

Measuring Success in Disability Inclusion

Practical KPIs and operational indicators for HR and EDI leaders

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About this document

Many organisations want to measure the impact of their disability inclusion work but are unsure where to start, what to measure or how to interpret the data meaningfully.

This document is designed to support organisations in thinking more strategically about disability inclusion KPIs and operational indicators.

Some readers may choose to work through the document as an overview of how to approach disability inclusion measurement. Others may prefer to jump directly to the section most relevant to their current priorities, such as recruitment, the implementation of support, or the progression of disabled employees.

The most useful disability inclusion measurement rarely comes from one headline figure. Stronger insight usually comes from connecting multiple indicators over time and identifying the operational patterns they may highlight.

Used effectively, these insights can also support stronger leadership conversations, internal reporting and long-term business cases around disability inclusion investment.

Recruiting disabled people

What to think about

Recruitment KPIs are often most useful when they help measure whether recruitment processes feel accessible, consistent and practical from the outset.

This is rarely just about measuring disclosure. It is about understanding whether candidates feel able to identify support needs early enough, whether reasonable adjustments are being implemented effectively and whether operational processes are creating unnecessary friction during recruitment.

KPI or indicator	Identifies	Also identifies
% of candidates requesting reasonable adjustments during recruitment.	Candidates feeling confident identifying support needs during recruitment.	Communication around support and reasonable adjustments being clear and visible from the outset.
% of reasonable adjustments implemented during recruitment.	Recruitment teams responding consistently to support requests.	Recruitment processes functioning accessibly and practically.
% of candidate drop off points during recruitment.	Inaccessible processes or operational friction existing within recruitment stages.	Gaps and areas requiring adjustment within the recruitment journey.
% of candidates disclosing a disability who are successfully hired.	Disabled candidates progressing through recruitment consistently.	Recruitment decisions or processes requiring further review.

Comparing disclosure, reasonable adjustment requests, and successful recruitment outcomes together can often help identify patterns that may require further review.

These insights can help strengthen conversations around recruitment capability, accessibility and operational consistency across different departments or recruitment teams.

Implementing support

What to think about

Disclosure data often becomes more useful when measured alongside implementation, response times and escalation patterns.

For example, low disclosure rates do not always indicate fewer disabled employees. They could indicate that employees only identify concerns when situations become more operationally difficult to resolve.

This is why support and disclosure are often more useful when measured together rather than separately.

KPI or indicator	Identifies	Also identifies
% of employees disclosing a disability.	Employees feeling safe and confident to talk about support needs.	Feelings of belonging and psychological safety within the workplace.
% of reasonable adjustments requested.	Awareness of available support.	Support processes being visible and understood across the organisation.
% of reasonable adjustments implemented successfully.	Support being implemented consistently across departments.	Operational processes functioning effectively in practice.
Average time taken to implement reasonable adjustments.	Delays affecting employee experience, operational consistency or earlier intervention.	Departments requiring additional operational support or resource.
% of escalation into HR or formal processes.	Situations being identified and resolved early enough.	Management confidence or earlier intervention requiring further support.

Reviewing these indicators helps identify operational pressure, capability gaps, or inconsistent implementation across areas. For instance, if one department implements support more quickly, it might reflect differences in management confidence, processes, or understanding of the adjustments. Such data can enhance leadership discussions on capability, consistency, and proactive intervention.

Progression of disabled employees

What to think about

Progression and retention data can help measure whether disabled employees are consistently able to remain, develop and progress across different operational areas.

The most useful insights rarely come from one isolated metric. They usually come from identifying patterns over time across progression, retention, operational consistency and management capability.

KPI or indicator	Identifies	Also identifies
% of disabled employees remaining within the organisation for X years.	Disabled employees being able to remain and develop within the organisation.	Operational areas where retention may require further review or support.
% of disabled employees progressing into new roles or promotions.	Progression opportunities being experienced consistently.	Whether progression pathways are accessible across departments.
% of repeated escalation linked to teams or departments.	Teams requiring additional management capability support.	Operational areas where earlier intervention may be needed.
% of disabled employees accessing development or leadership opportunities.	Development opportunities being accessible and achievable.	Disabled employees being supported to progress long term.
Exit interview themes linked to disability related support and issues.	Unresolved issues contributing to attrition or disengagement.	Patterns linked to support, culture or management approach.

Reviewing this data across departments or operational areas can often help identify where disabled employees are progressing successfully and where additional support, training or operational review may be needed.

For example, if disabled employees are remaining within some operational areas significantly longer than others, this may indicate differences in management confidence, workplace culture or implementation of support.

These insights can help support longer-term conversations around retention, progression and workforce sustainability.

You may also find helpful

Making the Business Case for Disability Inclusion