



Disability Standard

Benchmark Summary 2007

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Motability Operations

The Employers'
Forum



Disability
Standard



Contents

Introduction	3
Key findings	5
Emerging trends - 2005 and 2007	9
How to replicate success	15
Top priorities for action	17
Disability in context	19
Disability Standard participants	22

Introduction

Employers' Forum on Disability (EFD) developed the Disability Standard* to establish a common understanding in the private and public sector of what constitutes best practice on disability. It is the only business-led benchmark that measures an organisation's performance on every aspect of disability as it affects a business**.

The Disability Standard measures the extent to which the following policies, practices and business areas are disability confident:

- employment
- customer care
- IT
- e-commerce and e-recruitment
- built environment
- product development
- corporate responsibility
- procurement
- health and safety
- occupational health
- marketing and communications
- consultations with disabled stakeholders and staff
- management training
- top team commitment.

A disability confident company:

- understands how disability affects every aspect of its business - people, markets, communities, suppliers and key stakeholders
- creates a culture of inclusion and removes barriers for groups of disabled people
- makes adjustments that enable specific individuals to contribute - as employees, customers, partners and valued stakeholders
- does not make assumptions about what people can do on the basis of a label.

In total, 116 organisations, who between them employ circa 2 million people have completed the Disability Standard 2007 benchmark. 80 organisations benchmarked in 2005 and 41 have benchmarked on both occasions.

The Disability Standard survey breaks down into three areas: Motivate, Act and Impact.

Motivate analyses the commitment, policy and resources needed as a foundation, if an organisation is to move on to become disability confident.

*EFD and Dr. Gillian Shapiro developed the Employers' Forum Disability Standard in 2004. The Disability Standard is underpinned by the Diversity Change Model© and was researched and trialled in partnership with 15 of our leading members and with our distinguished disabled associates.

**There is a fee for participating in the Disability Standard.

Act examines organisational policy and practice to ensure:

- disability equality in recruitment and selection
- disabled employees are able to reach their full potential
- disabled customers enjoy at least the same level of service as non-disabled customers.

Impact looks at whether or not you have achieved your objectives and whether you gather the management information you need to describe the costs and benefits associated with disability confidence. These questions monitor what has been done to assess the impact of the measures taken to ensure the organisation becomes disability confident*.

The Disability Standard uses a self-assessment online survey that requires participants to provide evidence that justifies their performance ratings. Evidence is then validated by a team of experts.

The Disability Standard 2007 results provide a fascinating, and on occasion surprising, insight into the progress that UK employers** are making towards disability confidence.

* See page 3 for a definition of disability confidence.

** See page 23 for a full list of participants

Key findings

A snapshot of performance

EFD is taking the opportunity to give our perspective on some of the key findings and questions emerging from the Disability Standard 2007. While interest and participation in the Disability Standard benchmark is growing, only 41 organisations participated in both 2005 and 2007. Given how few completed both surveys, we will not be comparing the two benchmarks directly in this section, unless the comparison offers evidence of an emerging trend.

The good news for organisations that have invested in taking part in the Disability Standard is that the survey results will help them understand what their organisation needs to deliver if they are to treat people fairly and benefit from disability confidence. Higher scoring employers now have the challenge of sustaining their performance and employers that have not scored well have the reassurance that they now know what they need to do.

The performance in 2007 ranges from the very good indeed, with 13 organisations scoring over 80%, to the average scoring around the 57% mark and those only beginning to address disability - the lowest score was 9%. Achieving the Disability Standard would mean scoring 100% - for many there is still rather a long way to go.

One of the most important messages for EFD is that no organisation can be 'diverse' unless it already delivers disability equality.

Average benchmarking scores

Average benchmarking scores*

Motivate	Act	Impact	Total
63%	63%	44%	57%

*Number of organisations = 116

▶ Top performers demonstrate disability confidence

Almost every organisation scoring 80% or more has a vision for disability confidence. These top scorers are a mixture of private and public sectors, including FTSE 100 companies and central government departments. Each of the top scorers has a visible top team commitment to disability equality. They tell people what they need to do and train in disability specific competencies for employees involved in recruitment, career progression and customer care. The best performers also measure managers' disability related performance and can tell you how disability confidence brings benefits to the business. These high performance organisations are distinctive in their approach to achieving disability equality. They:

- position disability strategically - 85% of top scorers link their disability action plan to their business plan
- embed disability equality into all mainstream processes - 92% of top scorers remove barriers that prevent the inclusion of disabled participants in standard training
- measure the impact of what they do in order to become disability confident - 92% of top scorers make effective use of information gathered by customer satisfaction surveys on disability related issues.

▶ Almost one in three is at legal risk

Despite its introduction over 10 years ago, the Disability Discrimination Act (DDA) does not seem to be driving change to the extent that some might have expected. While the Public Sector Duty has had some positive effect on public sector organisations, a surprising 72% of private sector employers do not have disability goals. Almost one in three of those doing the benchmark are at risk on areas of legal obligation identified within the survey.

While it is good to see that most organisations are able to provide reasonable adjustments for their disabled employees, a significant proportion have no effective reasonable adjustment policy in place. Despite the legal obligation to provide adjustments, 70% do not track whether requested adjustments are actually delivered.

- Only 8% have an effective reasonable adjustment policy.
- 27% of respondents have yet to provide guidance for approving reasonable adjustment requests - just 14% have introduced effective guidance.

▶ Why bother? Making the business case

Many organisations seem to struggle with the communication challenge. We cannot expect managers and employees to change their behaviour if they don't understand why they should, what will be different as a result and that they will be measured on their contribution. Only 39% of private and 20% of public sector employers have made the business case on disability and only 37% have a vision of how they see themselves achieving disability confidence.

Managers need to know that disability matters - they don't. Only 9% of employers have incorporated disability equality into performance appraisals and only 9% know how disability affects their day jobs. This is clear evidence that the business case has not been made.

As few as 24% of employers have an effective communications strategy that includes actions and activities aimed at building greater understanding of and support for disability equality. Only 24% communicate their disability goals regularly even though 44% have set this as one of their goals and only 27% communicate their vision for disability regularly even though 37% have a disability vision.

Responsibility for disability, including disabled customers usually lies in HR alone and HR is clearly struggling.

- While 69% report that their budget has the necessary resources only 44% of participants have disability action plans in HR.
- A majority of 53% have no effective disability action plans in other departments.
- 70% do not track if adjustments have been made.
- Only 17% require their recruitment suppliers to demonstrate they meet their legal obligations and are disability competent.

Measuring impact

Every one of the top scoring employers measures the impact of disability equality actions. They:

- check that at least 85% of the workforce understands how disability relates to their day-to-day jobs - 54% demonstrate that this is working effectively
- use information from disabled customers to improve policy, practice and the accessibility of products and services, e.g. 92% effectively use information gathered by satisfaction surveys on disability related issues
- ensure the results of reviews of accessibility of products and services are acted upon - 69% working effectively
- check whether disability goals have been achieved in HR, property services, service/product development, customer services, IT and training and development departments. By at least 62% or more.

Customers still not valued

Many organisations that take pride in their reputation for customer care still overlook their disabled customers - to the point where many probably do not even meet their basic obligations in law. 73% do not anticipate the needs of over 10 million disabled customers in the UK alone and 79% have no relevant marketing plans in place. Only 43% ensure information is provided to disabled customers in accessible formats as required in law. A further 64% of participants operate inaccessible e-commerce systems.

Few organisations ensure their products and services are accessible to disabled customers:

- Only 26% include the needs of disabled people in the design brief for new products and services.
- 24% regularly review the accessibility of their products and services.

Why is so little done to ensure employees realise their potential?

Disability confident organisations not only deliver best practice in recruitment but also ensure that disabled employees enjoy the same opportunities for career promotion and career development as everyone else.

However, the benchmark shows far too few do what needs to be done to deliver equal opportunities to disabled employees as they endeavour to realise their potential. Training departments have much to do if they are to ensure they equip their organisations with the necessary disability specific competencies, department by department.

- Only 41% of respondents are confident that the training they provide is accessible.
- Only 28% ensure their trainers are aware of requirements to identify and provide adjustments for all participants.
- Only 17% provide effective training for employees involved with conducting appraisals.
- Only 20% provide effective training so that those involved with making promotion decisions ensure disabled employees are not disadvantaged.

Most of the organisations that benchmarked in 2005 and 2007 now do less to ensure disabled employees realise their potential than they did before:

- 34% fewer organisations ensure that performance appraisal systems operate on objective, measurable criteria and employees are not penalised for needing reasonable adjustments - a fall from 88% in 2005 to 54% in 2007.
- 15% fewer provide disability equality related training for everyone involved in appraisals - a fall from 49% in 2005 to 34% in 2007.
- 22% fewer provide disability equality related training for everyone involved with promotion decisions to help ensure disabled employees are not disadvantaged - a fall from 54% in 2005 to 32% in 2007.

Public sector out performs private sector

The public sector performs better than the private sector, scoring an average of 8% more, which is mostly attributable to the new Duty. It seems that the public sector is driven more by legal obligation rather than the logic of the business case. More public sector respondents are meeting their legal obligations than in the private sector.

More public sector organisations set goals and action plans that cut across departments and they are generally stronger on policy.

- 54% of public sector respondents report that they have disability equality goals compared to only 28% of private sector companies.
- 27% of public sector organisations have disability action plans in their marketing departments compared to 11% in the private sector.
- 29% of public sector organisations have disability action plans compared to 17% in the private sector.

Emerging trends - 2005 and 2007

This section looks at the trends that emerge when we examine the performance of those organisations that participated in both the 2005 and 2007 Disability Standard benchmarks*. The comparative data shows that they improved their performance from an overall average score of 59% in 2005 to 67% in 2007, taking them well above the 2007 Disability Standard average of 57%.

It is surprising that the average increase is not more than 8% over the two year period however, it is encouraging that significant improvements have been made in the following areas:

- Consulting with disabled employees.
- Making resources available to help achieve disability equality.
- Removing barriers to recruiting disabled people.
- Developing organisational behaviours and cultures that value disabled people.

Despite an overall improvement in performance, it is disappointing to see that performance has actually fallen since 2005 in two important areas:

- Leadership commitment to achieving disability equality.
- Action being taken to ensure disabled employees realise their potential.

The public sector scores for the nine that did the benchmark twice show that they are:

- making more improvement than the private sector in sharing responsibility for achieving disability equality across departments
- improving their performance by responding to public sector specific legal requirements to improve the accessibility of their services
- driven by legal compliance and not by an understanding of the benefits of disability confidence and disability equality.

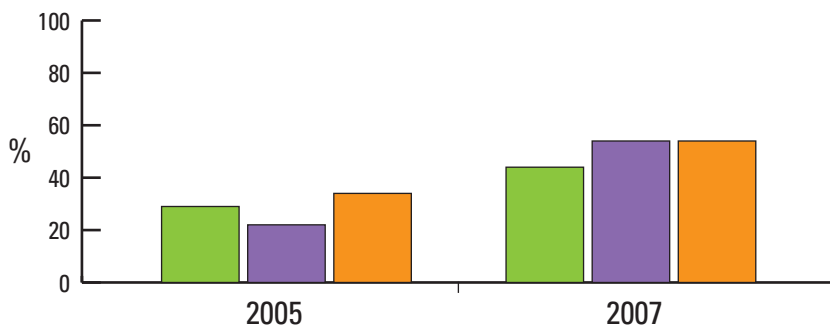
*All statistics and figures used in this section are based on the 41 employers that benchmarked in 2005 and 2007.

Culture change

There is more focus on creating an organisation that values disability equality.

- 15% more organisations now provide training to support the achievement of their disability goals for every employee - up from 29% in 2005 to 44% in 2007.
- The range and content of training is improving:
 - Disability related legislation - 54% in 2005 up to 73% in 2007.
 - Specialist information relevant to those being trained - 51% in 2005 up to 63% in 2007.
 - Challenging assumptions and changing behaviours - 54% in 2005 up to 66% in 2007.
 - The economic and ethical case for disability - 41% in 2005 up to 63% in 2007.
 - The organisation's policy expectations - 54% in 2005 up to 63% in 2007.
- Just under a third more employers monitor the number of employees who have participated in disability equality training - up from 22% in 2005 to 54% in 2007.
- The number that monitors the quality and impact of their disability equality training is up from 34% in 2005 to 54% in 2007.
- 15% more organisations now commission disabled trainers and consultants to improve their people's knowledge, confidence and skills in working with disabled colleagues and customers - this is up from 51% in 2005 to 66% in 2007.
- 27% more organisations now invite disabled expert advisers to join senior executives at briefings, networking events and consultations - up from 51% in 2005 to 78% in 2007.

Action to develop an organisational behaviour and culture that values disability



▶ **Effective disability equality training is provided for every employee**

▶ **The number of employees who have participated in disability equality training is checked**

▶ **The quality and impact of disability equality training is checked**

Leadership commitment

Despite the overall often substantial improvement in performance between 2005 and 2007 it is surprising to see that there is a substantial drop in senior management commitment on disability equality. A possible explanation is the prevalence of diversity policies that do not explicitly reference disability and which do not drive and sustain the necessary disability specific improvements.

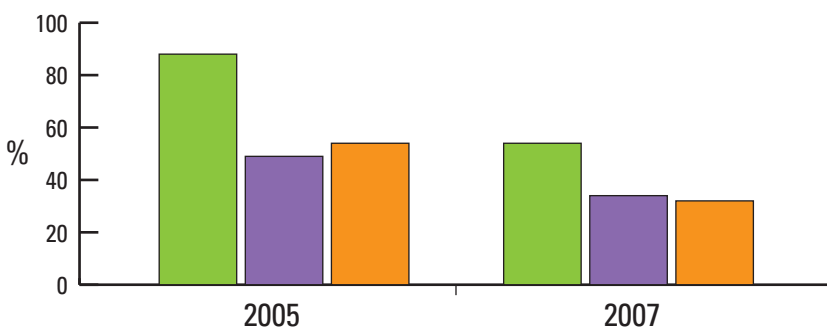
- Employers report that there has been less public senior management commitment to valuing disabled people as customers - a fall from 66% in 2005 to 46% in 2007.
- 17% fewer organisations report that their Board (or equivalent) member has taken responsibility for achieving disability equality - a fall from 78% in 2005 to 61% in 2007.

Realising potential

Less attention is being devoted to ensuring disabled employees realise their full potential.

- 34% fewer organisations ensure that performance appraisal systems operate on objective and measurable criteria and employees are not penalised for needing reasonable adjustments - a fall from 88% in 2005 to 54% in 2007.
- 15% fewer provide disability equality related training for everyone involved in appraisals - a fall from 49% in 2005 to 34% in 2007.
- 22% fewer provide disability equality related training for everyone involved with promotion decisions to help ensure disabled employees are not disadvantaged - a fall from 54% in 2005 to 32% in 2007.

Less action taken to ensure disabled employees realise their potential

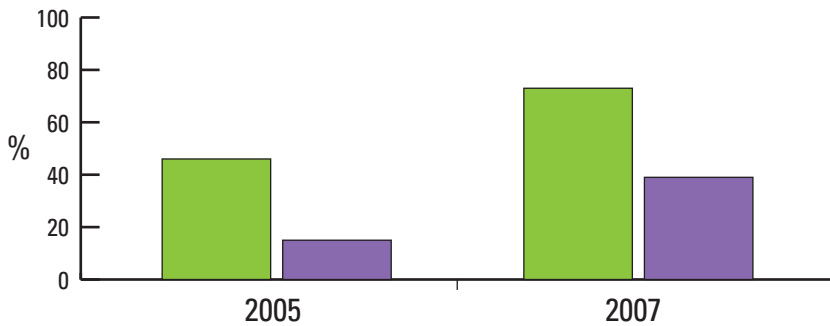


▶ Performance appraisal systems do not penalise disabled employees

▶ Disability equality related training is provided for everyone involved in delivering appraisals

▶ Disability equality related training is provided for everyone involved in making promotion decisions

Consultation with disabled employees and customers

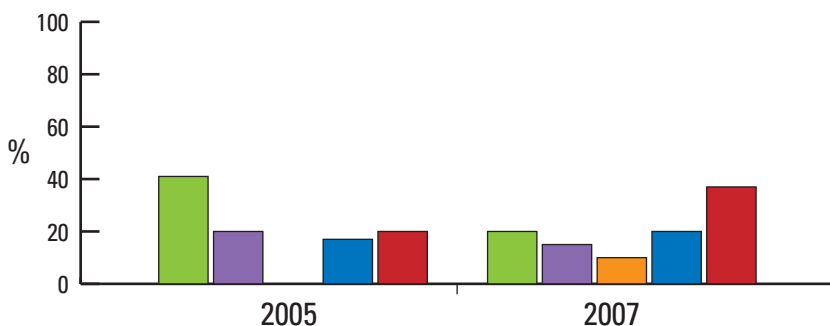


► Ways of consulting with disabled employees on their experience of working for the organisation are established

► General customer/client satisfaction surveys are designed to ensure the views of self-declared disabled people can be identified

- In 2005 41% of employers were not designing their market research so that the specific needs and preferences of disabled customers/clients could be separately identified. In 2007, the proportion of employers that are still not taking any action on this has fallen to 20%.
- The proportion of organisations that are effectively identifying the needs and preferences of their disabled customers in market research has risen from 20% in 2005 to 37% in 2007.

Market research is designed to ensure that the specific needs and preferences of disabled customers/clients can be separately identified



► Not in place

► New work being developed

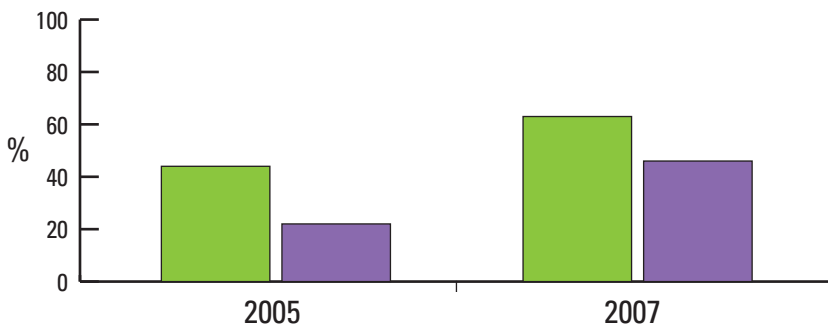
► Just introduced

► Needs review

► Working effectively

- The proportion of organisations that use information drawn from disabled customers' complaints to improve policies and practice has risen from 44% in 2005 to 63% in 2007.
- The proportion of organisations that use information from customers who inform them that they are disabled has risen from 22% in 2005 to 46% in 2007.
- 46% of employers now use the results of market research with disabled people - up from 15% in 2005.

More organisations are using information from disabled customers

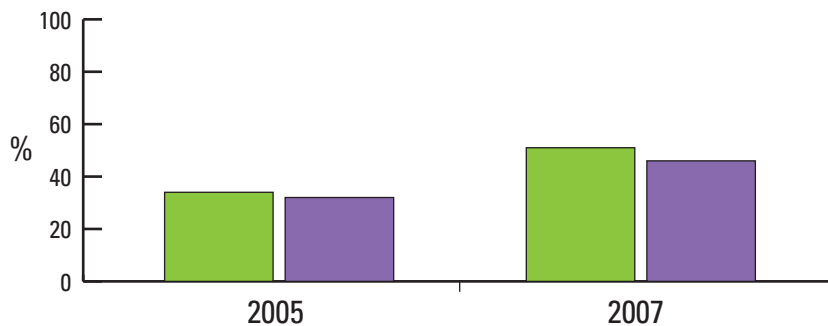


▶ The number, type and outcome of complaints from self-declared disabled customers are assessed and reviewed to improve policies and practice

▶ The number of customers who inform the organisation that they are disabled is regularly reviewed and the information used by relevant departments

- The proportion of organisations that are using the results of consultation with disabled employees to help set disability goals has risen from 34% in 2005 to 51% in 2007.
- The proportion of organisations that are using the results of consultation with disabled customers to help set disability goals has risen from 32% in 2005 to 46% in 2007.

More organisations are using consultation results to set disability equality goals



▶ The results of consultation with disabled employees are used to set disability goals

▶ The results of consultation with disabled customers are used to help set disability goals

Comparison of 2005 and 2007 Disability Standard scores

Motivate	2005 (%)	2007 (%)
Identify vision and goals	64	75
Establish policies and standards	68	72
Establish strategy links and a business and ethical case	56	61
Establish management commitment and accountability	63	63
Establish resources and a management structure	65	88
Act		
Recruitment and selection	74	79
Training and development, promotion, appraisal and pay	67	66
Work, workplace design and employee support	80	83
Behaviours and cultures	63	75
Involving and communicating with key stakeholders	61	76
Accessibility of products and services	54	62
Impact		
Monitor recruitment and selection	55	60
Assess and review training and development, promotion, appraisal and pay	31	39
Research work, workplace design and employee support	51	54
Assess and review behaviours and cultures	50	60
Assess and review the results of consultation with key stakeholders	51	66
Assess and review the accessibility of products and services	41	60
Assess and review the impact of action on the organisation	46	51
Total average score	59	67

How to replicate success

▶ Top performers

In the Disability Standard 2007, only 13 organisations achieved scores of 80% and above: four from the private sector and nine from the public sector*. Nine of these 13 organisations benchmarked for the second time. These high performance organisations are distinctive in their approach to achieving disability equality. They:

- position disability strategically
- embed disability equality into all mainstream processes
- measure the impact of what they do in order to become disability confident and ensure that they use the information they gather from employees and customers to improve policy and practice.

▶ Strategic objectives

Every one of the top scoring employers positions disability as a strategic objective that impacts on the corporation as a whole. They:

- have a business and ethical case for disability
- share responsibility - 77% have a disability action plan in service/product development, customer service and procurement departments
- link disability action plans with their business plans (85%)
- have a senior management which is committed to achieving disability equality for both employees (77%) and customers (69%)
- introduce disability progress reviews at Board level; this works effectively for 69% of respondents
- build disability into managers' performance goals; this works effectively in 46% of organisations.

*The figures quoted in this section refer to the 13 top scoring employers unless otherwise stated.

Part of the mainstream

Each one of the top scoring employers embeds disability equality into their mainstream processes. They:

- ensure training and development is accessible to disabled people (77%)
- ensure trainers are aware of requirements to identify and provide adjustments for all participants - 69% do this effectively
- remove barriers that might prevent the inclusion of disabled participants from standard training - 92% do this effectively
- have relevant, measurable and transparent promotion criteria - 77% do this effectively
- provide training for everyone involved with promotion to ensure disabled employees are not disadvantaged - 69% do this effectively
- name an individual as an expert resource on disability for employees and customers (100%)
- have invited disabled expert advisers to join senior executives at briefings, internal networking events and consultations (100%)
- use positive images of disabled people in their communications (92%)
- consult with disabled customers by identifying them in the results of satisfaction surveys and market research (85%)
- review the accessibility of their products and services (85%).

Measuring impact

Every one of the top scoring employers measures the impact of disability equality actions. They:

- check that at least 85% of the workforce understands how disability relates to their day-to-day jobs - 54% demonstrate that this is working effectively
- use information from disabled customers to improve policy, practice and the accessibility of products and services, e.g. 92% effectively use information gathered by satisfaction surveys on disability related issues
- ensure the results of reviews of accessibility of products and services are acted upon - 69% working effectively
- check whether disability goals have been achieved in HR, property services, service/product development, customer services, IT and training and development departments. By at least 62% or more.

Top priorities for action

This section lists the top priorities for action on disability that any organisation should take to improve its performance on the Disability Standard.

► Position disability as a business priority

- Position disability confidence as a business priority in all relevant communications.
- Measure the impact of any diversity strategy by the extent to which you are delivering disability equality and confidence.
- Eliminate the attitudinal, policy and procedural barriers that prevent disabled people from gaining equal access as employees and customers.
- Remember: attitudes and behaviours will only change when people at every level of your organisation engage directly with disabled individuals in a way that builds relationships and mutual understanding.

► Get the motivation right

- Build a business, economic and ethical case for realising the potential of disabled people and welcoming disabled customers, and communicate this to every employee through a combination of disability-specific training and mainstream communications.
- Make managers accountable for achieving progress by building disability specific deliverables into their performance objectives and the appraisal process.
- Spread accountability by setting action plans and improvement targets across all areas of your business.
- Ask Board level champions to report on impact to the Board, and to communicate the rationale for becoming a disability confident business.

► Be seen to mean it

- Put policies and standards in place to support disability in employment and the delivery of products and services.
- Communicate your commitment, plans and progress on disability - map out the journey for employees and customers.
- Reward employees who demonstrate high expectations of disabled people and deliver best practice.

Focus on outcomes

- Create a vision for what your organisation will look and feel like once you are disability confident.
- Always ask early in the planning process: 'how are we going to measure our performance on this disability action?'
- Mainstream disability into all your monitoring and reviewing processes (training attendance, promotion and appraisal results, satisfaction surveys etc).

Learn from each other

- Share best practice with other organisations.
- Share experiences of what has worked and not worked and why, both internally and externally.
- Commit to benchmarking with other organisations and use the results to improve performance.

Make it easier on your colleagues

Colleagues need to know where to go for guidance about best practice and what your organisation expects from them. Tell them:

- who can answer questions related to the DDA and your policies and expectations
- who can help managers find solutions on a day-to-day basis, e.g. via an in-house helpline and/or linked to EFD
- who monitors progress and spreads success
- who coordinates moving into action
- who communicates disability performance to the Board.

Build the skills and competencies you need

- Focus on attitudes and behaviours - help people understand how disability discrimination is experienced.
- Overcome fear and stereotyping and build personal skills and confidence through training, communication and events which facilitate personal contact between colleagues and people with disabilities.
- Make sure employees know how to - and do - communicate in an accessible way with colleagues and customers.

Get closer to your disabled customers and service users

- Ensure your market research identifies the specific needs and preferences of disabled customers.
- Track and address the complaints coming from disabled customers.
- Build the needs and preferences of disabled customers into the design brief for new products and services.
- Research the extent to which disabled people use your products and services.

Disability in context

Diversity is a distraction

The message from the Disability Standard 2007 is clear – no organisation can be truly ‘diverse’ unless it delivers on disability equality. The top performers in the Disability Standard are those that invest in disability directly.

Indeed, 85% of the top scorers in the Disability Standard link their disability action plan to their business plan. The top scoring companies are those that invest in disability over time and understand how disability affects every area of their business.

All the top scoring companies have a named expert resource on disability for employees and customers and have also invited disabled experts to join senior executives at meetings and briefings.

Unfortunately, the results from the Disability Standard show that many employers are failing because they are caught up in diversity. There is little evidence that diversity branded messages encourage commitment to disability equality at all and the ‘diversity distraction’ is preventing employers from taking specific disability related actions.

Training in disability confidence needs to take place throughout every department in every business and shouldn’t be the preserve of HR, or diversity managers. Creating efficient organisations that treat people fairly and deliver accessible products and services should be fundamental to every business professional.

All too often the diversity related evidence provided by Disability Standard participants made no reference to disability specifically. Concentration on workplace diversity also means that many employers are putting themselves at legal risk because they don’t invest in reasonable adjustments for disabled staff.

There is, however, evidence of a growing commitment from employers to disability equality, with 90% of employers making a public statement of their intention to achieve disability confidence and 97% saying that they are working to ensure there is a stated senior management commitment to achieving disability equality for employees.

Ultimately, the Disability Standard results will help organisations understand what they need to do if they are to treat people fairly and benefit from disability confidence.

Disability and disability equality are still regarded as less of a business priority than gender or race. A comparison of the benchmarks on race, gender and disability helps us put performance on disability in a broader context. An evaluation of benchmarks from 2006-2007 shows the level of organisational commitment to disability to be significantly lower than race or gender*.

Percentage of organisations that set race, gender and disability equality goals

Gender	Race	Disability
71%	84%	44%

More organisations are setting goals for race and gender equality than disability equality.

Percentage of organisations with senior commitment to and responsibility for diversity

Gender	Race	Disability
82%	93%	51%

There is a higher level of senior commitment and responsibility for gender and race over disability.

Percentage of organisations that have made a business case for race, gender or disability

Gender	Race	Disability
72%	91%	28%

Although almost every benchmarking organisation has made a clear business case for race, fewer have done so for gender and fewer still for disability.

*The Opportunity Now and Disability Standard benchmarks were run in 2007. The most recent Race for Opportunity benchmark took place in 2006.

Monitoring job applications by race, gender and disability

Gender	Race	Disability
65%	87%	47%

Comparatively few benchmarking organisations monitor the number of job applications they receive from disabled people, compared to those that monitor gender and race.

Monitoring the take-up of general training and development by race, gender and disability

Gender	Race	Disability
48%	63%	5%

Significantly fewer organisations monitor the take up of training by disabled people.

Do organisations consider race, gender and disability in their marketing materials and external publications?

Gender	Race	Disability
76%	84%	41%

Although most benchmarking organisations are thinking about race or gender in the images and messages they use, only just over a third think about disability.

Conclusions

In considering the trends on race, gender and disability it is important to bear in mind that Race for Opportunity and Opportunity Now* have both been running their benchmarks for several years. This may have contributed to the higher scores achieved by those organisations as they build on their results to improve their performance year on year. This is, of course, the second year of disability benchmarking.

Nevertheless, the Disability Standard 2007 results demonstrate there is every indication that for many organisations, diversity still does not include disability. Indeed, we would have to ask if, for many, disability is even positioned as an equal opportunities priority.

*EFD would like to thank Opportunity Now and Race for Opportunity for their willingness to share their data and for their help with making this comparison

Disability Standard participants

116 organisations responded to the benchmark:

- 46 private sector organisations
- 70 public sector organisations.

Number of employees	Number of responding organisations
1 - 50	3
51 - 250	3
251 - 500	2
501 to 1,000	9
1,001 to 5,000	56
5,001 - 10,000	14
10,001 - 20,000	11
20,000 +	18

Abbey	Environment Agency	National Assembly for Wales
Alliance and Leicester plc	Essex Police	National Grid plc
Arnold Clark Automobiles Limited	Financial Services Authority (FSA)	Natural History Museum
Arts Council England	Five	NCC Employment and Disability Service
Audit Commission	Food Standards Agency	Netcare Healthcare UK Ltd
Aviva plc	Goldman Sachs International	NHS Employers
BandQ plc	Greater Manchester Police	Norfolk Constabulary
Barclays plc	Guardian Media Group	North Wales Police
BBC	Gwent Police	Northamptonshire Police
Bedfordshire Police	Habinteg Housing Association Ltd	Ofcom
Big Lottery Fund	Hampshire Constabulary	Office for National Statistics
Bradford and Bingley plc	HBOS plc	Pfizer Ltd
Bradford and Airedale Teaching Primary Care Trust	Hertfordshire Constabulary	Plymouth Hospitals NHS Trust
Brent Council	HM Revenue and Customs	Plymouth Teaching Primary Care Trust
British Library	HM Treasury	Portsmouth Hospitals NHS Trust
British Transport Police	Home Office	PricewaterhouseCoopers
BT	Humberside Police	Rockpools
Buckinghamshire PCT	Identity and Passport Service	Royal Bank of Scotland Group
BUPA	InterContinental Hotels Group plc	Royal Mail Group plc
Cabinet Office	Interserve plc	Sainsbury's Supermarkets Ltd
Canary Wharf Group plc	JGP	Serious Organised Crime Agency
Cheshire Constabulary	John Lewis Partnership plc	South Eastern Railway
Cisco Systems	JPMorgan	South Wales Police
Citigroup	Kent Police	South Yorkshire Police
City of London Police	KPMG LLP	Southern
Cleveland Police	Lancashire Constabulary	Staffordshire Police
Comet Group plc	Land Registry	Suffolk Constabulary
Commission for Social Care Inspection	Learning and Skills Council	Surrey Police
Credit Suisse	Leicestershire Constabulary	Tesco Stores Ltd
Cumbria Constabulary	Lincolnshire Police	Thames Valley Police
Department for Communities and Local Government	Live Nation UK Ltd	Total UK Ltd
Department for Education and Skills	Lloyds TSB Bank plc	UK Intellectual Property Office
Department for Work and Pensions	London Borough of Tower Hamlets	Unum
Department of Trade and Industry	Luton and Dunstable Hospital NHS Foundation Trust	Valuation Office Agency
Derbyshire Constabulary	McDonald's Restaurants Ltd	West Mercia Constabulary
Devon and Cornwall Constabulary	Meat Hygiene Service	West Midlands Police
Dorset Police	Merrill Lynch Europe	Wolverhampton City PCT
Dyfed-Powys Police	Ministry of Defence Police and Guarding Agency	
Employers' Forum on Disability	Morgan Stanley	
	Motability Operations	



Disability Standard Research and Development Group

The Disability Standard was researched and trialled in partnership with the following organisations in 2004

- Abbey • BT • BUPA • Barclays • Cable & Wireless • Centrica • HSBC • PricewaterhouseCoopers
- Royal Mail • UnumProvident • Department for Work and Pensions • Department for Education and Skills
- Jobcentre Plus • Metropolitan Police Service • Office of the Deputy Prime Minister

Launch Media Partner - Financial Times Group

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