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Pecyn cymorth

# GWNEUD YN FAWR O DDONIAU TEULUOEDD MILWROL

Tachwedd 2020



In partnership with:



Llywodraeth Cymru  
Welsh Government



Scottish Government  
Riaghaltas na h-Alba  
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# GWNEUD YN FAWR O DDONIAU TEULUOEDD MILWROL

Mae bywyd i aelodau o deuluoedd y Lluoedd Arfog yn gallu peri heriau. Gall fod disgwyl i aelodau o deuluoedd sy'n gwasanaethu ail-leoli, bod ar wahân i'w teuluoedd yn ystod cyfnodau wedi'u hadleoli ac wynebu oriau gwaith hir ac anwadal. Mae'n naturiol bod yr amodau hyn yn cael effaith ar aelodau'r teulu ac mae hyn yn ymestyn i'w gallu i gael a chadw cyflogaeth.

Ochr yn ochr â chefnogi cyn-bersonél milwrol, gall cyflogwyr gymryd camau i sicrhau bod aelodau teuluoedd milwrol - yn arbennig partneriaid i'r gweithwyr milwrol - yn cael eu hystyried.

Mae'r ffeithiau hon yn esbonio sut gall aelodau teulu'r bobl sy'n gwasanaethu yn y lluoedd gael eu heffeithio a pha gamau y gall cyflogwyr eu cymryd. Gellir ei defnyddio ochr yn ochr â pheycyn cymorth [Inspire, Hire, Grow: How to Capitalise on Military Talent – An Employer's Toolkit](#)

## Pam mae cymorth ar gyfer aelodau'r teulu'n bwysig

Dylai darparu cymorth i aelodau o deuluoedd milwrol fod yn rhan o ymrwymiad eich busnes i sicrhau bod personél a chyn-bersonél milwrol yn cael eu trin yn gyfartal. Pan fydd cymorth da ar gael i aelodau o deuluoedd milwrol, mae hyn yn debygol

o alluogi personél milwrol i gynnal eu gwasanaeth. Bydd cymorth i aelodau o deuluoedd milwrol hefyd o fudd i'ch busnes, gan ddatgloi sgiliau a phrofiad sydd eu hangen yn ddybryd.

## Cymwysterau

Roedd 42% o wŷr a gwragedd gweithwyr milwrol a oedd yn destun arolwg gan Brifysgol Warwick yn meddu ar radd uwch a/neu gymhwyster proffesiynol, tra mai 1% yn unig a adroddodd nad oedd ganddynt unrhyw gymwysterau.<sup>1</sup>

## Sgiliau trosglwyddadwy

Oherwydd ail-leoli, mae'n bosibl y bydd gorfodaeth ar aelodau o deuluoedd milwrol i newid gyrfa, ond mae ganddynt sgiliau hanfodol trosglwyddadwy sydd o ddefnydd i lawer o fusnesau, fel datrys problemau, cyfathrebu a gwaith tîm.

## Sgiliau bywyd

Mae aelodau o deuluoedd milwrol yn debygol o fod wedi datblygu set sgiliau unigryw oherwydd eu cysylltiad â'r lluoedd arfog. Gallai hyn gynnwys sgiliau hanfodol fel cydnheredd, y gallu i addasu, cyfathrebu neu sgiliau ymarferol fel rheoli prosiectau.

Mae'r manteision sy'n perthyn i aelodau o deuluoedd milwrol yn debyg iawn i rai cyn-filwyr - ymrwymiad, cydnheredd a hyblygrwydd.

Lucy Heaver, Arbenigwr Cyflogaeth ac  
Ymgynghorydd Polisi, Naval Families Federation

<sup>1</sup> Warwick Institute for Employment Research, Military spousal/partner employment: Identifying the barriers and support required, 2018





## Rhwystrau y gall aelodau o deuluoedd milwrol eu hwynebu

Er gwaethaf y cryfderau hyn, nid yw 23% o bartneriaid gweithwyr milwrol mewn cyflogaeth.<sup>2</sup> Canfu arolwg a gynhaliwyd gan y Warwick Institute for Employment ymysg 1,491 o wŷr a gwragedd a phartneriaid milwrol fod 84% o'r rhai hynny nad ydynt yn gweithio (am resymau gan gynnwys addysg a chyfrifoldebau gofalu) yn dymuno cael gwaith; fodd bynnag, dim ond 19% oedd wrthi'n rhagweithiol yn chwilio am gyflogaeth.<sup>3</sup>

Mae hyn yn awgrymu bod aelodau o deuluoedd milwrol yn gallu wynebu rhwystrau wrth ymgeisio am waith, ond hefyd bod rhwystrau'n eu hatal rhag gallu dod o hyd i waith. Mae hyn yn aml oherwydd natur eu rôl fel y prif ofalwyr ar gyfer plant neu berthnasau oedrannus. O'r rhai a gymerodd ran yn yr arolwg, roedd 96% yn fenywaidd ac roedd gan 80% ohonynt blant o dan 16 oed, tra bod gan 5% gyfrifoldebau gofalu eraill.

Gall yr un cyfrifoldebau gofalu hyn weithredu fel rhwystr i sifiliaid rhag cael neu gynnal cyflogaeth; fodd bynnag, i bartneriaid gweithwyr milwrol mae heriau ychwanegol i'w goresgyn hefyd yn aml.

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## 87% o wŷr a gwragedd gweithwyr milwrol

a nododd ei bod yn fwy heriol cael cyflogaeth o'u cymharu â sifiliaid.<sup>4</sup>

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### Ail-leoli ar gyfer swydd newydd

Mae symud rhwng lleoliadau ar gyfer penodiadau'n rhan o ffordd y lluoedd arfog o fyw, yn arbennig i'r

rhai hynny sy'n gwasanaethu yn y Fyddin. I bartneriaid ac aelodau o deuluoedd milwrol, gall hyn greu sawl her mewn perthynas â chyflogaeth.

- Gall **cynnal cyflogaeth** fod yn heriol os oes angen symud i leoliad newydd bob ychydig flynyddoedd, weithiau gydag ychydig iawn o rybudd ymlaen llaw. Mae ymchwil yn awgrymu bod hyn yn effeithio ar ddewisiadau gyrfaal partneriaid gweithwyr milwrol, sy'n fwy tebygol o ddewis rolau 'symudol' fel gofal plant, gofal iechyd neu weinyddiaeth. Hyd yn oed yn y rolau hyn, fodd bynnag, mae partneriaid yn gallu bod allan o waith am sawl mis yn y cyfnod o symud i leoliad newydd, neu'n methu â chael gwaith ar yr un lefel.
- Mae **lleoliad diarffordd** rhai canolfannau milwrol hefyd yn gallu bod yn rhwystr i bartneriaid rhag cynnal cyflogaeth neu ddod o hyd i rôl newydd. Hyd yn oed os yw partner yn gweithio i gwmni cenedlaethol, gall fod yn anodd ail-leoli oherwydd diffyg hyblygrwydd o ran lleoliad a heriau'n cael mynediad i ofal plant. Gall yr un rhwystrau hyn gyfyngu'r opsiynau gyrfaal ar gyfer partneriaid gweithwyr milwrol, gan adael llawer mewn perygl o dangyflogaeth am na allant ddod o hyd i waith sy'n talu'n gymesur â'u sgiliau a'u profiad.
- Gall **symud dramor** am gyfnod ei gwneud yn fwy anodd cael hyd i waith. Mae'n bosibl nad oes modd trosglwyddo rhai sgiliau a phrofiad o'r DU ac mewn rhai gwledydd mae cyfyngiadau'n gallu bodoli sy'n golygu nad yw gwŷr a gwragedd neu bartneriaid yn cael gweithio.
- Mae'r tarfu rheolaidd hyn yn gallu golygu bod gan bartneriaid gweithwyr milwrol **fyllchau ar eu CV** sy'n gallu ei gwneud yn fwy anodd cael hyd i gyflogaeth bob tro maen nhw'n symud.

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<sup>2</sup> Ibid

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.





## Gofal plant

Nodir mai gofal plant yw un o'r heriau mwyaf i bartneriaid gweithwyr milwrol o ran cael cyflogaeth. Yn arolwg Prifysgol Warwick o wŷr a gwragedd gweithwyr milwrol, pan ofynnwyd iddynt am yr heriau'n gysylltiedig â chael hyd i waith a'i gadw, roedd pedwar o'r pum prif ymateb gan bartneriaid gweithwyr milwrol yn ymwneud â gofal plant.<sup>5</sup> Nid yw hyn yn syndod ac mae'n cyd-fynd â'r patrwm ehangach i rieni a amlygwyd mewn ymchwil gan Mumsnet a Sefydliad y Resolution Foundation a ganfu fod traean o famau'n dweud bod cost gofal plant yn eu rhwystro rhag gweithio mwy.<sup>6</sup>

- Yn ystod cyfnodau wedi'u hadleoli, mae partneriaid gweithwyr milwrol yn wynebu cyfnodau o rianta ar eu pen eu hunain, ond hyd yn oed pan nad yw personél milwrol wedi'u hadleoli, gall oriau gwaith trwm ac anwadal ei gwneud yn anodd rhannu cyfrifoldebau gofal plant.

Pan mae e i ffwrdd, rwy'n troi'n rhiant sengl ac mae fy model cyflogaeth yn newid yn gyfan gwbl o un diwrnod i'r nesaf.

Partner gweithiwr milwrol

- Mae llawer o rieni'n dibynnu ar **rwydwaith lleol o deulu a ffrindiau** i helpu gyda gofal plant. Ar gyfer teuluoedd milwrol, mae symud o gwmpas yn rheolaidd yn ei gwneud yn annhebygol y bydd aelodau o'r teulu'n agos, a gall fod yn anodd dod o hyd i rwydweithiau cymorth amgen.
- Gall **lleoliadau diarffordd** canolfannau milwrol olygu bod llai o opsiynau gofal plant fforddiadwy a hyblyg.

<sup>5</sup> Warwick Institute for Employment Research, 2018

<sup>6</sup> Arolwg gan Mumsnet a Sefydliad y Resolution Foundation, 2014



## Adleoli

Gall pob teulu milwrol ddisgwyl i aelod o'r teulu sy'n gwasanaethu yn y lluoedd arfog gael ei adleoli dramor. Mae hyn fel arfer yn golygu cyfnodau o fod ar wahân, sy'n gallu effeithio ar lesiant aelodau o'r teulu. Yn aml, bydd yn rhaid i bartneriaid reoli eu llesiant eu hunain, tra'u bod hefyd yn cefnogi unrhyw blant wrth iddyn nhw ymdrin â bod ar wahân.

- **Mae ymdrin â llesiant yn y gweithle yn cynyddu cynhyrchiant hyd at 12%.<sup>7</sup>** Gall aelodau o deuluoedd milwrol gael profiad o lefelau uwch o straen, gorbryder a thristwch cyn ac yn ystod cyfnodau o adleoli. Gall pob aelod o bersonél milwrol gael cyfnod o bythefnos o Orffwys a Hamdden (R&R) sy'n gallu cynorthwyo aelodau o'r teulu ond hefyd effeithio ar lesiant pan fydd aelodau o'r teulu'n dychwelyd i leoliad eu hadleoliad.

Pan oedd fy mhartner yn Affganistan roeddwn yn feichiog gyda'n plentyn canol ac roeddwn i'n dod i'r gwaith ac yn teimlo fel petai fy nghydweithwyr yn anghofio beth oedd yn mynd ymlaen yn fy mhen pan nad oeddwn wedi cael galwad ffôn ers pum diwrnod neu pan fyddai'r llinellau'n diffodd pan fyddwn yn siarad ag ef. Dwi ddim yn cofio neb yn gofyn ifi a oeddwn i'n iawn ar unrhyw adeg tra'i fod ar leoliad.

Partner gweithiwr milwrol

## Disgwyliadau o'r lluoedd arfog

Er bod rhywfaint o gymorth ar gael i deuluoedd milwrol, gall gwŷr a gwragedd a phartneriaid

<sup>7</sup> Oswald, A.J., Proto, E., & Sgroi, D. (2015). Happiness and Productivity. Journal of Labor Economics, 33 (4), 789- 822. doi: 10.1086/681096



deimlo'u bod yn cael eu trin fel dibynyddion heb eu dyheadau eu hunain.

- Gall hyn arwain weithiau at **ragdybiaeth o hyblygrwydd** nad yw'n cymryd statws cyflogaeth nac ymrwymiadau eraill i ystyriaeth. Os caiff hyn ei gyfuno gyda diffyg hyblygrwydd gan gyflogwr, gall fod yn anodd i aelodau o'r teulu gynnal gwaith a gallai eu hatal rhag chwilio am gyflogaeth.

Mae hynny'n rhan fawr o fywyd milwrol - mae pethau'n newid yn gyson ac weithiau nid yw cwmnïau'n deall y newidiadau. Er enghraifft, mae COVID-19 wedi bod yn fater anferth i mi oherwydd nad yw fy rhieni wedi bod yna i'm helpu pan fo fy mhartner i ffwrdd a bu dal yn rhaid ifi ddod i'r swyddfa.

Gŵr neu wraig i weithwr milwrol

- Gall partneriaid gweithwyr milwrol deimlo bod **disgwyliadau** ynghlwm â chyflogaeth eu partneriaid. Ar ben eu cyflogaeth eu hunain a bywyd teuluol, gall fod pwysau i fynyachu digwyddiadau, codi arian a chymryd rhan yn y gymuned filwrol.

Rwy'n teimlo na allaf gyfrannu ddigon at fy mywyd milwrol oherwydd fy ngyrfa. Rwy'n teimlo bod y gymuned filwrol yn disgwyl mwy gen i.

Partner gweithwr milwrol

## Esbonio mwy am bartneriaid gweithwyr milwrol

Mewn rhai achosion, bydd aelodau o deuluoedd milwrol yn dewis datgelu cyflogaeth eu partneriaid; fodd bynnag, nododd partneriaid hefyd bryder y

byddai cyflogwyr yn gwahaniaethu ar sail y ffaith bod ganddynt gyfeiriad milwrol.

## Dywed 45% o wŷr a gwragedd gweithwyr milwrol

eu bod wedi teimlo bod cyflogwr wedi gwahaniaethu yn eu herbyn pan fyddant yn chwilio am swydd neu'n ceisio cadw swydd.<sup>8</sup>

- Tybiwyd mai'r **posibilrwydd o ail-leoli** oherwydd penodiadau neu adleoli yn y dyfodol oedd un o'r rhesymau pam oedd cyflogwyr yn gwrthod ymgeiswyr. Mae partneriaid gweithwyr milwrol yn rhannu pryder na fyddai cyflogwyr yn cynnig swydd oherwydd y risg o ail-leoli.
- Canfyddir hefyd bod **hanes cyflogaeth** yn her, gyda phartneriaid gweithwyr milwrol yn gorfod newid swyddi ac weithiau newid gyrfa'n aml. Gallai cyflogwyr fod yn fwy deallgar os ydynt yn ymwybodol o'r amgylchiadau hyn; fodd bynnag, mae llawer o bartneriaid yn ofni datgelu cyflogaeth eu partneriaid rhag ofn i hynny arwain at ganfyddiadau negyddol eraill.
- Mae partneriaid gweithwyr milwrol hefyd yn pryderu y gallai cyflogwyr dybio bod **ymrwymiadau croestynnol** arnynt yn hytrach na'u hasesu ar sail eu sgiliau a'u profiad.

<sup>8</sup> Warwick Institute for Employment Research, 2018





## Gweithredu

### Ysbrydoli: sut i ysbrydoli a pharatoi aelodau o deuluoedd milwrol am gyflogaeth

- Dylech ystyried a oes modd ymestyn yr ymyriadau rydych yn eu darparu i gyn-bersonél milwrol i gynnwys aelodau o deuluoedd milwrol. Gallai hyn gynnwys diwrnodau cipolwg, cymorth un i un neu weithdai, partneriaethau ag elusennau arbenigol a phrofiad gwaith. Mae i arweiniad llawn am y gweithgareddau hyn ar gael yn y pecyn cymorth [Capitalising on Military Talent toolkit](#).
- Canolbwyntiwch ar weithgareddau sy'n magu hyder i ddychwelyd i'r gweithle ac ystyried sut i addasu unrhyw raglenni sydd eisoes yn eu lle ar gyfer pobl sy'n dychwelyd.
- Os yw eich busnes wedi'i leoli ger canolfan filwrol, dylech ystyried rhedeg sesiwn wybodaeth ar y safle ar gyfer aelodau o deuluoedd milwrol.
- Archwiliwch ffyrdd o gynnig cymorth cyflogaeth o bell fel y gall aelodau o deuluoedd milwrol wella'u cyflogadwyedd ni waeth beth yw eu lleoliad.

### VETS

Mae Barclays yn arwain y rhaglen [Veterans' Employment Transition Support](#) (VETS), sef menter gyflogadwyedd gydweithredol sydd wedi'i chynllunio i helpu'r gymuned filwrol i ddod o hyd i'r swyddi cywir.

Cynhaliodd Lisa Marr, Rheolwr Rhaglen VETS, raglen dros bythefnos yn yr Alban i helpu partneriaid milwrol i symud yn nes i'r farchnad swyddi drwy ddarparu awgrymiadau ar gyfer mynychu cyfweiliadau, cymorth gyda CV ac ymarferion i fagu hyder.

Cafwyd ymateb cadarnhaol i'r rhaglen yn yr Alban gyda llawer o fusnesau o'r Alban a oedd yn cyflogi'n bresennol a daeth oddeutu chwe gŵr neu wraig i weithwyr milwrol o hyd i gyflogaeth.

Mae'r rhaglen wedi bod yn llwyddiannus iawn yma yn yr Alban a'n bwriad yw ei hymestyn i Gymru, gyda chryn gefnogaeth ar lefel y llywodraeth a chan fusnesau hefyd.

Lisa Marr, Rheolwr y Rhaglen, VETS

### Cyflogwyr y GIG

Mae'r rhaglen Step into Health yn darparu llwybr penodedig i gymuned y Lluoedd Arfog, gan gynnwys gwŷr a gwragedd a dibynyddion, i gael mynediad i'r cyfleoedd gyrfaol niferus sydd ar gael yn y GIG. Mae'r Rhaglen yn gofyn i gyflogwyr ymrwmo i weithio tuag at bum addewid orfodol ac mae'n annog gweithgareddau fel diwrnodau cipolwg, lleoliadau gwaith a sefydlu rhwydwaith Lluoedd Arfog. Mae Gemma Wright, Arweinydd y Rhaglen Step into Health, yn esbonio:

Mae dal cryn angen addysgu cyflogwyr a'r gymuned filwrol fel ei gilydd o'r manteision sydd ynghlwm â'r ddau sector.

Gemma Wright, Arweinydd y Rhaglen, Step into Health

Mae Gemma'n gweithio'n agos â sefydliadau'r GIG i hyrwyddo sgiliau'r gymuned filwrol a dileu rhagfarn. Mae hefyd yn gweithio gyda'r gymuned filwrol i'w helpu i gael mynediad i'r farchnad swyddi a rheoli disgygliadau.

Mae Step into Health yn cael ei rhedeg gan Gyflogwyr y GIG, gyda chymorth gan GIG Lloegr ac NHS Improvement, Walking with the Wounded a Sefydliad y Royal Foundation.





### Cyflogi: creu proses recriwtio hygyrch

- Dilêwch gyfeiriadau o geisiadau am swyddi er mwyn lleihau'r risg o ragfarn yn erbyn aelodau o deuluoedd milwrol
- Diweddarwch bolisiau fetio er mwyn sicrhau nad ydynt yn allgáu partneriaid gweithwyr milwrol
- Ystyriwch a ellid cyflawni rolau o bell, neu eu haddasu os bydd angen adleoli
- Cynigiwch drefniadau gweithio hyblyg, gan gynnwys oriau hyblyg a gweithio rhan-amser
- Hysbyseb wch unrhyw gymorth mae eich busnes yn ei ddarparu i aelodau o deuluoedd milwrol.
- Cynigiwch y cyfle i aelodau o deuluoedd milwrol ddatgelu eu statws, gan egluro mai'r diben yw galluogi'ch busnes i gynnig y cymorth cywir.

### Standard Life Aberdeen

Mae gan Standard Life Aberdeen (SLA) hanes cadarn o gefnogi'r Lluoedd Arfog ac mae'n deall bod aelodau o deuluoedd milwrol hefyd yn wynebu heriau o ran dod o hyd i gyflogaeth a rheoli eu gwaith ac ymrwymadau milwrol eu partneriaid. Mae SLA wedi llofnodi Cyfamod Corfforaethol Lluoedd Arfog y DU, mae'n meddu ar Wobr Aur Cynllun Cydnabyddiaeth y Cyflogwyr Amddiffyn ac mae ganddo Rwydwaith Lluoedd Arfog hirsefydlog ac uchel ei broffil sy'n darparu cymorth ychwanegol i aelodau.

Mae proses recriwtio SLA yn canolbwyntio ar alluoedd yn hytrach na chymwysterau a hanes gwaith er mwyn sicrhau nad yw aelodau o deuluoedd milwrol, a allai fod â bylchau ar eu CVs, yn cael eu hallgáu. Yn ystod y broses fetio, mae'r adran Adnoddau Dynol yn mabwysiadu dull gweithredu unigol ar gyfer pob achos nad yw'n rhagnodol am hanes gwaith na ble mae ymgeisydd wedi byw. Mae SLA hefyd yn cydnabod y sgiliau trosglwyddadwy a gynigir gan aelodau o deuluoedd

milwrol ac mae'n ceisio dileu unrhyw rwystrau y gallai unigolion eu hwynebu yn ystod y broses recriwtio. Maent yn defnyddio paneli cyfweld amrywiol gyda mynediad i arweiniad recriwtio penodol am gyflogi pobl sy'n gadael gwasanaeth y lluoedd arfog ac aelodau o deuluoedd milwrol; yn cynnig cynlluniau trosiannol; ac yn sicrhau bod eu holl hysbysebion allanol yn bodloni eu hymrwymadau o ran amrywiaeth a chynhwysiant.

I aelodau o deuluoedd milwrol yn eu gweithlu, mae SLA yn deall eu rhwymedigaethau milwrol a'u gofynion absenoldeb ychwanegol. Maent yn cynnig dull gweithio'n glyfrach, pum diwrnod o absenoldeb â thâl i Wŕ/Gwraig/Partner Lluoedd Arfog (y gellir eu cymryd cyn, yn ystod neu ar ôl adleoliad) i aelodau o deuluoedd milwrol, a hyd at ddeng diwrnod o Absenoldeb â thâl i'r Lluoedd Arfog Wrth Gefn. Caiff pob achos ei asesu yn ôl ei rinweddau unigol ei hun, ac mae bob amser hyblygrwydd i fodloni pob set o amgylchiadau.

Mae Standard Life Aberdeen yn fy nghefnogi i'n llwyr i reoli gwaith ac ymrwymadau milwrol fy mhartner ac mae hyn yn cael ei benderfynu yn ôl rhinweddau pob sefyllfa unigol. Rwy'n teimlo'n gyfforddus i siarad yn agored ac rwy'n gwybod bod gen i gydweithwyr cefnogol iawn.

Sophie Underwood, Standard Life Aberdeen

### Deloitte

Mae Deloitte yn hynod falch o'r effaith gadarnhaol mae wedi'i chael ar gymuned y Lluoedd Arfog ac ar ddiwydiant ehangach. Mae'n helpu pobl sy'n gadael y lluoedd arfog i symud yn llwyddiannus i yrfa fasnachol newydd ac mae ganddo raglenni a pholisiau sydd o fudd i aelodau o deuluoedd milwrol, gan gynnwys hysbysebu swyddi gwag drwy Forces Families Jobs. Er nad yw Deloitte yn targedu cymuned y Lluoedd Arfog yn benodol, mae ei ymagwedd gynhwysol yn cynnig polisi gweithio





hyblyg iddyn nhw, ynghyd â'r posibilrwydd o ail-leoli i gyd-fynd ag adleoliad eu partner. Mae Deloitte hefyd yn cynnig pedair wythnos o "seibiant" neu doriad gyrfaoel o chwe mis, a fyddai'n caniatáu i aelodau o deuluoedd milwrol gydbwysu cyflogaeth gyda chefnogi eu teuluoedd - drwy adleoli, ail-leoli neu ymrwymadau milwrol eraill.

O ran recriwtio, mae'n cynnig [cyfleoedd cefnogi Dychwelyd i'r Gwaith](#), sy'n agored i unrhyw un sydd wedi cymryd toriad gyrfaoel estynedig, fel arfer am ddwy flynedd neu fwy. Gallai hyn fod o fudd mawr i aelodau o deuluoedd milwrol sydd wedi gorfod oedi eu gyrfaoedd oherwydd ymrwymadau milwrol eu partneriaid. Mae'n cydnabod y gallai fod angen i unigolion sydd wedi bod i ffwrdd o'r gwaith am gyfnod loywi eu sgiliau a chael hwb i'w hyder. Mae'n cynnig mentora a mynediad i rwydwaith o bobl mewn sefyllfa debyg.

Mae llawer o unigolion yn dod ar hyd y llwybr hwn ar ôl cymryd amser i ffwrdd i fagu plant, ond gallai fod yr un mor gynorthwyol i aelodau o deuluoedd milwrol sydd wedi gorfod oedi eu gyrfaoedd i gefnogi eu gŵr neu eu gwraig sy'n weithwr milwrol.

Ellie Day, Deloitte LLP

Mae Deloitte hefyd yn hynod o falch o fod wedi cadw ei Wobr Aur yn ddiweddar, drwy'r cynllun Cydnabod Cyflogwyr Amddiffyn, ar ôl iddi gael ei dyfarnu iddo gyntaf yn 2014.

## Alun Griffiths

Cafodd Amanda, sydd bellach yn ymgynghorydd Adnoddau Dynol gyda Griffiths, drafferth yn dod o hyd i gyflogaeth am dair blynedd ar ôl penderfynu gadael y Lluoedd Arfog a chymryd toriad gyrfaoel i fagu ei phlant tra bod ei gŵr wedi parhau yn y lluoedd arfog. Roedd y profiad cyfan yn un digalon ac ni ddechreuodd gael cynigion hyd nes iddi ofyn

am gymorth i droi ei phrofiad o fywyd milwrol yn CV.

O'r cyfweiliad cyntaf gyda Griffiths, roedd Amanda'n gwybod y byddai'r amgylchedd a'r diwylliant yna yn cyd-fynd yn dda gyda'i gwerthoedd a'i safonau ac yn caniatáu iddi reoli ei gwaith ac ymrwymadau milwrol ei phartner yn llwyddiannus.

Canolbwyntiodd y cyfweiliad ar ei sgiliau a chafwyd sgwrs agored a thryloyw am y rôl a'r disgwyliadau.

Ers cael ei chyflogi gyda Griffiths, caiff Amanda ei chefnogi'n llawn gyda gwaith ac ymrwymadau hyfforddiant ei gŵr, gan ganiatáu'r hyblygrwydd iddi gasglu ei phlant o'r ysgol a gweithio o gartref pan fydd angen. At hynny, mae Amanda'n amlygu pwysigrwydd gallu siarad â'i rheolwr llinell yn agored pan fydd angen cymorth arni er mwyn gofalu am ei llesiant. Ym mis Tachwedd, bydd Amanda a'i theulu'n symud i Loegr yn dilyn dyrchafiad ei gŵr yn y Fyddin ac mae Griffiths wedi ymrwymo i chwilio am opsiynau ar hyd y Grŵp er mwyn sicrhau y caiff barhau'n aelod gwerthfawr o'r tîm.

Mae Griffiths wedi llofnodi Cyfamod Corfforaethol Lluoedd Arfog y DU ac mae'n meddu ar Wobr Aur y Cynllun Cydnabod Cyflogwyr Amddiffyn.







## Tyfu: Cadw, datblygu a symud doniau teuluoedd milwrol yn eu blaen

- Sefydlwch rwydwaith mewnol ar gyfer aelodau o deuluoedd milwrol, neu gynnwys aelodau o deuluoedd mewn unrhyw grwpiau sy'n bodoli eisoes ar gyfer cyn-bersonél milwrol
- Hyfforddych reolwyr i ddeall rhai o'r heriau y gall aelodau o deuluoedd milwrol eu hwynebu
- Caniatewch hyblygrwydd i staff gymryd absenoldeb o amgylch cyfnodau o ail-leoli, adleoli ac R&R, gan gyflwyno polisiau absenoldeb arbennig os bydd angen.
- Sicrhewch fod cyfleoedd am ddilyniant hyblyg
- Ystyriwch y lleoliad pan fyddwch yn cynnig cyfleoedd hyfforddiant, gan gynnig cyfleoedd ar-lein lle bo hynny'n bosibl

### BT

Fel un o gyflogwyr cyn-filwyr mwyaf y DU, mae BT yn cydnabod y gwerth a ddaw i'w busnes drwy gyflogi aelodau o deuluoedd milwrol ac maent yn cefnogi cyflogi'r garfan hon o sifiliaid yn rhagweithiol. Mae Alexandra Ferguson, Arbenigwr y Diwydiant Taliadau yn BT ac un sydd newydd ddod yn bartner i weithiwr milwrol, wedi bod yn dysgu sut i reoli ei gwaith ac ymrwymadau milwrol ei phartner ac wedi gweld bod y gefnogaeth ganlynol gan BT yn hanfodol:

- Y gallu i weithio o gartref - mae gallu ymuno â chyfarfodydd allanol yn rhithiwr yn lle gorfod teithio wedi bod o fantais anferth i Alexandra am ei bod yn caniatáu iddi ofalu am ei chyfrifoldebau gartref pan fydd ei phartner i ffwrdd.
- Gweithio'n hyblyg - mae dulliau technolegol sy'n galluogi gweithio'n hyblyg o gymorth mawr i aelodau o deuluoedd milwrol er mwyn sicrhau eu bod yn gallu gwneud y mwyaf o dechnoleg a hwyluso'u swyddi.

- Cymorth gan reolwyr llinell - mae rheolwyr fel arfer yn mynd y tu hwnt i bolisiau Adnoddau Dynol i gefnogi unigolion ac maent yn hyblyg iawn.
- Cefnogaeth heb fod gan reolwyr - caiff y gefnogaeth ei harwain gan gymheiriaid ac mae cydweithwyr yn deall yr heriau y gall aelodau o deuluoedd milwrol eu hwynebu.

Mae dod yn aelod o deulu milwrol wedi fy helpu i unioni'r cydbwysedd rhwng bywyd a gwaith. Cynt, byddwn yn treulio llawer o amser yn gweithio ac yn teithio, ond nawr gorfodwyd fi i newid hynny er mwyn sicrhau y gallaf dreulio amser gyda'm partner gartref.

Alexandra Ferguson, BT

### Virgin Money

Y tu hwnt i helpu cyn-filwyr i mewn i waith sifilaidd, mae Virgin Money yn ymrwymedig i gefnogi aelodau o deuluoedd milwrol drwy ymdrechu i helpu ceisiadau am wyliau blynyddol lle y bo'n bosibl cyn, yn ystod ac ar ôl i aelod o'r teulu ymgymryd â chyfnod ar adleoliad. Mae Vikki'n Arweinydd Tîm yn Virgin Money a hyd at 2020, roedd ei phartner wedi'i leoli o bell gan gynnwys tair taith o chwe mis yn Affganistan. Roedd hyn yn heriol iawn i Vikki ar adegau am iddi deimlo'i bod yn ceisio cydbwysu gyrfa a gofalu am ei theulu - mae wedi ymatal rhag cynnig am ddyrchafiadau yn y gorffennol o ganlyniad i hyn, ac mae wedi effeithio ar ei llesiant.

Byddwn yn ymatal rhag cynnig am unrhyw ddyrchafiad oherwydd na allwn ymrwymo i rôl.

Vikki, Arweinydd Tîm, Virgin Money

Fodd bynnag, gyda chymorth Virgin Money a'i theulu, mae wedi gallu rheoli ei gyrfa a'i hymrwymadau personol yn llwyddiannus ac mae hyd yn oed wedi cynnig am ddyrchafiad. Mae'r gallu





i weithio o bell ac yn hyblyg wedi bod yn allweddol i'w llwyddiant, yn y gwaith a gartref.

### **Royal Bank of Scotland (Grŵp NatWest)**

Mae'r Royal Bank of Scotland a NatWest wedi llofnodi Cyfamod Corfforaethol Lluoedd Arfog y DU ac yn rhan o hynny maent wedi addo y byddant yn darparu help wedi'i deilwra i gydweithwyr sy'n aelodau o deuluoedd milwrol.

Mae Grŵp NatWest wedi mabwysiadu dull gweithredu sympathetig a hyblyg i geisiadau am absenoldeb gan wŷr neu wragedd neu bartneriaid personél sy'n gwasanaethu yn rhan o'u hymrwymiad cyffredinol i sicrhau bod pob cais yn cael ei drin yn deg, yn gyson ac ar sail amgylchiadau'r unigolyn.

At hynny, mae Grŵp NatWest yn darparu absenoldeb arbennig i gyflogaion sydd wedi colli anwyliaid neu rai y caiff eu partneriaid eu hanafu tra ar wasanaeth gweithredol a ble bynnag mae'n bosibl maent yn cefnogi staff sy'n dymuno ail-leoli i ddod o hyd i gyflogaeth amgen yn y grŵp neu'n cytuno i drefniant gweithio hyblyg.

Daeth Katharine yn aelod o deulu milwrol tra'i bod wedi'i chyflogi gan NatWest ac ers hynny mae wedi llwyddo i allu addasu ei chyflogaeth o amgylch ymrwymadau milwrol ei phartner gyda chefnogaeth NatWest ac oherwydd hyn, nid yw'n teimlo bod gorfod cydbwyso'i gyrfa ac ymrwymadau milwrol wedi cael effaith niweidiol ar ei bywyd.

Dros tua'r 8 mlynedd diwethaf, mae NatWest wedi bod yn hynod o gefnogol drwy fy ngalluogi i symud fy rôl i wahanol rannau o'r wlad i fod gyda'm partner. Dim ond yn fwy diweddar mae wedi dod yn anoddach ail-leoli oherwydd natur fy rôl, ond hyd yn oed wedyn, rwy' bob amser wedi cael cefnogaeth i ddod o hyd i ddatrysiad. Er enghraifft, cyn COVID-19, roedd fy mhartner a finnau i fod i symud ac roedd NatWest wedi trefnu swydd eitha' anghonfensiynol i mi a fyddai'n caniatáu i mi gadw fy ngyrfa a mynd ar drywydd fy ymrwymadau milwrol.

**Katharine, Partner Gweithiwr Milwrol, RBS**

### **Ystyried aelodau eraill o'r teulu**

Mae aelodau o deuluoedd milwrol yn debygol o fod yn wŷr neu'n wragedd neu'n bartneriaid i bersonél sy'n gwasanaethu. Fodd bynnag, gall fod effaith ar aelodau eraill o'r teulu a gall fod angen cefnogaeth arnyn nhw hefyd. Gallai hyn gynnwys plant sy'n oedolion y gallai eu cyflogadwyedd gael ei effeithio, neu rieni y mae angen hyblygrwydd arnynt o amgylch cyfnodau o adleoli ac R&R.

### **Enbarr Enterprises**

Fel enillydd Gwobr Arian Cyfamod y Lluoedd Arfog, mae Enbarr Enterprises yn ymrwymedig i wella deilliannau cyflogaeth i gymuned y Lluoedd Arfog, yn arbennig ei dibynyddion drwy ddarparu cymorth ychwanegol i blant gweithwyr y Lluoedd arfog mewn ysgolion. Amlygodd Vicki Roskams, Rheolwr Ymgysylltu/Cyfarwyddwr Enbarr sy'n blentyn i weithiwr milwrol, fod eu harolwg diweddar wedi dangos bod plant gweithwyr y Lluoedd arfog mewn 388 o ysgolion ar draws Cymru, ac o'r 898 a holwyd, yr adroddwyd bod anghenion dysgu ychwanegol ar 1 o bob 7 plentyn.

Arweiniodd hyn, ynghyd â'i phrofiad ei hun, i Enbarr Foundation weithio'n rhagweithiol gyda mudiad Cefnogi Plant Milwyr mewn Addysg Cymru (SSCE Cymru) ar fentrau addysg i gefnogi plant a





theuluoedd a allai fod yn wynebu ynysigrwydd cymdeithasol oherwydd adleoliad rhiant.

Fel plentyn i weithiwr milwrol, tyfais i i fyny mewn teulu un rhiant, gyda phedwar o chwirydd hŷn ac oherwydd adleoli magais lefel uchel o hyblygrwydd er mwyn ymaddasu i leoedd newydd, ysgolion newydd a chymheiriaid newydd. Mi oeddwn i'n teimlo fel plentyn fy mod i weithiau'n gorfod dal i fyny gyda'm hastudiaethau, ond helpodd hyn ifi fod yn benderfynol o lwyddo. Mae gallu tyfu sgiliau meddal ers oedran ifanc yn fy mywyd wedi fy helpu i ymaddasu a magu cydnheredd i fyd a sefyllfaoedd sy'n gyson newid. Mae hefyd wedi helpu i dyfu sgiliau arweinyddiaeth, cyfathrebu a datrys problemau, ac etheg waith gadarn a theyrngarwch.

Vicki Roskams, Rheolwr Ymgysylltu, Enbarr Foundation

At hynny, mae'r Enbarr Foundation yn y broses o adeiladu Hyb Lluoedd Arfog a fydd yn cefnogi aelodau o deuluoedd milwrol yng Nghymru. Bydd canolfan STEM/STEAM (gwyddoniaeth, technoleg, peirianeg, celfyddydau a mathemateg) yno, ynghyd â chanolfan gymunedol lle caiff pawb ddod ynghyd.

## AWGRYMIADAU PWYSIG I GYFLOGWYR

Os ydych yn ystyried darparu cymorth cyflogaeth i aelodau o deuluoedd milwrol yn eich sefydliad, dyma'r prif awgrymiadau gan gyflogwyr sy'n arwain ar yr agenda hon:

- Gwnewch ymrwymadau cyhoeddus fel llofnodi Cyfamod y Lluoedd Arfog.
- Sicrhewch fod cefnogaeth gan uwch arweinwyr ac, yn ddelfrydol, noddwr uchel ei broffil.
- Sefydlwch rwydwaith cyflogeion a thynnwch ar brofiad y rhai hynny yn y rhwydwaith.
- Ymgysylltwch â rhanddeiliaid allanol i'ch helpu i sicrhau bod hyn yn iawn o'r dechrau.





The Prince's  
Responsible  
Business Network



**Toolkit**

# CAPITALISING ON **MILITARY** **FAMILY** TALENT

November 2020



In partnership with:



Scottish Government  
Riaghaltas na h-Alba  
gov.scot



Llywodraeth Cymru  
Welsh Government



# CAPITALISING ON MILITARY FAMILY TALENT

Life for members of an Armed Forces family can have its challenges. Serving family members can expect to relocate, be apart from their family during deployments and face long and unpredictable working hours. These conditions naturally have an impact on family members and this extends to their ability to gain and sustain employment.

Alongside supporting ex-military personnel, employers can take steps to ensure military family members – particularly military partners – are given consideration.

This toolkit explains how family members of those serving in the military can be affected and what steps employers can take. It can be used as a supplement to the [Capitalising on Military Talent toolkit](#).

## Why support for family members matters

Support for military family members should be part of your business's commitment to ensuring military and ex-military personnel are treated fairly. When military family members are well-supported, this is likely to enable military personnel to sustain their service. Support for military family members will also benefit your business, unlocking much-needed skills and experience.

<sup>1</sup> Warwick Institute for Employment Research, Military spousal/partner employment: Identifying the barriers and support required, 2018

## Qualifications

42% of military spouses surveyed by Warwick University had a higher degree and/or a professional qualification, while only 1% reported having no qualifications<sup>1</sup>.

## Transferable skills

Due to relocating, military family members may have to change career but have transferable essential skills useful to many businesses, such as problem-solving, communication and teamwork.

## Life skills

Military family members are likely to have developed a unique skillset because of their association with the military. This could include essential skills such as resilience, adaptability, communication, or practical skills such as project management.

The benefits military family members bring are very similar to veterans themselves – committed, resilient and flexible.

Lucy Heaver, Employment Specialist and Policy Adviser, Naval Families Federation

## Barriers military family members can face

Despite these strengths, 23% of military partners are not in employment.<sup>2</sup> A survey conducted by the Warwick Institute for Employment of 1,491 military

<sup>2</sup>Warwick Institute for Employment Research, Military spousal/partner employment





spouses and partners found that 84% of those not working (for reasons including education and caring responsibilities) want to find work; however, only 19% were actively looking for employment.<sup>3</sup>

This suggests that military family members can face barriers while applying for work, but also that barriers can prevent them from being able to work. Often this is due to the nature of being primary carers for children or elderly relatives. Of those surveyed 96% were female and 80% had children under 16 years, while 5% had other caring responsibilities.

These same caring responsibilities can act as a barrier to gaining or sustaining employment for civilians; however, for military partners there are often additional challenges to overcome.

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## 87% of military spouses

thought it was more challenging to gain employment compared with civilians.<sup>4</sup>

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### Relocating for a new post

Moving between locations for postings is part of the military lifestyle, particularly for those serving in the Army. For military partners and family members, this can create several challenges with regards to employment.

- **Maintaining employment** can be challenging if having to move to a new location every few years, sometimes with very little advanced warning. Research suggests that this impacts on the career choices of military partners, who

are more likely to choose 'portable' roles such as childcare, healthcare or administration. Even in these roles however, partners can find themselves out of work for several months during the transition to a new location, or unable to gain work at the same level.

- The **remote location** of some military bases can also be a barrier for partners maintaining employment or finding a new role. Even if a partner works for a national company it can be difficult to relocate due to a lack of flexibility regarding location and challenges accessing childcare. These same barriers can limit career options for military partners, leaving many at risk of underemployment as they are unable to find work commensurate to their skills and experience.
- **Moving overseas** for a period can make it more difficult to find work. Skills and experience in the UK may not translate overseas and in some countries there can be restrictions that mean spouses or partners are not able to work.
- This regular disruption can mean military partners have **gaps in their CVs**, which can make it more difficult to gain employment with every new move.

### Childcare

Childcare is cited as one of the biggest challenges for military partners in gaining employment. In Warwick University's survey of military spouses, when asked about the challenges of finding and maintaining work, four of the top five responses from military partners relate to childcare.<sup>5</sup> This is not surprising and fits with the wider pattern for parents highlighted in research by Mumsnet and the Resolution Foundation which found that a third

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<sup>3</sup> Ibid

<sup>4</sup> Ibid

<sup>5</sup> Warwick Institute for Employment Research, 2018





of mothers say the cost of childcare is an obstacle to them working more.<sup>6</sup>

- During deployment, military partners face periods of solo parenting, but even when military personnel are not deployed, demanding and unpredictable working hours can make it difficult to share childcare responsibilities.

When he is away, I become a single parent and my whole employment model changes from one day to the other.

Military spouse

- Many parents rely on a **local network of family and friends** to help with childcare. For military families, regular re-location makes it unlikely that family members will be nearby, and it can be difficult to find alternative support networks.
- The **remote locations** of military bases can mean fewer affordable and flexible childcare options.

### Deployment

All military families can expect a serving family member to be deployed overseas. This usually brings periods of separation, which can impact on the wellbeing of family members. Partners will often have to manage their own wellbeing, while also supporting any children to deal with the separation.

- **Addressing wellbeing in the workplace increases productivity by up to 12%.<sup>7</sup>** Military family members may experience heightened stress, anxiety and sadness before and during periods of deployment. All military personnel can have a two-week period of Rest and Recreation (R&R), which can provide a relief for family members but also impact on

wellbeing when family members return to their deployment.

When my partner was in Afghanistan I was pregnant with our middle child and I was coming in to work and felt like my colleagues forget what's going on in my head when I haven't had a phone call for five days or the lines cut off when I was talking with him. I don't remember anybody asking if I was ok at any point during his tours.

Military spouse

### Military expectations

Though there is some support on offer for military families, spouses and partners can feel that they are treated as dependents without their own aspirations.

- This can sometimes lead to an **assumption of flexibility** which doesn't take into consideration employment status or other commitments. If this is combined with a lack of flexibility from an employer, it can be difficult for family members to maintain work and may prevent them from seeking employment.

That's a big thing of military life - things change constantly and sometimes companies don't understand the changes. For example, COVID-19 has been a massive issue for me because I haven't had my parents there to help me when my partner is away and I still had to come in to the office.

Military spouse

- Military partners can feel there are **expectations** that come with their partners'

<sup>6</sup> Survey by Mumsnet and Resolution Foundation, 2014

<sup>7</sup> Oswald, A.J., Proto, E., & Sgroi, D. (2015). Happiness and Productivity. Journal of Labor Economics, 33 (4), 789- 822. doi: 10.1086/681096





employment. On top of their own employment and family life, there can be pressure to attend events, fundraise and be involved in the military community.

I feel like I am not able to contribute enough to my military life due to my career. I feel like the military community expects more from me.

Military spouse

partners' employment in case it leads to other negative perceptions.

- Military partners are also concerned that employers may assume they have **conflicting commitments** rather than assessing them based on their skills and experience.

## Demystifying military partners

# 45% of military spouses

have felt discriminated against by an employer in looking for or keeping a job.<sup>8</sup>

In some cases, military family members will choose to disclose their partners' employment; however, partners also indicated a concern that employers will discriminate on the basis of having a military address.

- **The possibility of relocation** due to future postings or deployment was thought to be a reason for employers rejecting applicants. Military partners share a concern that employers would not offer a job because of the risk of relocation.
- **Employment history** is also perceived to be a challenge, with military partners having to change jobs, and sometimes career, frequently. Employers may be more understanding if they are aware of these circumstances, however many partners are afraid to disclose their

<sup>8</sup> Warwick Institute for Employment Research, 2018







## Take action

### Inspire: how to inspire and prepare military family members for employment

- Consider whether the interventions you provide to ex-military personnel can be extended to include military family members. This could include insight days, one-to-one support or workshops, partnerships with specialist charities and work experience. Full guidance on these activities can be found in the [Capitalising on Military Talent toolkit](#).
- Focus on activities that build confidence to return to the workplace and consider how to adapt any existing 'returner' programmes already in place.
- If your business is located near a military base, consider running an information session on site for military family members.
- Explore ways to offer employment support remotely so that military family members can improve their employability regardless of their location.

### VETS

Barclays leads the [Veterans' Employment Transition Support](#) (VETS) programme, a collaborative employability initiative designed to help the military community find the right jobs.

Lisa Marr, Programme Manager at VETS, ran a two-week programme in Scotland to help military partners get closer to the job market by providing interview tips, CV support and confidence building exercises.

The programme was well received in Scotland with many hiring Scottish businesses present and approximately six military spouses found employment.



The programme has been very successful in Scotland and we plan to extend it into Wales, with a huge amount of support at government and business level as well.

Lisa Marr, Programme Manager, VETS

### NHS Employers

The Step into Health programme provides a dedicated pathway for the Armed Forces community, including spouses and dependants, to access the numerous career opportunities available in the NHS. The programme asks employers to commit to working towards five mandatory pledges and encourages activities such as insight days, work placements and establishing an Armed Forces network. Gemma Wright, Programme Lead for the Step into Health Programme, explains:

There is still a big need to educate both employers and the military community of the benefits that each bring.

Gemma Wright, Programme Lead, Step into Health

Gemma works closely with NHS organisations to champion the skills of the military community and remove bias. She also works with the military community to help them gain access to the job market and manage expectations.

Step into Health is run by NHS Employers, with support from partners NHS England & NHS Improvement, Walking with the Wounded and the Royal Foundation.



## Hire: create an accessible recruitment process

- Remove addresses from job applications to reduce the risk of bias against military family members
- Update vetting policies to ensure they do not exclude military partners
- Consider whether roles could be carried out remotely, or adapted in case of relocation
- Offer flexible working arrangements, including flexible hours and part-time working
- Advertise any support your business provides for military family members
- Offer the opportunity for military family members to disclose their status, being clear that the purpose is to enable your business to offer the right support

### Standard Life Aberdeen

Standard Life Aberdeen (SLA) has a long pedigree of supporting Armed Forces and understands that military family members also face challenges in finding employment and in managing their work and partners' military commitments. SLA is a signatory to the UK Armed Forces Corporate Covenant, holds the Gold Award from the Defence Employer Recognition Scheme, and also has a well-established, high-profile Armed Forces Network which provides additional support for members.

SLA's recruitment process focuses on capabilities rather than on qualifications and work history to ensure military family members, who may have career gaps in their CVs, are not singled out. During the vetting process, HR take an individualised approach to each case that isn't prescriptive about work history or where a candidate has lived. SLA also recognises the transferrable skills military family members bring and seeks to remove any barriers individuals may face during the recruitment process. They use

diverse interview panels with access to specific recruitment guidance on employing service leavers and military family members; offer transitional schemes; and ensure that all their external adverts meet their diversity and inclusion commitments.

For military family members in their workforce, SLA understands their additional military obligations and leave requirements. They offer Smarter Working, five days' paid Armed Forces Spouse or Partner leave (which can be taken before, during or after a deployment) to military family members, and up to ten days' paid Reservist Leave. Each case is assessed on an individual basis, and there is always flexibility to accommodate each circumstance.

Standard Life Aberdeen fully supports me in managing work and my partner's military commitments and it's very much on an individual basis. I feel comfortable to speak up and know I have very supportive colleagues.

Sophie Underwood, Standard Life Aberdeen

### Deloitte

Deloitte is immensely proud of the positive impact it has on the Armed Forces community and wider industry. It helps service leavers make a successful transition into a new commercial career and has programmes and policies that benefit military family members, including advertising vacancies through Forces Families Jobs. Though Deloitte does not specifically target the Armed Forces community, its inclusive approach offers them an agile working policy, and the possibility of relocation to accommodate their partner's deployment. Deloitte also offers its employees a four-week "Time out" or a six-month career break, which would allow military family members to juggle employment with supporting their family – through deployment, relocation or other military commitments.





In terms of recruitment, it offers Return to Work supporting hiring opportunities, open to anyone who has taken an extended career break, typically for two years or more. This is a could be of great benefit to military family members who have had to pause their careers due to their partners' military commitments. It acknowledges that individuals that have been away from work for a while may need to refresh their skills and boost their confidence. It offers mentoring and access to a network of people in a similar situation.

Many individuals come through this route after taking some time off to raise children, but it could equally be helpful for military family members who have had to pause their careers to support their military spouse

Ellie Day, Deloitte LLP

Deloitte is also extremely proud to have recently retained its Gold Award, through the Defence Employer Recognition Scheme, initially awarded in 2014.

### Alun Griffiths

Amanda, now an HR advisor at Griffiths, struggled for three years to find employment after deciding to leave the Armed Forces and take a career break to raise her children while her husband continued in the military. She found the experience demoralising and it was not until she reached out for help to translate her military life experience into a CV that she started to receive offers.

From the first interview with Griffiths, Amanda knew the environment and culture there would sit well with her values and standards and allow her to manage work and her partner's military commitments successfully. The interview focused on her skills and was an open and transparent conversation about the role and expectations.

Since being employed at Griffiths, Amanda is fully supported with her husband's work and training

commitments allowing her the flexibility to collect her children from school and work from home when necessary. In addition, Amanda highlights the importance of being able to approach her line manager openly when she needs support and to look after her wellbeing. In November, Amanda and her family will move to England following her husband's promotion in the Army and Griffiths has committed to look for options throughout the Group to ensure she remains a valued member of the team.

Griffiths is a signatory to the UK Armed Forces Corporate Covenant and holds the Gold Award from the Defence Employer Recognition Scheme.





**Grow: Retain, develop and progress your military family talent**

- Set up an internal network for military family members, or include family members in any existing groups for ex-military personnel
- Train managers to understand some of the challenges military family members can face
- Allow staff the flexibility to take leave around re-location, deployment and R&R periods, introducing special-leave policies if necessary
- Ensure flexible progression opportunities
- Consider location when offering training opportunities, making online opportunities available where possible

**BT**

As one of UK's largest employers of veterans, BT recognises the value military family members bring to their business and actively support this cohort to civilian employment. Alexandra Ferguson, Payment Industry Specialist at BT and recent military spouse, has been learning how to manage her work and partner's military commitments and has found the following support from BT fundamental:

- Ability to work from home – being able to join external meetings virtually instead of having to travel has been a huge advantage to Alexandra as it allows her to take care of her home responsibilities when her partner is away
- Flexible working – technology enablement behind flexible working is very helpful for military family members to ensure they are making the most out of technology and to ease their jobs
- Support from line managers – managers normally go beyond HR policies in supporting individuals and are very flexible

- Non-managerial support – support is also peer-driven and colleagues are understanding of the challenges military family members may face.

Becoming a military family member has helped me re-address the work-life balance in my life. Before I would spend a lot of time working and travelling, but now I've been forced to change that to make sure I am able to spend time with my partner back home.

Alexandra Ferguson, BT

**Virgin Money**

Beyond helping veterans into civilian work, Virgin Money is committed to supporting military family members by endeavouring to help requests for annual leave where possible before, during and after a family member has undertaken a period of deployment. Vikki is a Team Leader at Virgin Money and until 2020, her partner was based remotely including three six-month tours to Afghanistan. This was very challenging for Vikki at times as she felt like she was trying to juggle a career whilst looking after her family – she has held back from going for promotions in the past as a result, affecting her wellbeing.

I kind of stopped myself going for any promotion because I didn't feel I could commit to a role.

Vikki, Team Leader, Virgin Money

However, with the support of Virgin Money and her family, she has been able to manage her career and personal commitments successfully and has even gone for a promotion. Being able to work remotely and flexibly have been key to her success both at work and at home.

**Royal Bank of Scotland (NatWest Group)**

Royal Bank of Scotland and NatWest are signatories to the UK Armed Forces Corporate Covenant and as part of that have pledged to





provide bespoke help for colleagues who are military family members. NatWest group has adopted a sympathetic and flexible approach to requests for leave from spouses or partners of serving personnel as part of their overall commitment to ensure all requests are treated fairly, consistently and based on the circumstances of the individual. In addition, NatWest Group provides special leave for employees who are bereaved or have partners who have been injured on active service. Wherever possible, they support staff wishing to relocate to find alternative employment within the group or agree a flexible working arrangement.

Katharine became a military family member while employed at NatWest and since then she has successfully been able to adapt her employment around her partner's military commitments with the support of NatWest. Because of this, she doesn't feel having to balance her career and military commitments has had a detrimental effect in her life.

Over the last 8 years or so, NatWest has been extremely supportive by enabling me to move my role to different areas of the country to be with my partner. It's only more recently that it has become harder to relocate due to the nature of my role, but even then, I've always been supported to find a way around. For instance, prior to COVID-19 my partner and I were due to move and NatWest had arranged a sort of unconventional job for me which would allow me to keep my career and pursue my military commitments.

Katharine, Military Partner, Natwest

### Consider other family members

Military family members are likely to be spouses or partners of serving personnel. However, other family members may also be affected and need

support. This may include adult children whose employability may likewise be affected, or parents who require the flexibility around deployment and R&R periods.

### Enbarr Enterprises

As a Silver award winner of the Armed Forces Covenant, Enbarr Enterprises is committed to improving employment outcomes for the Armed Forces community, particularly for dependents, through providing additional support to children of service people in schools. Vicki Roskams, Engagement Manager/Director at Enbarr and a child of a service person, highlighted that their recent survey showed 388 schools across Wales housed service children, and of the 898 children polled, 1 in 7 reported having additional learning needs.

This, coupled with her own experience, led Enbarr Foundation to actively work with the Supporting Service Children in Education (SSCE) Cymru on education initiatives to support children and families who may be facing social isolation due to a parent's deployment.

As a child of a service person, I grew up with a one-parent family, with four older sisters and due to deployment I grew a high level of flexibility in order to adapt to new places, new schools, and new peers. I did feel as a child I was sometimes playing catch up in my studies, but this helped develop my determination to succeed. This growth of soft skills, that started early in my life, has helped me adapt and build resilience to an ever-changing world and situations. It has also helped grow key leadership, communication, and problem-solving skills, and a strong work ethic and loyalty.

Vicki Roskams, Engagement Manager, Enbarr Ffundation





In addition, the Enbarr Foundation is in the process of building an Armed Forces Hub which will support military family members in Wales. It will have a STEM/STEAM (science, technology, engineering, arts and maths) centre specifically for dependents, and a community centre where everyone can come together.

## TOP TIPS FOR EMPLOYERS

If you are considering providing employment support to military family members in your organisation, these are the top tips from employers leading on this agenda:

- Make public commitments like signing the Armed Forces Covenant
- Have buy-in from senior leaders and ideally a high-profile sponsor
- Establish an employee network and draw on the experience of those in the network
- Engage with external stakeholders to help you get it right from the start

