Oxford Health NHS FT

Equality, Diversity & Inclusion

Workforce Disability Equality Standard (WDES) 2026

To find out more about what Oxford Health NHS FT is doing to be a fair and equal employer and care provider, please contact:
EqualityandInclusion@oxfordhealth.nhs.uk

The NHS **Workforce Disability Equality Standard** was introduced in 2019 and is designed to improve the workplace experience and career opportunities for Disabled people working or seeking employment in the NHS.

The WDES is a series of evidence-based metrics that provide us with a snapshot of the experiences of our Disabled colleagues.

By providing comparative data between Disabled and Non-Disabled staff, this information can be used to understand where key differences lie and will provide the basis for the development of action plans, enabling us to track progress year on year.

Data Source;

The WDES takes data from the Electronic Staff Record (ESR) and the annual NHS National staff survey. Staff can update their personal data via employee self-service at any time on ESR and are asked to self declare anonymously in the staff survey.

On ESR disability declaration rates are 737 out of 7697 staff on ESR (9.6%) compared with 1267 out of 4541 staff who completed the National Staff Survey (27.9%). This context is important when considering the data source for each of the indicators, which is as follows:

Indicators 1,2,3,4 & 9 data is derived from our secure and confidential electronic staff record system (known as ESR).

Indicators 5,6,7, & 8 are derived from the annual NHS National Staff Survey.

Distance from equity;

Throughout this report, we will also mention 'Distance from Equity'. For likelihood questions, this refers to how far the number is from 1.

For other metrics, it refers to the percentage difference between disabled and non-disabled experiences.

For example, if 40% of Disabled staff say they feel valued at work, then it would be equitable if 40% of Non-Disabled staff also felt the same way. Here, the greater the percentage difference, the greater the inequity.

For likelihood questions (indicators 2 & 3), this refers to how far the number is from 1.

For other indicators (indicators 1,4,5,6,7,8 &10), it refers to the percentage difference between Disabled and Non-Disabled staff.

NHS Oxford Health NHS Foundation Trust

1 = Metric 1

2 = Metric 2

3 = Metric 3

4 = Metric 4

5 = Metric 5

6 = Metric 6

7 = Metric 7

8 = Metric 8

9 = Metric 9

10 = Metric 10

Metric 1

Percentage of staff in AfC pay-bands or medical and dental subgroups and very senior managers (including Executive Board members) compared with the percentage of staff in the overall workforce.

Metric 2

Relative likelihood of non-disabled staff compared to Disabled staff being appointed from shortlisting across all posts.

Metric 3

Relative likelihood of Disabled staff compared to non-disabled staff entering the formal capability process, as measured by entry into the formal capability procedure.

Metric 4

a) Percentage of Disabled staff compared to non-disabled staff experiencing harassment, bullying or abuse from:
   i) Patients, their relatives or other members of the public
   ii) Managers
   iii) Other colleagues

b) Percentage of Disabled staff compared to non-disabled staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it

Metric 5

Percentage of Disabled staff compared to non-disabled staff believing that the Trust provides equal opportunities for career progression or promotion.

Metric 6

Percentage of Disabled staff compared to non-disabled staff saying that they have felt pressure from their manager to come to work, despite not feeling well enough to perform their duties.

Metric 7

Percentage of Disabled staff compared to non-disabled staff saying that they are satisfied with the extent to which their organisation values their work.

Metric 8

Percentage of Disabled staff saying that their employer has made adequate adjustment(s) to enable them to carry out their work.

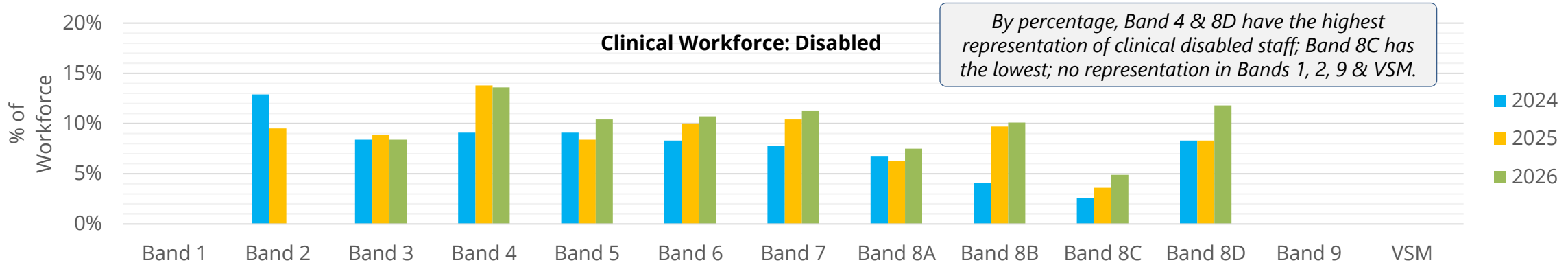
Metric 9

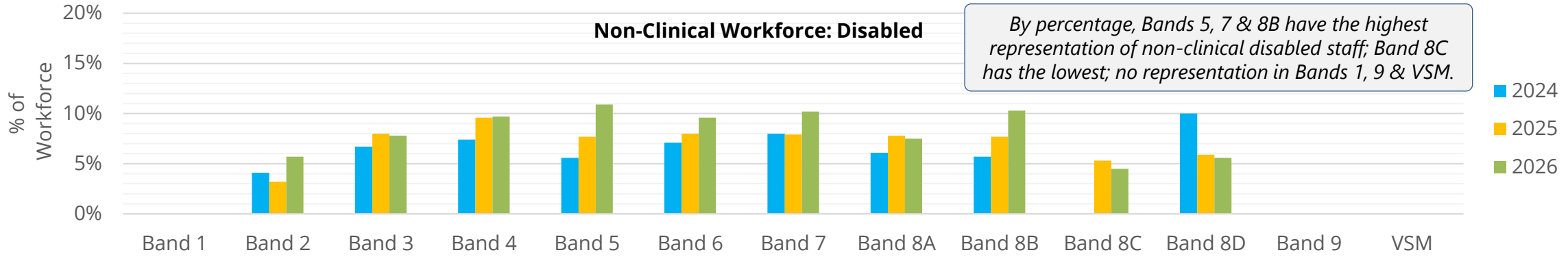
a) The staff engagement score for Disabled staff, compared to non-disabled staff.
b) Has your Trust taken action to facilitate the voices of Disabled staff in your organisation to be heard?

Metric 10

Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated:
- By voting membership of the Board.
- By Executive membership of the Board.

As of 31st March 2026, 9.6% of the Trust's workforce reported a disability on ESR (see slide 6 for further detail).





1 2 3 4 5 6 7 8 9 10

Indicator number and description	Results 2025/26	Results 2024/25	Change	Distance from equity
Metric 1: Disabled representation in the workforce by pay band				
Non-clinical	8.77%	7.58%	+1.19%	–
Clinical	10.26%	9.64%	+0.62%	–
Medical & Dental	3.87%	3.30%	+0.57%	–
Metric 2: Likelihood of non-disabled staff being appointed from shortlisting compared to disabled staff				
Likelihood ratio (Non-disabled / Disabled)	1.07	*Due to historical data quality issues, comparable data for previous years is unavailable.*		0.07
Metric 3: Likelihood of entering formal capability process due to performance management				
Likelihood ratio (Disabled / Non-disabled)	0.66	2.32	-1.66	0.34
Metric 10: Disabled representation on the Board				
Overall workforce	9.58%	8.77%	+0.81%	–
Board	11.76%	12.50%	-0.74%	–

Indicator number and description	Results 2025/26	Results 2024/25	Change	Distance from equity	National average
Metric 1 (equivalent): Proportion with a long-term condition or illness					
Disabled	27.9%	27.6%	+0.3%		
Metric 4a: Harassment, bullying or abuse from patients, relatives or the public in last 12 months					
Disabled	26.1%	25.8%	+0.3%	5.6%	29.7%
Non-disabled	20.5%	20.6%	-0.1%		23.4%
Metric 4b: Harassment, bullying or abuse from line managers in last 12 months					
Disabled	9.9%	11.8%	-1.9%	4.6%	13.6%
Non-disabled	5.3%	5.6%	-0.3%		7.4%
Metric 4c: Harassment, bullying or abuse from other colleagues in last 12 months					
Disabled	15.7%	17.8%	-2.1%	4.7%	22.9%
Non-disabled	11.0%	11.3%	-0.3%		14.8%
Metric 4d: Reporting last incident of harassment, bullying or abuse					
Disabled	61.6%	64.0%	-2.4%	6.1%	54.9%
Non-disabled	67.7%	66.0%	+1.7%		54.9%
Metric 5: Career progression					
Disabled	55.7%	*Note: Due to changes in the question wording, previous years' results for WDES metric 5 (Q15) are not reported.*		5.6%	48.6%
Non-disabled	61.3%				55.7%
Metric 6: Presenteeism					
Disabled	16.6%	15.9%	+0.7%	5.7%	25.6%
Non-disabled	10.9%	10.5%	+0.4%		17.5%
Metric 7: Feeling valued					
Disabled	49.1%	49.6%	-0.5%	8.5%	34.4%
Non-disabled	57.6%	58.5%	-0.9%		46.1%
Metric 8: Reasonable adjustments					
Disabled	84.1%	83.0%	+1.1%	-	74.9%
Metric 9a: Staff engagement					
Disabled	6.9	6.9	0	0.4	6.3
Non-disabled	7.3	7.4	-0.1		6.9

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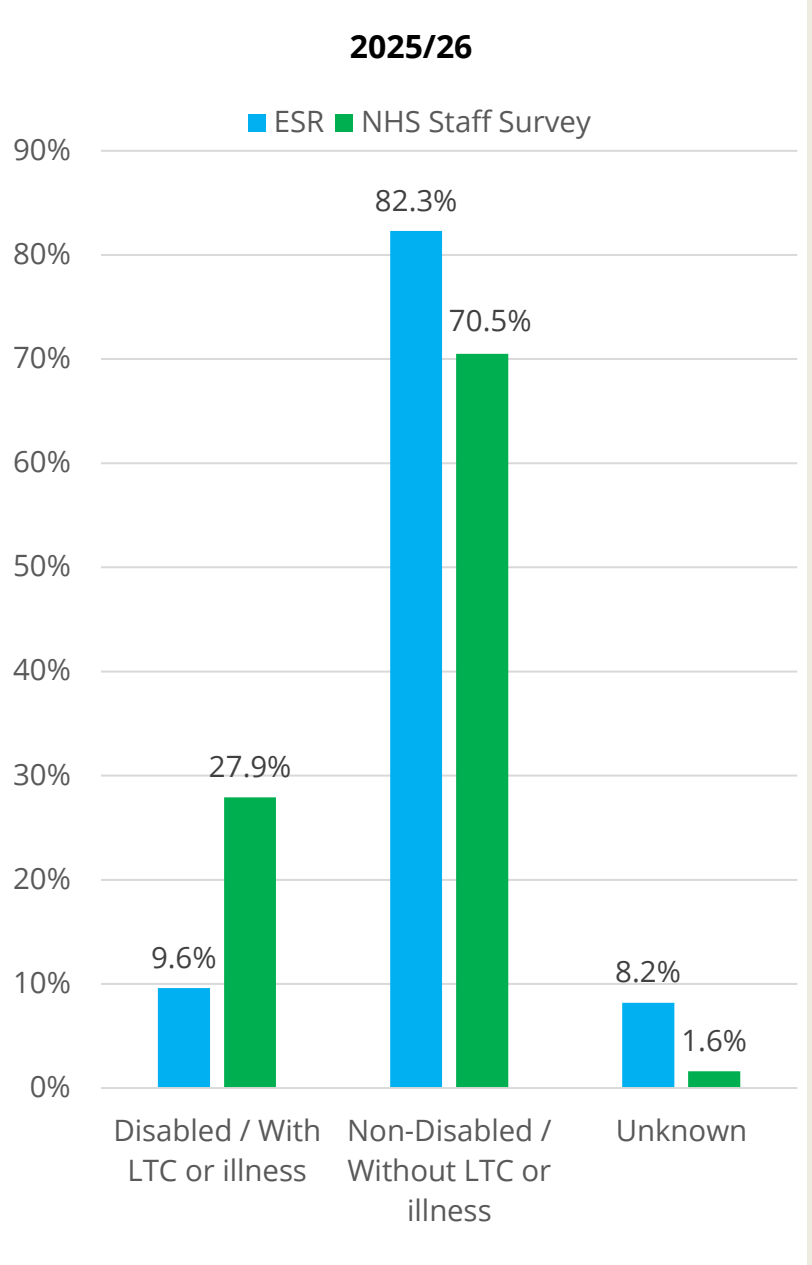
Electronic Staff Record
Disclosure rates for disability have increased by 0.8%, from 8.8% to 9.6% of staff declaring a disability. The disability status of 8.2% of the workforce is unknown, down by 1.5% from the previous year.

Staff are requested to review their data every 6 months on the ESR (Electronic Staff Record), so is dependable on the individual logging in to update their details.

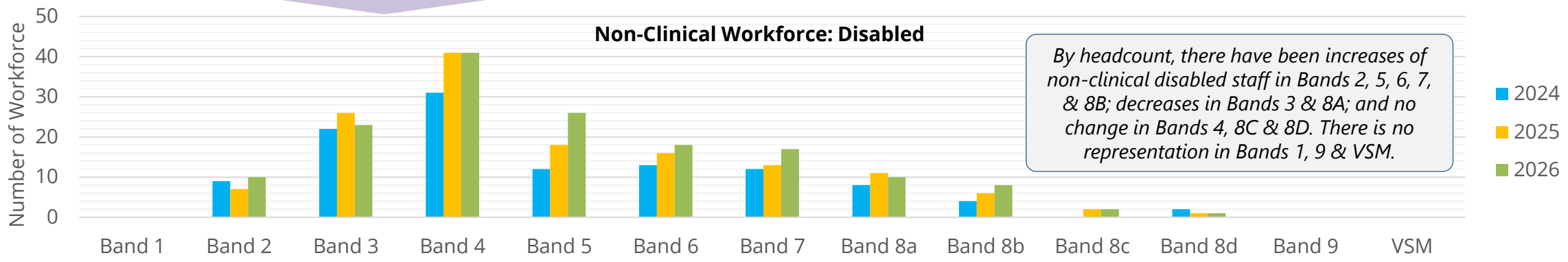
Also, the disability status may change in the course of employment, therefore, fully accurate data even for those declaring (as disabled or non-disabled) is unlikely.

NHS Staff Survey
Disclosure rates for disability are higher in the staff survey with 27.9% of staff declaring a disability. The disability status of 1.6% of staff who completed the NHS Staff Survey is unknown.

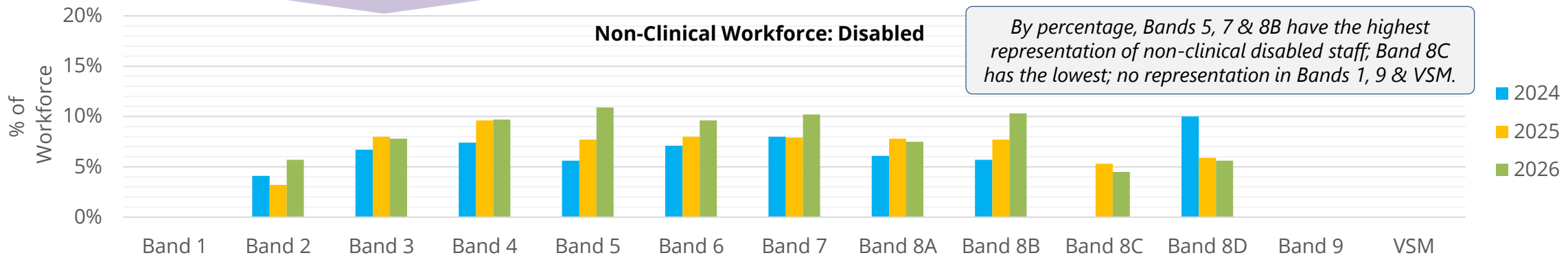
	Electronic Staff Record (ESR)		NHS National Staff Survey	
	2024/25	**2025/26**	**2024/25**	**2025/26**
Disabled / Staff with LTC or illness	**658** (8.8%)	**737** (9.6%)	**1013** (27.6%)	**1267** (27.9%)
Non-Disabled / Staff without LTC or illness	**6115** (81.5%)	**6331** (82.3%)	**2587** (70.5%)	**3200** (70.5%)
Unknown	**728** (9.7%) ⬇	**629** (8.2%) ⬇	**67** (1.8%) ⬇	**74** (1.6%) ⬇
TOTAL	**7501**	**7697**	**3667**	**4541**



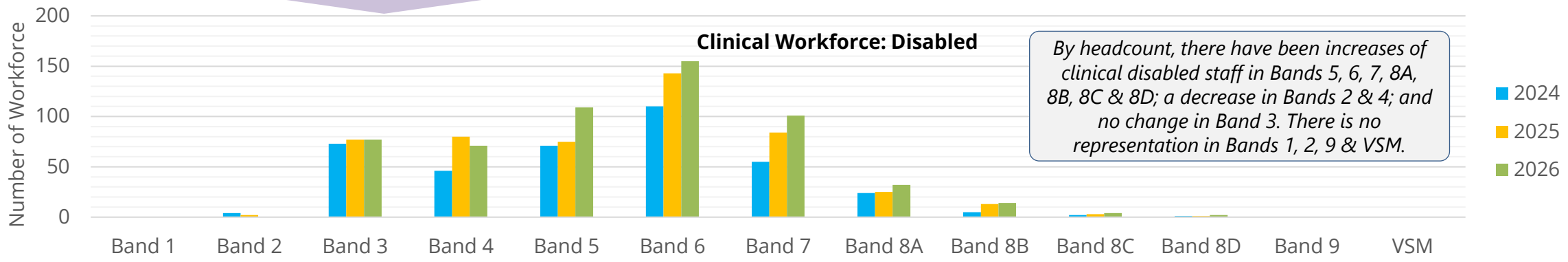
Non-Clinical Workforce	Disabled 2024	Disabled 2025	Disabled 2026	Non-Disabled 2024	Non-Disabled 2025	Non-Disabled 2026	Unknown 2024	Unknown 2025	Unknown 2026
Band 1	0	0	0	1	1	1	0	0	0
Band 2	9	7	10	165	173	138	43	38	28
Band 3	22	26	23	268	272	249	36	27	24
Band 4	31	41	41	353	356	358	36	29	23
Band 5	12	18	26	191	206	202	12	10	11
Band 6	13	16	18	157	174	160	13	10	9
Band 7	12	13	17	126	141	141	12	11	9
Band 8a	8	11	10	104	115	109	19	15	15
Band 8b	4	6	8	61	66	63	5	6	7
Band 8c	0	2	2	34	32	40	4	4	2
Band 8d	2	1	1	17	15	17	1	1	0
Band 9	0	0	0	6	8	8	2	1	1
VSM	0	0	0	9	6	6	0	1	1



Non-Clinical Workforce	Disabled 2024	Disabled 2025	Disabled 2026	Non-Disabled 2024	Non-Disabled 2025	Non-Disabled 2026	Unknown 2024	Unknown 2025	Unknown 2026
Band 1	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%
Band 2	4.1%	3.2%	5.7%	76.0%	79.4%	78.4%	19.8%	17.4%	15.9%
Band 3	6.7%	8.0%	7.8%	82.2%	83.7%	84.1%	11.0%	8.3%	8.1%
Band 4	7.4%	9.6%	9.7%	84.0%	83.6%	84.8%	8.6%	6.8%	5.5%
Band 5	5.6%	7.7%	10.9%	88.8%	88.0%	84.5%	5.6%	4.3%	4.6%
Band 6	7.1%	8.0%	9.6%	85.8%	87.0%	85.6%	7.1%	5.0%	4.8%
Band 7	8.0%	7.9%	10.2%	84.0%	85.5%	84.4%	8.0%	6.7%	5.4%
Band 8a	6.1%	7.8%	7.5%	79.4%	81.6%	81.3%	14.5%	10.6%	11.2%
Band 8b	5.7%	7.7%	10.3%	87.1%	84.6%	80.8%	7.1%	7.7%	9.0%
Band 8c	0.0%	5.3%	4.5%	89.5%	84.2%	90.9%	10.5%	10.5%	4.5%
Band 8d	10.0%	5.9%	5.6%	85.0%	88.2%	94.4%	5.0%	5.9%	0.0%
Band 9	0.0%	0.0%	0.0%	75.0%	88.9%	88.9%	25.0%	11.1%	11.1%
VSM	0.0%	0.0%	0.0%	100.0%	85.7%	85.7%	0.0%	14.3%	14.3%

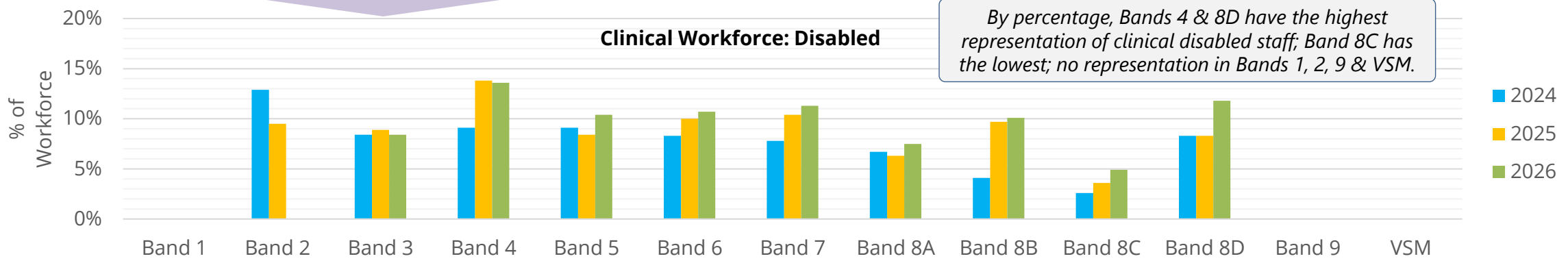


Clinical Workforce	Disabled 2024	Disabled 2025	Disabled 2026	Non-Disabled 2024	Non-Disabled 2025	Non-Disabled 2026	Unknown 2024	Unknown 2025	Unknown 2026
Band 1	0	0	0	0	0	0	0	0	0
Band 2	4	2	0	24	17	4	3	2	0
Band 3	73	77	77	735	736	787	56	53	51
Band 4	46	80	71	428	467	415	33	33	35
Band 5	71	75	109	617	749	881	95	64	61
Band 6	110	143	155	1035	1124	1181	176	156	116
Band 7	55	84	101	601	680	754	53	44	39
Band 8a	24	25	32	305	344	372	29	28	24
Band 8b	5	13	14	105	112	116	12	9	8
Band 8c	2	3	4	64	71	67	10	10	10
Band 8d	1	1	2	9	10	13	2	1	2
Band 9	0	0	0	2	2	2	0	0	0
VSM	0	0	0	3	3	3	0	0	0

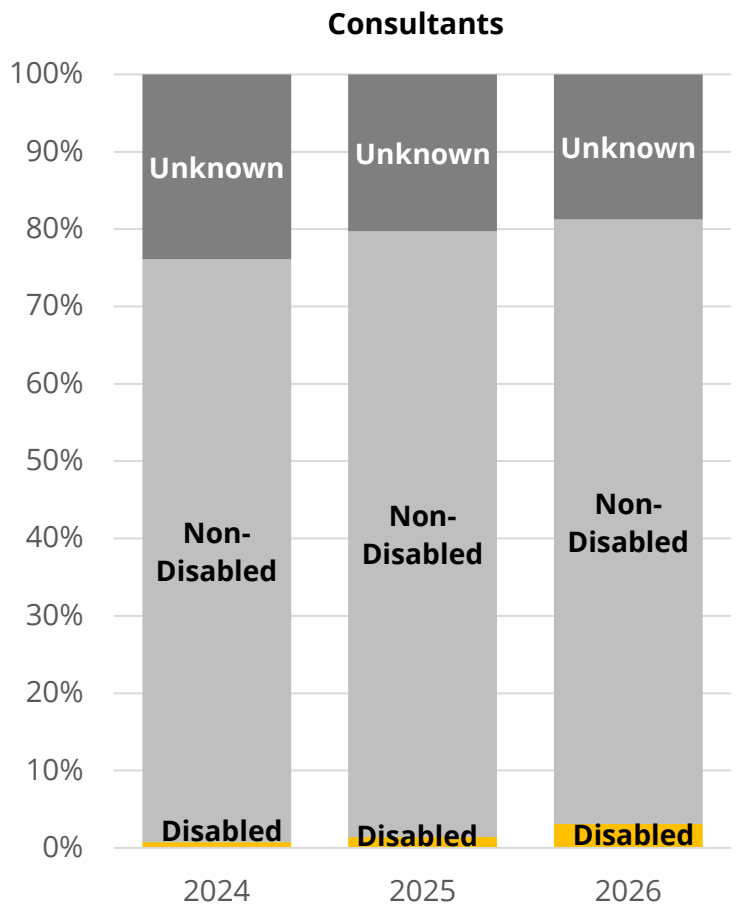


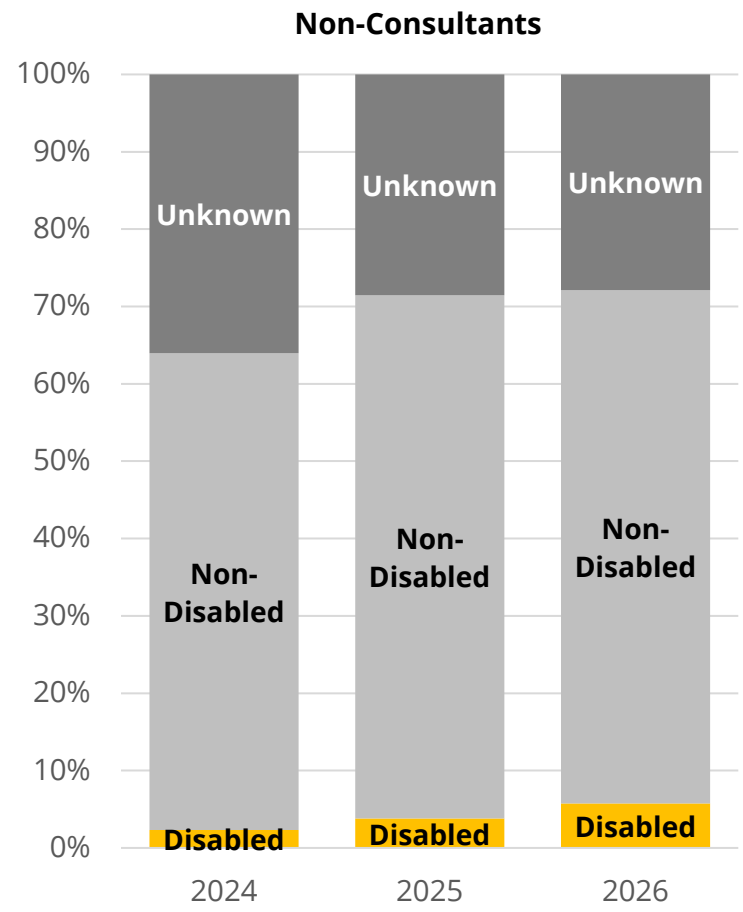
By headcount, there have been increases of clinical disabled staff in Bands 5, 6, 7, 8A, 8B, 8C & 8D; a decrease in Bands 2 & 4; and no change in Band 3. There is no representation in Bands 1, 2, 9 & VSM.

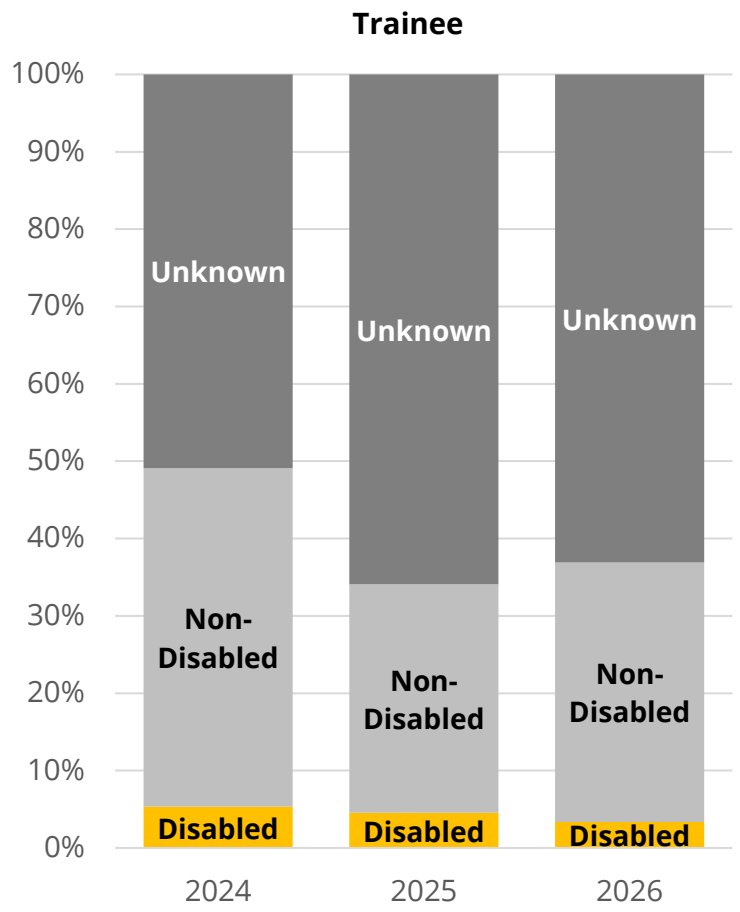
Clinical Workforce	Disabled 2024	Disabled 2025	Disabled 2026	Non-Disabled 2024	Non-Disabled 2025	Non-Disabled 2026	Unknown 2024	Unknown 2025	Unknown 2026
Band 1	-	-	-	-	-	-	-	-	-
Band 2	12.9%	9.5%	0.0%	77.4%	81.0%	100.0%	9.7%	0.0%	0.0%
Band 3	8.4%	8.9%	8.4%	85.1%	85.0%	86.0%	6.5%	9.5%	5.6%
Band 4	9.1%	13.8%	13.6%	84.4%	80.5%	79.7%	6.5%	6.1%	6.7%
Band 5	9.1%	8.4%	10.4%	78.8%	84.3%	83.8%	12.1%	5.7%	5.8%
Band 6	8.3%	10.0%	10.7%	78.3%	79.0%	81.3%	13.3%	7.2%	8.0%
Band 7	7.8%	10.4%	11.3%	84.8%	84.2%	84.3%	7.5%	11.0%	4.4%
Band 8a	6.7%	6.3%	7.5%	85.2%	86.6%	86.9%	8.1%	5.4%	5.6%
Band 8b	4.1%	9.7%	10.1%	86.1%	83.6%	84.1%	9.8%	7.1%	5.8%
Band 8c	2.6%	3.6%	4.9%	84.2%	84.5%	82.7%	13.2%	6.7%	12.3%
Band 8d	8.3%	8.3%	11.8%	75.0%	83.3%	76.5%	16.7%	11.9%	11.8%
Band 9	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	8.3%	0.0%
VSM	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%



	Disabled			Non-Disabled			Disability Unknown or Null		
	2024	2025	2026	2024	2025	2026	2024	2025	2026
Consultant	1	2	5	101	112	125	32	29	30
Non-consultant	2	4	6	53	71	69	31	30	29
Trainee	6	8	5	49	52	50	57	116	94





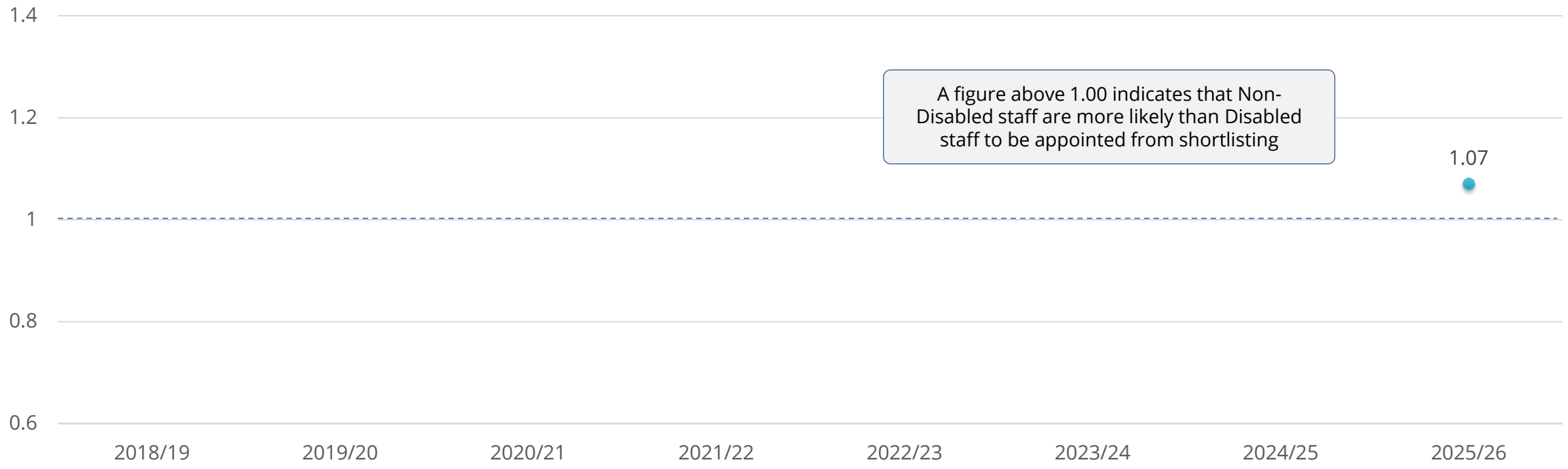


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Relative likelihood of non-disabled staff being **appointed from shortlisting** compared to disabled staff

A figure below 1:00 indicates that Disabled staff are more likely than Non-Disabled staff to be appointed from shortlisting

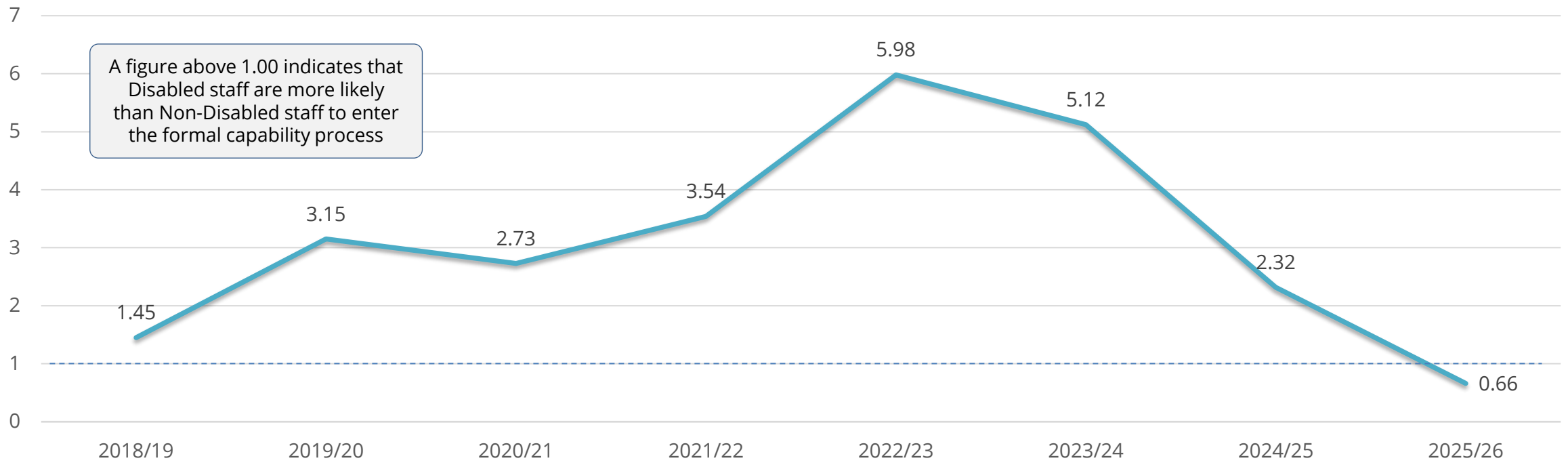
2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Due to historical data quality issues, comparable data for previous years is unavailable.							**1.07** times more likely
							-



Relative likelihood of disabled staff entering into **formal capability process** compared to non-disabled staff

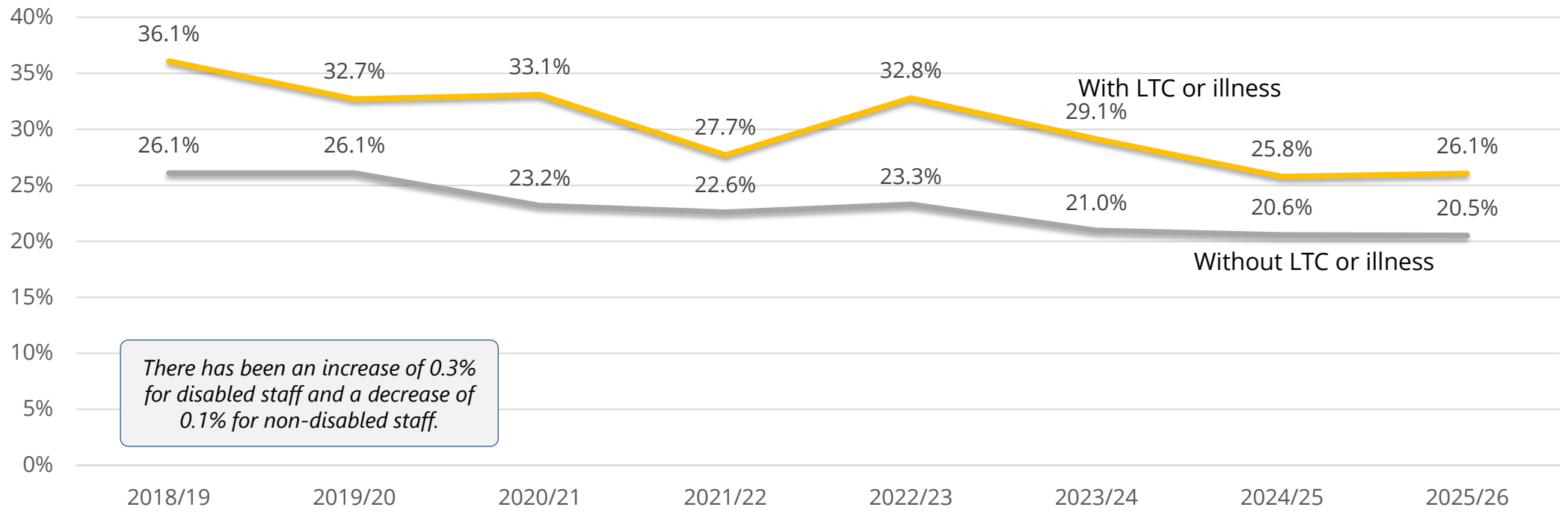
A figure above 1:00 indicates that Disabled staff are more likely than Non-Disabled staff to enter the formal capability process

2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
1.45 times more likely	**3.15** times more likely	**2.73** times more likely	**3.54** times more likely	**5.98** times more likely	**5.12** times more likely	**2.32** times more likely	**0.66** times more likely
-	+1.70	-0.42	+0.81	+2.44	-0.86	-2.80	-1.66



Percentage of staff experiencing harassment, bullying or abuse in the last 12 months
from Patients/service users, their relatives or other members of the public

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Staff with LTC or illness	**36.1%** -	**32.7%** (-3.4%)	**33.1%** (+0.4%)	**27.7%** (-5.4%)	**32.8%** (+5.1%)	**29.1%** (-3.7%)	**25.8%** (-3.3%)	**26.1%** (+0.3%)
Staff without LTC or illness	**26.1%** -	**26.1%** (0%)	**23.2%** (-2.9%)	**22.6%** (-0.6%)	**23.3%** (+0.7%)	**21.0%** (-2.3%)	**20.6%** (-0.4%)	**20.5%** (-0.1%)



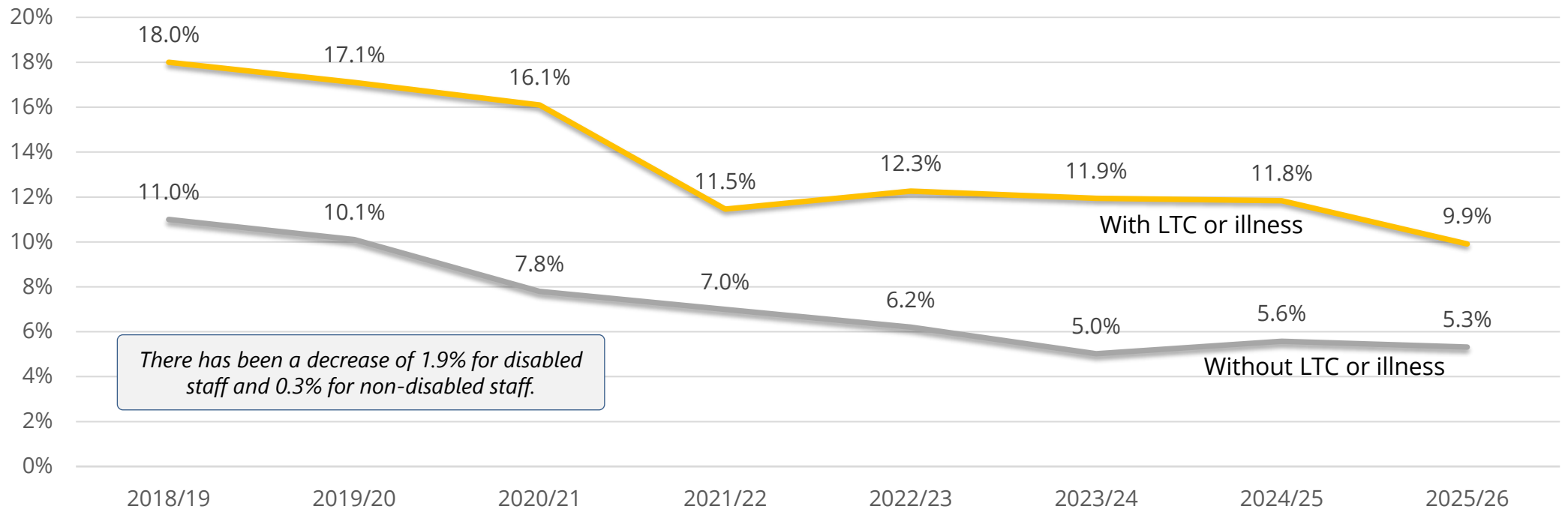
There has been an increase of 0.3% for disabled staff and a decrease of 0.1% for non-disabled staff.

LTC= Long Term Condition

1 2 3 4 5 6 7 8 9 10

Percentage of staff experiencing harassment, bullying or abuse in the last 12 months
from Managers

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Staff with LTC or illness	**18.0%** -	**17.1%** (-0.9%)	**16.1%** (-1.0%)	**11.5%** (-4.6%)	**12.3%** (+0.8%)	**11.9%** (-0.4%)	**11.8%** (-0.1%)	**9.9%** (-1.9%)
Staff without LTC or illness	**11.0%** -	**10.1%** (-0.9%)	**7.8%** (-2.3%)	**7.0%** (-0.8%)	**6.2%** (-0.8%)	**5.0%** (-1.2%)	**5.6%** (+0.6%)	**5.3%** (-0.3%)

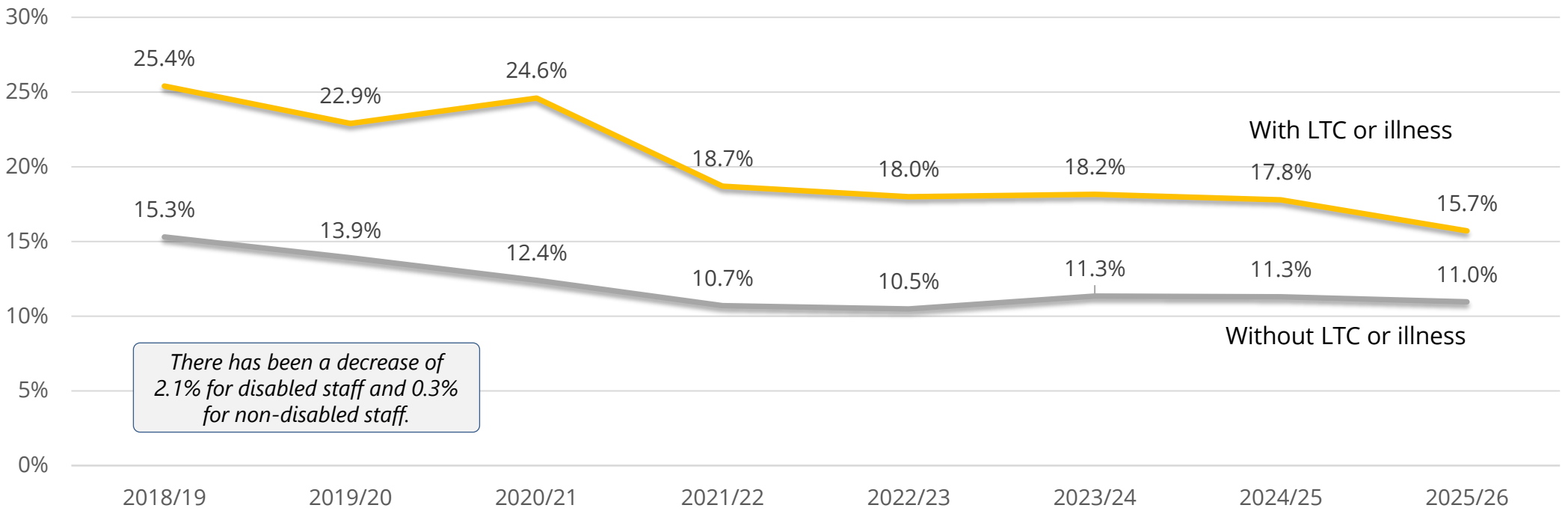


LTC= Long Term Condition

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Percentage of staff experiencing harassment, bullying or abuse in the last 12 months
from other Colleagues

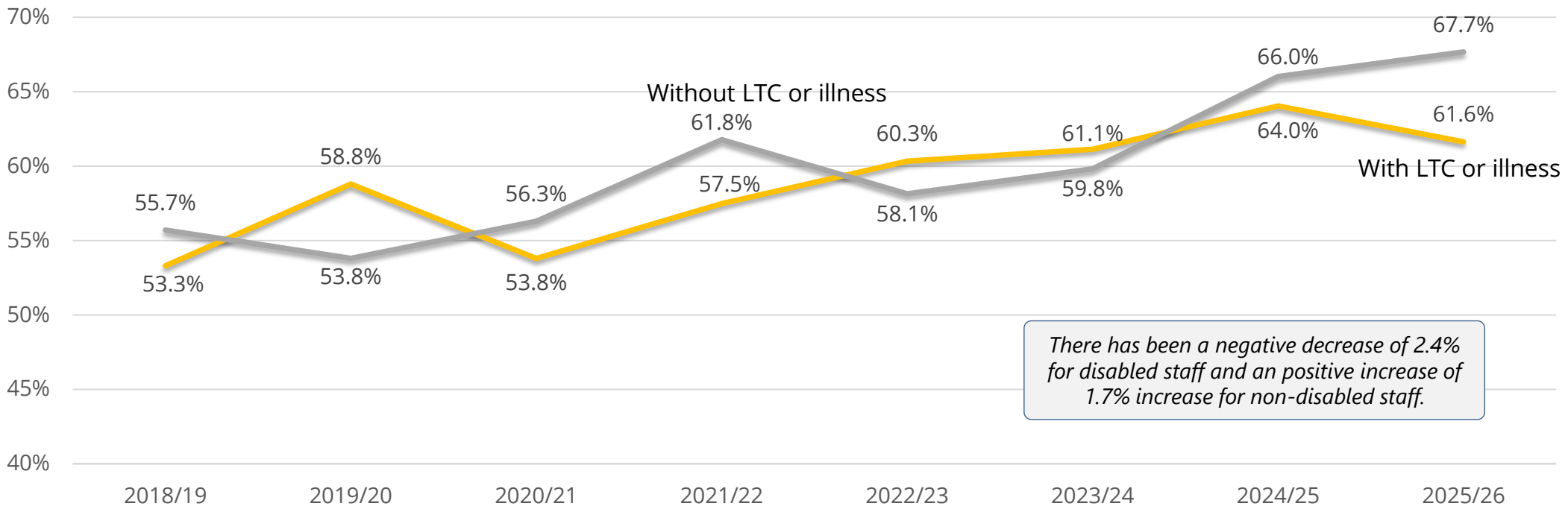
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Staff with LTC or illness	**25.4%** -	**22.9%** (-2.5%)	**24.6%** (+1.7%)	**18.7%** (-5.9%)	**18.0%** (-0.7%)	**18.2%** (+0.2%)	**17.8%** (-0.4%)	**15.7%** (-2.1%)
Staff without LTC or illness	**15.3%** -	**13.9%** (-1.4%)	**12.4%** (-1.5%)	**10.7%** (-1.7%)	**10.5%** (-0.2%)	**11.3%** (+0.8%)	**11.3%** (0.%)	**11.0%** (-0.3%)



LTC= Long Term Condition

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

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Staff with LTC or illness	**53.3%** -	**58.8%** (+5.5%)	**53.8%** (-5.0%)	**57.5%** (+3.7%)	**60.3%** (+2.8%)	**61.1%** (+0.8%)	**64.0%** (+2.9%)	**61.6%** (-2.4%)
Staff without LTC or illness	**55.7%** -	**53.8%** (-1.9%)	**56.3%** (+2.5%)	**61.8%** (+5.5%)	**58.1%** (-3.7%)	**59.8%** (+1.7%)	**66.0%** (+6.2%)	**67.7%** (+1.7%)

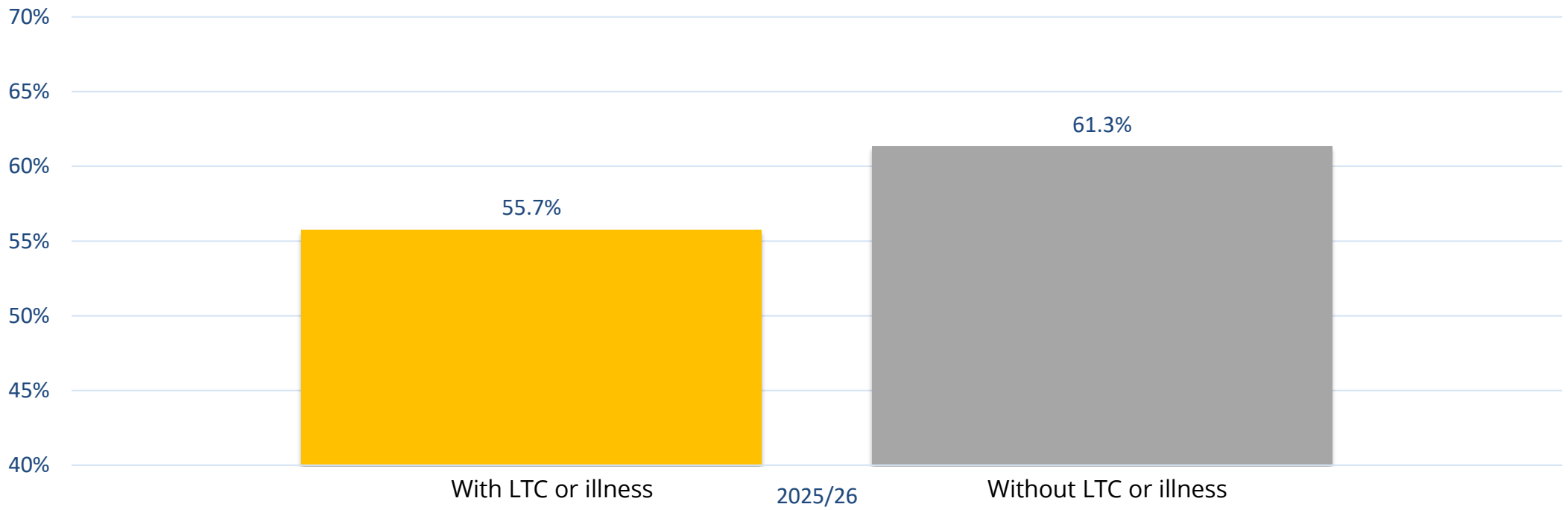


LTC= Long Term Condition

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

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Staff with LTC or illness								**55.7%**
Staff without LTC or illness								**61.3%**

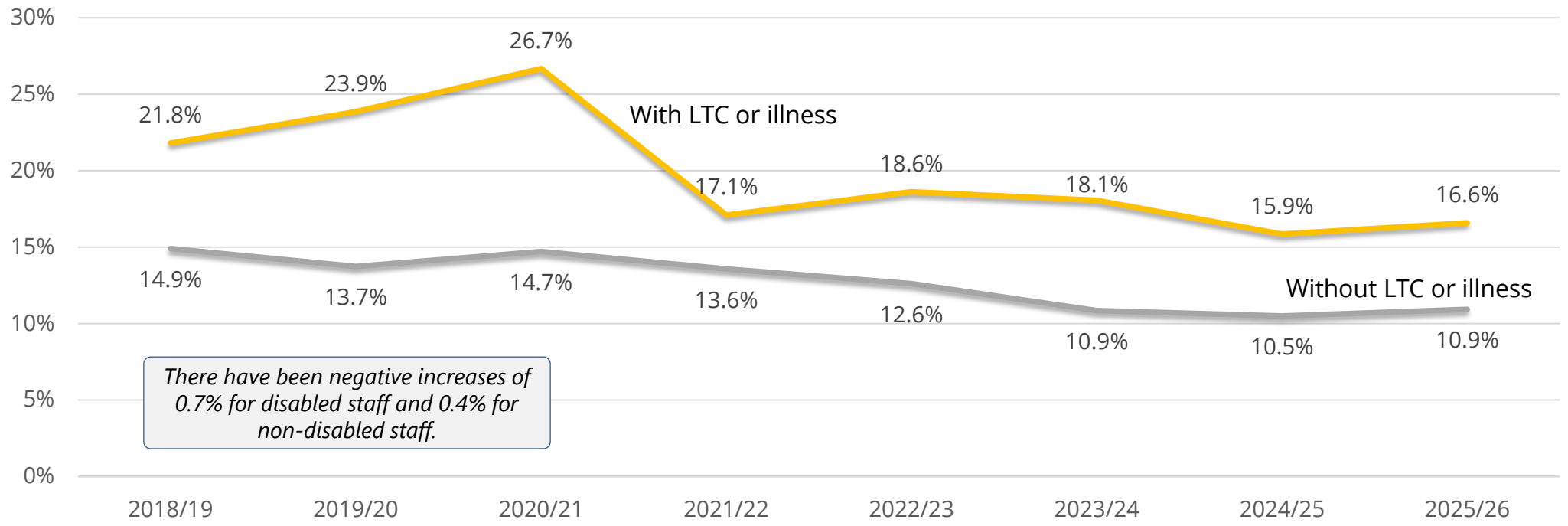
Note: Due to changes in the question wording in 2025, previous years' results for WDES metric 5 (Q15) are not reported.



LTC= Long Term Condition

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

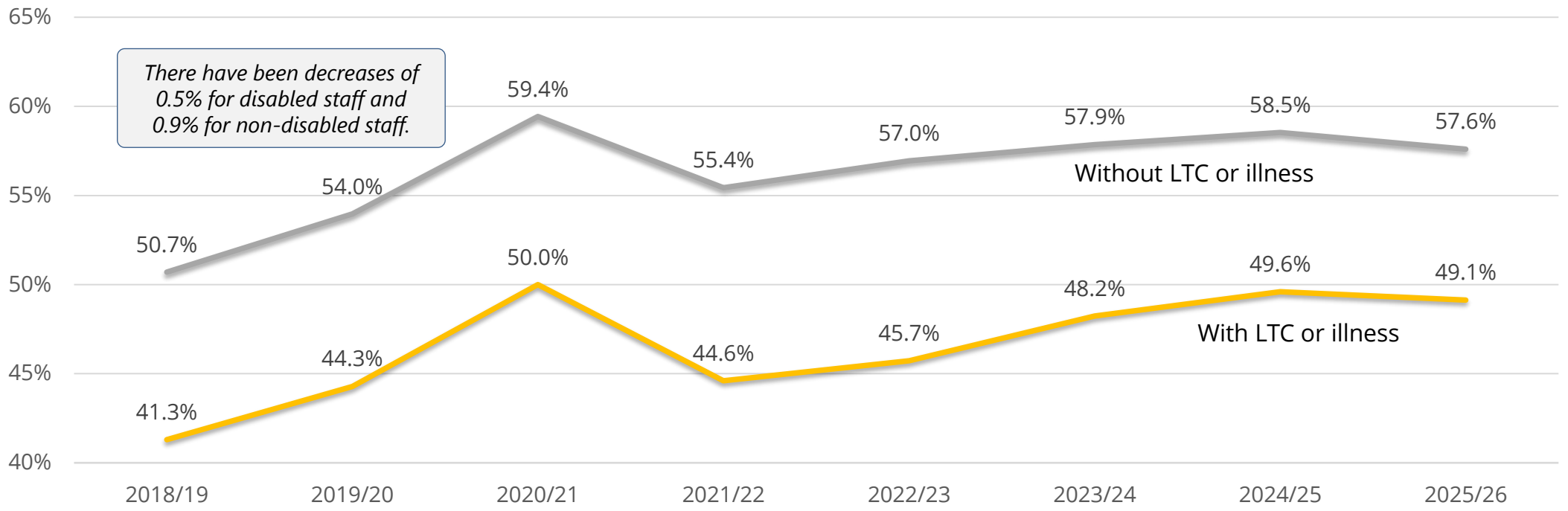
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Staff with LTC or illness	**21.8%** -	**23.9%** (+2.1%)	**26.7%** (+2.8%)	**17.1%** (-9.6%)	**18.6%** (+1.5%)	**18.1%** (-0.5%)	**15.9%** (-2.2%)	**16.6%** (+0.7%)
Staff without LTC or illness	**14.9%** -	**13.7%** (-1.2%)	**14.7%** (+1.0%)	**13.6%** (-1.1%)	**12.6%** (-1.0%)	**10.9%** (-1.7%)	**10.5%** (-0.4%)	**10.9%** (+0.4%)



LTC= Long Term Condition

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

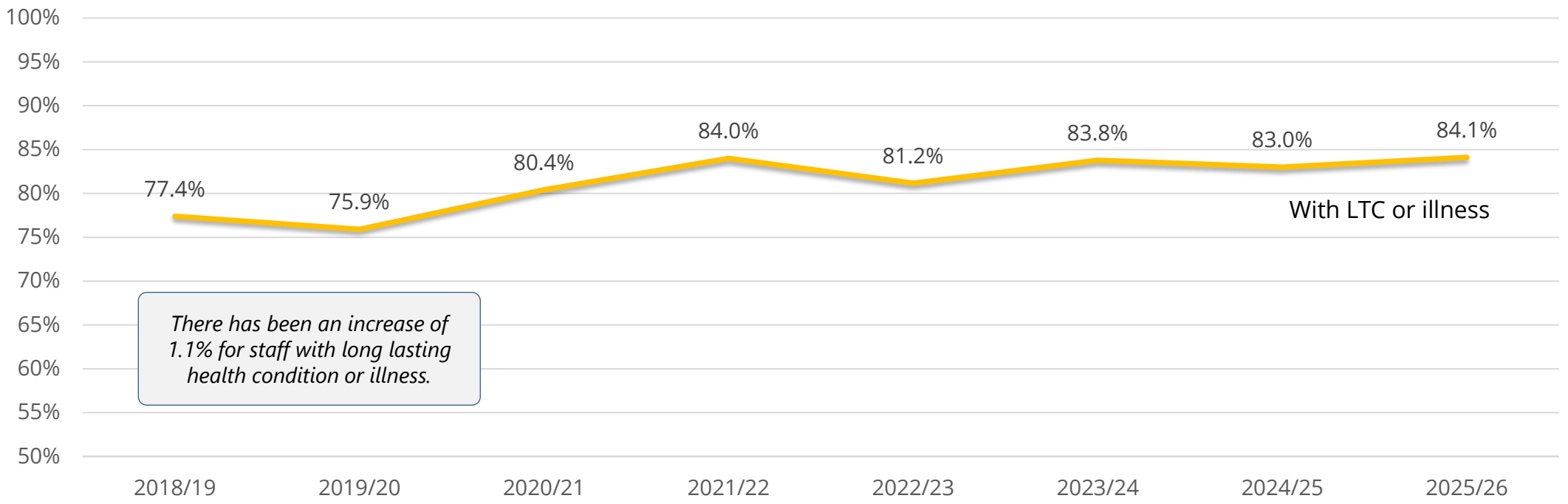
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Staff with LTC or illness	**41.3%** -	**44.3%** (+3.0%)	**50.0%** (+5.7%)	**44.6%** (-5.4%)	**45.7%** (+1.1%)	**48.2%** (+2.5%)	**49.6%** (+1.4%)	**49.1%** (-0.5%)
Staff without LTC or illness	**50.7%** -	**54.0%** (+3.3%)	**59.4%** (+5.4%)	**55.4%** (-4.0%)	**57.0%** (+1.5%)	**57.9%** (+0.9%)	**58.5%** (+0.7%)	**57.6%** (-0.9%)



LTC= Long Term Condition

Percentage of staff with a long lasting health condition or illness saying that their employer has made **adequate adjustment(s)** to enable them to carry out their work

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Staff with LTC or illness	**77.4%** -	**75.9%** (-1.5%)	**80.4%** (+4.5%)	**84.0%** (+3.6%)	**81.2%** (-2.8%)	**83.8%** (+2.6%)	**83.0%** (-0.8%)	**84.1%** (+1.1%)

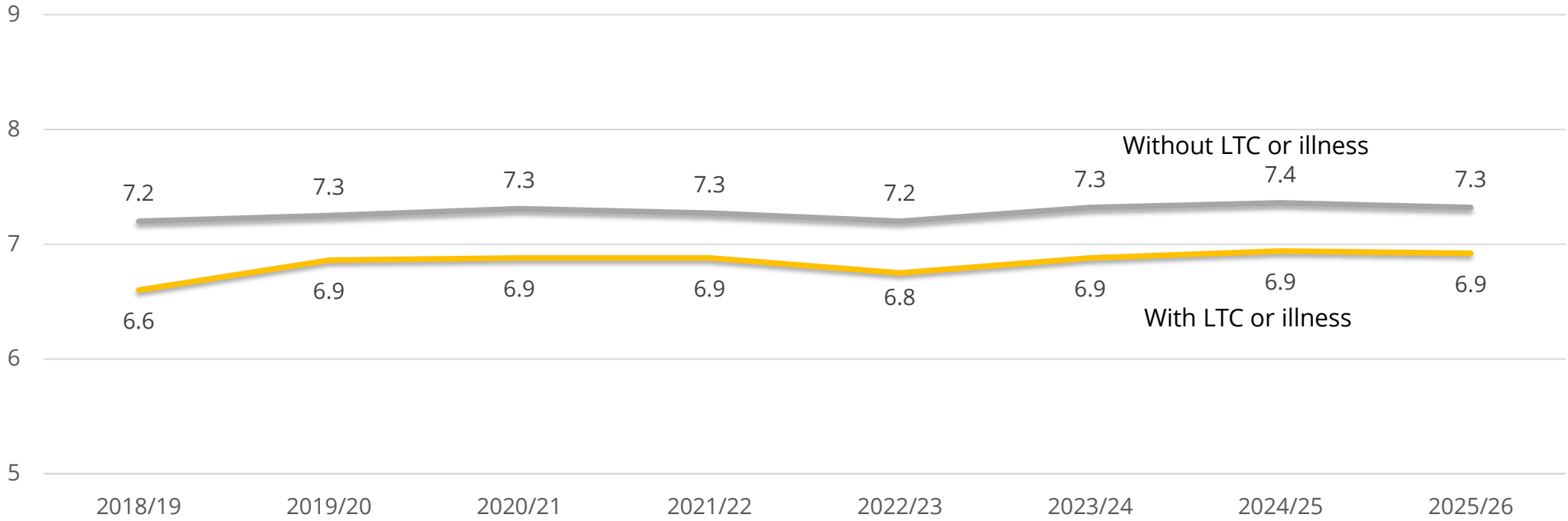


There has been an increase of 1.1% for staff with long lasting health condition or illness.

LTC= Long Term Condition

Staff engagement score (0-10)

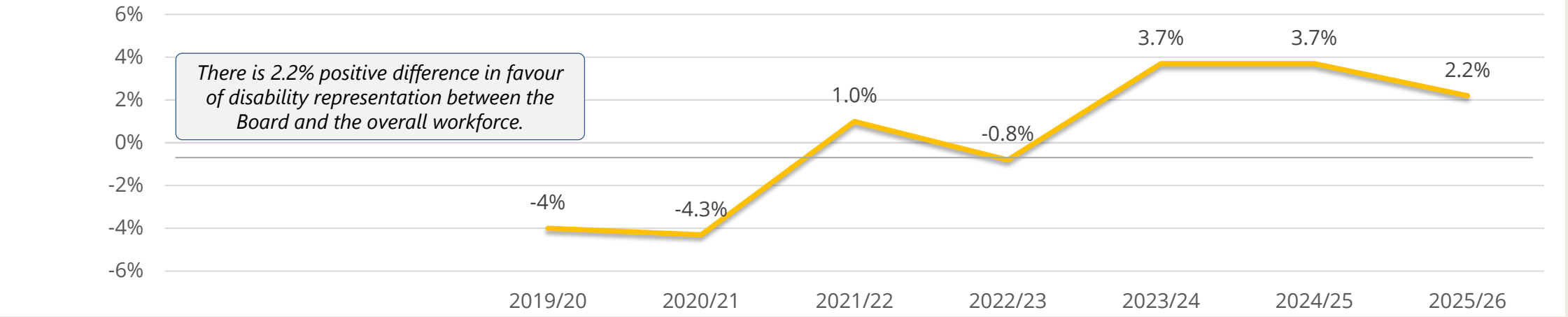
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Staff with LTC or illness	**6.6** -	**6.9** (+0.3)	**6.9** (0%)	**6.9** (0%)	**6.8** (-0.1%)	**6.9** (+0.1)	**6.9** (0%)	**6.9** (0%)
Staff without LTC or illness	**7.2** -	**7.3** (+0.1)	**7.3** (0%)	**7.3** (0%)	**7.2** (-0.1%)	**7.3** (+0.1)	**7.4** (+0.1)	**7.3** (-0.1%)



LTC= Long Term Condition

Percentage difference between the organisation's Board voting membership and its organisation's overall workforce, disaggregated by voting membership of the Board & by Executive membership of the Board

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Percentage of disabled members on the Board	**0%**	**0.0%**	**5.9%**	**5.0%**	**11.1%**	**12.5%**	**11.8%**
Percentage of disabled staff in Overall Workforce	**4%**	**4.3%**	**4.9%**	**5.8%**	**7.4%**	**8.8%**	**9.6%**
Percentage **difference** between the organisation's Board membership and its overall workforce (Disability representation)	**-4%**	**-4.3%**	**1.0%**	**-0.8%**	**3.7%**	**3.7%**	**2.2%**



Workforce Disability Equality Standard (WDES) Improvement Plan 2026/27

NHS Oxford Health NHS Foundation Trust

WDES Theme	WDES Metric (s)	Improvement Objective	Key Actions
Disability Declaration & Workforce Data	Metric 1	Improve the accuracy and completeness of disability workforce data.	• Deliver annual disability declaration campaign • Provide assurance on confidentiality • Encourage ESR updates through manager conversations and staff network engagement
Workforce Representation & Recruitment	Metric 1 Metric 2	Improve equitable recruitment outcomes for disabled applicants and increase representation of disabled staff across underrepresented bands and professions.	• Undertake workforce analysis • Identify barriers to progression • Develop targeted interventions for Bands 8C–VSM • Monitor recruitment data quarterly • Review reasonable adjustments in recruitment • Deliver training to recruiting managers
Capability Processes	Metric 3	Sustain improvements in formal capability outcomes.	• Monitor capability cases by disability status
Reporting Culture & Psychological Safety	Metric 4a Metric 4b Metric 4c Metric 4d	Reduce harassment, bullying, abuse and discrimination from patients, relatives, public and staff, experienced by Disabled staff. Increase confidence in reporting bullying and harassment incidents.	• Develop targeted interventions in high-risk services • Introduce the 'Micro-aggression and Allyship' training into leadership development • Promote Raising of Concerns Policy • Promote Freedom to Speak Up • Strengthen incident reporting and support mechanisms • Review barriers to reporting

Workforce Disability Equality Standard (WDES) Improvement Plan 2026/27

NHS Oxford Health NHS Foundation Trust

1 2 3 4 5 6 7 8 9 10

WDES Theme	WDES Metric (s)	Improvement Objective	Key Actions
Career Progression	Metric 5	Improve perceptions of fair career progression opportunities.	• Introduce mentoring, coaching and leadership development opportunities for disabled staff
Wellbeing & Presenteeism	Metric 6	Reduce levels of presenteeism experienced by disabled staff.	• Deliver Disability Inclusion training to managers • Strengthen wellbeing conversations
Feeling Valued	Metric 7	Improve disabled staff experience of feeling valued by the organisation.	• Recognise and promote contributions of disabled staff
Reasonable Adjustments	Metric 8	Maintain and strengthen high-quality reasonable adjustment support.	• Review adjustment processes • Promote Reasonable Adjustment Passports • Monitor implementation timescales
Staff Voice & Engagement	Metric 9	Improve and strengthen the voice of disabled staff in decision-making.	• Continue supporting the Disability Equality Staff Network and associated Support Groups • Involve network in strategy/ policy development and EDI governance
Board Representation & Leadership	Metric 10	Maintain positive disability representation at Board level and strengthen leadership accountability.	• Quarterly Board review of WDES progress • Integrate disability inclusion objectives into People Plan reporting