



London Ambulance Service
NHS Trust

Workforce Disability Equality Standard

LAS Report and Action Plan – 2025/2026



We are the capital's emergency and urgent care responders



London Ambulance Service

NHS Trust

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Overview of the Workforce Disability Equality Standard

Purpose

NHS trusts are required to review and publish their performance against the Workforce Disability Equality Standard (WDES) each year. The purpose of the WDES is to ensure that NHS organisations use workforce and staff experience data to identify and address inequalities between disabled and non-disabled colleagues, and to improve the representation of disabled people.

The WDES is a key component of our workforce equality, diversity and inclusion work. It supports our ambition to achieve disability equality across the employee lifecycle, ensuring that colleagues have equitable access to recruitment, development and progression, are treated fairly at work, and receive the adjustments they need to contribute and thrive.

Methodology

The WDES requires NHS trusts to assess their performance against ten indicators covering workforce representation, recruitment, capability, workplace experience, reasonable adjustments, engagement and Board representation. Four indicators are drawn from workforce data, with the remaining indicators taken from the NHS Staff Survey.

Indicators 1–3 and 10 are a snapshot of the workforce on the 31st of March 2026. Indicators 4–9 are drawn from the 2025 NHS Staff Survey, conducted in autumn 2025. Results are compared with previous years where the measure and question wording remain comparable.

Scope

The report highlights current practice, progress and the areas in which further action is required to improve disability equality at LAS. It enables comparison over time, supports external benchmarking and provides evidence of how the Trust is meeting its responsibilities under the Public Sector Equality Duty and the Disability Confident scheme.

Definitions

The definitions used in the Electronic Staff Record, NHS Staff Survey and recruitment systems are not identical and do not fully align with the legal definition of disability in the Equality Act 2010. This can affect direct comparisons between data sources. The report should therefore be read alongside the level of disability-status data completeness, with the understanding that some colleagues may not identify as disabled or may choose not to disclose a disability in workforce records.

The social model of disability and the principle of ‘Disability as an Asset’ underpin our approach. This means focusing on the organisational, environmental and attitudinal barriers that can disable people, and recognise the value that disabled colleagues’ experience brings to our workforce and services.

Foreword

At London Ambulance Service, we remain committed to creating a workplace where disabled colleagues feel safe, supported, valued and able to thrive. Understanding and addressing the inequalities experienced by disabled staff remains a key priority, and the Workforce Disability Equality Standard (WDES) provides an important measure of our progress.

This year's results present a mixed picture. We have seen encouraging improvements in representation, with 12% of colleagues now recorded as disabled and disabled representation on the Trust Board increasing from 0% to 6.3%. However, representation alone is not enough. Disabled colleagues continue to report poorer experiences than non-disabled colleagues across several staff survey measures, highlighting that there is still significant work to do.

Of particular concern are the higher levels of harassment, bullying and abuse experienced by disabled colleagues, lower feelings of being valued at work, and ongoing challenges in accessing workplace adjustments. These findings reinforce the need for continued focus and action.

During 2025/26, we strengthened our approach through the Reasonable Adjustments Hub, improved processes and oversight, enhanced guidance and training, and closer partnership working with our EnAble Staff Network. While these foundations are important, our focus now is on ensuring they translate into a consistently better experience for disabled colleagues across the Trust.

While there is progress to build on, we know there is no room for complacency. Through our culture change programme and oversight from our Transformation Board, we will continue to focus on the areas that need improvement most. Improving recruitment and progression, creating inclusive workplaces, tackling inappropriate behaviours and ensuring timely, effective adjustments.

I am confident that the commitment, investment and determination across LAS will continue to drive meaningful change as we build a more inclusive, accessible and equitable organisation where disabled colleagues can succeed and thrive.



The capital's emergency and urgent care responders.



Jason Killens

**Chief Executive
London Ambulance Service
NHS Trust**

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Our Strategic Equality Objectives

To achieve the work set out in the LAS strategy 2023-28, we have developed three EDI objectives which will contribute to the delivery of our vision and goals until 2028 and achieve the mission of “being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for.”

The LAS strategy states:

“We aim to build a diverse organisation that values and celebrates difference, promotes equality and prioritises the wellbeing of our people. We will build a workforce that knows and reflects the people we serve. We will build an organisation where everyone can feel they belong, their voice is valued and there are opportunities for a career. Discrimination, bullying, harassment and racism have no place in our organisation and we will take a zero-tolerance approach to tackling this behaviour.”

To deliver the missions set out in the LAS strategy, we have developed three EDI objectives which will contribute to the delivery of our vision and goals until 2028:

OBJECTIVE 1

Foster proactively a diverse and open culture with an equitable working environment, including through staff training on discrimination and impactful staff networks.

OBJECTIVE 2

Make measurable improvement in attracting and retaining a workforce that represents London, reaching out to relevant communities and helping staff to build great careers.

OBJECTIVE 3

Generate clear leadership accountability for action based on good management data and staff feedback, including compliance with legislation and equality standards.



Our Progress in 2025/26

During 2025/26, LAS continued to strengthen the systems, guidance and accountability intended to improve the experience of disabled colleagues. Key areas of progress included:

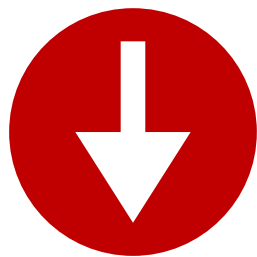
- **Continued improvement to the Reasonable Adjustments Policy and guidance through a centralised Reasonable Adjustments Hub and dedicated budget.**
- **Redesigned the reasonable adjustments request and tracking process to improve accessibility, case ownership, consistency and visibility from request through to implementation and closure.**
- **Maintained a cross-Trust Complex Case Panel, bringing together relevant specialists to support the timely and proportionate resolution of more complex reasonable adjustment cases.**
- **Introduced improved management information and dashboards to monitor demand, case status, timeliness, implementation and emerging themes in reasonable adjustment requests.**
- **Developed and delivered reasonable adjustments learning for 300 managers, alongside wider inclusive-leadership and anti-discrimination training for operational and corporate teams.**
- **Strengthened supporting guidance, including disability leave, assistance dogs, workplace assessments and routes to Occupational Health and Access to Work.**
- **Retained our Disability Confident Employer level, demonstrating a consolidation of our organisational maturity and a commitment to sharing and embedding good practice.**
- **Worked in partnership with the EnAbleD staff network to bring lived experience into policy, guidance, training and organisational priorities.**

These changes provide a stronger foundation, but the 2025 Staff Survey results show that improvements in processes have not yet translated into a consistently better experience for disabled colleagues. The priority for 2026/27 is therefore to test effectiveness, identify variation between teams and ensure that leaders are accountable for measurable improvement.

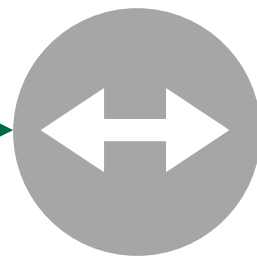


Understanding the findings

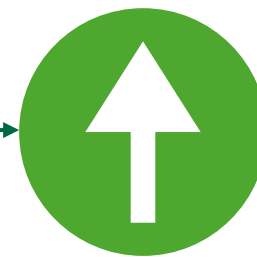
Direction of travel



Deterioration



No significant change



Improvement

Key



Metrics 1-3 and 10 are a snapshot of our workforce data from 31 March 2026, while Metrics 4-9 are taken from the NHS Staff Survey, conducted in Autumn 2025.

For Indicator 5, the question wording changed in 2025, so the current result should be treated as a new baseline rather than compared directly with previous years.

- **Disabled:** colleagues recorded or responding as disabled / having a long-term condition or illness, in accordance with the relevant data source.
- **Non-disabled:** colleagues recorded or responded as not disabled / not having a long-term condition or illness.
- **Not known/stated:** no disability status has been recorded or disclosed. This category should be reported separately and not grouped automatically with non-disabled colleagues.

3 key questions explored in this report

What is the data telling us?

How do we compare with previous years?

What are we planning to do?

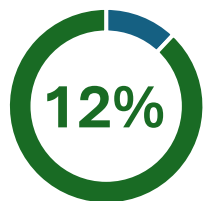


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Key findings

Metrics 1-3 and 10 are a snapshot of our **workforce data** from 31 March 2026, while Metrics 4-9 are taken from the **NHS Staff Survey**, conducted in Autumn 2025.

1. Staff Representation



● Disabled
● Non-disabled

2. Shortlisting

Non-disabled applicants are

1.30X

more likely to be appointed from shortlisting



3. Capability

Relative likelihood for disabled colleagues

1.10x

entering the formal capability process



4a. i) Bullying from public

58.8%

of disabled colleagues experiencing harassment, bullying or abuse from the public



4a. ii) From managers

17.3%

of disabled colleagues experiencing harassment, bullying or abuse from managers



4a. iii) From staff

22.4%

of disabled colleagues experiencing harassment, bullying or abuse from colleagues



4b. Bullying reported

45.5%

of disabled colleagues reported experiencing harassment, bullying or abuse



5. Progression

41.5%

of disabled colleagues believe the Trust provides equal opportunities for promotion



6. Presenteeism

31.4%

of disabled colleagues feel pressured to come to work when not feeling well enough



7. Feeling valued

20.2%

of disabled colleagues feel valued by the organisation



8. Reasonable Adjustments

61.9%

of disabled colleagues say reasonable adjustments were made



9. Staff Engagement

The 0-10 staff engagement score for disabled colleagues is

5.4



10. Trust Board

6.3%

of our Trust Board (voting membership) are disabled



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1. Staff Representation

2024

2025

2026

○ Disabled

○ Non-disabled

Last year (2024/25): 10.7%

This year (2025/26): 12%

2. Shortlisting

2.00

1.00

0.00

2024

2025

2026

Last year (2024/25): 1.3

This year (2025/26): 1.3

3. Capability

First time reporting on this metric

4a. i) Bullying from public

100%

50%

0%

2024

2025

2026

Last year (2024/25): 56.2%

This year (2025/26): 58.8%

4a. ii) From managers

20%

10%

0%

2024

2025

2026

Last year (2024/25): 16.9%

This year (2025/26): 17.3%

4a. iii) From staff

40%

20%

0%

2024

2025

2026

Last year (2024/25): 22.4%

This year (2025/26): 22.4%

4b. Bullying reported

50%

0%

2024

2025

2026

Last year (2024/25): 46.4%

This year (2025/26): 45.5%

5. Progression

The wording of the question has changed, so answers are no longer comparable.

6. Presenteeism

40%

20%

0%

2024

2025

2026

Last year (2024/25): 29.2%

This year (2025/26): 31.4%

7. Feeling valued

40%

20%

0%

2024

2025

2026

Last year (2024/25): 22.1%

This year (2025/26): 20.2%

8. Reasonable Adjustments

100%

50%

0%

2024

2025

2026

Last year (2024/25): 62.2%

This year (2025/26): 61.9%

9. Staff Engagement

10.00

5.00

0.00

2024

2025

2026

Last year (2024/25): 5.5

This year (2025/26): 5.4

10. Trust Board

2024

2025

2026

Last year (2024/25): 0%

This year (2025/26): 6.3%



Indicator 1

Percentage of staff in each Agenda for Change band 1–9 and VSM, including executive Board members, compared with the percentage of staff in the overall workforce.



Proportion of workforce identifying as disabled (%)



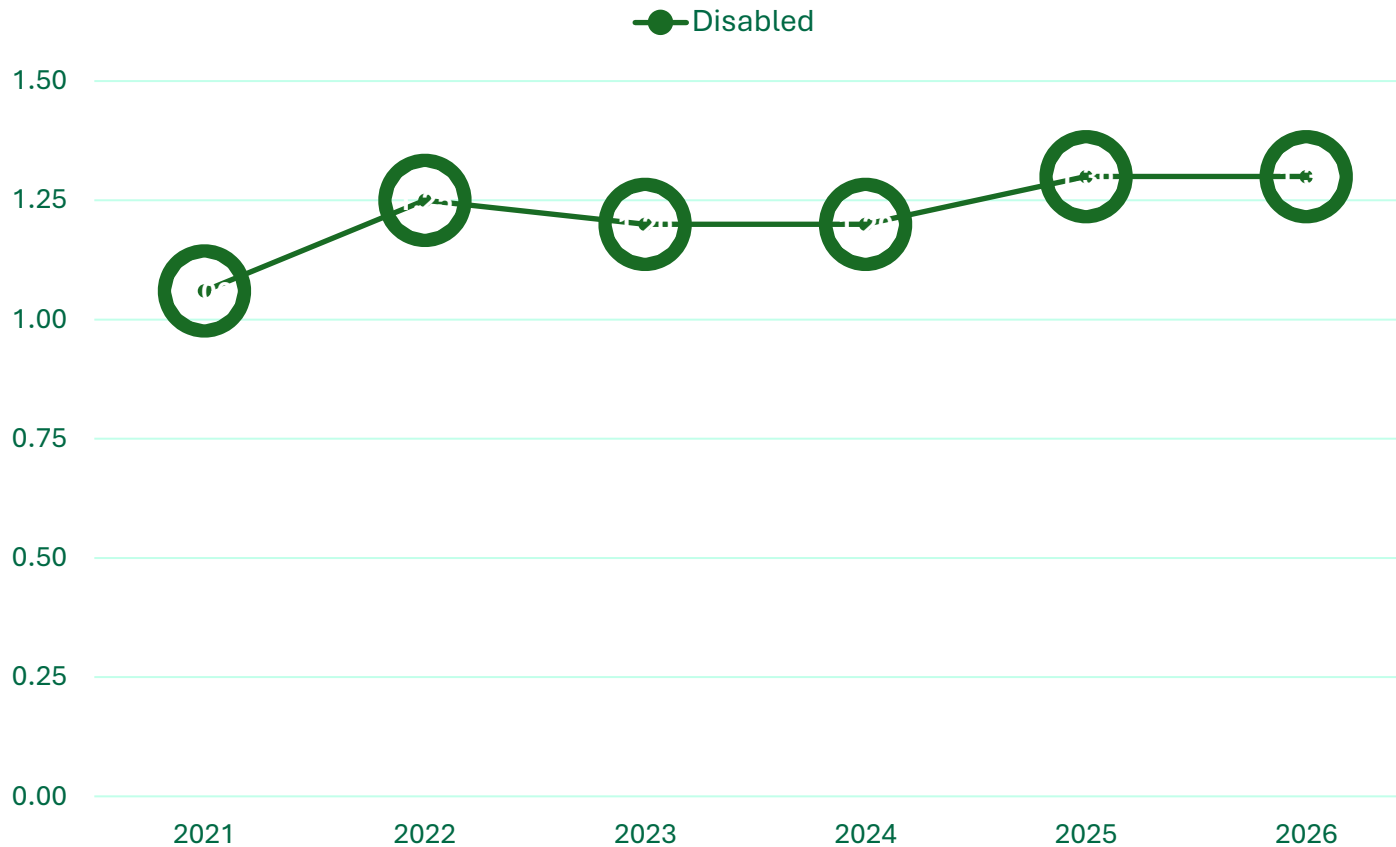
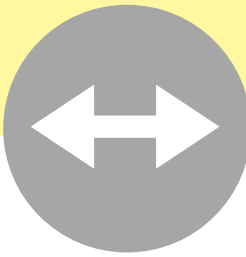
On 31 March 2026, 12% of the LAS workforce was recorded as disabled. This is an increase of one percentage point from 11% in 2024/25 and continues the upward movement shown across the five-year period, from 7% in 2021/22.

The increase may reflect both a change in workforce representation and greater confidence among colleagues to record or update their disability status. It is therefore important to consider the headline figure alongside ESR data completeness and Staff Survey results, where colleagues may identify as having a long-term condition or illness even if disability is not recorded in ESR.

The sustained improvement in recorded representation is positive. However, representation does not in itself demonstrate equality of experience. The Staff Survey indicators in this report show that disabled colleagues continue to experience material disadvantage in several areas, so increased representation must be matched by action on inclusion, progression, wellbeing and workplace culture.

Indicator 2

Relative likelihood of non-disabled candidates compared with disabled candidates being appointed from shortlisting across all posts.



In 2025/26, non-disabled candidates were 1.30 times as likely as disabled candidates to be appointed from shortlisting. This is unchanged from 2024/25 and indicates that the disparity seen last year has not reduced.

LAS will undertake stage-by-stage analysis of the recruitment journey to identify where the difference arises, including assessment and interview outcomes, access to and delivery of reasonable adjustments, role type, band and recruitment volume. This will inform targeted action to improve accessibility, consistency and fairness in selection decisions.

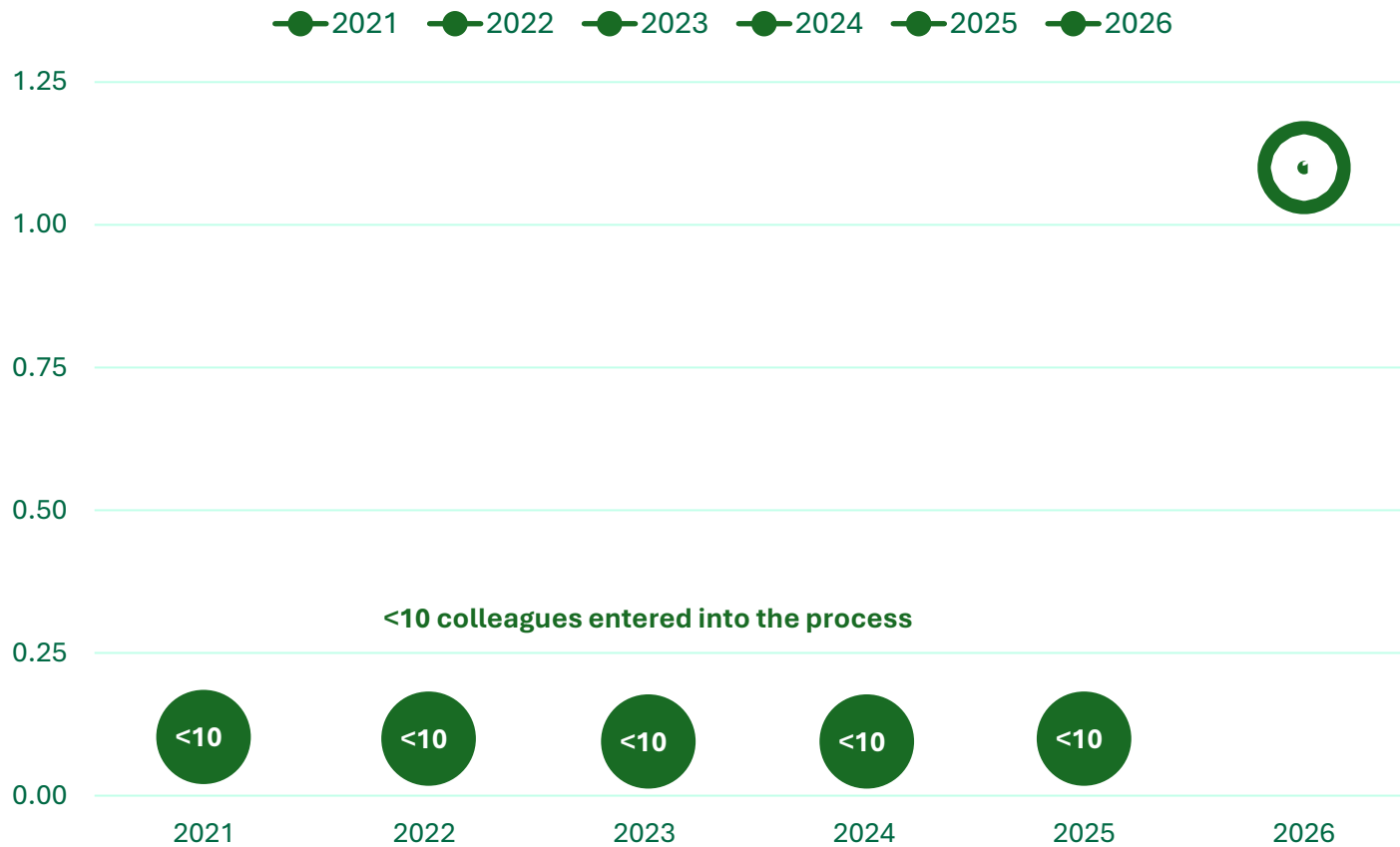
A figure above 1:00 is adverse for disabled staff because it indicates an appointment advantage for non-disabled staff



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Indicator 3

Relative likelihood of disabled staff compared with non-disabled staff entering the formal capability process, measured over a two-year rolling period. The measure relates to capability on performance grounds, not ill health.



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

For the first time in the period shown, the number of cases is sufficient to report the Indicator 3 relative likelihood. In 2025/26, disabled colleagues were 1.10 times as likely as non-disabled colleagues to enter the formal capability process.

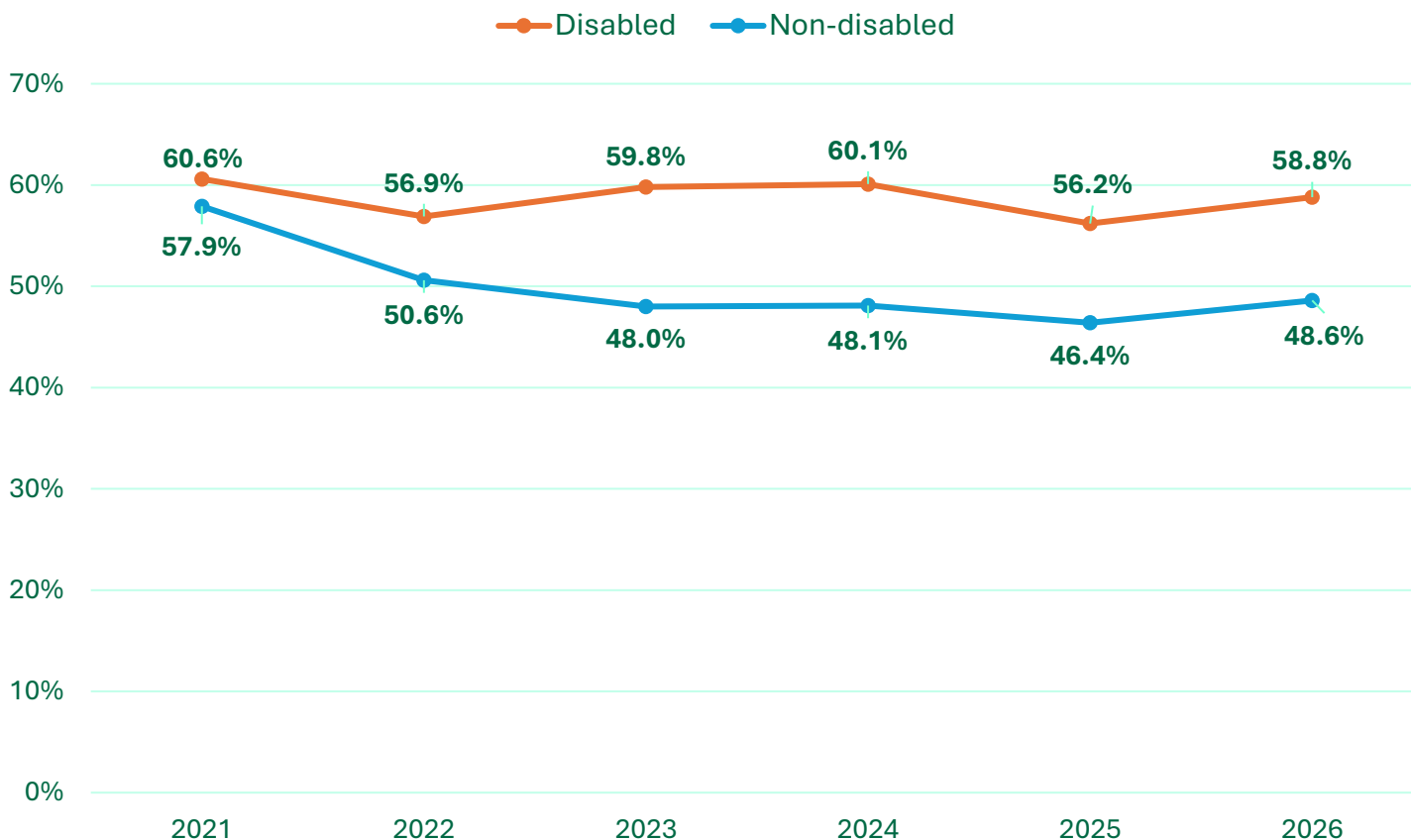
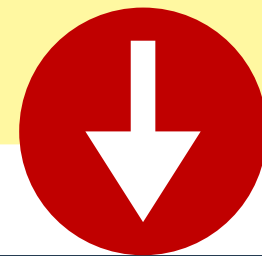
A figure above 1.00 indicates a higher likelihood of disability among staff. The difference is relatively small, but the newly reportable result warrants close monitoring because previous years could not be assessed due to fewer than ten cases.

LAS will review formal capability cases to understand whether reasonable adjustments, Occupational Health advice, disability leave, training and supportive management interventions were considered at the appropriate stage. Findings should be reported in a way that protects confidentiality while enabling systemic learning and assurance.



Indicator 4a i)

Percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months.



In the 2025 Staff Survey, 58.8% of disabled respondents said they had experienced harassment, bullying or abuse from patients, relatives or the public in the previous 12 months, compared with 48.6% of non-disabled respondents.

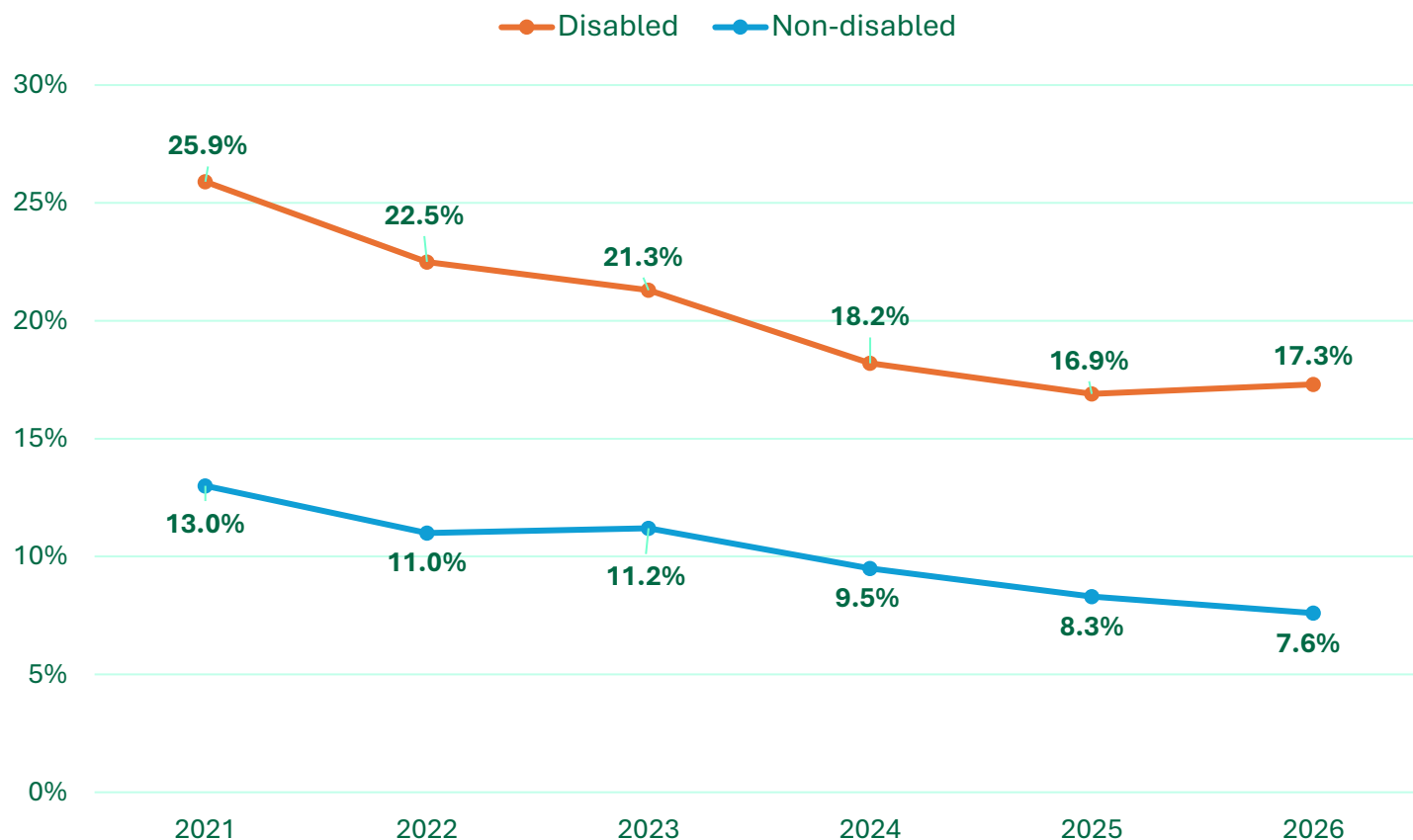
The result deteriorated for both groups. The disabled-staff rate increased by 2.6 percentage points from 56.2%, while the non-disabled rate increased by 2.2 percentage points from 46.4%. The disability equality gap consequently widened slightly from 9.8 to 10.2 percentage points.

The high prevalence across the workforce requires a Trust-wide response to violence, aggression and unacceptable behaviour. The additional disparity for disabled colleagues requires targeted analysis with the EnAble network to understand where and how disability-related harassment occurs, whether colleagues have access to appropriate support, and whether risk controls and reporting processes are effective and accessible.



Indicator 4a ii)

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



In 2025, 17.3% of disabled respondents reported harassment, bullying or abuse from managers, compared with 7.6% of non-disabled respondents. Disabled colleagues were therefore more than twice as likely as non-disabled colleagues to report this experience.

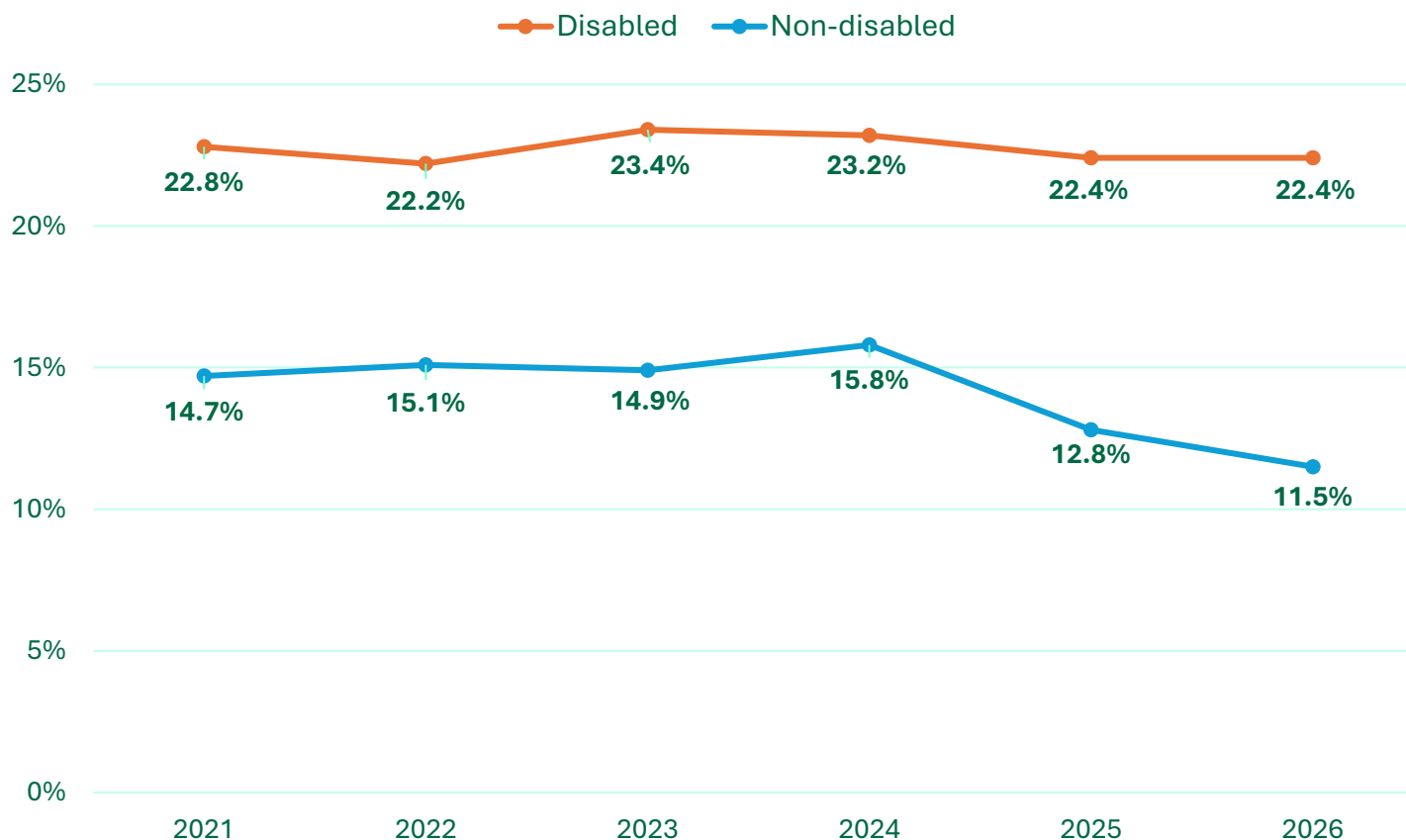
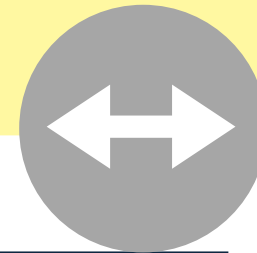
The result improved for non-disabled respondents, falling by 0.7 percentage points from 8.3%, but deteriorated for disabled respondents, increasing by 0.4 percentage points from 16.9%. The disability equality gap widened from 8.6 to 9.7 percentage points.

This pattern requires specific leadership and management action. LAS will strengthen expectations for inclusive and compassionate management, ensure managers understand how disability, attendance and performance should be supported, and use qualitative insights and employee-relations data to identify themes, hotspots and opportunities for early intervention.



Indicator 4a iii)

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



In 2025, 22.4% of disabled respondents reported harassment, bullying or abuse from other colleagues, compared with 11.5% of non-disabled respondents. Disabled colleagues were almost twice as likely to report this experience.

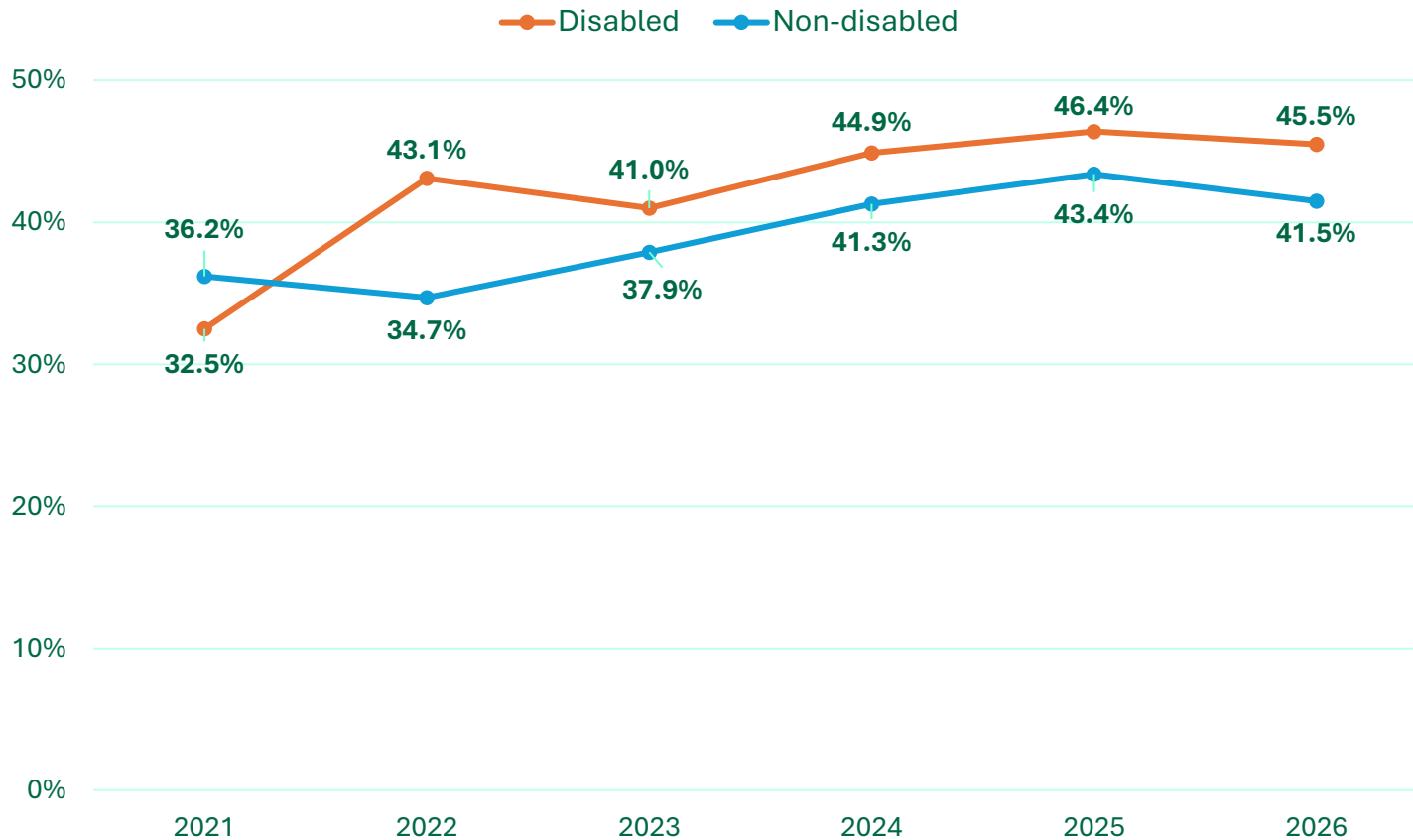
The disabled-staff result was unchanged from 2024, while the non-disabled result improved by 1.3 percentage points. As a result, the disability equality gap widened from 9.6 to 10.9 percentage points, the widest gap in the five-year series.

The persistent rate for disabled colleagues indicates that general improvement in workplace behaviour is not being experienced equally. Action will combine clear behavioural standards, active bystander practice, accessible routes for raising concerns, timely management response, and learning informed by disabled colleagues' lived experience.



Indicator 4b)

Percentage of staff saying that the last time they experienced harassment, bullying or abuse at work, they or a colleague reported it in the last 12 months



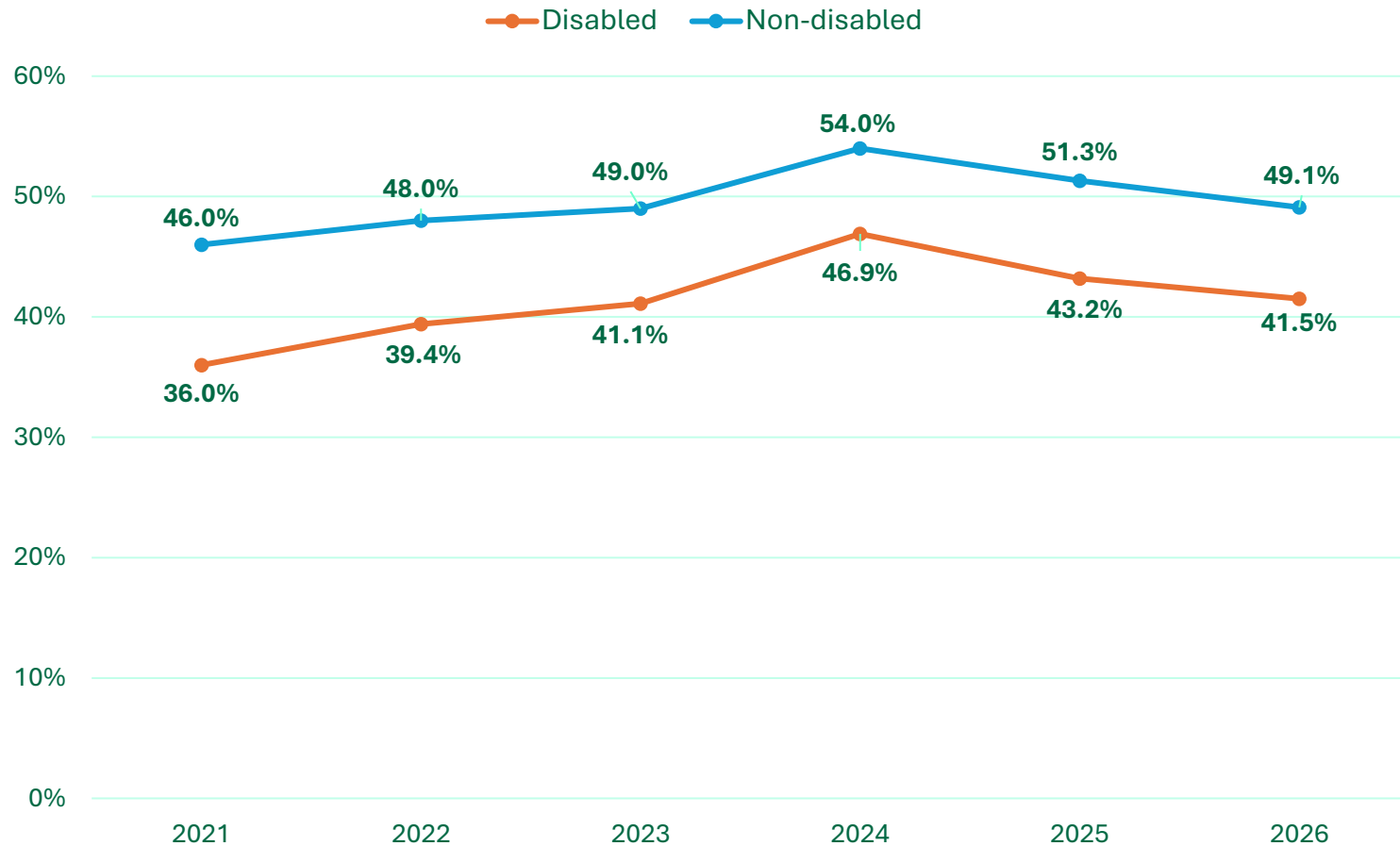
Among respondents who had experienced harassment, bullying or abuse, 45.5% of disabled colleagues said that the most recent incident was reported by them or a colleague, compared with 41.5% of non-disabled colleagues.

Reporting fell for both groups: by 0.9 percentage points for disabled respondents and 1.9 percentage points for non-disabled respondents. Although disabled respondents were 4.0 percentage points more likely to say an incident was reported, fewer than half of respondents in either group reported their most recent experience.

LAS will strengthen awareness of reporting and speaking-up routes, ensure that those routes are accessible, and improve feedback to colleagues about what happens after a concern is raised. Insight from the EnAble network, Freedom to Speak Up and employee-relations cases will be used to understand barriers to reporting and confidence in organisational response.

Indicator 5

Percentage of staff believing that the Trust provides equal opportunities for career progression or promotion. The question wording changed in 2025 so earlier figures are NOT directly comparable.



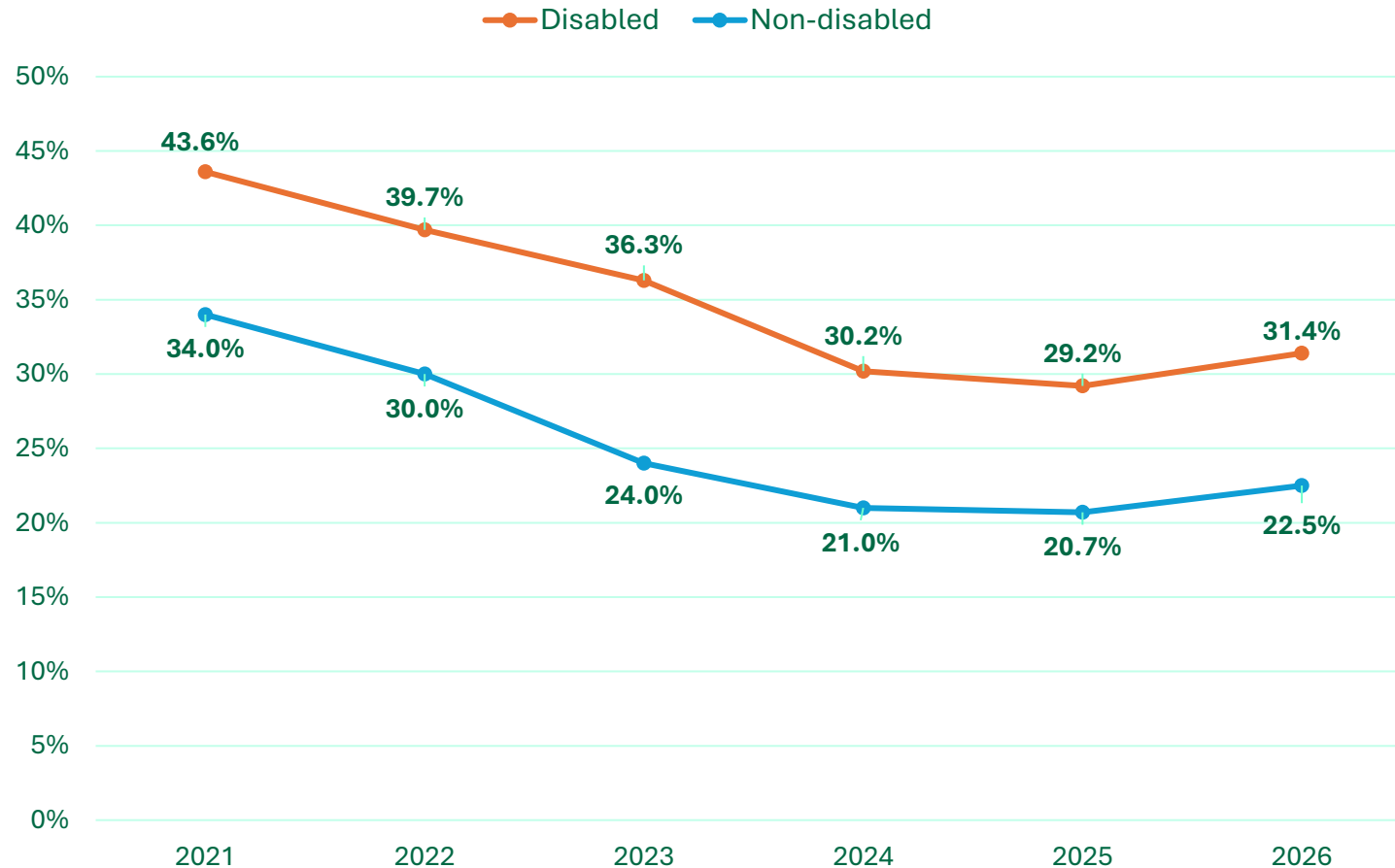
In 2025, 41.5% of disabled respondents believed that LAS provides equal opportunities for career progression or promotion, compared with 49.1% of non-disabled respondents. This is a disability equality gap of 7.6 percentage points.

The Staff Survey question used for this indicator changed in 2025. The current result is therefore not directly comparable with previous years and should be treated as a new baseline. Previous figures may be retained for contextual information only, with a clear comparability warning.

The current gap nevertheless shows that disabled colleagues are less confident than non-disabled colleagues that opportunities are equal. LAS will analyse progression, access to development and promotion outcomes by disability, pay band and function, and use the findings to shape accessible talent, mentoring, sponsorship and career-development interventions.

Indicator 6

The percentage of staff saying that they felt pressure from their manager to come to work despite not feeling well enough to perform their duties. Only respondents who reported coming to work when not feeling well enough were asked this question.



In 2025, 31.4% of disabled respondents who had attended work when not feeling well enough said they felt pressure from their manager to do so, compared with 22.5% of non-disabled respondents.

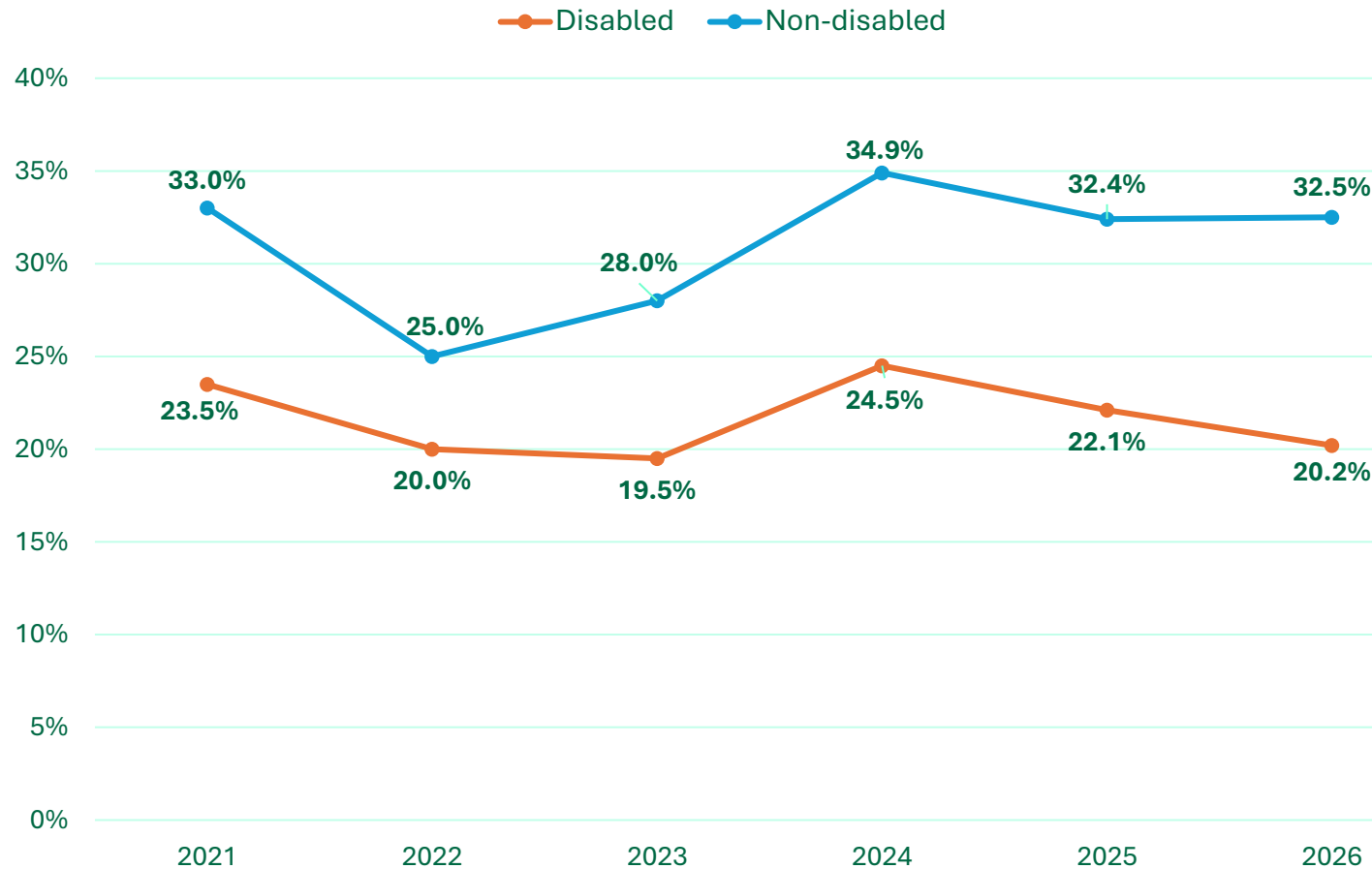
The result deteriorated for both groups. The disabled-staff rate increased by 2.2 percentage points from 29.2%, while the non-disabled rate increased by 1.8 percentage points from 20.7%. The disability equality gap widened slightly from 8.5 to 8.9 percentage points.

The result indicates a need to strengthen compassionate attendance management and ensure that managers understand reasonable adjustments, disability leave, Occupational Health advice and the risks of presenteeism. LAS will use training, case review and local data to support early conversations and reduce pressure on colleagues to work when they are not fit to do so.



Indicator 7

Percentage of staff saying that they are satisfied with the extent to which their organisation values their work.



In 2025, 20.2% of disabled respondents were satisfied with the extent to which LAS values their work, compared with 32.5% of non-disabled respondents. Only around one in five disabled respondents reported feeling satisfied on this measure.

The disabled-staff result fell by 1.9 percentage points from 22.1%, while the non-disabled result was broadly unchanged at 32.5%. The disability equality gap consequently widened from 10.2 to 12.3 percentage points, the largest current gap across the reported Staff Survey experience measures.

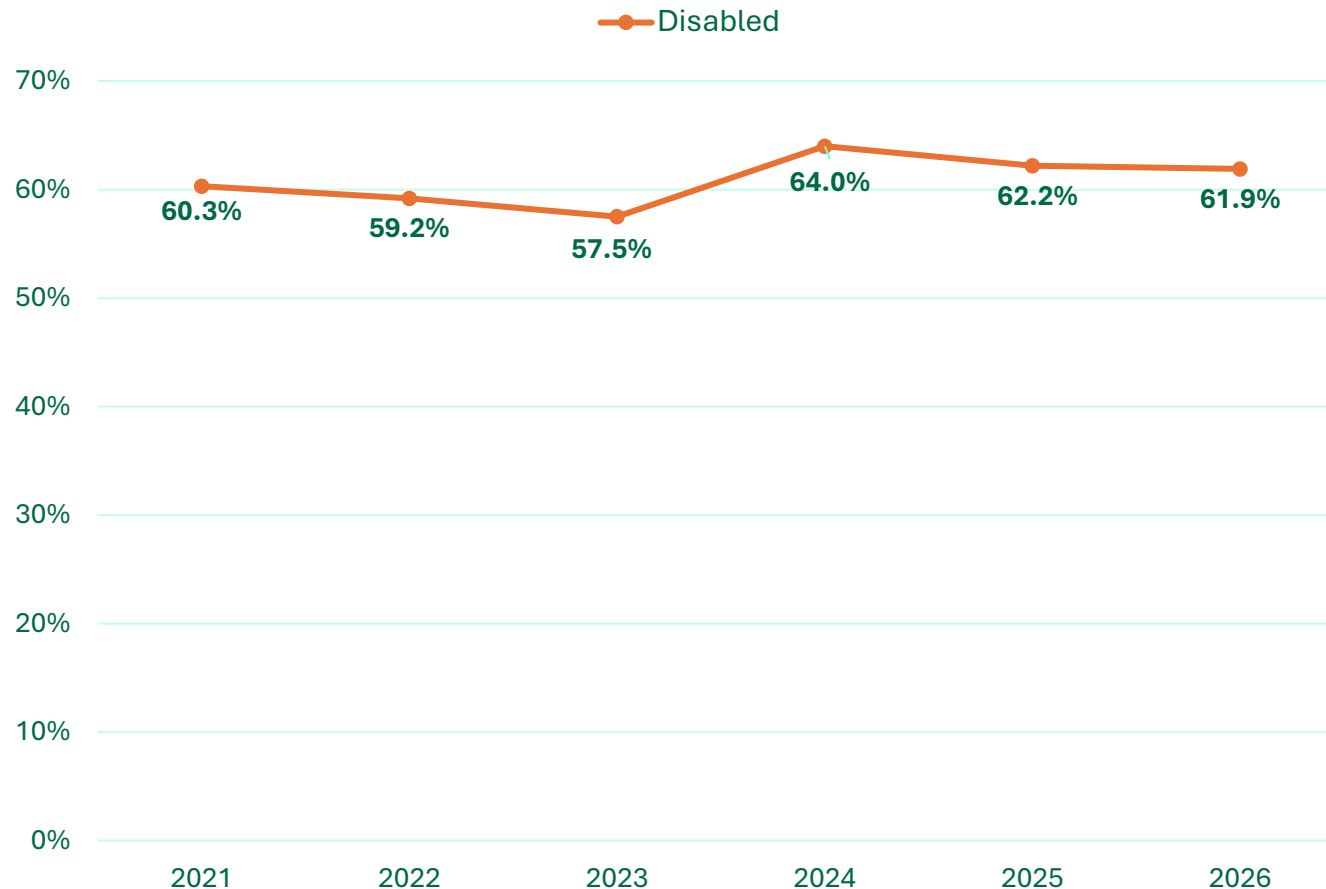
Improvement requires more than recognition activity alone. LAS will use engagement with disabled colleagues to understand the drivers of feeling undervalued, including management behaviour, access to development, treatment at work, workload, adjustments and whether colleagues' skills and contributions are recognised. Local leaders will be expected to translate this insight into measurable team-level action.



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Indicator 8

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



In 2025, 61.9% of disabled respondents said LAS had made adequate adjustments to enable them to carry out their work. This is a marginal reduction of 0.3 percentage points from 62.2% in 2024.

The small year-on-year movement should not be overstated, but the result means that more than one-third of disabled respondents did not say that adequate adjustments had been made. This remains a significant inclusion, wellbeing and retention issue.

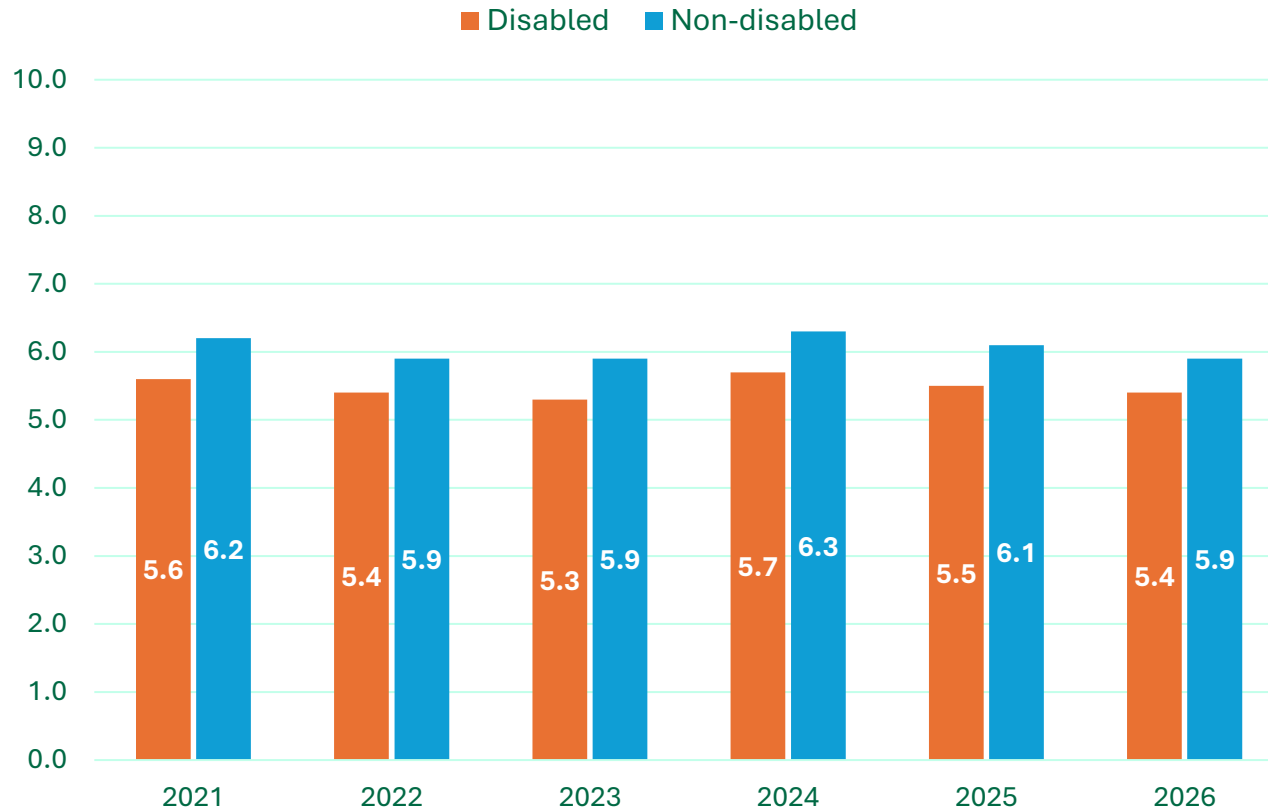
LAS has strengthened the Reasonable Adjustments Hub, policy, tracking, manager support and governance. The focus for 2026/27 will be on consistency and outcomes: whether needs are understood, decisions are timely, agreed adjustments are implemented, the adjustments are effective, and the colleague is involved throughout. Case data and feedback at closure will be used alongside Staff Survey results to identify and address variation.



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Indicator 9

The staff engagement score (out of 10) for Disabled staff, compared to non-disabled staff and the overall engagement score for the organisation.



The 2025 staff engagement score was 5.4 for disabled colleagues and 5.9 for non-disabled colleagues. Both scores declined: by 0.1 for disabled respondents and 0.2 for non-disabled respondents.

The gap narrowed slightly from 0.6 to 0.5 points, but this occurred because engagement fell for both groups rather than because disabled staff engagement improved. Disabled colleagues have recorded a lower engagement score in every year of the five-year series.

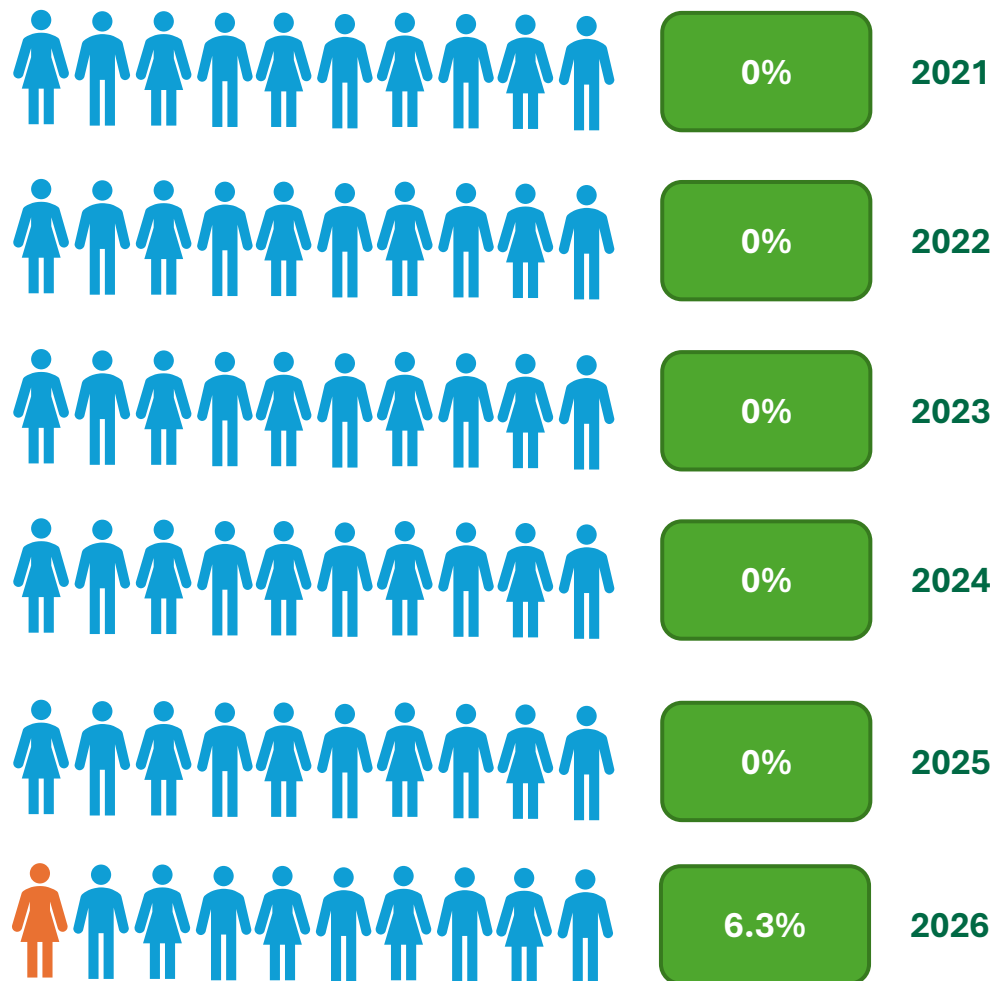
Improving engagement requires coordinated action across the WDES plan, particularly on feeling valued, management behaviour, career opportunity, reasonable adjustments and confidence in speaking up. LAS will use local Staff Survey results and qualitative engagement with the EnAble network to identify teams or themes requiring targeted action and to monitor whether interventions are improving experience.



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Indicator 10

Percentage difference between the organisation's voting Board membership and its overall workforce. Only voting members of the Board are included.



● Disabled
 ● Non-disabled

The tracker records disabled representation among voting Board members at 6.3% in 2025/26, compared with 0% in each of the previous four reporting years. This is the first recorded disabled Board representation in the five-year period and represents an improvement.

Recorded Board representation nevertheless remains 5.7 percentage points below the 12% headline rate for the overall workforce. In addition, the tracker indicates that the disability status is unknown for seven Board members. This limits the reliability of the comparison and must be resolved before the final percentages for non-disabled and unknown are published.

LAS will improve the completeness and accuracy of Board equality monitoring, ensure that Board members understand how the data will be used, and continue to consider disability diversity in Board and senior leadership succession, recruitment and development. Progress should be assessed using both representation and the conditions that enable senior colleagues to disclose their disability with confidence.



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Summary and next steps

The 2025/26 WDES results present a clear and challenging picture. At headline-indicator level, representation improved in the workforce and at Board level, and the recruitment relative likelihood was unchanged. However, five staff-experience indicators deteriorated, Indicator 3 became reportable for the first time and requires monitoring, and Indicator 5 cannot be compared directly with previous years because the question changed.

The most important finding is the divergence between representation and experience. More colleagues are recorded as disabled, but disabled respondents remain more likely to experience harassment, bullying or abuse, more likely to feel pressure to work when unwell, and less likely to feel valued or engaged. The disability equality gap widened across several measures. The marginal fall in the reasonable-adjustments result also shows that stronger processes must now deliver more consistent and demonstrably effective outcomes.

Our cultural priorities have highlighted EDI as a priority area for the organisation and something we will focus on through 2026/27.

During 2025/26, LAS strengthened its infrastructure for disability inclusion through the Reasonable Adjustments Hub, improved tracking and governance, manager learning, supporting guidance and partnership with the EnAble network. These foundations are important, but the next phase must focus on implementation quality, local variation, lived experience and leadership accountability.

Next steps

- **Identify and remove barriers in recruitment, selection and career progression.**
- **Improve disability-status data completeness, particularly for senior leaders and the Board, and report unknown/not stated data transparently.**
- **Review newly reportable capability data and strengthen compassionate, adjustment-aware attendance and performance management.**

- **Take targeted action to prevent and respond to harassment, bullying, abuse, violence and aggression affecting disabled colleagues.**
- **Increase confidence in reporting and speaking up by improving accessible routes, support and feedback after concerns are raised.**
- **Address the widening gap in feeling valued and the lower engagement of disabled colleagues through local leadership action and co-produced interventions.**
- **Measure the timeliness, implementation and effectiveness of reasonable adjustments, not only whether a request has been processed.**

Oversight of the WDES action plan will take place through the Inclusion Board and EDI governance arrangements, with regular progress reporting, named accountability and active involvement of the EnAble network.

Summary of WDES action plan

The WDES actions are presented below and align to our business plan objective for 2025-26

Desired	Actions	WDES Indicator(s)
Recruitment and career progression are accessible, inclusive and equitable for disabled people.	• Apply accessible recruitment standards consistently and ensure candidates are proactively offered and receive effective reasonable adjustments. • Ensure the Independent Panel Member approach includes effective challenge of disability bias and accessibility barriers. • Analyse career development and promotion by disability and introduce targeted mentoring, sponsorship, talent and development support where barriers are identified.	1, 2, 5 and 10
Workforce disability data is complete, accurate and trusted.	• Set and monitor an improvement target for ESR disability-status completeness, with focused action in teams and workforce groups where unknown/not stated data is highest. • Explain clearly why equality data is collected, how it is used and how colleagues can review and update their information. • Resolve the disability-status data gap for Board members and report disabled, non-disabled categories separately.	1, 9 and 10
Capability, attendance and performance processes support disabled colleagues fairly and compassionately.	• Review formal capability cases on a quarterly basis to confirm that reasonable adjustments, Occupational Health advice, disability leave and training/support were considered at the right stage. • Provide managers with practical learning on compassionate attendance, presenteeism, disability leave and performance management. • Use themes from employee-relations, Occupational Health and reasonable-adjustment data to identify recurring barriers and preventative action.	3, 6 and 7

Summary of WDES action plan

The WDES actions are presented below and align to our business plan objective for 2025-26

Desired	Actions	WDES Indicator(s)
Harassment, bullying, abuse, violence and aggression affecting disabled staff are prevented, challenged and addressed.	• Complete a joint deep dive with the EnAble network into disabled colleagues' experience of harassment from the public, managers and colleagues. • Embed disability within violence-reduction, body-worn video, active-bystander and anti-discrimination activity, with accessible post-incident support. • Hold local leaders accountable for timely action where disparities or recurring behavioural concerns are identified.	4a i, ii and iii
Disabled colleagues are confident to report concerns and trust the organisational response.	• Promote clear and accessible routes for reporting concerns, including line management, employee relations, incident reporting and Freedom to Speak Up. • Improve communication and feedback after concerns are raised, within confidentiality requirements, so colleagues understand what action has been taken. • Use anonymised themes and network insight to identify barriers to reporting and evaluate confidence in the response process.	4b and 9
Disabled colleagues feel valued, engaged and able to contribute and progress.	• Host focused listening activity with the EnAble network to understand the drivers of the 12.3 percentage-point feeling-valued gap. • Require directorates to use local WDES and Staff Survey data in action planning, with named leads, milestones and evidence of impact.	5, 7 and 9
Reasonable adjustments are timely, effective and consistently implemented.	• Continue the central Reasonable Adjustments Hub, budget, tracking process and Complex Case Panel. • Monitor demand, timeliness, implementation and outcomes through a dashboard, including progress towards completing at least 90% of non-complex cases within six weeks. • Continued delivery of manager training on the Reasonable Adjustments Policy, Access to Work, Occupational Health, DSE, disability leave and effective review of adjustments.	6, 7, 8, and 9

Closing remarks from the LAS EnAbleD network

The Enabled Staff Network remains committed to amplifying the voices of disabled and neurodivergent colleagues across London Ambulance Service. Our purpose is to help remove barriers, increase understanding of lived experience and ensure that disability inclusion is reflected in everyday decisions, behaviours, services and opportunities across the Trust.

We welcome the continued increase in recorded disabled representation across LAS and the first recorded disabled representation amongst voting Board members during the reporting period. We also recognise the progress made in strengthening reasonable adjustments, improving guidance, enhancing manager support, and increasing accountability. However, this year's WDES results show that significant barriers remain. Disabled colleagues continue to report poorer workplace experiences, and widening gaps highlight the need for sustained action that delivers measurable improvements in staff experience

The findings also highlight the need to strengthen staff voice, ensuring disabled and neurodivergent colleagues feel safe to speak up and confident their experiences will shape improvement and decision-making.

The Network continues to advocate for a dedicated LAS Neurodiversity Strategy, co-produced with neurodivergent colleagues and aligned with the Trust's wider workforce to inclusion and wellbeing ambitions, improve accessibility, career development, manager capability and inclusion, helping neurodivergent staff to be able to contribute and thrive at every level of the organisation.

We will continue working with colleagues across LAS to share insight, raise awareness and co-produce practical solutions that deliver meaningful and lasting improvements for disabled and neurodivergent staff. Working with the EDI Team, senior leaders, managers and colleague to help LAS translate the findings of this report into meaningful, measurable and sustainable change, supporting the Trust's ambition to become a genuinely disability-inclusive organisation where disabled and neurodivergent colleagues are heard, valued and able to reach their full potential



Produced by the LAS Equality, Diversity and Inclusion Team

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