



PurpleSpace

# Purple Champions & Allies Leaders' Guide: building disability confidence from the inside out

The complete guide of practical  
things we can all do at work

In association with Business Disability Forum  
Supported by PurpleSpace partners Equal Approach and Microlink




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With thanks to Paul Demuth  
and Steve Best for photography

# PurpleSpace

PurpleSpace is a unique professional development and networking hub for disabled employee network and resource group leaders, champions and allies. We support our members to create real and meaningful conversations that support and help drive internal cultural change.

Membership is available to anyone working in any sector or trade, and across the UK and globally. This includes private companies, government departments and agencies, police forces, NHS Trusts, colleges and universities and local authorities and charities.

Members join in order to increase the effectiveness of their employee networks, develop their skills and learn how to help their organisations to become disability confident from the inside out.

Membership gives access to all the tools and know-how to develop positive networks and great conversations to help support disabled employees to flourish at work.

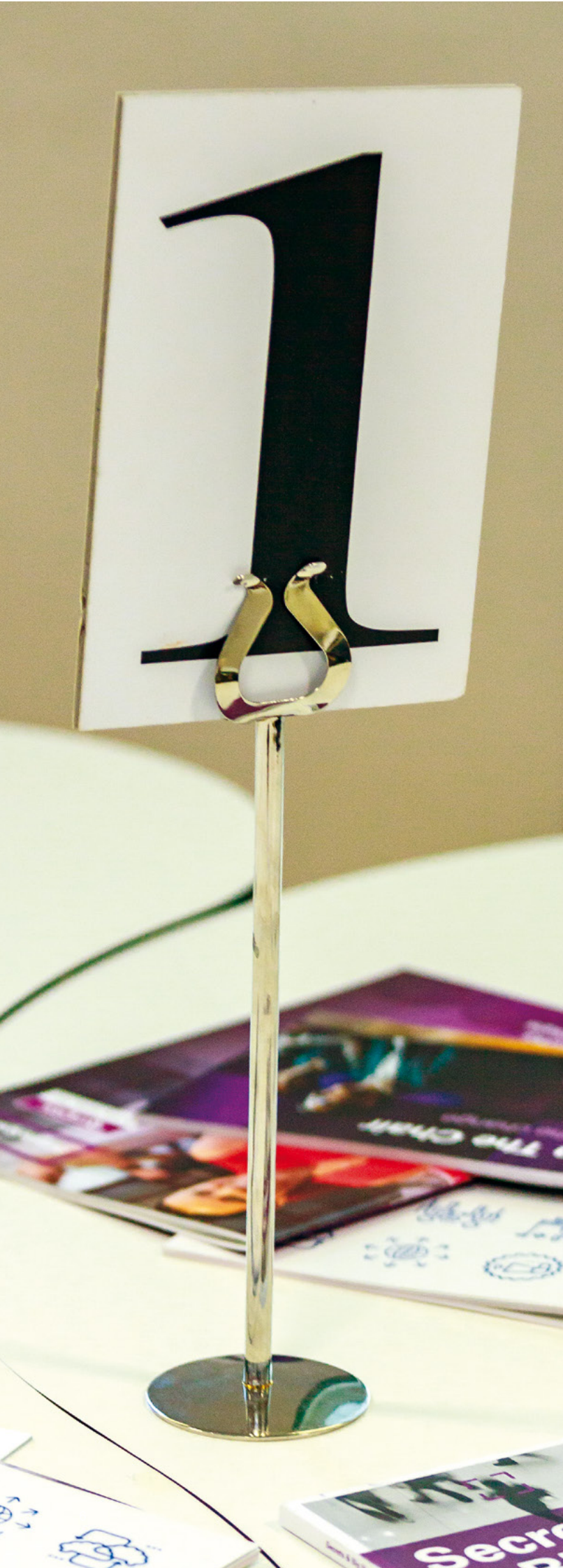
Our work is based on the lived experience of disabled employees.

*Purple Champions & Allies Leaders' Guide* is an open resource available at [www.purplespace.org](http://www.purplespace.org)

Written and co-ordinated by Sarah Simcoe, Fujitsu and David Caldwell, Barclays

Find the space to think networks. PurpleSpace.





“Just starting the conversation is one of the most powerful steps you can take in breaking down those perceived barriers. Having the opportunity to connect with, and learn from others, is invaluable. Different experiences and perspectives across the organisation help us shape a more disability confident workplace.”

**Katie Blaseby, Diversity & Inclusion Manager, ITV plc**

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“We are now moving into the  
‘third phase’ where disabled  
employees themselves are  
driving change”

**Diane Lightfoot, CEO, Business  
Disability Forum**



## Building confidence is not a luxury

I'm delighted to welcome the publication of the Purple Champions and Allies Leaders' Guide by PurpleSpace. I would like to thank PurpleSpace, and everyone that has contributed to the Guide, for their practical approach to improving equality of opportunity at work, and for making employment as accessible as possible to disabled people.

As the Disability Confident scheme continues to go from strength to strength, it is great to see more and more organisations thinking differently about disability, and improving how they attract, recruit and retain disabled workers. This Guide complements that work by offering further ideas to support employers to make the most of the talents that disabled people can bring to their workplace.

Crucially, the Guide was triggered and steered by the ideas of disabled colleagues themselves, working with their champions and allies, who make up the PurpleSpace community.

## The third phase of change

Over the last 10 years we have seen an extraordinary growth in the establishment of high-performing employee networks and resource groups – in no small part thanks to the work of long-term Business Disability Forum Associate and Board Special Adviser, Kate Nash OBE.

These networks and the adoption of the 'whole organisation approach' to change championed by Business Disability Forum are the cornerstones of how an organisation can improve its performance.

And so, we are delighted to be supporting PurpleSpace's work to develop disability confidence from the inside out – in 'the third phase of change'.

The first phase started with the passing of disability equality legislation in 1995 (in the UK as well as in other countries). It then moved to a 'second stage' where enlightened employers became, and continue to become, disability-smart organisations through the systematic use of Business Disability Forum's best practice tools as well as other helpful enablers provided by the Government's Disability Confident scheme.

Realising the economic contribution of disabled employees requires us to understand the often simple things that we can do to build inclusive workplaces, and to take action against inappropriate or illegal practice.

I encourage all employers to read and distribute this Guide, which is freely available on the PurpleSpace and Business Disability Forum websites.

I do hope that every reader will take at least one of the practical steps described in the Guide. Sometimes a small change can make a big difference, both for a disabled person in the workplace and for society as a whole.

**Sarah Newton MP, Minister of State for Disabled People, Health and Work**

Phase two continues but we are now moving into the 'third phase' where disabled employees themselves are driving change: sharing their experiences to help themselves and their employers to routinely encourage the appointment, retention and career progression of disabled people.

Of all disabled people, 83% acquire their disability or health condition during the course of their working life and around 10% of employees have a disability or long-term condition, or have experienced an accident or injury. As we all work for longer, these numbers are likely to increase.

We are increasingly seeing the role of allies in gender equality with the "HeForShe" campaign and with "straight allies" in the LGBT arena. And so I very much welcome this practical guide as a call to action to support everyone who wants to call themselves a purple champion or ally, to make a difference at work.

**Diane Lightfoot, CEO, Business Disability Forum**



## The gift of an ally

**Kate Nash OBE, Creator & CEO,  
PurpleSpace**

I developed juvenile chronic arthritis when I was 15. There were times when I couldn't walk, dress myself or hold a tea-cup. My stamina was weak. I had a year off school and spent it mostly in hospital. It was one of the worst times of my life.

The pain I experienced was beyond words. As a result I had to create a tough exterior. You have to go inwards to manage pain. I remember walking to the bus-stop on a "good day" and my companion asked why I wasn't talking. I hadn't noticed she was speaking. Pain management required every fibre of my energy to concentrate on putting one foot in front of the other. Talking and moving at the same time was simply not an option.

After a year in hospital, I went back to school but I was a year behind and had to start my 'O'Levels with new friends from the year 'below'. I met Karen who had been appointed head girl. In many ways we are like chalk and cheese. But we share the same values. She was known for organizing people either in team sports or for a simple card game at a break. I clocked her brilliance.

I was considering university and thinking about my personal statement – our teachers encouraged us to describe things we could do to signal our energy, helpfulness and engagement with descriptions of our hobbies and extra curricular activities. I couldn't play sport. I couldn't undertake volunteering as the simple effort of getting up, bathed and dress would leave me reeling in pain and unable to fathom how I would get through the day.

One day, Karen surprised me by saying that she was appointing me as a house vice-captain. I wouldn't have contemplated having the role as it came with a responsibility I could not fulfill: to collect school registers (large cardboard files) from the main office and deliver them across the school complex. I was embarrassed. I was going to have to say that I couldn't walk that far. I wasn't sure I had the inner courage to say those words to someone I didn't know well, who was popular and funny and kind. I didn't want to say, in front of any human being, that I couldn't do something because of pain. Managing impairment sometimes means managing internal pain that life hasn't quite gone to 'plan.'

But I had no choice. I said I couldn't accept the role as I could not walk that far. In an instant she said 'don't worry, I will get someone else to do that bit of the role for you'. And in an instant, I had been offered a 'gift' and had something 'different' to say in my university application.

I was stunned. It was one of my first 'gifts' – the gift of an ally. She didn't expect thanks. We never spoke of it again until nearly 40 years later. She mumbled something about the fact that she sensed I 'was going to be good'. She is a big whizz in finance and has worked for a number of well-known blue chip global companies. She is now living in Dallas and I don't see her half as much as I would like. She only has a vague recollection of the moment.

She had looked out for me during an important moment when I needed a stand-out personal statement in order to get to University. She took a problem away from me, she adjusted the way the school "did things" and she enabled me to do the role in a different, though no less valuable, way.

I have subsequently had the good fortune to have met and worked with some of the most gifted champions and allies in many workplaces, though

for me, that moment with Karen sums up what it means to be a champion or an ally. And of course, we never quite know what impact we have when we look out for someone who is in danger of being excluded.



As we produced this guide, we spoke to many people about what makes a ‘stand-out’ disability champion or ally. We launched a national survey in association with Business Disability Forum

and held a round-table with senior executives at an exchange kindly hosted by Fujitsu.

From our conversations, it became clear that great champions and allies have four core traits in common:

- They tend to be the first to spot, and then do something about, the workplace or customer service barriers that disabled people face – they like creating solutions
- They get things started, make things happen and set the tone for others
- They are not afraid to get things wrong, or say the wrong thing, or make a mistake – in the

knowledge that their intent is good and if they do make a mistake they will learn and be able to convey the organisation’s aim to make it easier for employees to get the tools they need to deliver well for their employer, or to improve customer service

- They display simple human kindness when it is often just too difficult or painful or embarrassing for individuals to proactively ask for an adjustment or even just be themselves. They care about people because they know this drives engagement.

Our thanks go to the PurpleSpace community of network leaders, champions and allies who shared their ideas with us. And our special thanks go to the Editorial Board and of course David Caldwell, Barclays and Sarah Simcoe, Fujitsu, two of our Founding Ambassadors who part wrote, delightfully chivvied and expertly shaped this guide into life.

Our work is based on the expectations and hopes of disabled employees. We look forward to hearing of the continued great work of our members as you learn directly from your own people and build disability confidence from the inside out.

“What strikes me as important about this guide is that PurpleSpace has approached disabled employees, champions and allies for their views. Disabled people have used the strap-line “nothing about us without us”, so it is vitally important that guides such as this are informed by what our people themselves say about their experiences within our organisations. Colleagues take cues from how we behave, so whether you’re a champion or an ally, please use this guide to ‘turn up the dial’ and help create environments where talented disabled people can thrive and be the best they can be.”

**Janet Hill CBE**

**Programme Director, Civil Service Disability Inclusion, Cabinet Office**

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## The facts about the economic contribution of disabled employees

Creating change often requires us to focus on the challenging and difficult facts and statistics about the lack of inclusion and engagement of disabled people. Highlighting inequalities is an important way of conveying the need for employers to think and act differently – it is a fundamental part of creating change – you need to highlight the bad news in order to notice the need to change systems and processes.

At the same time, PurpleSpace believes that delivering only bad news will only ever get us so far.

Consider these positive indicators about the employment of disabled employees:

### Over 3 million people

who identify as being disabled are in work: they are today's senior managers or the managers of the future

**6.6 million people** with disability or health impairment are in work making a huge wealth of skilled and committed disabled people in the UK who make a vital contribution to the economy

Disabled employees contribute over **£16.02 billion** per annum in tax

A 5% point increase in the disability employment rate would lead to an increase in GDP of **£23bn by 2030**

The spending power of disabled people and their families is **£249bn**





## However, it isn't all good news...

Despite some recent progress, disabled people still have much lower employment rates than those without disabilities. In mid-2016 in the UK, 49% of disabled people aged 16–64 were in work, compared with 81% of non-disabled people. The disability employment gap—the difference between the employment rates of disabled and non-disabled people—therefore stood at 32 percentage points.

The gap has widened from 30 percentage points in 2010. Reducing the disability employment gap is not simply a matter of getting currently unemployed disabled people into work, it is about retaining disabled people in work and reducing the flow of people from work into unemployment due to ill-health. Why?

Because there is substantial evidence that being in appropriate employment is **good for health**, and that having a disability need not necessitate dropping out of work;

Because **83% of people** who have a disability acquire it while they are in work;

Because around **400,000 people** leave the workforce after developing a disability or work-limiting condition each year;

Because more people will work into older age in the future and as older people are more likely to be ill or disabled, the prevalence of illness and disability in working-age people will increase (15% of people aged 16–24 have at least one health condition that limits their day-to-day activities in some way. This increases to 42% of people aged 45 to 64, and 57% of people aged 65 to 74).

*(House of Commons Work and Pensions Select Committee 2017)*

## What can you do to help your organisation develop disability confidence from the inside out?

# Why be a Purple Champion or Ally?

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## Why Purple?

In 2013, the UK Government launched its Disability Confident Campaign. It was around that time that references to the ‘purple pound’ started to pop up; a bit like the use of the term ‘grey pound’ to denote the spending power of older consumers or the term ‘pink pound’ to denote the spending power of people from the LGBT+ community.

But it was the following year, in 2014, when the publication, *Secrets & Big News* put the spotlight on the challenges people have in bringing their authentic selves to work that we started to test out the idea as to whether disabled employees themselves felt inclined to use the colour purple to refer to their experience of disability. The book had set out to find out why it is difficult for people to share information about their disability at work and to identify with the experience and language of ‘disability’. Since we started our work, from the focus groups of disabled people in the run up to the launch, to the numerous networks that have sprung up since, our members commonly refer to ‘purple talent’ or ‘purple talk’ or ‘purple champions or allies.’

The value of this new ‘purple movement’ is that it doesn’t force people to associate with a word that we don’t always feel comfortable with – and it enables deeper, richer and more meaningful conversations between people who experience ill health or disability at work. By changing the language we use to describe a human experience, it’s making it easier for people to bring their authentic selves to work – and to help others who are looking for employment to notice that they aren’t on their own. In turn, it is making it easier for colleagues to spot the ways by which they can become champions and allies of disabled employees.

The use of the colour purple is not about ‘belittling’ the hard-won battles disabled people have fought to promote the ‘social model’ of disability or ensuring UK and global employers understand what the difference is between disability and impairment and local or UN definitions in law. On the contrary, it is everything to do with disabled people being the masters of their own destiny, positively reclaiming their human experience and finding creative ways to counter the isolation and loneliness that so often comes when you acquire an impairment or if you were born with/have long term disability or had an accident or injury.

## What’s the difference between a Purple Champion, a Purple Executive Sponsor and a Purple Ally?

Different organisations use different terms when they refer to individuals who might sign up to formal ally programmes or for the senior business leaders who may take on ‘executive’ responsibility for ensuring the disability agenda is alive and well and / or sponsor the network / resource group. Our message is to use the language that best makes sense for your organisation.

A “Purple” Champion, Executive Sponsor or Ally is a term used to describe colleagues who believe that disabled people should experience full equality in the workplace. They are likely to be people who understand that employees can perform better if they can be themselves, and ask for the adjustments they need (if they need them at all) and they will use their role and influence to create a workplace culture where this happens easily. They help to create a safe and inclusive environment and support employees through words, behaviour and example.

They might be one of the most senior executives at the top of an organisation or they can be the

youngest, most junior person in a team. Wherever you find them, they tend to be sharing their belief that it takes all of us to create a workplace culture that is inclusive of everyone. And they tend to understand that when it comes to treating people fairly, that is not the same as treating people the same.

### **Why is it important to step up and notice we all have skin in the game?**

If you were in a meeting and a presenter used an analogy that unintentionally and inadvertently mocked people with mental health conditions, what would you do? Would you sit by quietly and let it go? Or would you choose to speak out letting that person know that whilst they may not have intended to cause offence, you were not comfortable with their choice of words?

Being an ally sometimes means speaking up, using your voice and demonstrating the behaviour you expect from others; educating those around you. Allies are arguably one of the most important parts of any diversity agenda. Allies are crucial in helping to build and drive cultural change around the disability agenda: they are part of the change that enables everyone to feel comfortable in being their complete and authentic selves. The concept has been very successful in the LGBT+ community and is something we can transfer and learn from.

And allies are diverse. They will, and should, include disabled and non-disabled supporters. Some will shout their support from the side-line like a football-watching parent. Some are quieter, sitting in the background observing, reinforcing and influencing the environment within which we work. Some allies are senior members of an organisation looking out across the business, whilst others are more junior and able to influence in a hands-on direct way. All are equally crucial to

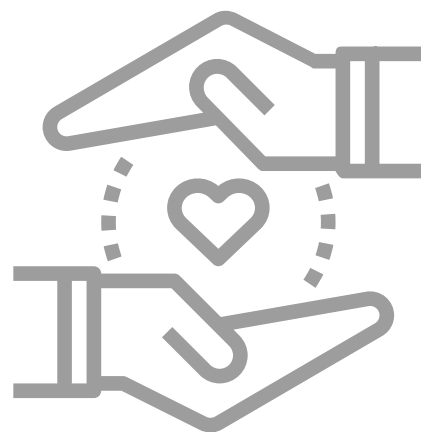
business performance when it comes to building disability confidence. It does not matter where they sit: what does matter is that they convey the fact that we all have skin in the game.

### **What can you do?**

Building workplace equality for disabled colleagues doesn't require special skills or attributes. Many of the people who responded to our survey said that the skills you need are exactly the same as any good leader. It is about listening, anticipating and conveying your belief that we sometimes have to modify the 'way' we work in order to treat our disabled colleagues with dignity, respect and fairness.

Some organisations have developed, or are in the throes of developing, formal purple ally or champion programmes. For some organisations, the size or shape won't easily allow for a formal programme. Wherever you work, and whatever you do, there are still plenty of things you can do to support your disabled colleagues and the disability inclusion agenda in your place of work. And then be sure you come and share your successes with us at PurpleSpace.

**Sarah Simcoe, Fujitsu and David Caldwell, Barclays  
- Founding Ambassadors, PurpleSpace**





# Coming from the Top

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Real business change often starts with senior leadership involvement, and inclusive leadership is essential in any organisation if we are to truly embrace the value of human difference.

When we see senior executives publicly committing to confidence and equality, it helps to reinforce and encourage commitment across an organisation, truly embedding process change in every part of the business.

Having that support coming from the top of the business is also an important tool for creating a shared understanding of priorities, helping to engage and excite parts of the business that may otherwise be difficult to reach. They help to set the tone for the rest of the organisation.

Senior support is crucial to build a ‘whole organisation approach’ to cultural change and to drive disability confidence in all that a business does. That ‘whole organisation’ approach is more than just ‘fixing’ the purple pipeline when it comes to recruitment or just ‘fixing’ the workplace adjustment process – it’s about having a route-map.

“It’s essential for firms like Aon to ensure they are attracting the very best talent to the organisation. It’s also important to have an open and inclusive culture where everyone can thrive and be themselves at work, so that we can enrich and engage our workforce and bring a huge diversity of talented individuals together as a collective. To deliver all of that, allies are critical. Supportive colleagues that speak up, speak out and are visible in their support really make the difference and drive inclusive culture.”

**Dominic Christian, CEO, Aon UK Limited**

“As the threat becomes more diverse, so must the workforce that tackles it. Supporting our disabled colleagues in GCHQ is a vital part of our mission as well as being important for well-being, engagement and performance (and a legal responsibility).

When we make life better for our disabled colleagues we make life better for everyone at GCHQ and that helps us in our work at

the heart of the nation’s security. It is also very often our disabled community that leads the cutting-edge work we do. Being their champion is not just a privilege, it is a mission imperative.”

**Director General for Technology, GCHQ**

“I am committed to the House of Lords Department of Facilities becoming a more welcoming, inclusive and diverse organisation and will make every effort to remove barriers both physical and behavioural within my areas of responsibility.”

**Carl Woodall, Director of Facilities, House of Lords Board Champion**

“We want all of our people to perform at their best, and the Allies network is a big part of that – reducing stigma and educating us in how we can support our colleagues and signpost them to further resources.”

**David Sawyer, Accent on Enablement sponsor, Managing Director, Accenture**

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“The main attribute of a sponsor is to have enthusiasm and dedication for the role and feel part of the group rather than someone on the outside. It’s not a token role. It means giving up your time, being available and using your skills and position to help drive forward the work of the group. Ultimately our aim is to change the culture of our organisation so that people think disability before they do things especially as they manage change. Using my position and working with the group we are well on the way to achieving this.”

**Ole Black, Deputy Director of Surveys and Economic Indicators, Office for National Statistics, disability sponsor**

“When allies collaborate, great things can happen, just like the Purple Space/Equal Approach ‘Civil Service Bursary Scheme’. Nine of our most talented and aspiring network leaders are participating in this ground-breaking 3-year talent programme. Every bursary holder has entered into a mentoring relationship with a someone from the private sector, stimulating great conversations involving allies and champions alike. A growing voice of like-minded spirits are now bringing a range of insights, energy and ideas to the table, helping us to look outside the Civil Service and extend our reach.”

**Philip Rutnam, Permanent Secretary, Home Office & Civil Service Disability Champion**

“At Enterprise Rent-A-Car, we work diligently to create a welcoming and accessible environment for both our customers and our employees, both

abled and disabled. Our doors are open is our company value around diversity. Simply put, we work to nurture a business environment that is responsive and welcoming to all. It’s essential that we have active and visible disability champions at the board level in our organization who can ensure that we maintain our focus and strive for continuous improvement in this ever-changing space.”

**Jeff King, European IT – AVP, Enterprise Rent-A-Car**

“It takes ability and courage to overcome disability. A forward-looking and progressive organisation understands and supports disabled staff to unleash all their talents and capabilities. The reward lies in the richness of different experiences, perspectives and ways of perceiving and solving problems and what they bring to the organisation. It is not only about seeing what people are rather than what they are not, it is about understanding the value of difference in itself, irrespective of whether that means looking different, sounding different, seeing the world differently or doing things in different ways.”

**Annette Toft, Programme Director, House of Commons Board Champion**

“The expression ‘Straight Ally’ has become an important part of the lexicon in the LGBT community. But the notion should be important in all communities seeking to protect and progress their interests and identity. Indeed, I favour the unqualified use of ‘Ally’ because it says everything we need to know. An ally of the purple community is

someone who promotes support in some way. It is someone who recognises that those with a disability play a crucial role in our society - no less important than any other. Allies can make a difference. And we can all be allies.”

**Benny Higgins, CEO of Tesco Bank & Tesco Group Strategy Director & Executive Sponsor for D&I**

“The inclusion agenda is thriving and disability is an important element. Unacceptable behaviour is more often challenged and workplace flexibilities and adjustments are more normal. However there is so much more still to do; supporting non-disabled colleagues to see, hear, feel and think things through from the perspective of the differently-abled. Keeping Britain safe will continue to need people to innovate exactly because they bring a diverse perspective.”

**Jonathan Nancekivell-Smith, Ministry of Defence Disability Champion & Director, Performance and Analysis & interim Director, Assurance, Risk and Audit**

“As disability champion, I’m often approached by staff who’ve had difficult experiences and have ideas for how we can improve our support. Some of the best and most creative ideas come from people who’ve lived through it. It’s my role to make sure those voices are heard.

**Lucy Chadwick, Director General, International, Security and Environment Groups, Department for Transport Disability Champion**

“We know how important it is for the NHS to demonstrate its commitment to a particular agenda – visually as well as

verbally. Seeing women on Boards and on public platforms is important to aspiring female leaders. Seeing rainbow lanyards around the necks of NHS staff is an important signal to the LGBT community that the NHS is a place that welcomes diversity. In this respect, the use of the colour purple as a visual trigger to show our commitment to improving the employment opportunities and the patient experience for disabled people is a fantastic initiative. Champions & allies will do all that we can as part of our commitment to making the NHS a truly accessible and inviting place for disabled people.”

**Paul Deemer, NHS Employers**

“I had worked at [company name] for 20 years before I had a road traffic accident. Losing my leg was one thing but I felt I had lost everything and 3 years later I was still really struggling with depression. I went to a network meeting not because I would have thought myself as disabled, but I thought I might learn how to be a better colleague. I heard our CIO talk about his own depression triggered by his wife’s cancer. He was the newly appointed disability sponsor. I sat there thinking this affects all of us. Sometimes the distinction between disabled person and ally is blurred. I have never felt as much pride as that moment when I heard one of our senior executives talk from the heart. I can’t see myself leaving this place – he made it ok to be a bit different around here.”

**Anonymous, survey participant**



“Engineering and Manufacturing environments can pose challenges around accessibility but it is our job as leaders to remove barriers, make all our work places accessible and attract diverse talent. The role of disability champions and allies is crucial in bringing about a cultural shift towards greater inclusivity. Our ENabled Disability Network, is an employee led group that gives people a voice, which has helped to guide the support we can provide, and through events/ campaigns has positively shaped our approach to disability.”

**Martin Taylor**  
**Combat Air Director and UK**  
**Disability Executive Sponsor**  
**BAE Systems**



# Senior Managers

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We can all agree that getting the message right at the top of the organisation is vital. What's just as vital is ensuring the message of disability inclusion, as a business imperative, is progressed into practical action by all senior managers.

Senior Managers have the power to bring people together, to discuss issues they feel are important, to provide a platform for others to speak and share as well as the ability to influence others within their business. By acting as agitators in the organisation, they can get to the heart of issues, ask questions no one else wants to ask or indeed no one wants to answer.

Senior Managers have the power to hold others to account and to ensure that those within their organisation act in a consistent way. They also have an important role in influencing their peers to step up and support the agenda. By far the most motivating factor for many managers is how they stack up against their peers and the competitive rivalry that exists can be of benefit to the disability agenda and networks.

“To convert management interest in disability into genuine culture change, we need to help management unlearn hitherto hard wired beliefs that associate disability with underperformance and risk. One way we're doing that is by focusing on the strengths brought to the work-place by our people with disabilities such as skills in listening, creativity, problem-solving, observing and resilience. So it's becoming about creating a culture where we're more confident talking about our differences, the same ones we used to believe were weaknesses and some of which we now realise are strengths. Whether we call it 'Disability Confidence' or 'Building a Better Working World', it's certainly energising and improving our business and, we hope, society too.”

**Iain Wilkie, Partner Sponsor Ability EY – EY UK & Ireland**

“We want to be the most inclusive retailer, where all of our colleagues can fulfil their potential. I am proud to be our Board Sponsor for Disability, Age and Carers;

it's a role I take very seriously. We are committed to knowing our customers better than anyone else and a vital part of being able to achieve this, is by having a truly diverse colleague base, who are reflective of the UK population. We have developed a number of initiatives, from our You Can programme, which enables us to recruit colleagues who may face barriers to employment, to creating a suite of tools to help our line managers put effective workplace adjustments in place for our disabled colleagues. Through our involvement in the Disability Confident Business Leaders Group, we hope to encourage as many employers as possible to feel confident in employing people with a disability, providing these colleagues with the opportunity to realise their potential. We are very proud to have achieved the status of Disability Confident Leader, which recognises our hard work in this area.”

**Tim Fallowfield, Group Company Secretary and Sainsbury's Board Sponsor for Disability, Age and Carers**

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“Without support from leadership and the right tone from the top, organisations struggle to make much progress in the purple space - this is why Executive Sponsors and Champions / Allies are essential in sufficient numbers to make a difference. Nominating one executive to “do disability” even in a business focused on diversity is guaranteed to fail. It must be, rather, a mindset issue for the whole of the business. So, having a strong leadership with a network of Champions and Allies (who demonstrate the power of purple) is key to inspiring that behavioural shift throughout the business. It is leading by example and inspiring repetition and replication of the best behaviours. It enables disabled employees to demonstrate their talent and value to business and so brings through the next generation. At its best, it will be a self-perpetuating success story.”

**Amanda Rowland, Partner – Asset Management Regulation, PwC**

“I believe it is my duty as a senior manager within our organisation to act as a role model for other colleagues with disabilities. It is important for me to talk openly about disability and mental health issues because if senior managers are not seen to be talking about disability, it creates the impression either there are no senior positions held by people with disability or that in order to succeed you have to hide or play down your disability. I want to demonstrate that openness about disability and success are not mutually exclusive.”

**Neil Milliken, Head of Accessibility & Digital Inclusion, Atos**

“At its best, senior leadership can be inspiring. At its worst, it can be demoralising. To find inspiration, senior leaders should get to know their purple talent; to learn what it is to be faced with adversity, the strength needed to overcome it and the resolve required to succeed in spite of it. Only then can you inspire those you lead by truly seeing people and doing what is important to them and their success.”

**Jamie Mills, General Secretary, Disabled Police Association**

“Inclusive leadership is hard. Our brains make incredibly quick judgements and assessments of people and situations without us realising. Our unconscious biases are influenced by our background, cultural environment and personal experiences. Our ideas and opinions are typically shaped at just seven years old. While it's not possible to eradicate unconscious bias entirely, there are steps we can all take to prevent it impacting on our thinking and behaviour. We have created some easy tools at KPMG to help our people think about the part they play in helping us to build a workforce where colleagues can realise their extraordinary potential and value others differences.”

**Mike Mason-Williams, Account Director, Government & Infrastructure, KPMG**

“In order to have a lasting impact and bring about real change, the disability inclusion message needs to come from the top down and become embedded throughout the organisation. Senior managers have a critical role to play in facilitating the creation of well-structured and well-resourced



employee networks, and equally, networks also play a critical role in supporting senior managers.

Employee networks are far more effective with support throughout the organisation. The involvement of senior managers can have a big influence in increasing visibility and communication throughout the organisation, and can drive change in order to ensure that inclusion is embedded. Additionally champions and allies both play an integral role in the network, and are critical to cascading the disability inclusion message both internally and externally.”

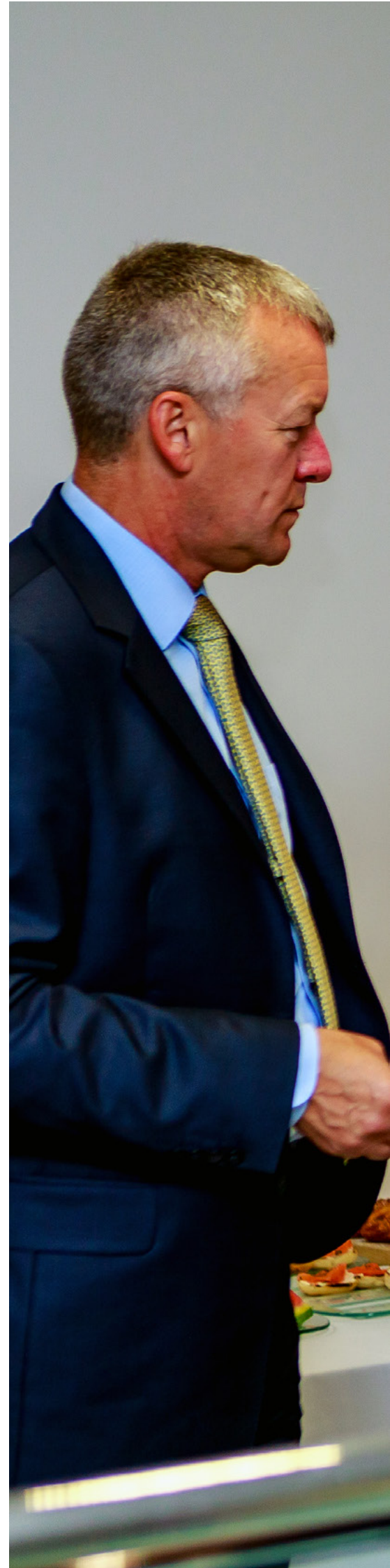
**Dawn Milman-Hurst, CEO, Equal Approach**

“The inclusion dynamic comes into effect when people feel compelled to speak up on issues that may not directly impact them, which is why champions and allies and extending the conversation is so important.”

**David Shields, Head of Diversity and Inclusion, UK/US and EMEA, Herbert Smith Freehills**

“If I had a magic wand, with one wave I would have all senior managers see the whole of their career as if they were retiring. I bet they would never forget nor regret the times they pushed the boat out to support someone to retain their job by simply making it clear that THEIR team will not tolerate a lengthy and messy process when securing a reasonable adjustment for one of their own. A zero tolerance mentality from senior managers would make an enormous difference. That’s the mark of a true ally.”

**Anonymous, survey participant**





Whether we call it 'Disability Confidence' or 'Building a Better Working World', it's certainly energising and improving our business and, we hope, society too."

**Iain Wilkie, Partner Sponsor  
Ability EY – EY UK & Ireland**

"It takes ability and courage to overcome disability. A forward-looking and progressive organisation understands and supports disabled staff to unleash all their talents and capabilities."

**Annette Toft, Programme Director,  
House of Commons Board  
Champion**



# Line Managers

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The person that often most affects us at work and impacts us day-to-day, is our line manager. It is widely suggested that when we chose to leave our employer, we are actually leaving our line managers. According to one Gallup study around 50% of employees leave their company to get away from their bosses.

The line manager has a critical role to play in building a disability confident organisation. For a line manager to be successful in building an inclusive, respectful and diverse working environment, they will need to model the behaviour required to build an inclusive business as well as knowing how to nurture purple talent.

Good managers give clear direction, offer regular feedback and are open to receiving feedback. We all need to develop and as managers, we need to listen to our teams, understand what we need to do to help to shape and develop our people, their career and enrich their experience. A disability confident manager develops a disability confident team where co-workers collaborate encouraging each other and building trust: these are the really important allies.

“Creating an inclusive and welcoming environment is vital to enabling colleagues to bring their whole selves to work, to bring difference to the table and know that it matters. At Barclays we have seen the power of allies in building such a culture - for example our Male Allies support gender equality in the workplace. We launched Reach Purple Champions as allies to help us create a workplace that is disability and mental health confident. Combined with the tangible demonstration of leadership from our Executive Sponsor, our Champions help drive our ambition to be the most accessible and inclusive business.”

**Mark McLane, Barclays Global Head of Diversity and Inclusion**

“Don’t be afraid to ask questions. Talking openly about disabilities in the workplace will help break down any stigmas and assumptions and help create a more inclusive culture where everyone feels able to perform their ‘A’ game.”

**Jenifer Denby, Inclusion and Diversity Manager, Willis Towers Watson**

“Never underestimate the power of connecting and supporting people. By listening to and understanding the needs of your colleagues, not only do you support and develop their careers, you also become an attractive employer to talented individuals who just happen to have a disability. Over time, conversations and decisions about adjustments become part of the ‘every day/ business as usual culture’.”

**Claire Goody, Environment, Health & Safety Manager, Eversheds**

“For Deloitte to thrive and be the undisputed global leader in professional services we need a work culture whereby everyone feels that they belong. When everybody feels that they belong in the firm they can do their best work, which ultimately means we deliver a fantastic service to our clients.”

**Toby Mildon, Culture & Inclusion Manager, Deloitte LLP**

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“Line managers have a crucial role to play both in terms of improving access for colleagues as well as making services accessible. Each year, businesses lose up to £249 billion in potential spending power from disabled people. Managers who have responsibility for front line services could become the nations best innovators when it comes to tapping into the purple pound. Providing the best services possible to all individuals is an important role for managers.”

**Roy O'Shaughnessy, CEO, Shaw Trust**

“The line manager is essential in implementing any diversity and inclusion led strategy. For a line manager, the opportunity to engage with and work alongside allies and champions must be seen as an essential asset. To be able to access a champions or allies knowledge, experience and support is, in my view, one of the greatest enablers for promoting the positive contribution and impact that disabled people make in the workplace.”

**Julian John, Founder & MD, Delsion**

“The business case for hiring more people with a disability is compelling. Not only is it the right thing to do, the problem-solving skills, commitment, determination and sense of perspective people with a disability possess is inspiring and motivational for the colleagues they work with. Being different is an opportunity for business. All too often, people get stuck getting started through fear of saying the wrong thing. Don't let this hold you back. Once you get over your inhibition, it's a lot easier to be genuine, authentic and

have conversations with people. Through getting involved, asking questions, you can help disabled colleagues be themselves and thrive in the workplace. Help your colleagues become allies too by showing them how they can make a difference.”

**Andy Kneen, HR Manager, Products, Shell**

“OCS operates alongside many business partners in a complex facilities management environment. Reaching out to champions and like-minded people helps to build a strong network and that fosters collaboration. It is through collaboration that OCS can help influence and deliver change that continually strives to improve the service disabled people receive. OCS published its Challenging for Change report to help seek out more allies and champions to grow the demand for improved service.”

**Mick Connolly, Regional Training & Standards Manager - Aviation & Gateways, OCS Group UK Limited**

“When my line manager and I did a double-act at a recent webinar about my dyslexia, and how we work together, we got the biggest ever attendance rate for a network webinar. We were dead chuffed. We work well together anyway – but I think that shared experience and having to really think about the 3 top tips we would offer others helped even further. You just get to the heart about who does what well. I suppose that's the same with any good line manager. They focus on human potential.”

**Anonymous, survey participant**



## Allies throughout the organisation

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While having allies in management and leadership positions is very important, it's just as important that as many people in the organisation as possible see themselves as purple allies. In order for the minority to be empowered, the majority need to enable them. This isn't something that's just true for disability: it's applicable to every strand of diversity from LGBT + through to gender and race.

Everyone has a set of values that act as a guide throughout their lives. For most people, fairness, equality and treating people in the way you'd like to be treated are core to these. Many people end up being allies because they see it as a way of standing up for what they believe in.

Some of the best allies are people who have a close or personal connection with someone else's story of disability. Through this they feel close to the agenda and see that being involved can have a positive impact on those close to them.

The power of allies at every level in a business comes from their ability to be the stewards of cultural change that managers and leaders are trying to instil. Being there to challenge behaviour that's not appropriate or to ensure that everyone is being considered when decisions are being made and change is being implemented.

For example, being able to challenge when members of their teams use inappropriate language around the office, or ensuring that restaurants chosen for team lunches are accessible.

Networks have a really important role to play in helping allies at every level to understand what their role as an ally involves. They should ensure that all allies are well versed in inclusive language, how to support people with disabilities in the workplace as well as some classic dos and don'ts. They've also got an important role in helping allies to feel comfortable and confident in challenging inappropriate behaviour, keeping them up to date on what's happening in the disability arena and where they can go to get more information and support.

"Inclusion matters to everyone. As a PurpleSpace / Equal Approach bursary holder I have seen how culture can be changed from inside out. I'm very proud this guide has incorporated the Foreign and Commonwealth's 'In One Minute, In One Hour, In One Afternoon' initiative and also drawn on input from other networks.

PurpleSpace has taught me how to demonstrate how organisations can continue to grow and build upon Disability Confident Leader accreditations.

The bursary has given me a great opportunity to network and share experiences with other bursary holders and cross-sector PurpleSpace members.

It's not about increasing membership, it's about creating more leaders."

**Alex Freegard, Civil Service Disability Network and Foreign and Commonwealth Office**

“One of the key things about disability is that it comes in many different guises and forms. Everyone has a different lived experience. By normalising disability, it becomes a positive story about what people can do, rather than what they can’t. One of my network’s great strengths is the work we do to open everyone’s eyes to the different lived experiences of those around us and to get our members to apply those different perspectives in the everyday work they do.”

**Alicia Ford, House of Lords Chair, Parliable**

“I think it’s so important that we support all our people and recognise that many health conditions exist on a spectrum and vary through our lives. We want to support each other as colleagues without any divisions of who’s disabled or not – the network is about enabling all of us.”

**Jenny Scott-Thompson, Accent on Enablement network lead, Accenture**

“Previously, I’d worked with organisations that support people with disabilities and health conditions. That work opened my eyes to the true scale of the barriers faced by disabled people – and the extent to which society-at-large doesn’t typically give enough thought to their needs or, worse, can’t look beyond their disability. So when I joined the House of Commons and discovered that I could continue to play my part in improving our understanding, awareness and visibility of disability issues, I jumped at the chance.”

**Sean House, House of Commons Chair, Parliable**

“Our Mental Health Ally program encourages training participants to talk openly about their experiences and the challenges of mental health in a safe environment. It aims to educate, build awareness and prepare our people to be able to hold discussion on mental health with their colleagues in an appropriate and supportive way - guiding them to the range of resources available to them. We do not diagnose and we are not counsellors – we are a network of people that are highly visible and that care. We are helping de-stigmatise mental health by normalising the discussion and we are encouraging those that are suffering to not do so in silence but to feel confident to reach out for help when they need it. I am proud of the impact we continue to make.”

**Alex Lane, Mental Health Ally and Products Mental Health Lead, Accenture**

“Life is often tough for disabled colleagues, especially where adjustments are needed to enable them to do their job. Disabled allies can assist to create an environment where difference is no longer seen, where disability is ‘part of the norm’.”

**Rob Gurney, Chair, Disabled Police Association**



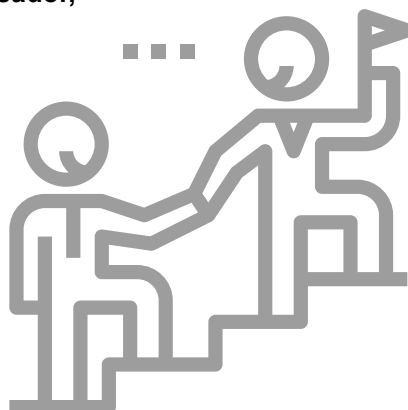
“I think we can all attest to the power of allies of all kinds, and how appreciative we can be of them, in our day-to-day and our working lives. Being an ally to our network for people with disabilities, SEED, is really important to me personally as well as for Fujitsu for a number of reasons.

The discussions that we have cover all aspects of what it means to be at work and how that blends with our lives outside of work and extend far beyond just “disability”. It’s about how we enable everyone to be their best when at work. For some people that may mean adaptations are necessary. For many people adaptations per se aren’t needed, it’s much more about understanding and then leading and managing with flexibility.

It’s about what it means to be a carer and it’s about recognising that some people may experience temporary or short-term periods of “disability” due to accident or ill-health. This topic affects many of us who would not otherwise consider ourselves a direct stakeholder.

As an ally my involvement allows me to better understand what my role is in celebrating what’s good, and enabling change where it’s needed.”

**Steven Cox, VP, Diversity & Inclusion Ambassador, Fujitsu EMEA, Fujitsu**







“As an ally my involvement allows me to better understand what my role is in celebrating what’s good, and enabling change where it’s needed.”

**Steven Cox, VP, Diversity & Inclusion Ambassador, Fujitsu EMEA, Fujitsu**



# How to move from 'good' to 'great'

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When we started this guide we kicked off with a survey to network leaders and our community of champions and allies. Throughout the project network leaders have been feeding us with their ideas and sharing their experiences.

At PurpleSpace we heard that there are plenty of ways that you can be a 'good champion' or a 'good ally' but to step-up to 'great' means investing a bit of yourself in the agenda. It means making time to notice and resolve the long-standing challenges. It means not making assumptions about disability and finding ways to 'turn up the disability dial' to build inclusive workplaces.

These top tips are designed to help Senior Champions/Executive Sponsors and Allies move from 'good' to 'great'.

## For Senior Champions & Executive and/or Network Sponsors

- 1. Be informed** – you cannot know everything, so make it your business to understand the lived experience of your disabled colleagues and understand the connection between that experience and the success of the business
- 2. Be systematic** – be prepared to lead systematic change around improvement of the organisation's disability performance in every area of the business from recruitment to ICT
- 3. Shine the light** – offer thought leadership and supportive challenge to network leaders and make it known that you expect the network/resource group to perform well. Help them to develop a strategy that supports the organisation in it's goals. Disability networks/resource groups are still 'behind the curve' in some organisations – under-funded and under-supported. What will you personally do to address that?
- 4. Knowing me, knowing you** – get to know the network leaders, understand their drivers and what they are hoping to achieve, and be clear on what you can and can't bring to the table. Don't be concerned about using the wrong language or that you lack subject matter experience when it comes to disability – tell them where they can help you to help them
- 5. Be a role model** – share your story and experience. The power of a personal story, particularly when offered by a senior champion is extremely powerful and a key tool for bringing about positive change – it may not be a personal story about disability, but be real and be you
- 6. Let the organisation see you** – up front and centre. Providing reassurance that the business is truly committed to building an inclusive environment where all can flourish and succeed is vital. Why not write a regular blog about your role and post internally (or externally via the PurpleSpace website)? But if you invite comment always reply, even if the question is challenging
- 7. Create connections** – both internally and externally. Find out where the greatest problems lie in the business and then strike up a conversation with your peer functional lead
- 8. Bang the drum** – at every opportunity look to influence and secure support across the organisation. Look to influence those that are resistant to change and support the removal of any blockers, be that around culture, process, resources or communications
- 9. Remember Ghandi** – and the need for us all to be the change we wish to see by encouraging inclusive language and behaviour. Accept nothing less throughout your interactions across the business
- 10. Honesty is the best policy** – provide open and honest feedback when influencing change across the organisation. That also includes constructive feedback to the network, always ensuring you keep coming back to what you are looking to achieve

## For Allies



**1. Step up** – if you feel passionate about being an ally then step up, sign up and get involved. If the network in your organisation doesn't have a formal allies programme then why not ask if you can help set one up?

**2. Assume you know very little** - a key part of being an ally of disabled colleagues is learning from those who have experienced disability. Be open-minded and be willing to learn. Like most human experiences, if you haven't experienced something, you are starting from scratch

**3. Keep learning** – once you've started learning about disability and what your organisation is doing, and wants to do more of, don't stop your personal learning

**4. Don't be a bystander** – don't let inappropriate behaviour go unchallenged. Many people with disabilities may not feel able or comfortable to do so. It is so much easier to advocate for others than it is yourself

**5. Be supportive** - if you know that you've got people in your team that have a disability, ask them privately if you can do things differently that might support them better. Be aware of support that's available in your workplace so you can signpost it to people who may not know about it

**6. Be aware of boundaries** – for example, it is best to ask, rather than assume that someone needs help, but try not to ask personal questions about someone's disability

**7. Be visible** – tell people you're an ally, make clear statements about the importance of equality to you and to the organisation – buy a purple lanyard and create your own a tag "I'm a purple ally"

**8. Get involved** - make sure you show up to events that networks put on, sign up to newsletters and get involved in the agenda more broadly e.g. reverse mentoring, mentoring, coaching, helping with running the network

**9. Be yourself** - being genuine is really important. If you're not being genuine, you will get found out. Use your own values to guide you and ensure that you're doing what feels natural to you

**10. Remember, everyone's experience of disability is different** - if there's one thing you remember it should be this. Be aware that there's lots of reasons why no two disabled people are the same and why no two experiences of a disability can or should be compared to each other

# Where and how to spend your time

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Of the formal ally / champion programmes we have come across so far (i.e. those that encourage lots of people in an organisation to become supporters of purple talent) they will often offer a “shopping list” of activities to help their people identify practical things they can do to make a difference. Here are some of the best practical examples that we have come across, and built on, from a number of our members including Barclays, Department of Transport, EY, Foreign & Commonwealth Office and Fujitsu.

The best examples are specific to their organisation, especially when they signpost to more sources of information, support and real activities.

## In One Minute:

- Join your organisation's disability employee network and sign up for any email alerts, or ask them what they need help with because their work is on top of 'the day job'
- Once you have read this guide – send the link (found at [www.purplespace.org](http://www.purplespace.org)) to 10 other people in your organisation, copy them into each other and say “I thought you would like this guide and I'd be interested to hear if you found any of the ideas helpful?”
- Follow the network's internal tweets or other internal social media accounts about disability and start using the national hashtags #purpletalk #disabilityconfident #purplechampion #purpleallies and be sure to follow #AXSChat on Twitter
- Make your emails more accessible by changing your default font to Arial 12 Black
- Add a sentence about being a purple ally or champion in your signature block

## In 15 minutes

- Set up your own external Twitter account and/or follow some key twitter users when it comes to the disability agenda such as @mypurplespace, @Fujitsu\_UK\_SEED, @BarclaysAccess, @DisabilitySmart, @AXSChat @JHillCBE
- Read the publication Purple Stories and forward the link to someone you know in your organisation who might be a great speaker for an internal 'lunch & learn' session - <https://www.purplespace.org/home?myhub&selected=2014>
- Take a look at 'Labels Are So Old Brain' video on YouTube and send it to your team. It highlights 'old brain' thinking on disability (assumptions, labels, doctors), challenges antiquated messaging, and presents a 'new brain' focus on human potential, talent and opportunity. The intent is to help spark a fresh conversation on the issue and stereotypes- <https://www.youtube.com/watch?v=W7BQrVRz6Qo>
- Have a brief “disability moment” as part of regular team meetings (just like some organisations might do for safety matter) e.g. briefly cover a disability theme (in a lightning session) or get someone to tell their disability story and offer one top tip to managers
- Does your business already have a Purple Champion? If they do, do you know them: if you don't then can you meet them? If your business doesn't have a champion, would you consider putting yourself forward? Speak to your HR or D&I team who will be able to help
- Take a look at the EY EMEIA Diversity and Inclusion App and the podcasts available – <https://itunes.apple.com/us/app/ey-emeia-diversity-and-inclusion/id1046901485?mt=8>

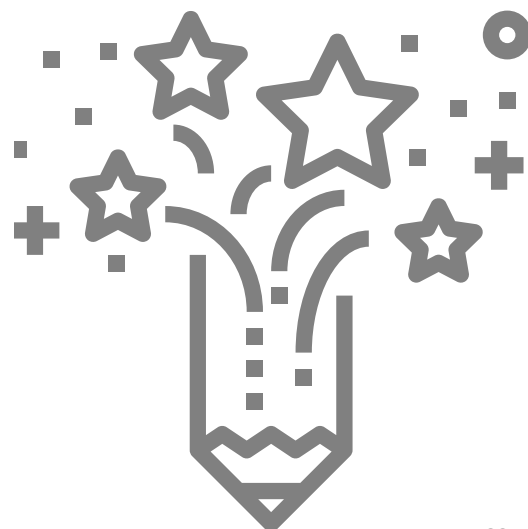
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## In One Hour

- Take a browse through the Barclays accessibility website - [www.barclayscorporate.com/accessibility](http://www.barclayscorporate.com/accessibility). It offers insights and resources from their own journey to build inclusion for customers and colleagues
- Organise a 'Fishbowl' discussion with leadership teams pioneered by Shell. It's a chance for leaders to hear the experiences of employees with a disability and to re-affirm their commitment to making the work environment more inclusive for all employees. Email [info@purplespace.org](mailto:info@purplespace.org) for further information
- Read the PurpleSpace #ourdisabilityconfidence briefing and suggest your department supports your own employee network to create its own version by offering to co-ordinate the input from your own people - <https://www.purplespace.org/home?myhub&selected=2014>
- Invite the key network leaders to come and meet your team either F2F or on a webinar so you can hear about their priorities and where you can help
- Contact your D&I team or HR and find out if there is a business-wide diversity forum that you can get involved in
- Listen to the podcasts available at Business Disability Forum - <http://www.businessdisabilityforum.org.uk/media-centre/podcasts/>
- Listen/watch one of the great TedTalks on disability - <https://www.ted.com/talks>
- Listen to the podcasts available at BBC Ouch - <http://www.bbc.co.uk/programmes/p02r6yqw/episodes/downloads>

## In Half a Day

- Read 'Learning Directly From Disabled People' - <https://www.purplespace.org/home?myhub&selected=2415>
- Read Secrets & Big News - <https://www.amazon.co.uk/Secrets-Big-News-Enabling-themselves/dp/0992898404> (or free to PurpleSpace members)
- Make it your business to understand the organisation's workplace adjustment process and ask for details about the average length of time to deliver a workplace adjustment in various parts of the organisation. How does this compare to other organisations? What can you do to improve the process?
- Find out if there are any free on-line courses you can undertake to learn more
- Take a browse on the Government's Disability Confident portal to learn the basics - <https://www.gov.uk/government/publications/employing-disabled-people-and-people-with-health-conditions/employing-disabled-people-and-people-with-health-conditions>





## Once a Year

- Tell your team or your line manager how you have supported the disability agenda in your own personal performance appraisal (even if there is no formal requirement to do so)
- Create your own annual 'Disability Awards' to celebrate role models (teams and individuals) as well as champions and allies who have shown great commitment and support for the disability agenda
- Prepare / re-articulate the business case for the disability network and get leadership sponsors to sign off the network strategy / plan
- Offer to mentor a new recruit who has a disability – or take part in a reverse mentoring scheme
- Use a video campaign to get disabled employees to share their story and provide a meaningful way of encouraging colleagues to notice the importance of building an inclusive workplace. This doesn't need huge budget! You can get people to use their smart phone and load them on to a website. Start a dialogue and invite colleagues to leave messages of support for the people who shared their story
- Offer up one 'bright idea' about how the organisation can engage with the 'Purple Light Up' campaign on 3rd December each year as its way of celebrating the economic contribution of disabled people - <https://www.purplespace.org/our-projects/purple-light-up>

## Twice a year

- Ask colleagues in other organisations what they are doing to support the disability agenda – see if you can steal any good ideas
- Write a formal note of thanks to anyone you have seen do something innovative when it comes to disability (and copy in their boss)
- Build and/or refresh your own bank of "what happens when?" questions to ask as you go about your work (e.g. ask your reception staff 'what happens when we have a wheelchair using guest who cannot use our revolving doors?' Ask your catering staff 'what happens when someone is using crutches and cannot carry their tray of food back to their table?' Ask your boss when they next use a powerpoint slide pack 'what happens if someone from the audience has a visual impairment that they haven't told the conference organisers about')
- Collaborate with other employee networks: internal networks such as the women's network, the LGBT+ network etc as well as other disability networks from other organisations via PurpleSpace

**And if you need logistical or practical advice on creating an allies network, get in touch with us at [info@purplespace.org](mailto:info@purplespace.org)**



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‘Many employees do not choose to use the language of disability and will never do so. This will often include employees who: are deaf or hard of hearing; have had an accident or are experiencing a long-term illness; have a visual impairment; have had a recent medical diagnosis; and have inherited a genetic condition.

It may also include employees who: experience a mental ill-health condition for six months, three years or a lifetime; are living with life-threatening conditions, such as cancer; live with facial disfigurement; have dyslexia, diabetes, Aspergers, or people who stammer.

This does not matter. A great champion or ally gets this and does not go about trying to understand the myriad of life experiences that would be included in the definition of disability in employment law, nor all the ways by which adjustments can be made. Being a great champion or ally is simply about recognizing what it means to be human, what it means to be flexible, and takes action to grow and retain talent and encourage people to be who they are at work.”

**- Kate Nash OBE, Creator & CEO, PurpleSpace**

“In The ‘Analects of Confucius’ translation and notes by Simon Leys we are told that one day a disciple asked Confucius, “If a king were to entrust you with a territory which you could govern according to your ideas, what would you do first?” Confucius replied:

“My first task would certainly be to rectify the names.” On hearing this, the disciple was puzzled “Rectify the names? And that would be your first priority? Is this a joke?”

Confucius explained: “if the names are not correct, if they do not match realities, language has no object. If language is without an object, action becomes impossible – and therefore, all human affairs disintegrate and their management becomes pointless and impossible. Hence the very first task of a true statesman is to rectify the names.”

By listening and imagining, PurpleSpace have both heard and created a new vibrant purple community with champions and allies.”

**Gillian Stamp, BLOSS**

## Editorial Board

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Our thanks to the Purple Champions & Allies Leaders' Guide Editorial Board who together tweaked, nipped and tucked the text.

Brendan Roach, Business Disability Forum

Janet Hill, Cabinet Office

Alex Freegard, Civil Service Disability Network and PurpleSpace /  
Equal Approach Bursary Holder

Ally, GCHQ

Sally Ward, PurpleSpace

Andy Kneen, Shell

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## Notes

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Here's your little space to make some notes and write down your thoughts about how you'll take what you've learnt in this book forward...



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