

Change  
**100**

**Five years  
of impact  
2013 – 2018**



**Leonard  
Cheshire**



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# Foreword

**Nearly seven million people of working age in the UK are disabled or have a long-term health condition. That's about one in five of us.**

This is a huge pool of talent that employers are often missing out on. A pool of talent which provides insight into a significant proportion of an organisation's customer base.

We want to do everything we can to support employers and individuals, regardless of their disability, mental health or long-term health condition, to achieve their potential and thrive in the UK job market.

Change 100 is working with talented disabled students and graduates, and employers, to make this a reality. The programme supports individuals at the beginning of their work life to gain confidence, kick-start their career, thrive in the world of work and make a lasting impact. With this report, I am delighted to celebrate Change 100's fifth year.

The programme has grown in scale and impact since its launch in 2013 and we are incredibly proud of the more than 400 interns who have started their career through Change 100. We are even more delighted that 131 employers have engaged with the programme, taking a positive first step towards ensuring their workplace is inclusive for all.

I would like to thank all of our Change 100 partners – past, current and future – for seizing the opportunities that employing a diverse workforce bring.



**Neil Heslop**



“

**We want to do everything we can to support individuals, regardless of their disability, mental health condition or long-term health condition, to achieve their potential and thrive in the UK job market.**

”

# Why we do what we do

**Currently just half of disabled people in the UK are employed – compared with 80 per cent of non-disabled people.<sup>2</sup>**

Last year, research by Leonard Cheshire revealed that one in five employers said they would be less likely to employ a disabled person. Of those line managers who said they were less likely to employ a disabled person, almost three in four would be concerned they would struggle to do the job.<sup>3</sup>

Over the last five years, our work has shown that inaccessible graduate recruitment processes, employer assumptions and a lack of understanding excludes talented individuals from achieving their goals and entering the working world. Our mission is to address this imbalance and improve the employment landscape for disabled people.

By supporting individuals at the start of their career journey alongside participating employers across the UK, we hope to create sustainable change.

Change 100 is a professional development programme that connects talented disabled students and graduates with some of the UK's best-known employers, through paid summer internships. We launched the programme in 2013, and so far we have supported over 400 young disabled people and over 130 employers on this journey.

**Supporting young disabled people to fulfil their potential, we create employment opportunities, educate employers, and champion inclusive work practices**



By the age of 26,  
disabled people are  
**four times**  
more likely to be  
out of work or not in  
education, compared  
to non-disabled peers<sup>4</sup>

Official government  
figures show that  
more disabled people  
currently leave the  
workforce than enter it<sup>5</sup>

**77%**

of students and  
recent graduates with  
disabilities fear they will  
be discriminated against  
if they disclose their  
disability to employers<sup>6</sup>

# Change 100 at a glance

## Preparation

For candidates

### Recruitment and selection

We run an inclusive application process for candidates, ensuring adjustments are made throughout. The process involves an initial application form and an assessment centre.

### Programme induction

We support interns to identify what workplace adjustments they may need on placement and hold an induction day for the full cohort to kick-start the summer.

For employers

### Employer recruitment

We source employers across the UK to partner with Change 100 and host interns. We work with a range of sectors and with employers of varying size.

### Disability equality training

We deliver disability equality training to all our employer partners before the internships start. We also deliver bespoke sessions on each individual intern and their workplace adjustments.



## **Participation**

### **Development programme**

Our development programme supports interns to make the most of their summer placement. We hold monthly events from July to December and cover topics such as making the most of mentoring, managing your disability in the workplace, CV writing and interview skills.

### **Summer internship**

Successful candidates are placed within one of our employer partners for the summer on paid 8–12 week internships.

### **Summer support**

We support interns, line managers and mentors throughout the summer with workplace adjustments, performance and wellbeing.

### **Mentoring**

Every Change 100 intern is matched to a mentor within their host organisation who can offer the intern support and guidance. We offer training and resources to aid mentoring sessions.

### **Change 100 alumni network**

Following their time on Change 100, interns and employers become part of our alumni network, receiving continued advice and signposting to opportunities. Some interns become Ambassadors, actively promoting the programme to future interns and employer partners.

# Our reach

Change 100 has grown year-on-year since launching, from working with 18 interns across seven employers in our first year, to working with 141 interns across 70 employers in 2018.

We are a national programme and have placed interns with employers in Scotland, Northern Ireland, Wales and England.

Since launching in 2013, we have:

supported

**403**

interns

worked with

**131**

employer partners

delivered

**734**

hours of employer training

received and assessed

**2,398**

applications

held

**36**

development days

held

**79**

assessment centres

delivered

**1,209**

hours of mentoring

## Who are our interns?

**41%**

of our interns were the first in their family to go to university

**38:59**

male to female ratio

(3 per cent preferred not to say or other)

**32%**

were from black and minority ethnic groups

**100%**

disclosed one or more disability

# Helping fantastic candidates to thrive – the impact of the programme on our interns

## Recruitment and selection

Over the past five years we have received a total of 2,398 applications for the Change 100 programme and seen over 1,000 candidates at our assessment centres. We have developed a recruitment and selection process which is fully inclusive for our candidates, but also reflects frequently used graduate recruitment methods.

We are proud to have been finalists for the National Undergraduate Employability Awards 2018 for Best Diversity Initiative in Work Experience.

“

**Change 100's application process took the pressure off having to manage and present my disability, and not just myself, when applying for work. That gave me a feeling of freedom, equality, and I enjoyed so much being able to shine, openly, alongside other fantastic candidates with disabilities.**

Matthew Clark, 2017 intern

”

“

**I have gone from believing I could never work full time with my health challenges to actively looking at full time graduate opportunities for when I finish my degree. Thank you!**

Sophie Smith, 2018 intern

”

## The placement

We aim to increase the confidence of our Change 100 interns through our inclusive internships. Interns are given a safe environment to gain valuable work experience and build their confidence, as well as learning how to manage their disability or health condition in the context of work.

- **96% stated their Change 100 experience improved their confidence in the workplace**
- **89% agreed that their Change 100 experience helped them understand their disability in the context of work**

## Professional development

Our Change 100 professional development programme supports interns to reflect on their internship experience through workshops and interactive sessions. Interns have the opportunity to learn from each other, and to explore how they may navigate future employment.

- **99% agreed that their Change 100 experience strengthened their CV**
- **91% agreed that their Change 100 experience improved their confidence in applying for jobs**

## Mentoring

The programme also provides each intern with access to a mentor at their organisation. Our mentors support the interns throughout their placement and beyond – helping them to consider future career aspirations, widen their network and benefit from the guidance of an experienced professional.

- **96% agreed that their Change 100 experience broadened their professional network**



**The advice and support from my colleagues has helped grow my confidence and I now feel ready to take on new challenges, interviews and applications with determination. I know I have the tools to help me achieve whatever I put my mind to.**

**Manon Jones, 2018 intern**



# 99%

**of interns would recommend the Change 100 programme to others**



# Bringing new talent to the workplace – the impact of the programme on employers

## Training and support

A core aspect of the Change 100 programme is educating, informing and supporting employer partners to become more inclusive and disability confident organisations.

We give employers the opportunity to take part in disability equality training, and deliver bespoke briefings for all employers on how best to meet their intern's support needs.

Our training is designed to show our partners how simple and effective workplace adjustments can be; allowing a disabled member of staff to be treated, and perform, equally to any other member of staff.

“

**The briefing was one of the most engaging and interesting sessions I have attended.**

**Mark Witcomb, Howdens Joinery**

”

“

**Most importantly this programme showed the way reasonable adjustments and open and constant communication can work effectively to remove much of this challenge in the workplace.**

**Patrick Murphy, Paysafe Group**

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Employers often wrongly assume that workplace adjustments will be expensive or will take up too much time. However, research has shown that only four per cent of adjustments cost money, with the average cost of these being £184.<sup>7</sup>

By supporting our partners to implement adjustments and have positive conversations with their interns, we have challenged these assumptions and perceptions about disability in the workplace. Over the last five years, we have helped many of our employer partners to recognise the benefits of a more diverse workforce.

## Over the last five years

**79%**

of our employer partners agreed that their knowledge of disability issues and the barriers that affect disabled people has improved

**90%**

agreed that goodwill with staff improved as a result of increasing disability awareness and confidence

**89%**

agreed that their Change 100 intern had a positive impact on their team

**76%**

agreed their confidence in working with disabled colleagues/interns has improved

**95%**

agreed that their Change 100 intern had a positive impact on their organisation

**65%**

agreed that their knowledge of the principles of an inclusive workplace had increased

**67%**

agreed that their awareness of reasonable adjustments had got better as a result of Change 100



**96%**

**of employers  
would recommend  
the Change 100  
programme to others**

“

**With the help of Change 100 and our interns we've already discovered that our processes and systems can be improved to ensure we're adapting to our employees' needs.**

**Tom Fraser, BMW UK**

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**The Change 100 programme will, I believe, assist my workplace in being more open to making use of the rich talent that disabled people bring.**

**Change 100 supporting partner**

”

## **Inclusive recruitment and selection**

Over the last five years, our inclusive recruitment and selection process has proven that you don't need to use inaccessible selection methods to recruit talented people. In fact, by doing so, you are discouraging many talented individuals from even applying. Our partners have not only benefitted from the talented interns at their organisation. As a result of Change 100, a number have reviewed their own recruitment or graduate intake processes to ensure they do not create additional barriers for disabled candidates.

“

**[Our interns] have really spurred us on to consider how we recruit, induct and support all employees and particularly those with hidden (and visible) disabilities.**

**Sarah Benioff, National Lottery Community Fund (Previously Big Lottery Fund)**

”

“

**I think the change is one of mindset, that is, you look at what people can offer rather than what might prevent them doing something.**

**Simon Groom, LexisNexis**

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## **Sharing, not disclosing**

We encourage our candidates and our employers to not be frightened of 'disclosure' – telling your employer about the nature of your disability. However, 'disclosure' can easily be interpreted as a negative word – a secret to be kept or something negative to hide.

Instead of 'disclosing a disability', we want more people to talk about 'sharing information' – information that will support individuals to thrive in the workplace. By talking about 'sharing, not disclosing', we support candidates and employers to understand how the language we use around disability in the workplace shapes our views. Changing our language can lead to more positive conversations and perspectives.



# Where are they now?

**Name: James Downes**

**Current employer and role:  
Diversity & Inclusion Advisor,  
Linklaters**

I worked as a Communications & Impact Assistant for Leonard Cheshire. Since 'graduating' from the scheme I have developed into a Diversity & Inclusion Consultant and have worked in a broad range of organisations to help them foster more inclusive working environments.

I think the most valuable asset I took away from my Change 100 experience was the knowledge that disability doesn't need to become something that holds you back. Working alongside other disabled people helped me see the abilities and talents that anyone can bring to the table.

The most important thing I learned on Change 100 was to just be myself.



“

**The most important thing I learned on Change 100 was to just be myself.**

”



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**I learnt to say yes to every opportunity that presented itself, no matter how scary it might have seemed.**

”

**Name: Sophie Davidmann**

**Current employer and role:  
Bamboo Loans, Credit Risk Analyst**

My Change 100 placement was at Barclays in 2014, specifically working in Barclaycard on a citizenship programme called Yes2Chess: an international programme run for primary school children. After Change 100, I returned to Cambridge University to finish my degree before joining the Barclays graduate scheme in August 2015.

Change 100 helped to give me the confidence to believe that I could succeed in the workplace and that regardless of my disability I was still a valued employee. Not only did it impact my workplace confidence but also my overall confidence, allowing me to live a more independent life.

Prior to Change 100, I would not have ventured somewhere new alone for fear of getting lost, nor would I attend social events on my own for fear of not being able to find people. This put restrictions on my life and resulted in a feeling of isolation. Gaining confidence through Change 100 and getting a job helped me to overcome these difficulties.

This increased confidence and independence was pivotal in allowing me to be in the position that I am in today. I learnt to say yes to every opportunity that presented itself, no matter how scary it might have seemed. As a result, I have had many amazing experiences and I am now in a challenging, varied job that I really enjoy (something I could have never imagined prior to Change 100).

# Five years on – what next?

**We're very proud of the success of Change 100. Our plan is for the programme to continue to grow in size and impact.**

We hope that over the next five years we can support even more talented disabled individuals to kick-start their careers, whilst continuing to educate and inform top employers to be more inclusive and disability confident.

We plan to:

- Expand the programme to provide 200 internships each year.
- Become more regionally diverse – offering more opportunities in Scotland, Wales and Northern Ireland through our programme.
- Expand our training and consultancy offering to our partners – enabling them to further embed the learning they take away from Change 100.
- Create opportunities for our partners to learn from one another through Change 100 roundtables and events.





## References:

- 1 Department for Work and Pensions, Family Resources Survey 2015/6 (March 2017)
- 2 Office for National Statistics, A08: Labour market status of disabled people (2018)
- 3 Leonard Cheshire / ComRes, Line Manager Survey (2018)
- 4 Department for Work and Pensions, Fulfilling Potential: Building a deeper understanding of disability in the UK today (2013)
- 5 Department for Work and Pensions, Fulfilling Potential: Building a deeper understanding of disability in the UK today (2013)
- 6 GreatWithDisability.com, Openness: understanding why students are reluctant to be open with employers about their disability (2015)
- 7 ACAS, The top ten myths about disability in the workplace (2015)

The logo for Change 100, featuring the words "Change" and "100" in a bold, sans-serif font. "Change" is in a smaller size above "100". The text is dark blue and is set against a bright yellow, irregularly shaped background that resembles a stylized arrow or a speech bubble pointing towards the top right.

**Change  
100**

## **Thank you**

**Change 100 wouldn't be possible without the support of all our previous, current and future employer partners.**

### **How can you start your Change 100 journey?**

If you would like to find out more about how you can get involved, please contact the Change 100 team on:

**020 3242 0419**

**[change100@leonardcheshire.org](mailto:change100@leonardcheshire.org)**

**[www.leonardcheshire.org/change100](http://www.leonardcheshire.org/change100)**

#### **Leonard Cheshire**

Change 100  
66 South Lambeth Road  
London SW8 1RL

020 3242 0419  
[change100@leonardcheshire.org](mailto:change100@leonardcheshire.org)  
[www.leonardcheshire.org/change100](http://www.leonardcheshire.org/change100)

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