

South East Coast
Ambulance Service
NHS Foundation Trust



WORKFORCE DISABILITY EQUALITY STANDARD REPORT 2026

V1 – August 2026



A message from our CEO

I am pleased to introduce this year's Workforce Disability Equality Standard (WDES) report, which provides an important opportunity to reflect on the experiences of disabled colleagues across SECamb and assess the progress we are making towards becoming a truly inclusive employer. WDES remains a vital part of how we understand inequalities, measure improvement and hold ourselves accountable for meaningful action.

This year's report highlights encouraging progress in several areas. The proportion of colleagues declaring a disability has increased to 13.31%, recruitment outcomes continue to improve, and 77% of disabled colleagues now report receiving the reasonable adjustments they need to undertake their role. Confidence in career progression has also improved, reflecting the impact of initiatives such as the Reasonable Adjustments Policy, the £40,000 Reasonable Adjustments Fund, enhanced wellbeing support and the continued contribution of our enABLE Network.

However, the report also highlights areas where further action is required. Disabled colleagues remain more likely to enter formal capability procedures, experience bullying and harassment, and report lower levels of engagement and feeling valued than colleagues without a disability. Representation at senior leadership and Board level also remains below that of our wider workforce. These findings reinforce the importance of our continued focus on staff networks, inclusive recruitment, staff development and the use of data and insight to drive improvement across the Trust.

I would like to thank our disabled colleagues, members of the enABLE Network, managers and partners who continue to share their experiences and help us build a workplace where every colleague feels valued, respected and able to reach their full potential.

Jen Allen

South-East Coast Ambulance NHS Trust



A MESSAGE FROM OUR ENABLE NETWORK

We're proud to share a message from SECamb's enABLE Network.

This year's Workforce Disability Equality Standard (WDES) results show that we are moving in the right direction. More colleagues are declaring disabilities, more people are receiving the reasonable adjustments they need, and we are seeing encouraging improvements in engagement and opportunities for career development.

These achievements would not have been possible without the openness of colleagues who have shared their experiences, the commitment of managers and leaders who have listened, and everyone across the Trust who continues to champion inclusion. Thank you to every member of our enABLE Network, our allies, and our partners for your passion, support and dedication. Every conversation, every challenge and every action helps create positive change.

While we should celebrate this progress, we also recognise that there is still more to do. Too many disabled colleagues continue to experience bullying, harassment and discrimination. We remain committed to working with colleagues, leaders and staff side partners to ensure lived experience shapes meaningful improvements and helps create a workplace where everyone feels safe, respected and able to thrive.

Thank you to everyone who continues to support our journey towards a more inclusive SECamb. Together, we can continue building a culture where every colleague feels valued, supported and empowered to be their authentic self.

Mathew Allwright

Chair of SECamb's enABLE Network

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INTRODUCTION

The Workforce Disability Equality Standard (WDES) is a mandated, evidence based standard, required for all NHS organisations with over 250 staff. the WDES measures **the workplace experiences of disabled and non-disabled colleagues**. The purpose is to **identify inequalities, monitor progress** and **drive positive change in how organisations support disabled staff**.

WDES provides a year-on-year comparison against previous reporting periods and highlights where progress has been made, where disparities persist, and the actions we are taking through our Trust's EDI Action Plan.

As with previous years, this WDES analysis draws on two core datasets:

- Workforce data extracted from the **Electronic Staff Record (ESR)** as of 31 March 2026, including headcount by disability status, pay band, recruitment and capability processes
- Staff experience data from the **2025 NHS Staff Survey**, published in spring 2026, which captures the lived experiences of staff across areas such as bullying, harassment, discrimination, career progression and reasonable adjustments.

The two data sources together provide a balanced picture of both the structural and cultural aspects of disability equality within SECamb.

Percentages are based on staff self-declaration of disability or long-term health condition. Staff who select “prefer not to say” are excluded from comparative calculations.

The WDES covers ten indicators, grouped into three broad areas:

- **Workforce composition and processes:** representation by pay band, recruitment, and capability outcomes
- **Staff experience:** perceptions of bullying/harassment, discrimination, career progression, presenteeism, feeling valued, reasonable adjustments and staff engagement
- **Leadership:** representation at Board level

WDES is integrated into SECamb’s wider EDI plan, aligned to the EDI four focus areas:

- **Staff networks:** stronger enABLE leadership, clear objectives, and effective sponsorship
- **Inclusive recruitment:** fairer processes, improved progression pathways, and stronger senior representation
- **Staff development:** targeted programmes, including mentoring
- **Data insights:** the People Scorecard and Board oversight to track progress

KEYS & SYMBOLS & DEFINITIONS

 Positive trend, evidence of improvement

 Negative trend, area for improvement

 No significant improvement/deterioration

 Shift beyond parity – Keep under review

KEY FINDINGS

Data for indicators 1-3 and 10 are taken from the Employee Staff Record (ESR) and indicators 4 – 9 from National Staff Survey

Colleagues with a disability Colleagues with no disability Overall organisation *HBA = Harassment, Bullying or Abuse

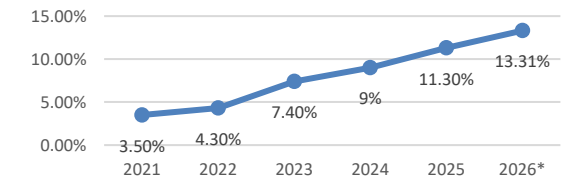


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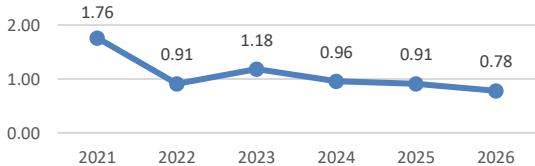
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Workforce representation



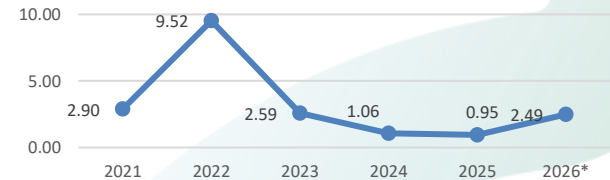
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Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting



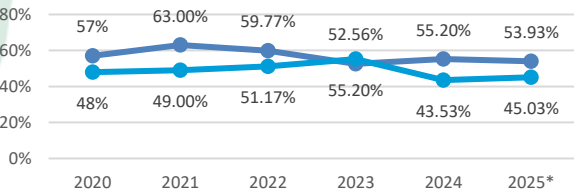
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Relative likelihood of disabled staff entering formal capability proceedings compared to non-disabled staff



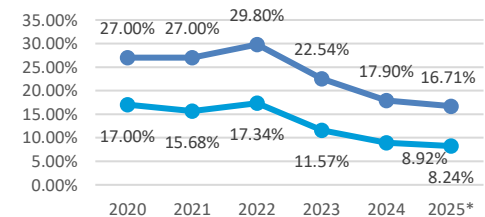
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HBA* from public/patients



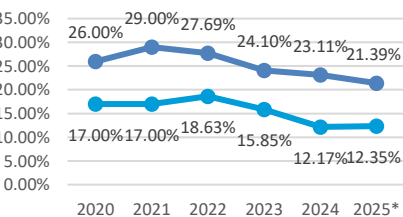
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HBA from managers



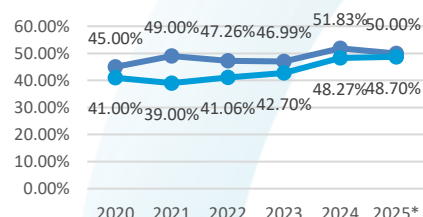
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HBA from colleagues



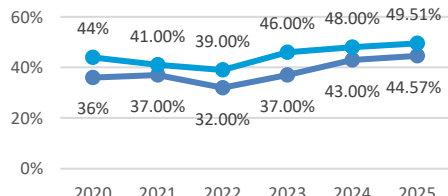
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Reporting HBA



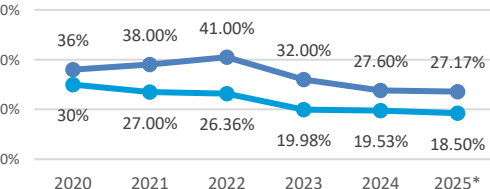
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Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion



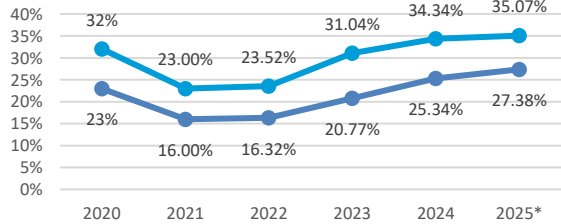
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Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties



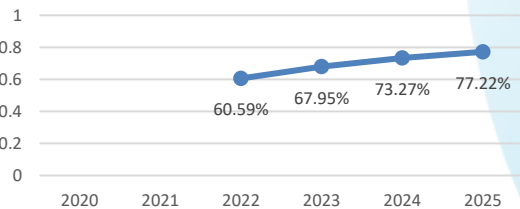
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Percentage of staff satisfied with the extent to which their organisation values their work



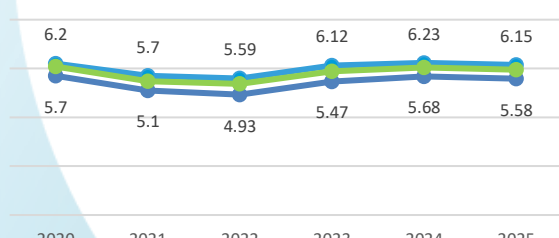
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Percentage of staff with a long-lasting health condition or illness saying their employer has made reasonable adjustments to enable them to carry out their work



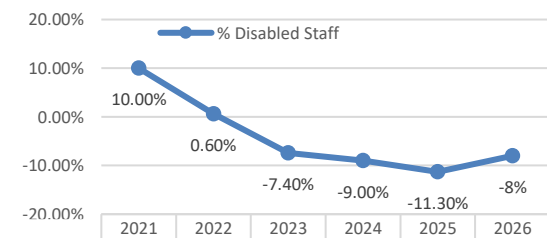
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Staff engagement

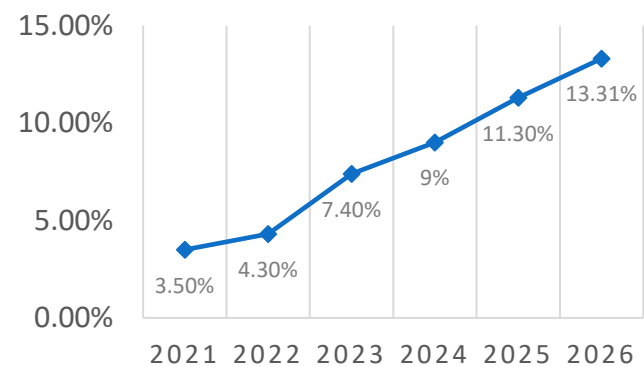


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Board representation

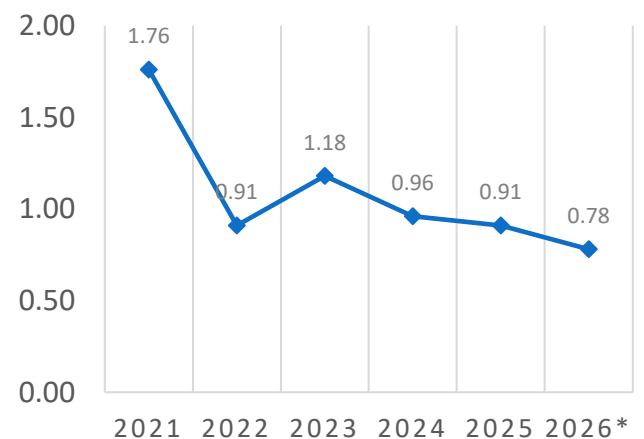


Indicator 1 | Disabled Staff Representation



Percentage of disabled staff in the last year, according to ESR declarations, has increased to 13.31% from 11.30% the previous year. This positive trend suggests greater disclosure confidence and/or improved recruitment and retention. Disclosure rates are also decreasing, with non-disclosure rates in 2025 being 3.8%.

Indicator 2 | Relative likelihood of non-disabled staff compared to disabled staff being appointed from shortlisting across all posts



This represents a further improvement, moving from beyond parity (0.91) in 2025 to (0.78) in 2026 where disabled candidates are now more likely to be appointed from shortlisting. This demonstrates good progress in reducing barriers within recruitment. However, as the ratio is now below 1.00, indicating a shift beyond parity, this will be kept under review to ensure recruitment processes remain consistently fair, balanced and evidence-based for all groups.



ACHIEVED TO DATE

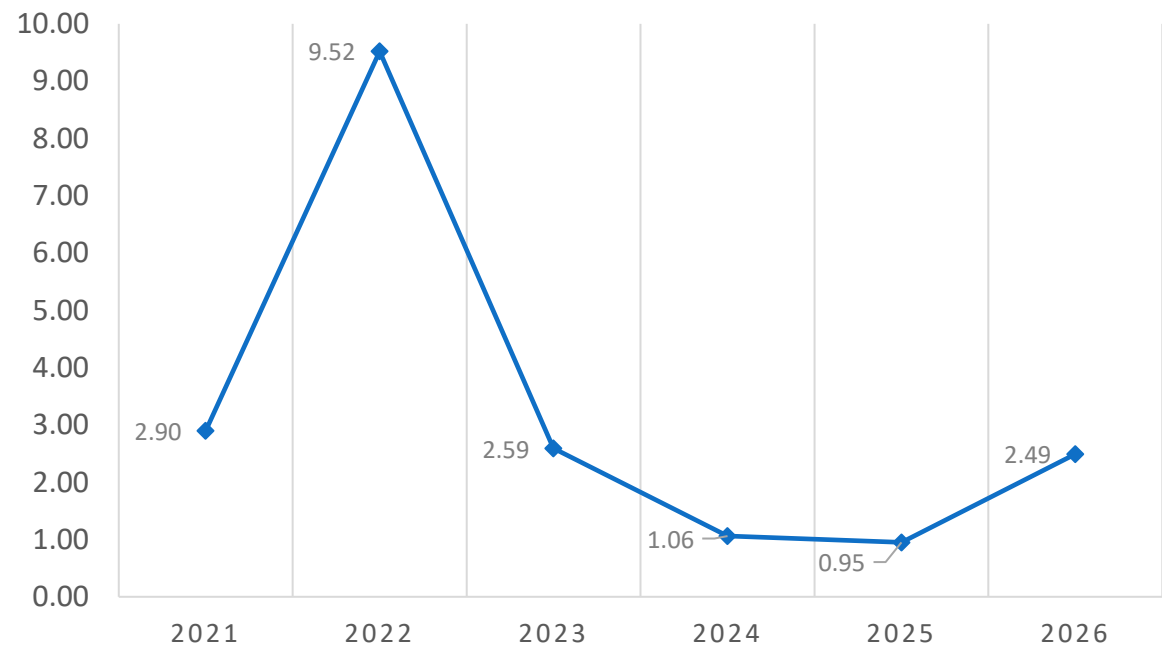
- Disabled colleagues are now more likely to be appointed as non-disabled peers, a 10% increase in staff representation since 2021
- The Trust continues to maintain Disability Confident Level 1, which means SECamb has pledged inclusive practices, including guaranteed interviews for eligible disabled applicants and tailored support for employees with disabilities
- Reasonable Adjustment Policy was launched in December 2025 – Staff Survey Results show us that 72% of staff with long term conditions felt supported compared to 68.6% for the sector .
- The enABLE network and Board development days have strengthened EDI awareness and engagement
- Line Managers have received training on implementing Reasonable Adjustments to support colleagues from underrepresented groups.
- Equality Impact Assessment (EIA) completion rates have improved, supporting more inclusive decision-making. Staff Network Representatives have also completed NHS England training to strengthen their understanding of equality impacts and enable them to effectively support colleagues and contribute to the review of new policies, procedures and organisational changes.

ACTIVITY PLANNED

- To secure Disability Confident Level 2 by December 2026
- Continue to reduce non-disclosure rates through awareness campaigns and staff network engagement, last years interventions demonstrated a 2% increase in declarations from 2025.
- Continue to strengthened training for recruiting managers across divisions to include assessing candidates with declared disabilities
- Continue Reasonable Adjustments monthly drop-in sessions to support managers.
- Attend outreach career fair events in November 2026 to promote opportunities to local communities
- Strengthen relationships with local Job Centers and Training Providers such as The Kings Trust to increase access to diverse talent pools and increase engagement with underrepresented groups.

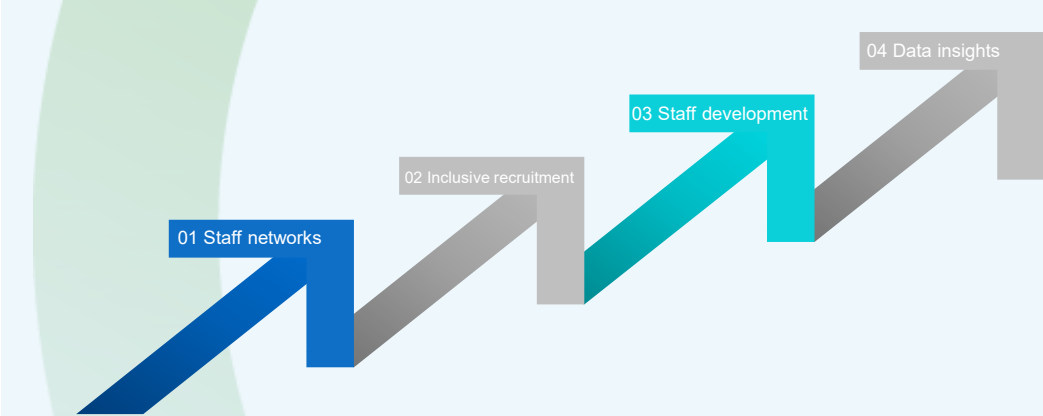
*Workforce data (ESR) from 31 Mar 2026

Indicator 3 | Relative likelihood of disabled staff entering formal capability proceedings compared to non-disabled staff



This indicator measures the relative likelihood of disabled staff entering formal capability procedures (excluding ill-health) compared to non-disabled staff. There has been a significant increase in this metric between 2025 and 2026, increasing from 0.95 (near parity) to 2.49.

**Workforce data from 31 Mar 2026
A ratio of 1.0 indicates equity; higher values show disproportionate impact on disabled staff.*



ACHIEVED TO DATE

- Preventative support being used more proactively, e.g. improved reasonable adjustments process.
- Enhanced support mechanism for colleagues through the Neurodiversity café, run by the Enable network.
- Launched the new Wellbeing and Attendance at work in May 2026 with the inclusion of disability leave and amended, with a greater emphasis on individual reasonable adjustments
- Designed toolkits and supporting documents for Managers on the new Wellbeing and Attendance at work Policy with workshops delivered to Managers across the Trust.

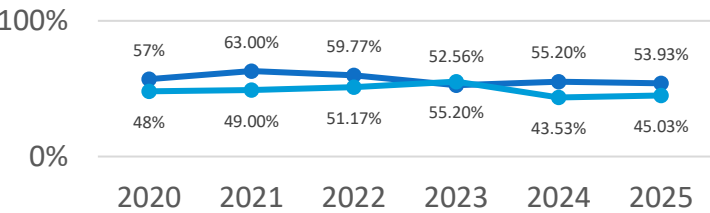
ACTIVITY PLANNED

- Continue to raise awareness of disabilities and long-term health conditions through staff network activities, divisional engagement and manager development sessions.
- Undertake a detailed review of all formal capability cases involving disabled colleagues to identify themes, contributory factors and opportunities for earlier intervention.
- Strengthen manager capability through training and guidance on the Wellbeing and Attendance at Work Policy, reasonable adjustments and disability inclusion.
- Continue to promote and embed early support mechanisms, including Occupational Health, Workplace Adjustments, HR advice and wellbeing services, to reduce the likelihood of issues escalating into formal capability proceedings.
- Work in partnership with the Enable Network and disabled colleagues to understand lived experiences and identify barriers contributing to the disparity.
- Monitor capability outcomes by disability status on a quarterly basis to identify trends and evaluate the impact of improvement actions.
- Report disability-related capability data and associated actions quarterly to the Executive Management Board (EMB), applying an "explain or reform" approach where disparities persist.
- Include disability capability metrics within the Trust's EDI Dashboard to strengthen oversight, accountability and organisational learning.

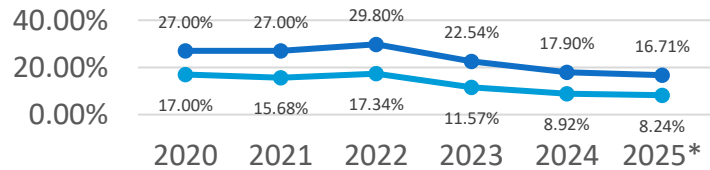
Indicators 4A – 4C | Harassment, Bullying or Abuse (HBA)

Colleagues with a disability Colleagues with no disability

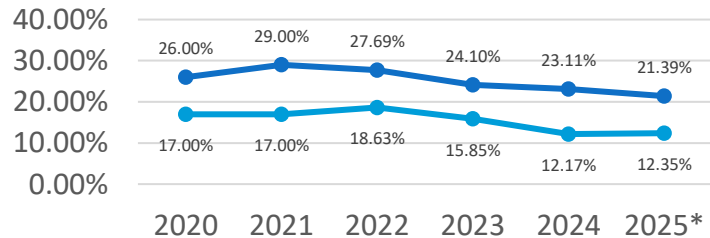
4A. PERCENTAGE OF STAFF EXPERIENCING HARASSMENT, BULLYING OR ABUSE FROM PATIENTS, SERVICE USERS, THEIR RELATIVES OR THE PUBLIC



4B. PERCENTAGE OF STAFF EXPERIENCING HARASSMENT, BULLYING OR ABUSE FROM MANAGERS



4C. PERCENTAGE OF STAFF EXPERIENCING HARASSMENT, BULLYING OR ABUSE FROM COLLEAGUES



*Staff Survey results published in 2026 (2025 survey)



Reduction in HBA from patients for both colleagues with and without disabilities. Decline in rates indicates positive cultural shifts and better staff experience. Colleagues with no disability have seen a slight increase in HBA since 2024, and colleagues with a disability have seen a slight reduction.



This indicator reflects workplace culture, management accountability and leadership behaviours. Disabled staff reporting bullying or harassment has significantly reduced from 30% in 2022 to 8.24% in 2024, however the data (see 4D) also shows that more colleagues with a disability are reporting HBA than those without .



This indicator highlights peer-to-peer culture and inclusivity within teams. Slight reduction since 2020, but disabled staff still report higher rates than peers. Steady decline indicates improved relationships and inclusive team dynamics, but still much work to be done.

ACHIEVED TO DATE

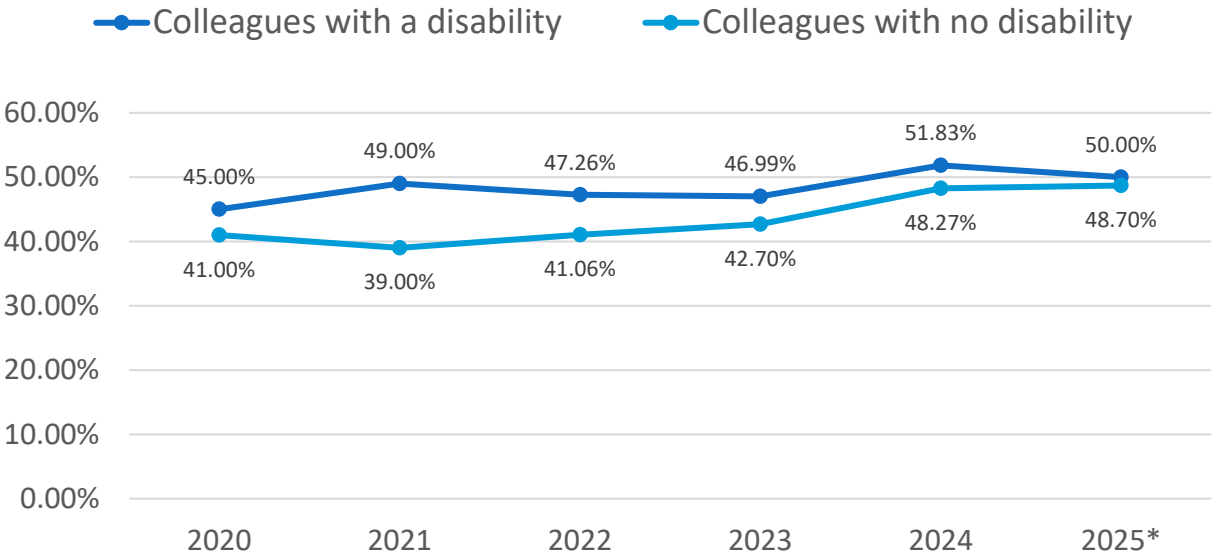
- Continued increased use of body-worn cameras as part of our violence reduction initiatives.
- Leadership development programmes have continued to promote inclusive and compassionate leadership, including SECamb's first Leadership Conference in October 2025, where Professor Michael West engaged with over 200 leaders on the principles and practice of compassionate leadership.
- Action Cards were introduced for telephone-based staff to support the management and reporting of abuse, harassment and bullying, helping to improve staff safety and reduce the impact of unacceptable behaviour.
- Launched Brighton's targeted violence and abuse programme using enhanced local data and intelligence to reduce BHA from patients.
- Continued collaboration with 'Operation Cavell', a joint workstream with Police, NHS Trusts and the Crown Prosecution Service tackling violence and aggression against staff.
- Conflict Resolution Training remains a key component of staff development, with compliance reaching 90.02% in July 2026. The training equips staff with de-escalation, breakaway and clinical restraint skills to support safer management of challenging behaviours and improve staff wellbeing and safety.

ACTIVITY PLANNED

- Continue to maintain focus on violence reduction initiatives and further embed inclusive and compassionate leadership training by refreshing the Trust's Leadership Framework and ensuring divisional teams have access to inclusive leadership development opportunities.
- Launch the revised Freedom to Speak Up Policy, strengthening organisational commitment to psychological safety and learning from concerns.
- Improve communication of learning and organisational improvements resulting from concerns raised through Freedom to Speak Up and other staff voice mechanisms.
- Continued collaboration between FTSU and Staff networks to bridge the gap for communities who are less likely to speak up
- Review existing wellbeing services to ensure they are accessible and meet the needs of disabled colleagues

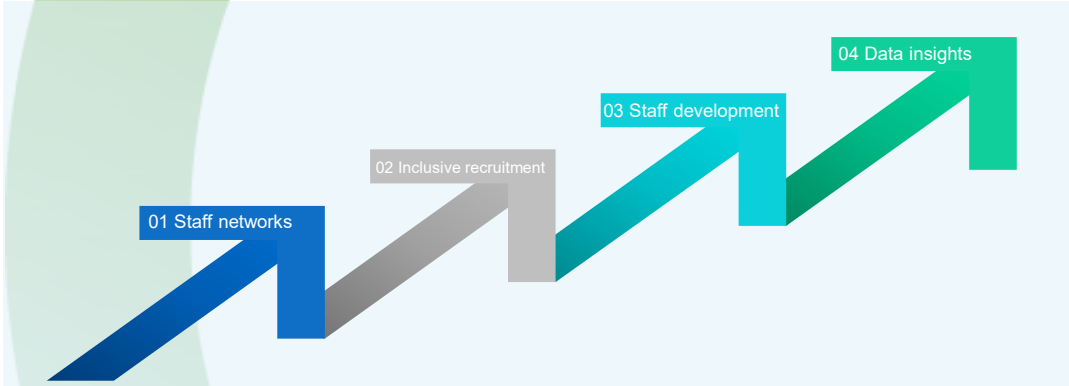


Indicator 4D | Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it



Increase in reporting reflects growing confidence in internal processes and support systems, suggesting enhanced awareness and trust in organisational response. However, with over half of those who responded to the survey indicating that they did not report incidents, there is still more work to do.

*Staff Survey results published in 2026 (2025 survey)



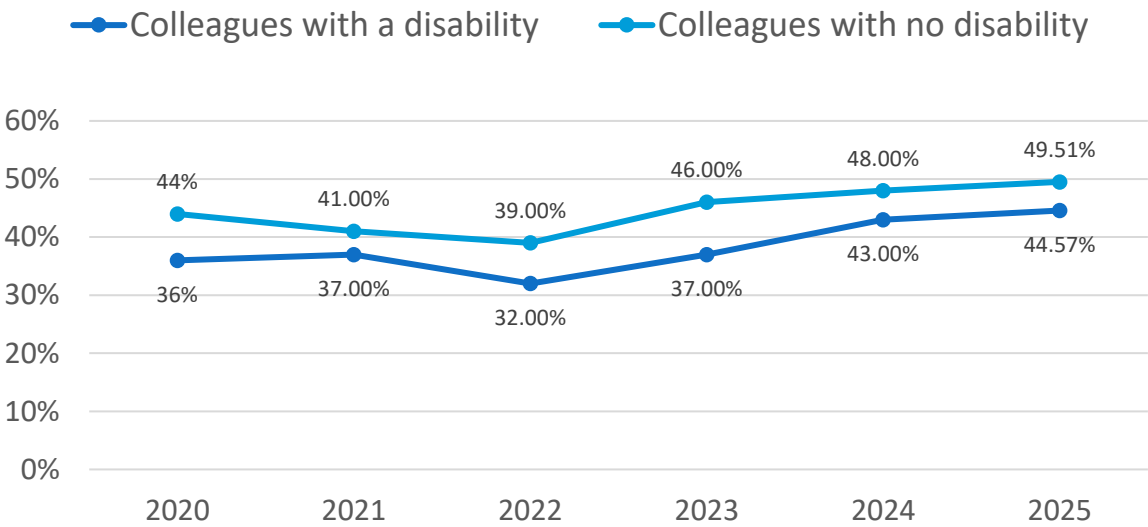
ACHIEVED TO DATE

- Speak Up awareness has continued to expand through engagement with operational teams, leadership forums, staff networks and divisional meetings, increasing understanding of how to raise concerns safely through a number of reporting routes including FTSU.
- Freedom to Speak Up and sexual safety workshops delivered to second and third-year university students, increasing awareness of professional responsibilities and the support available within SECamb.
- Introduction to Freedom to Speak Up and Sexual Safety provided to Year 1 college students, ensuring early awareness of all reporting routes, available support and expectations around workplace behaviours.
- Speaking Up Champions have been recruited and embedded across the Trust to improve local visibility, signposting and support.
- Continued use of speaking up intelligence to identify organisational themes and inform improvement activity through Executive reporting and governance groups.
- The Freedom to Speak Up dashboard provides regular thematic reporting, enabling trends to be identified, monitored and escalated through governance processes where appropriate.
- Introduction of Resolution Policy June 2026

ACTIVITY PLANNED

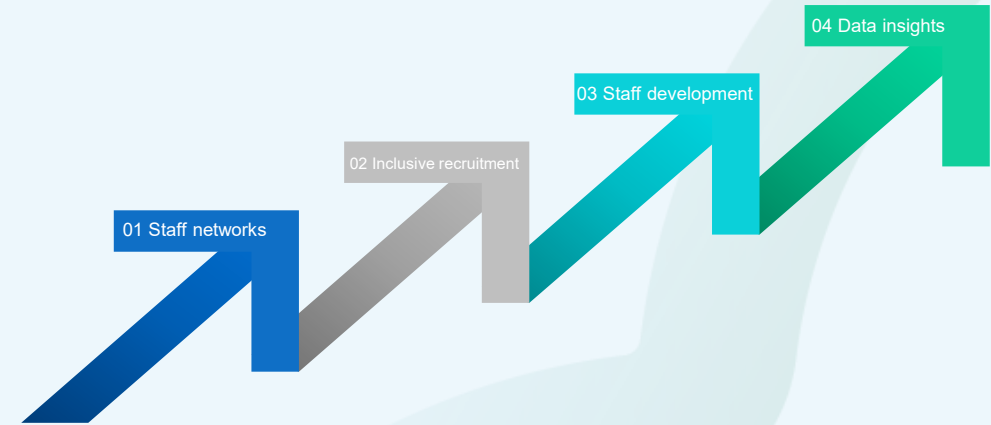
- Expand awareness of informal and formal support options through trust-wide communications and engagement.
- Relaunch of updated Sexual Safety Policy in 2026
- Strengthen the use of worker voice intelligence by integrating Freedom to Speak Up, Staff Survey, Staff Network and EDI data to identify themes, inform organisational learning and drive preventative action via EDI dashboard and escalate longstanding issues with senior leaders as appropriate
- Track trends via EDI dashboard and escalate longstanding issues with senior leaders as appropriate

Indicator 5 | Percentage of staff who believe that their organisation provides equal opportunities for career progression or promotion



This indicator reflects increased confidence in equal opportunities, with steady progression. Both groups have experienced improvements since 2020 and the gap between groups has reduced. However, with less than half of the staff that completed the survey indicating that they believe the organisation provides equal career progression there is still more work to do.

**Staff Survey results published in 2026 (2025 survey)*



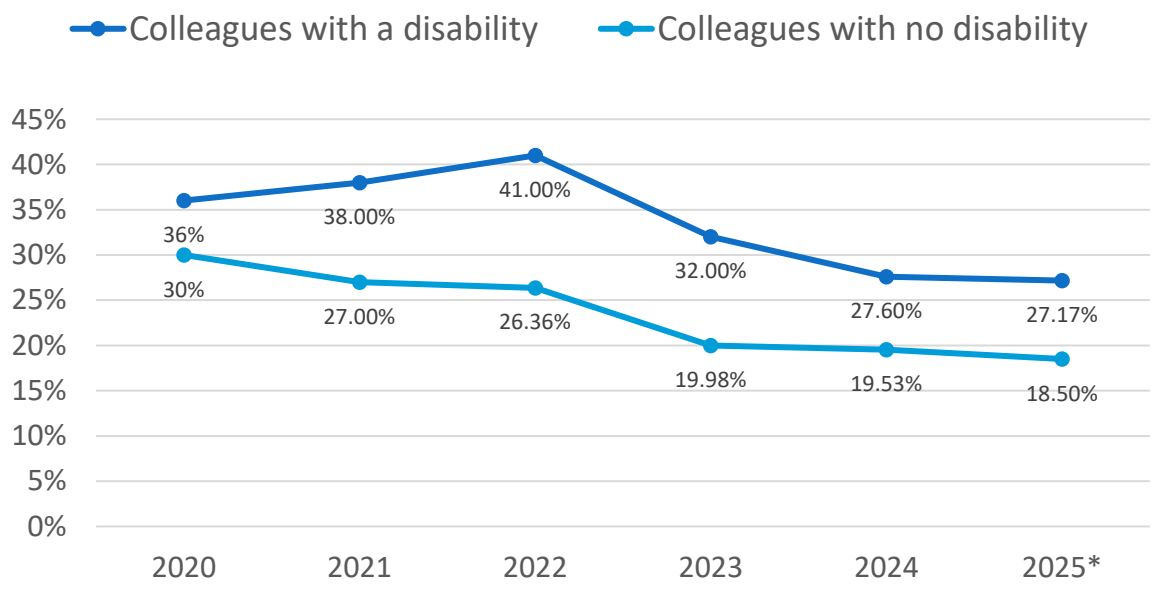
ACHIEVED TO DATE

- Successfully delivered targeted development programmes including ASCEND, Springboard, Aspiring Leaders and Mates to Managers, increasing access to career development opportunities across the Trust.
- Increased visibility of learning and development opportunities through the Leadership Framework and development resources available on The Zone.
- Continued support through the Enable Network, providing peer support, networking opportunities and lived-experience informed feedback on career progression barriers.
- Continued investment in workplace adjustments through the £40k Reasonable Adjustments Fund, supporting disabled colleagues to access development and progression opportunities.
- Improved access to development funding through the Training and Education Panel and bursary application process.

ACTIVITY PLANNED

- Monitor progression data by disability status through the EDI dashboard and divisional reporting.
- Obtain Disability Confidence Level 2 Status by December 2026.
- Launch Cohort 2 of the Reverse Mentoring Programme in December 2026, expanding opportunities for colleagues with disabilities to act as reverse mentors, influencing leadership practice, increasing disability awareness, and supporting a more inclusive workplace culture.
- Continue development of reasonable adjustment by design rather than exception. Lean into staff networks to continuously improve the experience of our people.
- Report disability-related progression data, promotion outcomes and capability metrics to EMB through the EDI Dashboard, ensuring any disparities are reviewed and acted upon.

Indicator 6 | Percentage of staff who have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties



This indicator measures the percentage of staff who feel pressured from their manager to attend work despite not feeling well enough. It reflects improved organisational culture and wellbeing. Disabled staff reporting pressure to come to work declined from 41% in 2021 to 27.2% in 2024 which is positive, but there is still much work to do to support staff wellbeing.

**Staff Survey results published in 2026 (2025 survey)*



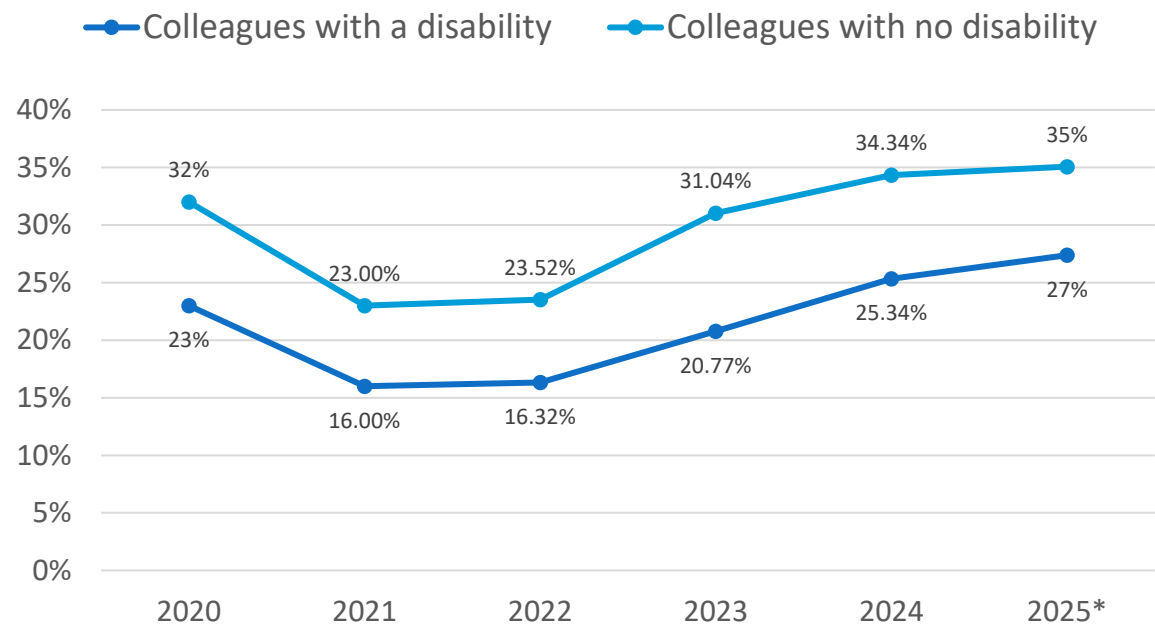
ACHIEVED TO DATE

- Commenced transformation of Wellbeing Services and launched the tendering process for a new Employee Assistance Programme.
- New physiotherapy service launched, reducing waiting times for staff requiring physiotherapy support.
- Introduction of the revised Wellbeing and Attendance at Work Policy in May 2026, including disability leave provisions and greater emphasis on reasonable adjustments.
- Return to Work guidance for managers and supporting toolkits refreshed in June 2026.
- Continued investment in the Trust's £40k Reasonable Adjustments Fund, supporting managers and colleagues to implement workplace adjustments at an earlier stage.
- Monthly Reasonable Adjustments Clinics established to support managers in identifying and implementing appropriate workplace support.
- Enhanced support available through the Enable Network, including the Neurodiversity Café and peer support opportunities for colleagues.

ACTIVITY PLANNED

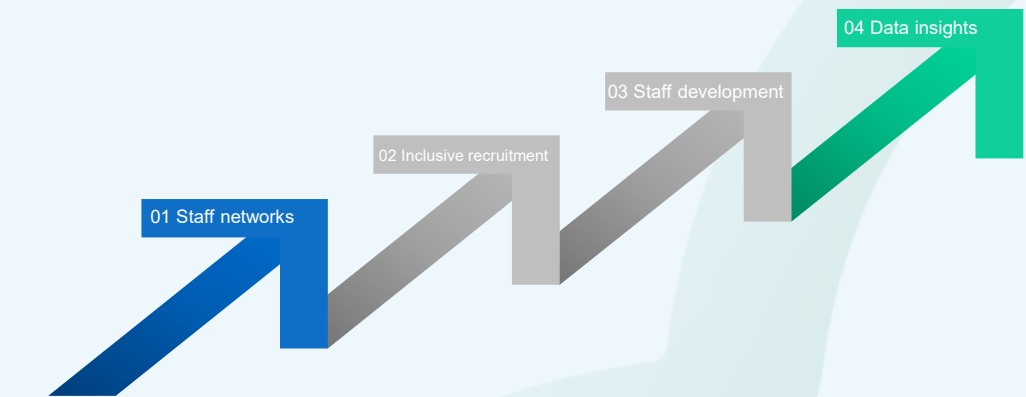
- Complete the Wellbeing Transformation Programme, ensuring services are accessible, responsive and aligned to colleague needs.
- Work collaboratively with the Enable Network to understand lived experiences and co-design improvements to colleague wellbeing support.
- Undertake further analysis of survey responses to understand why disabled colleagues remain more likely than non-disabled colleagues to report pressure to attend work when unwell and develop targeted actions in response.

Indicator 7 | Percentage of staff satisfied with the extent to which their organisation values their work



Improvement in feeling valued from colleagues with a disability reflects positive cultural change, though scores remain lower overall and compared to those without disability. Despite improvement, satisfaction levels still remain low, suggesting further work is needed to embed recognition and appreciation across teams.

*Staff Survey results published in 2026 (2025 survey)



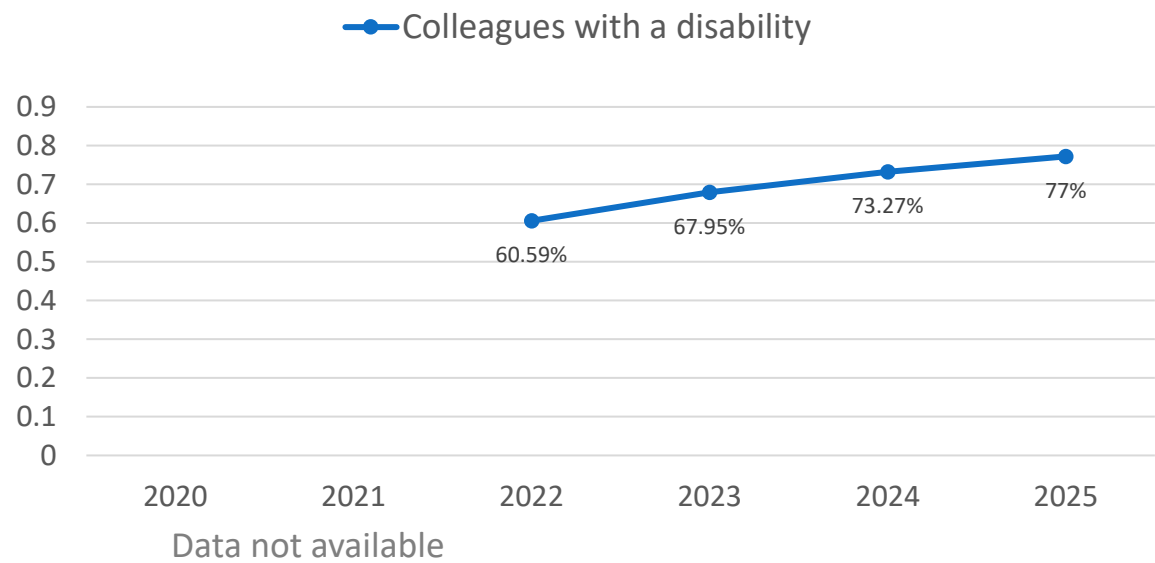
ACHIEVED TO DATE

- Recognition initiatives for all staff have continued to expand across the Trust, with improved inclusion of diverse staff experiences and contributions.
- The Shadow Board has gone from strength to strength, increasing its influence in organisational decision-making through the production of a paper for the Trust Board, attendance at Committee meetings, participation in recruitment panels for the new Chair and Chief Executive and showcasing its work at the ALF 2026 conference.
- Staff networks continue to be recognised as important vehicles for staff voice, influence and contribution, with a dedicated Communications Officer assigned to each network to strengthen engagement, communication and visibility across the Trust.
- Star of the Month continues to recognise and celebrate colleagues who demonstrate the Trust's values and make a positive difference to patients, colleagues and services.

ACTIVITY PLANNED

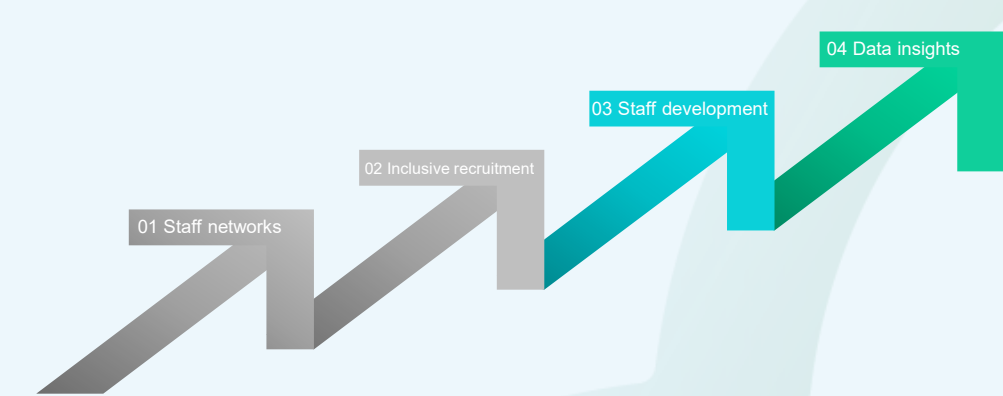
- Continue to develop the Shadow Board's contribution by introducing a new cohort ensuring diverse staff voices influence strategic priorities.
- Further embed the Engagement Framework across all divisions and staff groups to strengthen involvement in organisational decision-making.
- Divisional Directors are increasing their visibility across the Trust through regular engagement opportunities, enabling colleagues to connect directly with leaders, share feedback and contribute to local decision-making.

Indicator 8 | Percentage of staff with a long-lasting health condition or illness saying their employer has made reasonable adjustments to enable them to carry out their work



This indicator measures the percentage of disabled staff who state their employer has made reasonable adjustments to enable them to carry out their work and reflects compliance with equality legislation. This indicator started being tracked through the National Staff Survey in 2022 and is already showing significant and consistent improvement with an upward trajectory.

**Staff Survey results published in 2026 (2025 survey)*



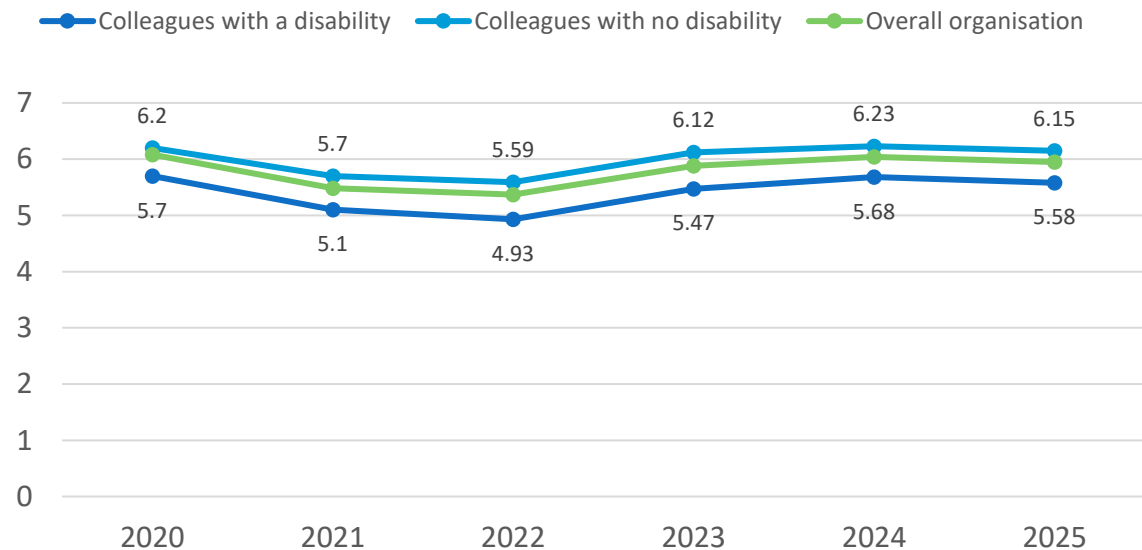
ACHIEVED TO DATE

- Continued significant improvement in the provision and recording of reasonable adjustments, with 77% of disabled colleagues now reporting that adjustments have been made to enable them to carry out their role.
- Streamlined the reasonable adjustments process and referral pathways through the launch of the Reasonable Adjustment Policy in November 2025. Maintained a dedicated £40k Reasonable Adjustments Fund to support disabled colleagues and remove barriers to employment, attendance and career progression.
- Continued delivery of monthly Reasonable Adjustments Clinics for managers and colleagues, providing practical support and advice on workplace adjustments.
- Increased the number of colleagues supported through the reasonable adjustments process from 273 in 2025 to 351 in 2026, representing a 28.6% increase in support provided.
- Launched the revised Wellbeing and Attendance at Work Policy in May 2026, including Disability Leave and a greater emphasis on individual workplace adjustments.
- Refreshed manager guidance, toolkits and supporting documentation to improve consistency and confidence in implementing policies.
- Continued use of Reasonable Adjustment Passports to support ongoing conversations between managers and colleagues.

ACTIVITY PLANNED

- Continue to monitor adjustments activity, outcomes and trends through RA dashboard
- Use colleague feedback, case studies and lived experience gathered through the Reasonable Adjustments Clinics to further improve processes and support.
- Work with the Enable Network and disabled colleagues to identify barriers and co-design further improvements to workplace support.
- Continue to support Managers with complex Attendance Management cases to ensure fairness and equality.

Indicator 9 | Staff engagement score (0-10) (aggregated score calculated from nine specific questions grouped into three themes: motivation, involvement and advocacy)



This is an aggregated score (0-10) based on motivation, involvement and advocacy from the NHS staff survey. It reflects overall staff engagement. The staff engagement score for those who declared a disability has improved from 2022 to 2024, and the gap is smaller between disabled and non-disabled staff.

*Staff Survey results published in 2026 (2025 survey)

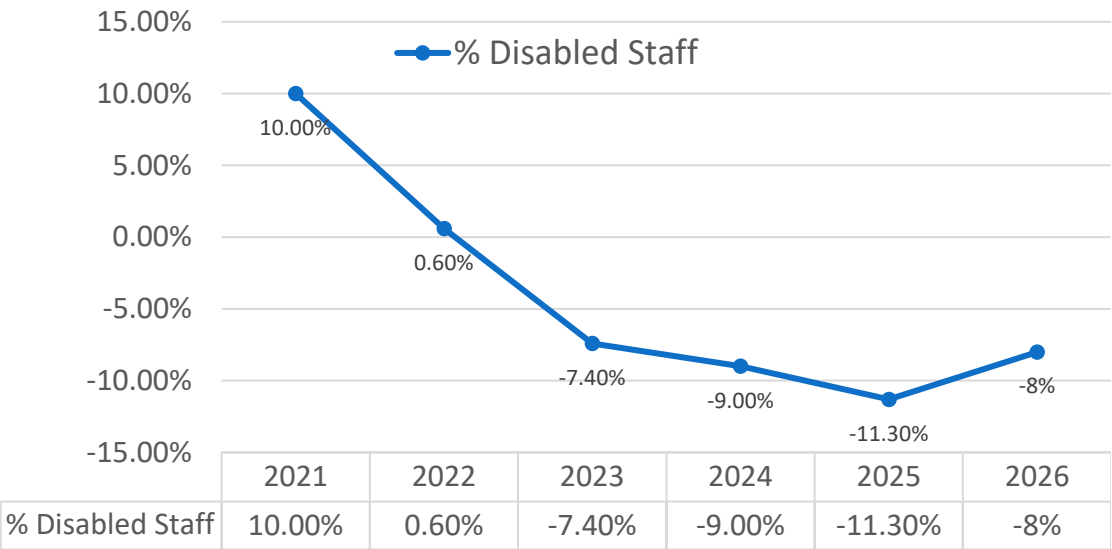
ACHIEVED TO DATE

- The Engagement Framework continues to provide multiple channels for staff to share their views and engage with senior leaders, including Big Conversations, Shadow Board, Connect with the Chief, Engage with the Execs, Town Halls and Staff Networks.
- Approximately 110 patient reunions were facilitated across the Trust during the 2025/26 financial year, providing meaningful opportunities for colleagues, patients and families to reconnect and celebrate positive outcomes.
- Zone pages have been enhanced with a dedicated Engagement Hub, providing colleagues with easier access to engagement opportunities and information.
- Town Hall meetings now have guest speakers and there is an improved page on the Zone.
- All Executive Directors have now participated in the Engage with the Execs programme, with positive outcomes and actions achieved through direct conversations with colleagues.
- Staff wellbeing and engagement events, including the Carol Service and Trust Football Tournament, have provided additional opportunities to build connection and belonging across the Trust.

ACTIVITY PLANNED

- Strengthen feedback mechanisms so colleagues can clearly see the actions taken in response to engagement activity.
- Increase participation in staff networks, engagement events and leadership engagement opportunities through dedicated Communications Officer support, improved promotion via the Zone Engagement Hub, greater leadership visibility and increased accessibility of Town Halls and engagement activities.
- OUs have received their staff survey results and have been supported to identify and focus on local improvement priorities to strengthen colleague engagement and belonging.

Indicator 10 | Board representation



This indicator measures whether the composition of the Board is proportionate to the workforce in terms of declared disability status. As at 31 March 2026, 13.31% of the workforce had recorded a disability on ESR, compared to 5.26% of the Trust Board. This creates a representation gap of 8 percentage points..

Closing the gap remains a key priority, with actions focused on inclusive succession planning, strengthening leadership pipelines, and embedding measurable EDI objectives for Board members. It is also important to encourage Board members to keep ESR data up to date and accurate.

*Workforce data from 31 Mar 2026



ACHIEVED TO DATE

- Increased focus on Board-level EDI objectives, including participation in reverse mentoring and disability inclusion discussions.
- Executive and Non-Executive sponsors identified for all Staff Networks.
- Board Development Days included lived experience contributions from disabled colleagues and Staff Network representatives.
- Increased Board representation through focused ESR data quality engagement and promotion of disability declaration.
- Disability inclusion, WDES outcomes and reasonable adjustments activity routinely reported through Trust EDI governance arrangements.
- Maintain Disability Confident Leader status, demonstrating the Trust's commitment to disability inclusion and best practice recruitment and employment support.

ACTIVITY PLANNED

- Strengthen talent pipelines and succession planning opportunities for disabled colleagues aspiring to senior leadership and Board-level roles.
- Expand reverse mentoring opportunities between disabled colleagues and Executive/Non-Executive Directors to increase understanding of lived experience and support inclusive leadership.
- Continue to encourage Board Members and colleagues across the Trust to ensure ESR disability data is accurately recorded and maintained.
- Promote leadership development, mentoring and career progression opportunities for disabled colleagues through targeted communications and development programmes.
- Work with the Enable Network to identify barriers to progression into senior leadership positions and co-design actions to improve representation.

Activities planned

Focus area	Next steps / activities planned	Linked WDES indicator(s)
1. Staff networks	- Continue to reduce disability non-disclosure rates through awareness campaigns and engagement facilitated by the EDI Team and enABLE Network. - Raise awareness of disabilities, long-term health conditions and neurodiversity through staff network activities, divisional engagement and manager development sessions. - Work in partnership with the enABLE Network and disabled colleagues to understand lived experience, identify barriers and co-design improvements. - Continue collaboration between Freedom to Speak Up and Staff Networks to support communities who may be less likely to raise concerns and improve confidence in speaking up. - Expand awareness of informal and formal support routes through staff network engagement activities and communications. - Launch Cohort 2 of the Reverse Mentoring Programme, increasing opportunities for disabled colleagues to influence leadership thinking and organisational culture. - Continue development of reasonable adjustments by design rather than exception, using staff network feedback to improve the colleague experience. - Increase participation in staff networks and engagement activities through dedicated communications support and improved accessibility. - Expand reverse mentoring opportunities between disabled colleagues and Executive and Non-Executive Directors to strengthen understanding of lived experience and inclusive leadership.	1, 3, 4A-D, 5, 6, 8, 9, 10
2. Inclusive recruitment	- Secure Disability Confident Level 2 accreditation by December 2026. - Continue strengthening recruitment manager training to support fair assessment of candidates with disabilities. - Attend community outreach and careers events to increase awareness of career opportunities and widen access to employment. - Strengthen relationships with Job Centres, education providers and organisations such as The King's Trust to increase access to diverse talent pools. - Continue monitoring recruitment outcomes to ensure disabled applicants continue to experience equitable recruitment outcomes. - Strengthen talent pipelines and succession planning opportunities for disabled colleagues aspiring to senior leadership and Board-level positions. - Promote leadership development, mentoring and career progression opportunities for disabled colleagues through targeted communications and programmes.	1, 2, 5, 10

Activities planned

Focus area	Next steps / activities planned	Linked WDES indicator(s)
3. Staff development	• Strengthen manager capability through training and guidance on disability inclusion, reasonable adjustments and the Wellbeing and Attendance at Work Policy. • Continue promoting early intervention and preventative support through Occupational Health, wellbeing services, workplace adjustments and HR support. • Continue embedding inclusive and compassionate leadership through refreshed leadership development opportunities and the revised Leadership Framework. • Launch the revised Freedom to Speak Up Policy to further strengthen psychological safety, inclusion and organisational learning. • Review wellbeing services to ensure they remain accessible and responsive to the needs of disabled colleagues. • Complete the Wellbeing Transformation Programme and continue improving colleague wellbeing support. • Continue supporting managers and colleagues through Reasonable Adjustments Clinics and complex attendance management cases. • Use colleague feedback, case studies and lived experience to improve reasonable adjustment processes and workplace support. • Support Operational Units to implement local staff survey improvement plans focused on engagement and belonging.	3, 4A-D, 6, 8, 9
4. Data insights	• Monitor capability outcomes by disability status and undertake detailed reviews of formal capability cases involving disabled colleagues to identify themes and opportunities for intervention. • Report disability-related capability data and actions quarterly to EMB, applying an "Explain or Reform" approach where disparities persist. • Include disability capability metrics within the EDI Dashboard to strengthen oversight, accountability and organisational learning. • Strengthen the use of "colleague voices" intelligence by integrating Freedom to Speak Up, Staff Survey, Staff Network and EDI data to identify organisational themes and drive improvement. • Track trends through the EDI Dashboard and escalate long-standing issues through established governance routes. • Monitor progression, promotion and career development outcomes by disability status through the EDI Dashboard and divisional reporting arrangements. • Report disability-related progression, promotion and capability metrics quarterly to EMB through the EDI Dashboard. • Undertake further analysis of staff survey results relating to pressure to attend work whilst unwell, identifying causes and targeted interventions. • Continue monitoring reasonable adjustment activity, outcomes and trends through the Reasonable Adjustments Dashboard. • Strengthen feedback mechanisms to demonstrate actions taken as a result of engagement and staff voice activity. • Monitor Board and workforce disability representation and support improved ESR declaration rates to strengthen data quality and reporting. • Provide quarterly EDI Plan progress reports to EMB and the People & Culture Committee, reviewing performance linked to the EDI Plan.	1, 3, 4D, 5, 6, 8, 9, 10