

Investors in Diversity Re-accreditation – Silver Award Employees’ Summary

In July 2024, the bpf received the 'Investors in Diversity - Silver Mark' from the National Centre for Diversity (NCD), acknowledging 18 months of the bpf integrating the FREDIE principles (Fairness, Respect, Equality, Diversity, Inclusion and Engagement) across all aspects of the charity.

At the end of 2025, it was announced that the bpf had been ranked 43rd in the National Centre for Diversity’s Top 100 Most Inclusive UK Employers Index 2025. Being ranked 43rd places the bpf in the top half of the UK’s most inclusive organisations that entered the Index that year. This indicates that the bpf is performing strongly against national standards for inclusion, and is doing better than many organisations across sectors, including larger and better-resourced ones. It shows that inclusion is embedded and demonstrable at the bpf, rather than aspirational or informal.

We are now preparing for re-accreditation in July 2026 and have put together this summary paper, which details how we have applied the FREDIE principles to improve employee experience over the last two years, as well as some of our future plans for continued improvement.

Employee-friendly policies that promote fairness, respect and inclusion

We have introduced new employee-facing policies to promote fairness, respect, and inclusivity, reflecting the FREDIE principles and bpf’s commitment to fair treatment. These new policies complement existing Employee Handbook policies, which are currently under review to ensure they continue to be legally compliant.

- The Time Off in Lieu (TOIL) Policy aims to prevent staff from accumulating more than three days TOIL in any four-week rolling period, supporting work-life balance.
- The Alternative TOIL Arrangement (ATA) Policy allows our Training Directors to adjust their work hours to teaching term demands, providing flexibility while maintaining pay.
- The Lone Working Policy ensures the safety of employees who work alone, detailing responsibilities, risk assessment, and incident management.
- The Transgender and Other Gender Equality Policy supports transgender and non-binary employees, ensuring equal opportunities and a discrimination-free workplace.

- Our Menopause Policy aims to support individuals experiencing menopause symptoms in the workplace. It promotes a workplace culture where women feel comfortable discussing menopause symptoms and requesting adjustments, thereby raising awareness and reducing menopause-related sickness absence. We also have a Menopause Guide for Managers. We are looking to strengthen the policy to support more fully those people from the non-binary, transgender and intersex communities, who may also experience menopausal symptoms.
- Our Mental Health and Wellbeing Policy aims to create a supportive, healthy working environment where employees feel valued, safe, and able to thrive. It sets out an organisation's commitment to promoting wellbeing, preventing work-related stress, and ensuring staff can access help when they need it.
- The Volunteering Policy ensures that both the bpf and its volunteers understand their roles, responsibilities, and expectations, promoting a positive and professional volunteering experience.
- The bpf's Supervision and Review Procedure sets out the bpf objective setting, supervision, and review processes.
- The bpf's Staff Performance Appraisal Guidance outlines how a line manager is to fairly assess an employee's performance, potential, and development needs.
- The Occasional Remote Working from Abroad Policy outlines the conditions under which employees may request to work remotely from abroad, for personal or family reasons, on an occasional basis.
- Our updated Safeguarding Policy recognises a shared duty of care from staff, trainees and members to protect children and adults at risk from all forms of abuse and neglect and to create a safe, supportive environment.
- Our Ethical Policy sets out the bpf's commitment to acting with integrity, transparency, inclusivity, legal compliance and social responsibility across governance, safeguarding, fundraising, partnerships, data protection, environmental practice and financial stewardship in pursuit of its charitable mission.
- Our Confidentiality Policy protects the confidentiality of personal, organisational and third-party information, ensuring it is collected, stored, shared and disclosed lawfully, securely and only on a need-to-know basis, with clear exceptions for safeguarding, legal duties and serious risk.
- Our Staff Participation on Internal Courses policy sets out how bpf staff may attend internal (non-qualifying) bpf courses free of charge, subject to capacity, managerial and Course Director approval. The policy aims to support staff development while ensuring that training opportunities for fee-paying participants are not adversely affected.
- Part-time staff now receive a fair, pro-rata share of public holidays based on their contracted hours and working pattern.

Additional new policies have been developed that address organisational change, corporate responsibility, critical incident reporting, and disaster recovery.

All policy updates are shared with staff via our HR portal and at all-staff meetings.

Working towards Disability Employer Level 2

We actively support the Disability Confident scheme and value the skills disabled employees and volunteers contribute to the bpf. Our Action Plan for Disabled Confident Employer Level 2 aims for Level 2 accreditation through practical, proportional and affordable steps. Key actions include:

Inclusive recruitment and onboarding:

- Update job descriptions with inclusive language and essential skills
- Advertise on disability-friendly platforms (e.g. Evenbreak)
- Add a disability inclusion statement in job adverts
- Guarantee interviews for qualified disabled applicants

Workplace adjustments and support:

- Provide reasonable adjustments throughout employment
- Use Access to Work funding for assistive technology/support
- Train managers in disability awareness

Culture, communication and retention:

- Encourage safe disability disclosure
- Promote inclusion via internal communication
- Ensure equal access to training and development
- Offer mentoring or buddy systems for disabled staff
- Regularly review disability inclusion practices

Our HR Partner shares monthly 'Disability Confident' news updates with staff.

Commitment to supporting employee mental health and well-being

We support staff in managing their mental health. All new managers and starters receive training on workplace mental health as part of their inductions.

Our HR Partner and Mental Health First Aid (MHFA) Leads share regular communications and direct staff to resources like our mental health policy (link above), our 'five ways to wellbeing' model and Employee Assistance Programme (EAP) newsletters (some examples below):

Our Mental Health First Aid (MHFA) Leads organize activities such as 'Coffee and Talk' mornings, wellbeing days, healthy initiatives, and we also have a staff crafting/knitting group to promote connection and wellbeing.

For World Mental Health Day 2024, we hosted a Tea & Talk event encouraging open discussions among all staff, including those working remotely.

On March 11 2026, we celebrated International Women's Day with a special talk from our own CEO, celebrating the role of women in psychotherapy and in the workplace more generally.

We introduced Perkbox (from December 2025) to offer staff discounts, wellbeing resources, and online GP services.

Our Employee Assistance Programme (EAP), provided by Vita Health Group, is available to all employees. The HR Partner reviews EAP usage data quarterly to identify further support needs and reports findings to senior management.

Vita Health offer: unlimited 24/7 telephone access to clinically appropriate emotional support, debt management services and general advice and information; unlimited access to their website offering information and downloads covering a variety of topics; an extensive range of practical support with legal, consumer and financial issues; specialist management support; specialist career coaching; mental health intervention such as Cognitive Behavioural Therapy (CBT); counselling/case management services; and immediate support for employees absent due to stress.

Engaging, consulting and communicating with staff

'All Staff' meetings continue to be held every 2 months. The format was revised to encourage greater employee participation, with staff able to share work, seek advice, or ask questions about other teams. We now rotate the chairing of all staff meetings, so all departments are involved and engaged in the process.

We hold annual Away Days to engage and include staff in strategic and business planning.

- April 2024: Held at Spitalfields City Farm, included strategy planning, team-building activities, and support for community programmes.
- April 2025: Hosted at NCVO offices, featured group exercises on incident handling, tasks looking at how to increase diversity, and a guided walking tour.

For the 2025 Away-Day, we split staff into 5 groups to discuss and reflect on FREDIE-related activity at the bpf, and staff offered suggestions and ideas.

We invite all staff to annual Christmas lunches.

- Christmas Lunch 2024: In December 2024 at Alice House, London, included a sumptuous Christmas meal, group quiz and a prize for the winning team.
- Christmas Lunch 2025: In December 2025 at Roti Chai, London, featuring a festive meal, quiz, and social activities.

Developing, investing in and supporting employees

We have continued to invest in corporate and mandatory training including:

- Training on our HR system, You Manage, for both managers and staff
- Mental Health First Aider training
- Fire Marshal training
- Data protection, Safeguarding, Health and Safety

We have continued to invest in individual employee training and development. Courses funded over the last 2 years include:

- Aspiring CEO Programme with Bayes Business School
- Managing Safety – 4 days virtual online training
- Maximise Your Productivity with MS Copilot course

- Risk management training
- Contributions to Individual Clinical Training in Psychoanalytic Psychotherapy
- Introduction to Excel
- Intermediate skills in Excel
- Prince 2 (Foundation and Practitioner)
- Neurodiversity in the Workplace (online training)
- Civi Academy
- Search Engine Optimisation Course: The Essentials
- Supporting Adults with Dyslexia & Co-occurring Difficulties Level 4
- MA in Library and Information Year 1
- Safeguarding students in Higher Education

We are currently exploring training options with the National Centre for Diversity (NCD) to improve understanding around neurodiversity and transgender. We hope to deliver this by summer 2026. We are also exploring training in unconscious bias with Happy Ltd for later in year.

At every staff meeting, a team member regularly shares ('cascades') skills and knowledge gained from training with the rest of the team.

Ensuring staff progression, reward and recognition

We have promoted eight staff members since July 2024, acknowledging and rewarding staff development and professional growth. Key personnel promoted include:

- Manager of Psychodynamic Training
- Events Manager
- Training & Operations Manager
- Training & Operations Manager
- Clinical Services Office Manager
- MSc Course Manager
- Clinical Course Director (IPCAPA)
- Head of Safeguarding and Professional Standards Development (Adult Safeguarding Lead)

Managers review job descriptions annually as part of the appraisal process. Regularly reviewing staff job descriptions ensures roles stay aligned with organisational goals, supports fair expectations, and strengthens overall performance.

Due to the size of the bpf, there is not a formal pay and reward policy in place. However, we pay staff in excess of the London Living Wage and remuneration is monitored against inflation.

A Remuneration Committee will help to ensure that bpf staff pay is fair, transparent, and aligned with the organisation's long-term goals. It strengthens governance by providing independent oversight of compensation decisions, helping to attract and retain talent while maintaining stakeholder confidence.

Gender pay gaps are actively monitored; women comprise the highest earning cohort at BPF and occupy most senior positions.

Our benefits package includes competitive salaries, pension contributions, generous annual leave (in addition to bank holidays), flexible working arrangements, and a dedicated budget for ongoing staff training and development (see above).

Performance at the bpf is not linked to KPIs, as the organisation is mission-driven. Appraisals focus on goal setting and regular check-ins. We ensure staff are rewarded not just for what they have done e.g., achieved targets but how they did it i.e., their behaviours.

We updated our six core staff competencies, including 'Leading with FREDIE principles', defined as promoting an inclusive and equitable workplace. Instead of appointing individual 'FREDIE Ambassadors' at the organisation, we integrated FREDIE into all staff responsibilities.

The HR Partner collates information about progress against FREDIE objectives to allow for greater inter-departmental working. The HR Partner has overview of performance management systems, and reports quarterly to the SMT on FREDIE and HR issues.

The HR Partner reviews existing recruitment and selection processes and updates accordingly. It is an ongoing process.

Making a safer and greener working environment for staff

Over the past 2 years, the bpf has refurbished its office spaces, kitchen area, garden, and toilets, including asbestos removal. These updates have created a more welcoming, safer and multifunctional environment for staff.

The bpf has implemented a 'minimum waste' policy, added an Environmental Statement to the employee handbook, and encourages staff to think about resource conservation.

Every employee has a responsibility to avoid unnecessary use of services, materials, lights, heating, water and so on. We have minimised printing, installed a water meter and thermostats on radiators, added recycling bins, switched from plastic to paper cups, and to reusable crockery/cutlery, and have pursued secondary glazing, insulation, and a smart gas/electricity meter

Hybrid working for staff reduces travel and emissions, and a secure bike shed encourages cycling to work.

Property surveys have also been conducted to assess the condition of our property and explore future improvements/upgrades and environmentally responsible expansion.

All staff have annual DSE assessments to ensure we continue to provide them with the best working conditions and environment.

The bpf has also:

- Updated procurement policies to favour sustainable suppliers
- Developed an ethical investment and donations policy excluding fossil fuel/extractive industries lacking credible net-zero plans