIE.
5. Consider using the Equality and Human Rights Commission Guidance “Buying better outcomes: mainstreaming equality considerations in procurement – a guide for public authorities in England.”



Overall result for Destination 9: PARTIALLY ACHIEVED

Destination 10 - Effective communications

Summary of approach

Colleagues report that there has been an increase in internal and external communication regarding FREDIE and the latest survey results demonstrate this. This is deemed to be a very visible effort and does not feel tokenistic. Specific examples included the weekly roll out of new policies, EDI training and events. The survey results also show that members and trainees have had effective communication. On the other hand, some members were not aware of the IID process taking place until recently and would have liked to have been involved much earlier in the process. Some members responded that they have very little contact with BPF.

Communication with external stakeholders has started to be effective, with the organisation winning awards for FREDIE aspects of their work. The 'Working Towards Investors in Diversity' logo is clearly displayed on the website. That said, there is a feeling that the customer-facing side of BPF is not obviously diverse. Senior leaders and colleagues are aware of this and are eager to use the correct language and imagery on advertisements and social media posts.

Summary of Impact

- Increase in staff who agree that the organisation is effective in sending out strong and consistent messages of its commitment to FREDIE (↑41.1%)

Quotes

"We are being noticed."

"Patients want someone who understands their background."

Recommendations

The following suggested recommendations have been made to support your ongoing FREDIE journey:

1. To ensure that communication about FREDIE activities is clear to all colleagues, members and trainees, along with any other stakeholders to enable participation.
2. To develop a clear communication strategy which is accessible to people of all groups and backgrounds.
3. Ensure that the BPF website has clear messages on the importance of FREDIE and what the organisation is doing to be more inclusive and diverse.
4. Feedback the results of this survey via "you said we did" communications.

5. Use bathroom doors to advertise FREDIE to increase access to this information.



Overall result for Destination 10: PARTIALLY MET

Survey Results by Destination

Destination 1 - Survey results by quartile

Question	Upper		Median			Lower	
Q2. In the context of your workplace do you understand what the following means?							
• Protected characteristics	96.0%						
• Fairness	100%						
• Respect	100%						
• Equality	100%						
• Diversity	100%						
• Inclusion	100%						
• Engagement	100%						
Q3. Are you aware of any plans to improve Fairness, Respect, Equality, Diversity, Inclusion & Engagement (FREDIE) in your organisation?	96.0%						
Q7. Have you ever thought about how inclusive your behaviour is towards people who have a different personality to your own?	100%						
Q11. Have you had any diversity training in the last 2 years?	100%						
Q14. Would you like more information, support and/or training on any of the following topics? (Response of 'I do not need any further support or training')							16.0%
Q24. Do you consider yourself to have any conscious biases against people because of any of the following? (Response of 'None of the above')							80.0%
Q25. If you ticked any of the boxes in the previous question do you make a conscious effort to overcome these biases?	100%						

Q50. Do you think that your organisation should be awarded the Investors in Diversity Award? (Response of 'Yes - it is a role model for other organisations')			48.0%				
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Destination 2 - Survey results by quartile

Question	Upper		Median			Lower	
Q5. Which of the following people in your organisation do you feel take FREDIE seriously in the way that they behave?							
• My colleagues	92.0%						
• My line manager	92.0%						
• Senior managers	84.0%						
Q6. Do you think that the following people are accepting of people from diverse backgrounds?							
• My colleagues			96.0%				
• My line manager			96.0%				
• Senior managers	92.0%						
• Others in the organisation					68.2%		
Q7. Have you ever thought about how inclusive your behaviour is towards people who have a different personality to your own?	100%						
Q8. Do you believe that you have been treated less favourably at work? (Response of No)		88.0%					
Q9. If you have been treated less favourably, do you feel that it was because of one or more of the following protected characteristics.							
• Race							33.3%
• Gender	0%						

• Transgender status	0%						
• Sexual orientation	0%						
• Disability	0%						
• Marital status	0%						
• Pregnancy and Maternity	0%						
• Religion/Belief or non-belief							33.3%
• Age							66.7%
Q10. If you have been treated less favourably on the grounds of a protected characteristic, how was it dealt with.							
• Ignored by you					33.3%		
• Dealt with by you							0%
• Ignored by people in authority							33.3%
• Dealt with well by people in authority							0%
• Dealt with poorly by people in authority	0%						
• Other (please specify)	33.3%						
Q17. Have you witnessed any of the following between staff within your organisation, in the last 12 months?							
• Inappropriate behaviour	12.0%						
• Unlawful discrimination			4.0%				
• Bullying and / or harassment			16.0%				
Q18. If yes to Q17, was it handled satisfactorily? (Response of yes and N/A)							
• Inappropriate behaviour			84.0%				
• Unlawful discrimination							83.3%
• Bullying and / or harassment					72.0%		
Q19. Have you been bullied or harassed at work in the last 12 months? (Response of Yes)			8.0%				

Q20. If you have been bullied or harassed at work in the last 12 months, was this on the grounds of...							
• Race	0%						
• Gender	0%						
• Transgender status	0%						
• Sexual orientation	0%						
• Disability	0%						
• Marital status	0%						
• Pregnancy and Maternity	0%						
• Religion/Belief or non-belief	0%						
• Age	0%						
• Other							100%
Q21. How would you rate your organisation at the following:							
• Preventing unlawful discrimination					72.0%		
• Dealing with unlawful discrimination			68.0%				
• Preventing bullying and harassment					64.0%		
• Dealing with bullying and harassment			64.0%				
Q29. Is your Manager competent in managing practices around FREDIE?			92.0%				
Q31. Are you aware of FREDIE policies and are you clear about the responsibilities that these place on you?	84.0%						
Q32. Do you feel that people in your organisation work in accordance with FREDIE policies and procedures?					84.0%		
Q33. Do you think that your organisation could do more to be more inclusive of...							
• BAME (Black Asian Minority Ethnic) communities							28.0%
• LGBT (Lesbian/Gay/Bisexual/Transgender) communities			8.0%				
• Men						4.0%	

• Women	0%						
• Someone who is pregnant	0%						
• People from different religions or faiths		4.0%					
• People with no religion	0%						
• People with criminal convictions	0%						
• People of all ages					4.0%		
• Disabled people							32.0%
• I think we are inclusive of all people whatever their backgrounds							56.0%
• Other (please specify)							8.0%
Q39. Do you feel that any of the statements below could apply to you at work or your organisation?							
• My face doesn't fit	0%						
• It's not what you know it's who you know	0%						
• Managers have their favourites	8.0%						
• None of the above	92.0%						
Q40. Do you feel valued and respected by any of the following people at work?							
• Your colleagues	96.0%						
• Your Manager	92.0%						
• Senior Managers	88.0%						
• Others in the organisation			60.0%				
• None of the above	0%						
Q41. Do you feel included by any of the following people at work?							
• Your colleagues	100%						
• Your Manager	92.0%						
• Senior Managers	72.0%						

• Others in the organisation	60.0%						
• None of the above	0%						
Q42. Which of the following people do you trust at work?							
• Your colleagues	96.0%						
• Your Manager	84.0%						
• Senior Managers	72.0%						
• Others in the organisation	56.0%						
• None of the above	0%						

Destination 3 - Survey results by quartile

Question	Upper		Median		Lower	
Q26. Do you agree that it is important to consider Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE) when your organisation starts any type of planning?	100%					
Q27. Do you feel that your organisation encourages you to consider FREDIE in your daily routine?	92.0%					
Q28. Are you able to explain why good FREDIE practices contribute to better organisational business performance?	100%					

Destination 4 - Survey results by quartile

Question	Upper		Median			Lower	
Q15. Have you had any training in promoting good mental health at work?	76.0%						
Q16. If you answered yes to the previous question, do you think that you have a better grasp of:							
• Management of your own mental health							64.7%
• Being able to support colleagues that may be having mental health problems.					76.5%		
• Other (please specify)			11.8%				

Destination 5 - Survey results by quartile

Question	Upper		Median			Lower	
Q22. Do you know what Unconscious Bias is?	100%						
Q23. Having read the definition above, do you believe that you have unconscious biases?	80.0%						
Q30. Is your Manager competent in managing practices around FREDIE?			92.0%				

Destination 6 - Survey results by quartile

Question	Upper		Median			Lower	
Q6. Do you think that the following people are accepting of people from diverse backgrounds?							
• My colleagues			96.0%				
• My line manager			96.0%				
• Senior managers	92.0%						
• Others in the organisation					68.2%		
Q35. Do you feel that you have an equal opportunity to succeed within your organisation?				84.0%			
Q37. Do you feel that there is fairness for all within your organisation?			80.0%				

Destination 7 - Survey results by quartile

Question	Upper		Median			Lower	
Q24. Do you consider yourself to have any conscious biases against people because of any of the following? (Answer of 'none of the above')							80.0%
Q35. Do you feel that you have an equal opportunity to succeed within your organisation?				84.0%			
Q38. Do you feel that there is fairness within your organisation in terms of:							
• Recruitment	100%						
• Training and development			88.0%				
• Promotion			76.0%				
• Recognition			80.0%				
• Reward			76.0%				
• Remuneration			76.0%				

Destination 8 - Survey results by quartile

Question	Upper		Median			Lower	
Q4. Has your team or department discussed the advantages of having diversity within your organisation?	100%						
Q36. Do your performance review or appraisal objectives relate to Fairness, Respect, Equality, Diversity, Inclusion and Engagement (FREDIE)?		80.0%					

Destination 9 - Survey results by quartile

Question	Upper		Median			Lower	
Q37. Do you feel that there is fairness for all within your organisation?			80.0%				
Q43. Is your organisation effective in sending out strong and consistent messages of your commitment to FREDIE to Board Members, colleagues, and the people that buy or benefit from your services?		84.0%					

Destination 10 - Survey results by quartile

Question	Upper		Median			Lower	
Q43. Is your organisation effective in sending out strong and consistent messages of your commitment to FREDIE to Board Members, colleagues, and the people that buy or benefit from your services?		84.0%					