



**Veterans Work: Moving On**  
2018





As part of  
One Million Futures

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# Foreword

By Chris Recchia, Partner and lead for Deloitte's Military Transition and Talent Programme

As a veteran, I know first-hand that the prospect of transitioning into civilian life and embarking on a second career outside the military can be both very exciting and daunting at the same time. I joined the Army as a soldier at 16 and had an enjoyable and fulfilling career in the armed forces, leaving as a Captain after 12 years and transitioning into the Professional Services industry.

This report is the second in the Veterans Work series and is aligned with Deloitte UK's social impact initiative, 'One Million Futures', which aims to help one million people overcome barriers to education and employment, developing skills and accessing opportunities in the classroom, workplace and boardroom. This report examines those barriers from the veteran and employer perspective.

There is much in this report that should be celebrated, with a high proportion of service leavers successfully finding employment when they leave full time service. It is also clear though, that for many motivated and determined veterans, the task of balancing a new career that offers good prospects with the quality of life they yearn, remains challenging.

I've been fortunate enough to forge a second career in business, but as you will find in the pages of this report, many veterans think long and hard about some of the compromises they might be expected to make when entering the civilian job market. Few veterans, for example said they were willing to consider long commutes to chase the highest paid jobs.

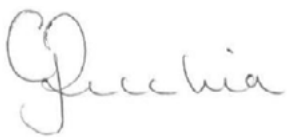
Many insisted that moving to the right location was the most important consideration, ranking it above finding the highest possible salaries – an indication of personal priorities and perhaps that many veterans are keen to limit upheaval to family or disruption to the education of their children.

My experiences in and out of service have made me committed to doing as much as I can do to raise awareness of the benefits of employing veterans. From this report, it is clear that some of the commonly held assumptions among the public at large may be without foundation. Veterans are clearly sought after, the employment rates recorded in this report are higher for veterans than for their civilian counterparts. Even in the case of veterans with a disability, employment rates are far higher than those in the civilian job market facing similar health and mobility issues.

In 2016 the first Veterans Work report found that employers who go out of their way to hire veterans will rarely hesitate to recommend them to others. More than half said veterans were promoted faster and two-fifths said they were more loyal than the rest of the workforce. The experiences of the 300 organisations that contributed to the 2016 report sent out a strong message to all other employers; every career in the armed forces forges transferable skills that are more critical for businesses than ever before. Not only should organisations be employing veterans, but we should also be figuring out how to retain the ones we already have because they are so good and ambitious.

Now that the veterans have had their say in this second report, there is more evidence of why service leavers make such good employees. Only 20 percent rated finding a role in a specific sector or industry as 'important'. The majority therefore are flexible and open-minded about where they apply the skills they have learnt during their careers in the military. From the 1,786 service leavers who responded, just 22 percent rated the level of seniority as 'important' when searching for a civilian role, indicating the majority are open-minded about starting at a lower rung on the ladder. More than half (51 percent) saw finding a role with good opportunities for career progression as 'important', indicating the majority leave the military with ambition and a drive to succeed.

There has been an enormous amount of fantastic work done in the transition space over the past few years. Only last week (14th November) the House of Commons briefing paper 'Support for UK Veterans' was released, but we need to maintain the momentum and continue to listen and act as a collective on behalf of the service leaver and UK plc alike. The opportunity for UK plc to take full advantage of the veteran talent pool in the UK is very much alive. Flexibility on behalf of veterans can be matched by flexibility on behalf of employers throughout the UK as they continue to encourage new ways of working, optimising their workforces, whilst continuing to place ever more emphasis on identifying, retaining and progressing the right people, with the right skills in the right areas.



**Chris Recchia**

**Partner and lead for Deloitte's Military Transition and Talent Programme**

My experiences in and out of service have made me committed to doing as much as I can do to raise awareness of the benefits of employing veterans. From this report, it is clear that some of the commonly held assumptions among the public at large may be without foundation.



# Foreword

By Air Vice-Marshal Ray Lock CBE, Chief Executive,  
Forces in Mind Trust

For ex-service personnel and their families looking to transition into civilian life, there are three important aspects: health; housing; and hard work. All sides must be in balance, a virtual and virtuous equilateral triangle. Get them right, and you maximize the chances of a successful and sustainable transition. But this is no easy task.

Our research suggests that the average service leaver starts planning for their exit far too late, fails to take advantage of the increasing amount of support available, and inadequately involves their family in the whole process. That's not to say everyone will struggle. Quite the opposite: most succeed by drawing on the very qualities that saw them through military service. But where to start? A home in a comforting childhood town with high unemployment – a low-paid job in the familiar setting of the security industry?

Certainly after years when the journey to work entailed a 5-minute stroll across a parade square/dockyard/hangar floor, the thought of a daily commute on a grid-locked motorway or a crushed train is hardly enticing.

It is perverse that the perception of military service amongst the general population remains stubbornly inaccurate. Our recent YouGov research suggests that nearly half of the population believes military service leaves you in a worse physical/mental/social state. And within that half of the population will be many potential employers, whose mis-perceptions can only add to the challenge faced by service leavers joining the civilian world of work, perhaps decades after they entered the military. My second ever job interview was at the age of 53.

The combination of these factors piles challenge on challenge, risk upon risk. Which is why we applaud the efforts of Deloitte and the Officers' Association who in the original 'Veterans Work' project highlighted the value of the service leaver to employers, and who in this second phase have presented practical solutions to a range of organizations. Perhaps equally as important, this project has added substantially to our understanding of the true picture of ex-service employment, and good policies will only follow from good evidence.

Spoiler alert – the next Forces in Mind Trust report, which examines the application of the Armed Forces Covenant in Society published in January 2019, is entitled 'Benefit not burden'. It will provide more evidence, and more ideas on capitalizing on the potential of the ex-service man or woman; and it will entirely complement these most recent Veterans Work findings.

I opened with a triangle – let me close with another, this time an isosceles. First side – employers recognize the value of former military personnel, and seek them out. Second side – service leavers identify the type and location of employers that offer them the greatest potential. Third side, and this is the shortest but still absolutely necessary for joining the first two together, is the willingness and determination of both sides to connect: that's the power of Veterans Work: Moving On.

Air Vice-Marshal Ray Lock CBE is Chief Executive of Forces in Mind Trust, whose research can be found at [www.fim-trust.org/reports/](http://www.fim-trust.org/reports/)

A handwritten signature in black ink that reads "Ray Lock". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Ray Lock**  
Air Vice-Marshal Ray Lock CBE, Chief Executive,  
Forces in Mind Trust



# Foreword

By Lee Holloway, Chief Executive Officer,  
The Officers' Association

This study has uncovered facts behind the pre-conceived ideas about veterans seeking employment. For too long, the success stories of service leavers have been over-shadowed in favour of bold headlines often portraying veterans forgotten after having served their country. The findings demonstrate that public perception is sometimes at odds with the reality of transitioning from the Armed Forces.

The outlook for service leavers moving into civilian employment is hugely positive. 81 percent of veterans find paid employment. However, as a charity established to further the interests of ex-service personnel, our aim is to see 100 percent of veterans, who are able to work, employed in fulfilling and sustainable roles.

More employers are becoming aware of the business benefits of investing in veteran recruitment. This echoes the findings of the earlier Veterans Work report published in 2016, that 72 percent of organisations with active ex-military recruitment programmes would recommend employing veterans and 80 percent say they understand how military skills fit with their organisation's needs. We will continue to stress to service leavers and employers the value of veterans' transferable skills.

Veterans are looking for a work/life balance. After a number of years moving to where sent, veterans seize the opportunity to have greater control over their lives and to put the needs and wishes of their families first. It is no surprise that, having spent much of their lives moving every two to three years, often working long hours in unpredictable and at times dangerous situations, veterans seek stability in their next careers. We see our role as highlighting the implications of their decisions.

Veterans who identified as living with a mental health problem are twice as likely to be in employment as those who have never served. It is disappointing that the needs of those with mental health issues are still not being fully addressed, but we welcome the indication that veterans are leading the way in being open about their condition and proving that this is no impediment to continue making a contribution to society.

We believe this report will give employers a better understanding of where and why service leavers choose to seek work and why they should be seen as an untapped potential, challenging the existing pattern of urban-centric employment. Service leavers will naturally benefit from the insight provided.

Employment hurdles still remain. For the OA our next focus of research will be the barriers faced by those leaving the Armed Forces aged 50 years plus and we look forward to reporting on these findings in 2019.

The ultimate aim is to create an environment where employers' recruitment needs and veterans' aspirations can be best matched.

**Lee Holloway**  
Chief Executive Officer, The Officers' Association

# Executive summary

'Veterans Work: Moving On' is the second report commissioned by Deloitte, the Officers' Association and Forces in Mind Trust. The first report, published in 2016 entitled 'Veterans Work', highlighted the wealth of potential and skills in the ex-service personnel talent pool and the commercial benefits to the organisations who hire them. It also pinpointed the challenges faced by UK veterans entering civilian employment.

The 2016 report found that, on average, 30 percent of businesses nationally did not consider veterans when developing their recruitment strategies. Although the majority claimed to be more open minded, 60 percent of businesses still ruled out recruiting someone if they had no industry experience.

The aim of this second study – Veterans Work: Moving On – is to examine the factors that motivate veterans when making the transition from the military to the civilian job market, as well as alert Corporate UK to these factors, so that ultimately they can do more to positively impact veteran transition support and recruitment. Central themes explored within the report include: where service leavers are located, why they choose to live there, their priorities; salary expectations, and how realistic those are; as well as how they evaluate their experience of finding the right job.

Where appropriate and possible, this latest report has segmented these experiences by service of the Armed Forces, rank, gender, age and those identifying as having a disability.

For the vast majority of armed forces personnel, the decision to leave is always going to be a challenging one to make. For most, it is the only career they have ever known. The research conducted over the past few months greatly assists in providing evidence into

the decision making process which all service personnel have to go through at some point. The results provide firm evidence on some commonly held beliefs and importantly, also highlight some previously hidden and unknown issues. It is difficult to summarise the average service leaver, after all, they are all individuals who have had unique military careers, yet despite this, some common and illuminating factors can be clearly identified; not least of which is their ambitious nature and will to succeed in their second career.

The research reveals that when veterans do leave the Armed Forces, the factors they are considering ahead of their transition are dominated by a desire to address 'quality of life' issues. Moving to find work, a readiness to commit to long daily commutes or finding the highest paid job roles, will often be of less importance than settling down in an area near family or where they grew up – often away from cities. It further shows that employment rates for veterans are better than those without a service history. Veterans who identified as living with a mental health problem are twice as likely to be in employment as those who have never served, but identify as having a mental health issue.

The statistics indicate that – from an employment perspective – military service is of benefit to the individual.



The research reveals that when veterans do leave the Armed Forces, the factors they are considering ahead of their transition are dominated by a desire to address 'quality of life' issues.

# Key findings

## 01. High levels of employment

The general outlook for those who have entered the civilian job market following transition from the military is encouraging. Taken as a whole, the level of employment for veterans is very high, with more than 8 out of 10 (81 percent) in paid employment. This is higher than the current UK employment rate of 75.5 percent and clearly an indication that there is much to be positive about when examining current transition processes.

## 02. The majority of veterans choose not to consider moving for a job opportunity

More than half (51 percent) of veterans said they were 'very unlikely' to consider moving, or would 'definitely not' consider moving, even if the right job opportunity arose. Compounded by a desire to live in rural locations, many veterans could be ruling themselves out of potential job opportunities.

Only 23 percent of veterans cited 'work' as the reason they chose to move to their current location. Family ties such as already owning a home; wanting to be near parents/children/relatives; in the same area where they grew up or their children's education, as a whole, are more important in the decision making process.

## 03. Finding the right job can be difficult, particularly for veterans living in regions with fewer skilled job opportunities

Whilst higher numbers of veterans are employed, challenges in finding the right job opportunity (a fulfilling, sustainable role that maximises potential) differ significantly depending on where veterans live. More than a quarter (26 percent) of veterans living in Wales, Scotland and Northern Ireland said they had found the process of finding the right job 'very difficult' and in the North 23 percent said the same. It was a different story for veterans who had located in the South East however, with less than 1 in 10 (9 percent) in London describing the experience as 'very difficult'.

Half (50 percent) of those veterans who live in London, describe their experience of finding the right job as 'easy'. This compares to just 34 percent in Wales, Scotland and Northern Ireland, and 39 percent living in the North.

This report reveals that where veterans choose to live, has a major impact on finding the right job post transition.

## 04. Veterans must consider 'where is the right place for the right job?'

With the UK job market predominately based in cities and the South East in particular, a key finding of the report indicates that veterans are not prioritising living close to these areas of employment. This could impact maximising chances of securing jobs and definitely has implications for journey time to work.

Only 45 percent of veterans describe themselves as living in an urban city or urban town. The majority (54 percent) live in countryside, rural villages or suburban areas. This figure is even higher for officers, with 64 percent choosing to locate in suburban areas, villages or the countryside.

The most popular place for veterans to live is in the South West, with nearly a quarter (24 percent) of respondents living there. This reflects the fact that the region is home to some of the most populated military bases. Despite the relative ease of finding jobs in the capital, just 8 percent of veterans are now living in London. London is less popular than the North West, and East Midlands, but is equal to the South East.

This finding highlights the issue of flexibility and agile working for UK plc and the fact that there is a highly skilled work force who prefer to locate themselves outside large cities and towns. For any companies looking to tap into talent pools away from expensive city locations, promote agile working and virtual teams, this is a very positive finding.

## 05. The choice of where to live impacts veterans' earning potential

Veterans living in the North of England, Wales, Scotland and Northern Ireland are more likely to find their earning potential is lower than expected. Nearly a third (30 percent) of veterans from Wales, Scotland and Northern Ireland said they were earning 'less' or 'considerably less' than they had hoped. In the North, this figure rises to 31 percent, while in London just 16 percent said they had found their earning potential was lower than hoped. In contrast, nearly half (48 percent) of veterans living in London found their salary goals were actually higher than expected. This finding reveals that London is by far the best location to earn higher than expected salaries. However, are veterans aware of this given that just 8 percent said they had chosen to locate in the capital?

## 06. 78 percent of veterans would not commute over 60 minutes, a journey time which is significantly less than the commute of the average London worker

The average one way commute for workers in London is 75 minutes according to Trades Union Congress figures derived from the Labour Force Survey. However, the research found that veterans were reluctant to commit to a job that involved such a long commute. In fact, from their responses, 78 percent of those questioned said the maximum time they would consider commuting to work was below 60 minutes. Explained another way, 78 percent of veterans are ruling themselves out of taking a job in London unless their journey time was considerably below this average.

This compounds Findings 3 and 4. If veterans living in rural and suburban areas are not willing to relocate to find work, and are not prepared to commit to long daily commutes, their chances of securing the right jobs are dramatically reduced.

## 07. More than half of veterans found their actual salaries differed from pre-transition expectations

Trying to estimate salary earning potential before changing careers is a difficult, but essential task for any employee. Decisions such as how much you might be able to afford for a mortgage, rent, travel, food, holidays and savings will all be relevant when trying to consider a change in jobs. In the case of those veterans surveyed however, less than half found their salary predictions were accurate.

Overall, almost 1 in 3 veterans (29 percent) said their salaries had either 'increased' or had 'increased a lot'. A quarter (25 percent) said they were earning either 'less' or a 'lot less' than anticipated before leaving the military. Whilst this is a positive outcome for those earning more, the evidence shows that salary expectations for the majority were inaccurate and for many, much less than anticipated.

It could reasonably be surmised that without an accurate understanding of earnings potential, life choices such as deciding where to settle during the transition process could be negatively impacted.

## 08. Female veterans are far more likely to describe their experience of finding the right job as 'very difficult' compared to their male counterparts. And they are more likely to find their earning potential in the civilian job market is lower than they expected

The report found that 27 percent of female respondents described the experience of finding the right job as 'very difficult', but for male respondents, this was just 17 percent.

Nearly a third (29 percent) of female veterans are earning less than they had hoped, while 24 percent of male veterans were earning less. Only 19 percent of females found they were earning more, compared to 30 percent for males. It is worth noting that these figures do not include how much veterans earn and therefore it is impossible to conclude that female veterans earn less than men. However, it raises the question as to whether potential employers could be doing more to ensure the gender pay-gap is being addressed.

## 09. Officers are more likely to underestimate their earning potential while enlisted personnel are more likely to overestimate their earning potential

The research showed that in the case of officers, more than a third (35 percent) found they had underestimated their earning potential once they joined the civilian job market. Just 17 percent said they were earning 'less' or a 'lot less' than they had predicted. For enlisted personnel, a larger proportion found they were earning less compared to those who said they were earning more. This could have serious consequences for their financial planning after leaving the military.

## 10. Finding employment

Overall, 17 percent of respondents now in work, scored the difficulty of finding the right job as 10, on a scale of difficulty where 10 was 'very difficult'. Split by rank, it should be noted that only 9 percent of officers gave the same score, while 20 percent of non-commissioned officers, scored 10 out of 10. Enlisted personnel therefore were more than twice as likely to say finding the right job was 'very difficult'.

## **11. Veterans place great value on a job that offers work/life balance in the right location, with good opportunities for career progression, above all other factors, including salary**

The majority of veterans do not simply chase the highest paid jobs when leaving the military. Other factors such as flexible working hours, right location and good career prospects are more important considerations. This is probably unsurprising, given the fact that as service personnel they have 'lived the job', having to be exceptionally mobile (often involving numerous moves of house and school for families), and had extended and prolonged periods away from home.

This may help explain why although veterans could earn higher salaries working in urban cities, many choose work/life balance over not having a long commute and instead choose to reside in suburban, rural or countryside areas.

## **12. Veterans are prepared to work hard to progress their careers and to try entirely new careers**

Only 22 percent of veterans ranked the level of seniority in their civilian roles as 'important' while nearly half (47 percent) were neutral. When coupled with the desire to find a role with good promotion prospects, this indicates service personnel are open-minded and prepared to 'climb the ranks' in a new working environment. A factor that is likely to appeal to potential employers. In addition, just 29 percent of those questioned said they felt finding a job with a similar skillset was an 'important' factor, an indication of a willingness to try a new career.

## **13. Veterans under 30 are ambitious, flexible and willing to chase better paid jobs where they can apply their transferable skills**

An overwhelming 70 percent of veterans under 30 said the most important factor for them when searching for a civilian job was 'career progression'. They are less likely to cite location as a primary concern. More than a third (34 percent) would like to work in a specific sector for the highest possible salary. A similar conclusion can be drawn in relation to veterans aged between 30 and 39. This, while at odds with some of the findings, can probably be explained by age and having fewer 'family ties', such as children or a spouse's career to consider.

## **14. Veterans who indicated they have a mental health disability are more likely to be unemployed**

For veterans without a disability, the employment rate is high and above the national average at 85 percent. However, the survey revealed veterans with mental health problems are more likely to be out of work, with just 62 percent in jobs. It should be noted however, that figures cited by the TUC in their Mental Health & Employment Research Report of May 2017 estimate employment rates within the UK population for those with a mental health issue to be as low as 25 percent. While more investigation in this area is required to draw any significant conclusions, it should be noted that veterans with a mental health issue are more likely to be in employment than those who have not served.

An overwhelming 70 percent of veterans under 30 said the most important factor for them when searching for a civilian job was 'career progression'.

# Research findings

The Veterans Work: Moving On analysis is one of the widest ranging and most up to date research of its kind conducted in England and Wales. The results have produced valuable data about the 1,786 veterans who completed the online survey, based on the service in the armed forces they served in, plus their age, gender, ethnicity and rank.

Key to this research is the ability to identify and map where veterans have located after leaving the military. This data allows further analysis of the decisions veterans make when they choose where to live after leaving the services.

Around 16,000 men and women leave the Armed Forces and transition into civilian life each year. The most recent Annual Population Survey (APS) carried out by the Office for National Statistics (ONS) in 2015 estimates that these service leavers are among nearly 2.6 million military veterans and 35,000 volunteer reservists living in Britain today.

The decision was taken to survey only veterans who had left the military in the last 10 years. This is to ensure that we are drawing on the most recent experiences of veterans and the factors they consider that are most relevant today. The vast majority (72 percent) of respondents indicated that their military careers ended sometime between 2017 and the present day (October 2018). Exactly 10 percent of respondents said they transitioned in 2016 with the remaining 19 percent indicating they left the military between 2008 and 2015.

The 2018 Veterans Work: Moving On survey took approximately 10 minutes to complete. It offers a reliable snapshot of the issues facing our current servicemen and women.

Analysis of the survey has been supported by statistical data available from other sources, including: the Office for National Statistics (ONS), The House of Commons Library, the Trades Union Congress, YouGov, the Ministry of Defence and the recently published 'Strategy For Our Veterans' report.

# Profile of survey audience

## Service of the Armed Forces

According to the House of Commons Library briefing paper published in November 2017, at 1 October 2017 the total strength of the full time trained and untrained UK Armed Forces was 155,474. Of those, 57 percent of personnel were serving within the Army. The Royal Navy and RAF each had around one fifth of the total personnel. In total there were 29,000 Officers and 126,000 other ranks.<sup>1</sup>

Veterans Work: Moving On closely reflects this inter-service breakdown with 59 percent of respondents stating they were from the Army, 19 percent from the Royal Navy and 22 percent from the RAF.

## Rank

The break-down of enlisted respondents at 66 percent (1,183) and those who stated they were officers, 31 percent (550) represents a higher response from officers than the national average. Current figures state that officer ranks account for 17 percent of the UK Armed Forces.

## Year of transition

As the survey of veterans was limited to those who had transitioned within the past 10 years, it means they left between 2008 and October 2018. More than a third (33 percent or 505) of respondents transitioned in 2018. Some 39 percent left the military in 2017, meaning 72 percent (1,113) entered civilian life within the past two years and their experiences are indicative of the factors faced by all of those who recently transitioned. 10 percent (163) said they left the military in 2016 and the remaining 19 percent (296) left sometime between the end of 2015 and 2008.

Figure 1. Branch of the Armed Forces

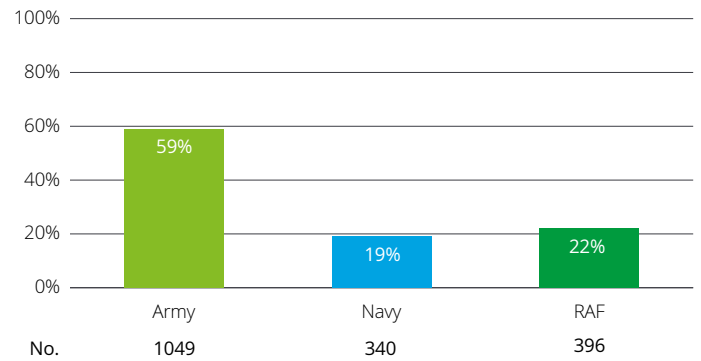


Figure 2. Rank

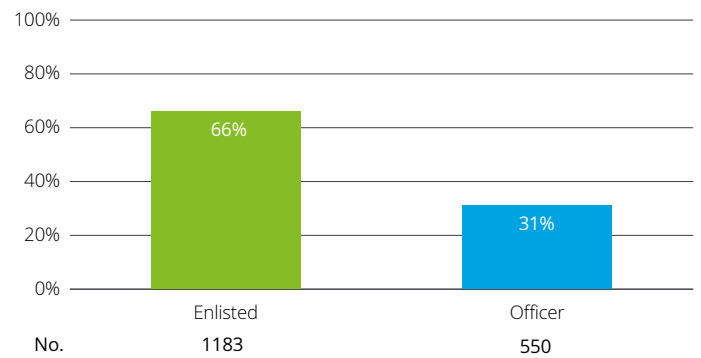
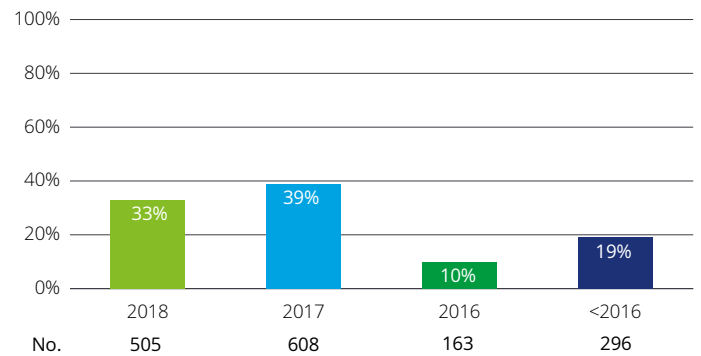
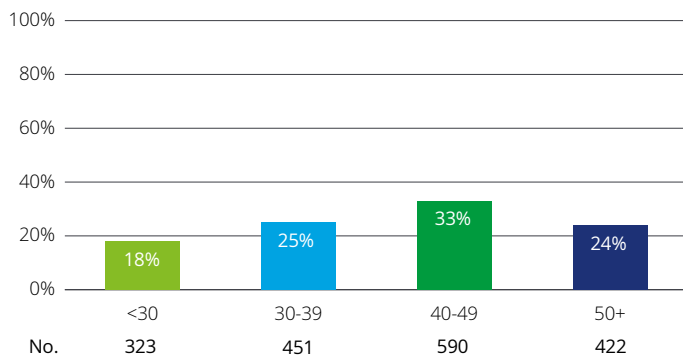


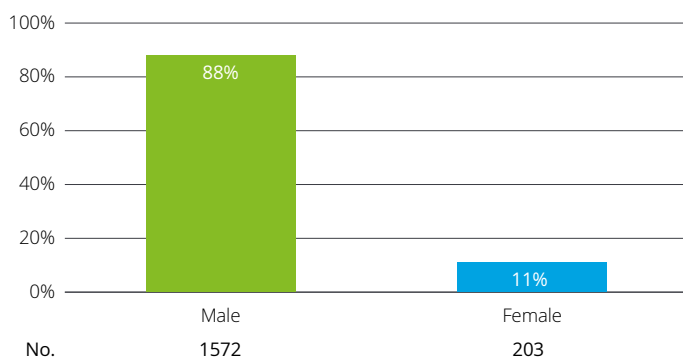
Figure 3. Year of transitioning



**Figure 4. Age**



**Figure 5. Gender**

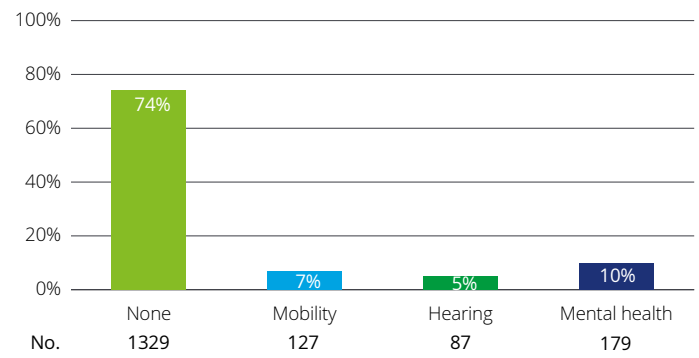


**Age and gender of respondents**

The research identified the ages of the respondents with a broad and consistent mix across the working age spectrum. Of those who took part, 18 percent (323) were under 30, 25 percent (451) were between 30 and 39, 33 percent (590) were between 40 and 49, while the remaining 24 percent (422) were 50 or above.

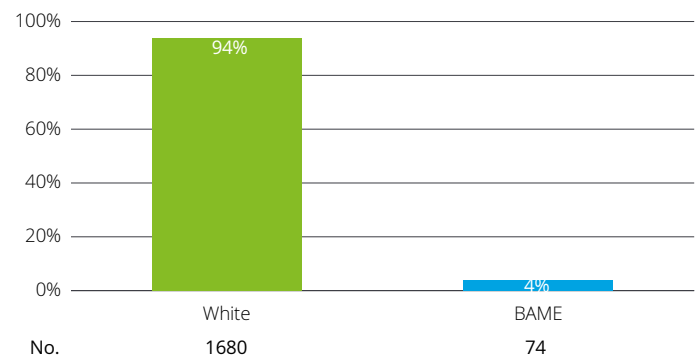
The majority of respondents were male 88 percent (1,572) while 11 percent (203) were female – once again reflecting the make-up of the Armed Forces where the latest available figures from November 2017 reveal 10 percent of our Armed Forces are female.

**Figure 6. Disability\***



\*Only groups with 5%+ mentions shown

**Figure 7. Ethnicity**



**Disability and ethnicity**

Nearly three quarters of respondents (74 percent or 1,329) have no disability, while 7 percent (127) said they had issues with mobility, 5 percent (87) have a hearing disability and 10 percent (179) indicated issues with mental health.

According to the Department for Work & Pensions, 81 percent of the UK working age population have no identified disability.

Of those veterans identifying as having a disability, some 70 percent are in work. Compared to the UK working age population as a whole, where only 46 percent of disabled people are in employment.<sup>2</sup>

# Location and the armed forces

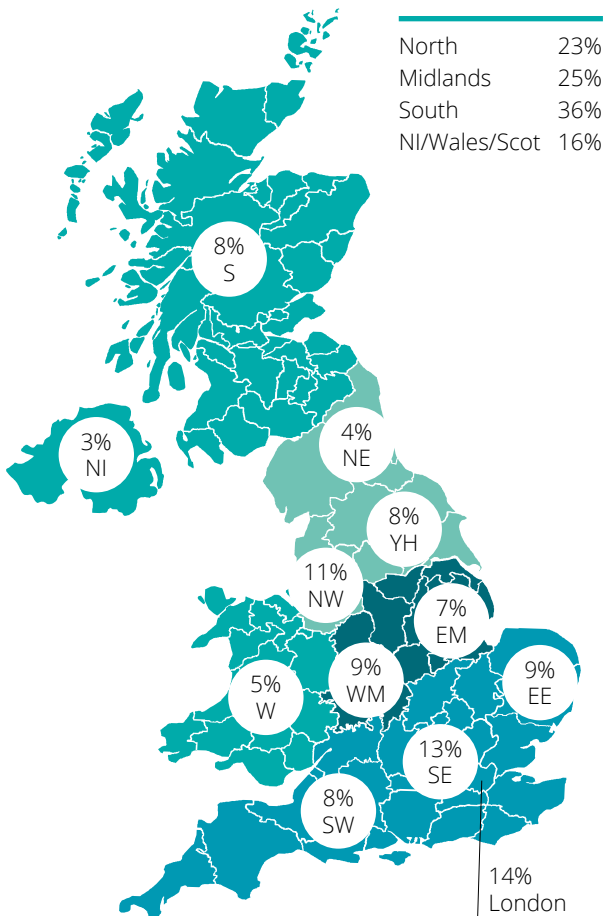
Survey respondents were asked to identify which region in the UK they live. The South West came out as the most populated by veterans with 24 percent, or nearly a quarter, stating that is their chosen location.

London and the South East is the second most popular region with 16 percent locating there, 8 percent of whom were located in London. Elsewhere in the UK, the figures were evenly split – 6 percent in Wales, 6 percent in the North East, 7 percent in the East of England, 11 percent in the East Midlands, 6 percent in the West Midlands, 9 percent in the North West, and 7 percent in Yorkshire.

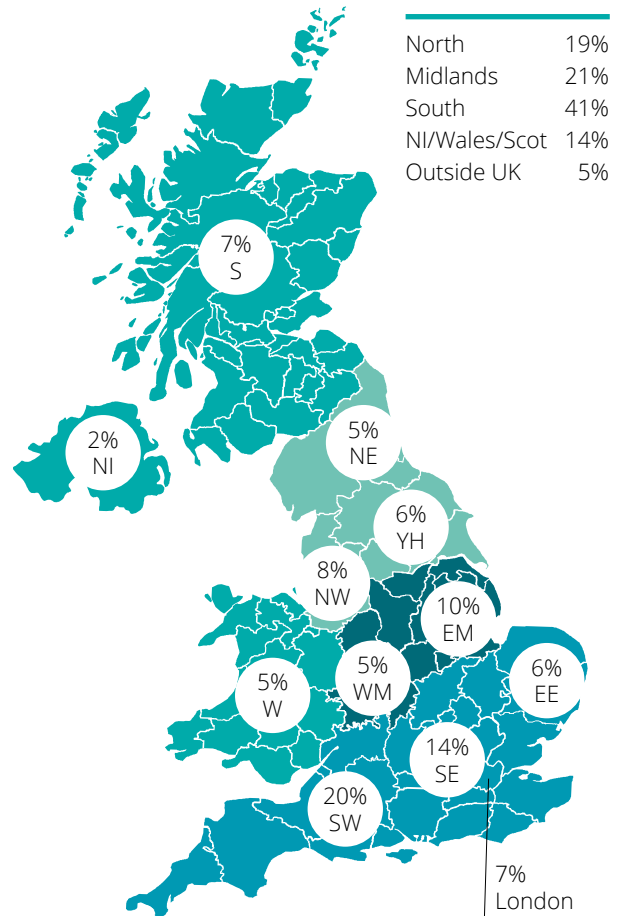
These results can be compared to figures for veterans compiled by the Ministry of Defence as part of the 2011 Census.<sup>3</sup> In general terms, the figures showing where veterans are located remain consistent with the 2011 findings. Wales reflected the census and survey figures at 6 percent. In London and the South East the figure is also the same at 16 percent, although the figures show a 3 percent increase

**Figure 8. Regions where veterans live compared with distribution of UK population**

Mid-2017 UK population (aged 16-64\*)



Current location (Veterans work survey)

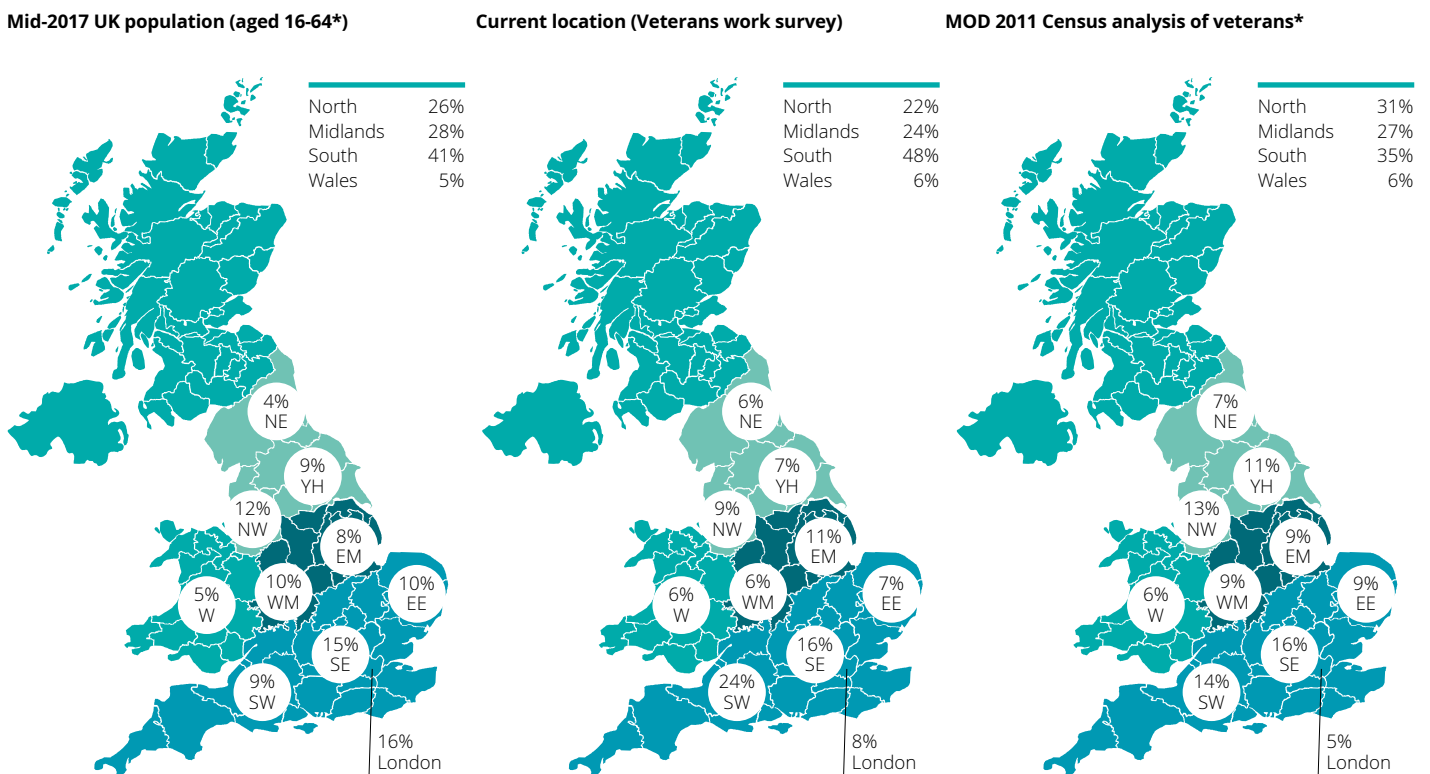


\*Figures for 16-64 age group match MOD 2011 Census analysis  
Source: ONS UK Population Estimates – Mid 2017

QA11. Which region/country in the UK do you live in?  
Base: All veterans (1,786)



**Figure 9. Population distribution based on England and Wales residents only (to allow comparisons with MOD 2011 Census data)**



\*Figures for 16-64 age group match MOD 2011 Census analysis Source: ONS UK Population Estimates – Mid 2017

QA11. Which region/country in the UK do you live in? Base: All veterans (1,786)

\*Veterans in England and Wales Source: MOD 2011 Census Analysis

to 8 percent for London (compared to 5 percent in the 2011 Census). The stark difference however, is the South West, with the research figures showing the region is by far the most popular with veterans at 24 percent. In the 2011 Census only 14 percent stated they were located in the South West, a figure lower than London and the South East at 16 percent.

Therefore, the research figures show the South West is now the most popular region for veterans, with almost 1 in 5 stating this is where they have located.

When compared to figures from the ONS (UK population estimates for people aged between 16 and 64), the veteran preference for the South West is stark.<sup>4</sup> According to the same ONS data, 9 percent of the UK population aged between 16 and 64 are located in the South West, far lower than the 24 percent of veterans identified in the survey. Clearly the spread of veterans across the UK is different to the UK population as a whole. In particular, veterans are less likely to live in London and more likely to live in the South West.

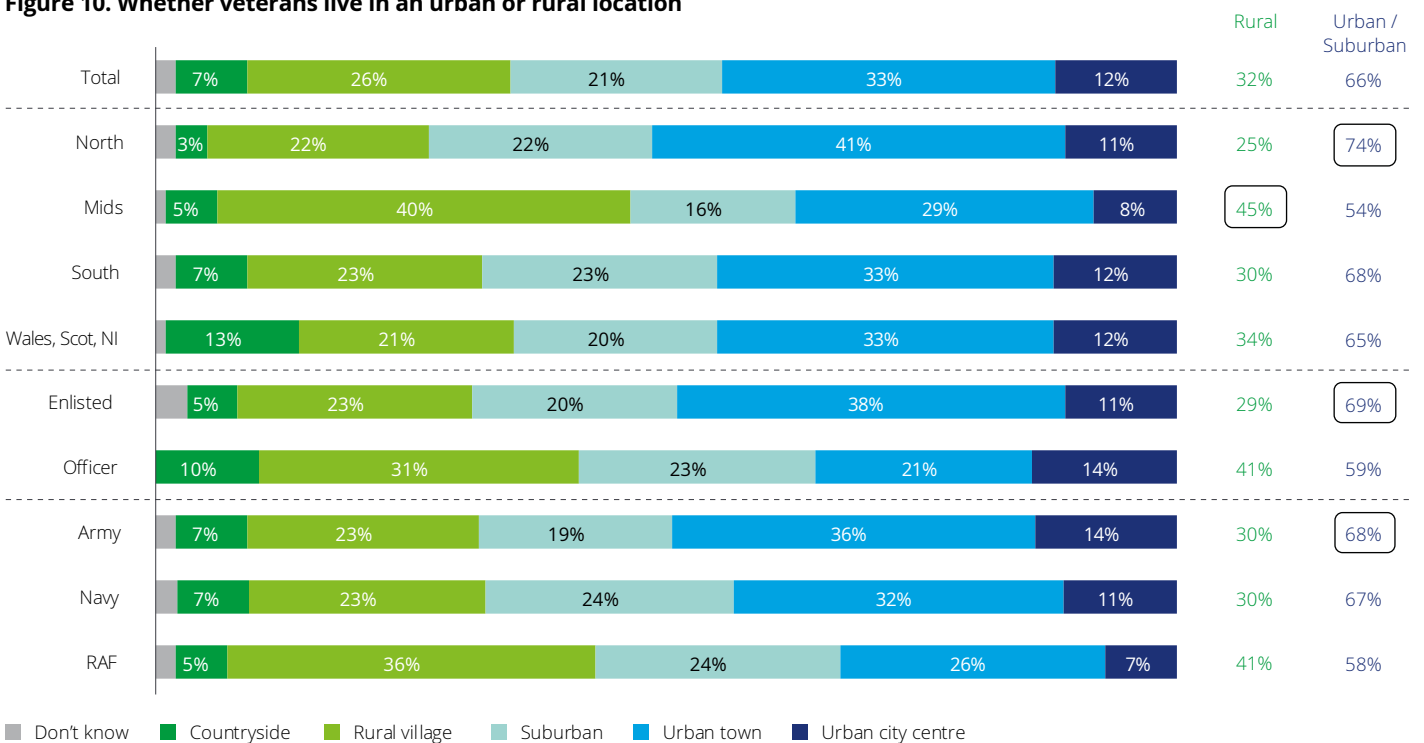
In general terms 19 percent, of veterans live in the North, 21 percent in the Midlands, 41 percent in the South, 14 percent in Northern Ireland, Wales and Scotland, and 5 percent outside the UK.

In addition to asking which region veterans lived in, the survey also asked them to indicate whether they lived in rural locations or in cities. In total, only 12 percent of veterans said they now lived in urban cities; 33 percent said they lived in urban towns. Meaning more than half (54 percent) of those questioned said they were living in these areas with 7 percent in the countryside, 26 percent in a rural village and 21 percent in a suburban location.

There was also a difference between ranks. 64 percent of former officers across the services say they now live in a suburban or rural location. One in three (31 percent) officers live in rural villages with just 14 percent living in cities, 21 percent in towns and 23 percent in suburbia. For veterans below the rank of officer, there is still a bias towards rural locations, with 48 percent living in rural, village or suburban areas and just 11 percent in cities. These findings are consistent when set against the ONS statistics<sup>5</sup> for the same regions although 40 percent of service leavers in the Midlands are now living in a village.

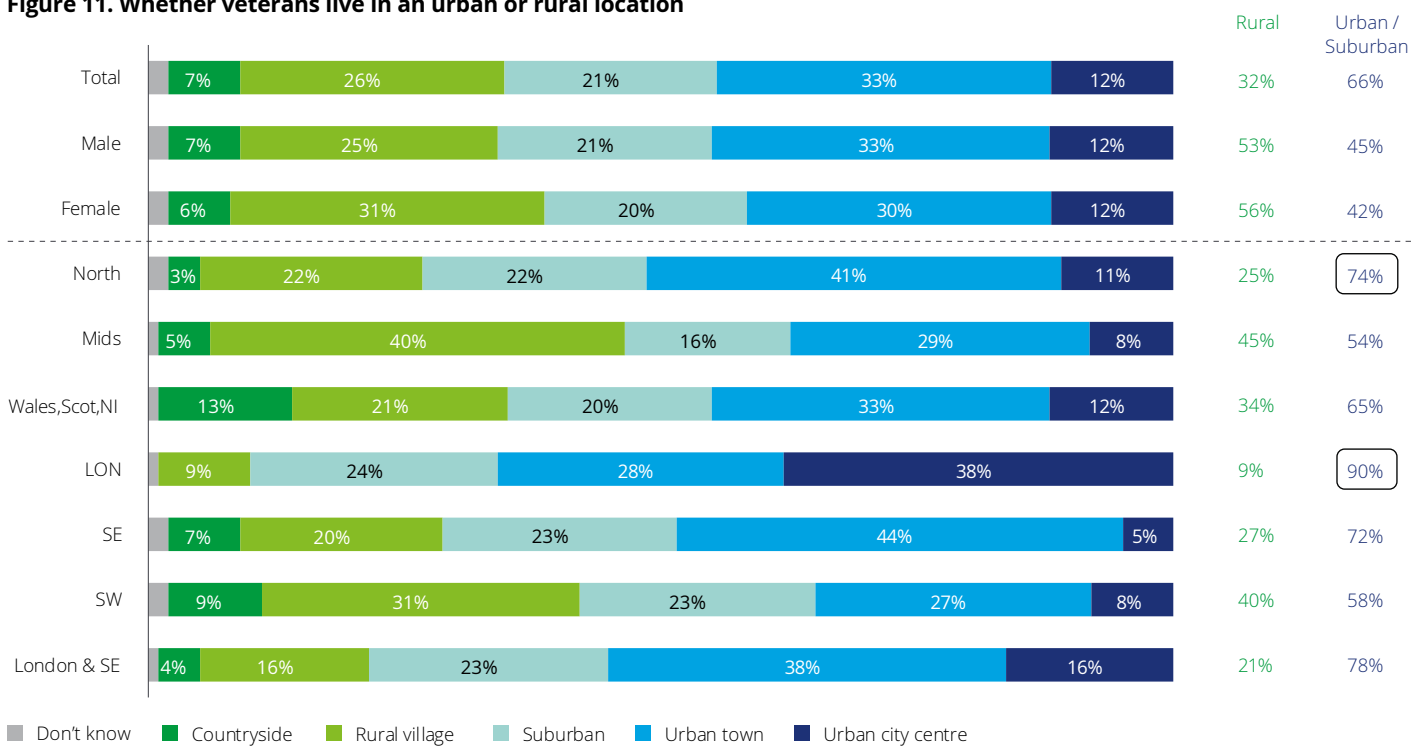
When examining the different services of the military, those leaving the RAF were most likely to choose a suburban, village or countryside location. Just 7 percent of RAF leavers are located in cities, 26 percent in towns, 24 percent in suburban areas, 36 percent in villages and 5 percent in the countryside. The proportion of Army veterans living in cities is double that of the RAF at 14 percent but almost half (49 percent) live in either suburban locations (19 percent), villages (23 percent), or the countryside (7 percent). Those leaving the Royal Navy indicated that 11 percent live in cities, 32 percent in towns, 24 percent in suburban locations, 23 percent in villages and 7 percent in the countryside.

**Figure 10. Whether veterans live in an urban or rural location**



QA12. Which of the following best describes the area you live in?  
 Base: All veterans (1,786)

**Figure 11. Whether veterans live in an urban or rural location**



In the South East only 5 percent said they now live in London, with 44 percent living in towns, 23 percent in suburban locations, 20 percent in villages and 7 percent in the countryside. In the South West the survey showed that there is a clear tendency for military leavers to choose to live outside urban towns and the cities. More than two thirds or 64 percent of veterans located in the South West said they live in suburban areas, villages or the countryside, the highest for all regions across the UK.

Veterans without a disability said they are slightly more likely to live in a city at 13 percent but overall, there was little to suggest people with mobility, hearing or mental health disabilities are any different in where they choose to live.

# Reasons for moving to current location

There are currently an estimated 2.56 million former members of the armed forces living in Great Britain but little is known about their exact locations and why they chose to live where they do. For many, leaving the military marks the start of transitioning into a new career. This could have significant implications for where a veteran chooses to live based on the industry they want to work in.

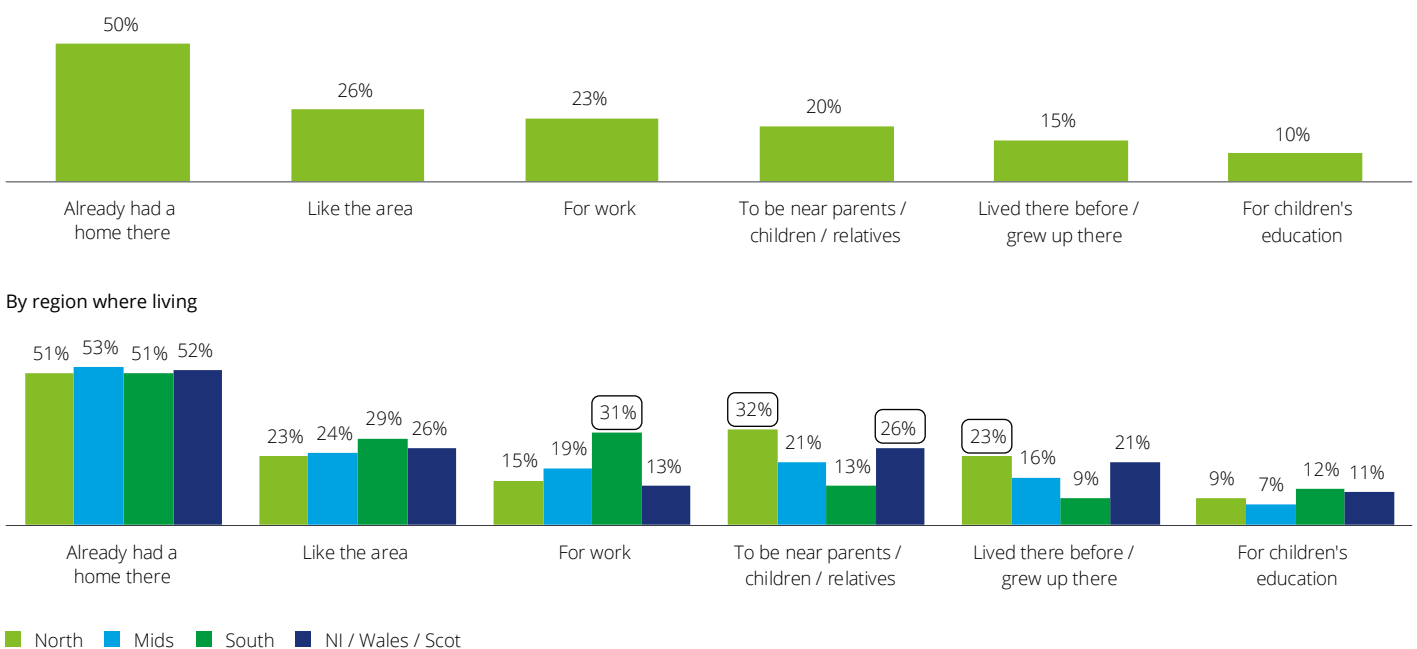
Despite this however, the research found that only 23 percent of the veterans had moved to their current location specifically with their new career in mind. Other factors such as where they already had a home, where they grew up and whether they liked the area they were moving to, appeared to be of greater importance.

Having established where the veterans are located, the survey then went on to examine some of the reasons why they had chosen their current locations and the rationale behind these choices. Generally, the research found that family ties play a strong role in

where veterans choose to live. It is also apparent that moving to an area for work is far more common amongst those living in the South than other regions.

Half (50 percent) of those surveyed stated the main reason for locating to where they now live is based on them already having a home there. This remains consistent throughout the regions with little or no variations between the North, Midlands, South as well as Wales, Scotland and Northern Ireland.

**Figure 12. Reasons for moving to current location**



QA12. Why did you choose to live in this particular area after leaving the Armed Forces?  
 Base: All veterans (1,786)

More than one in four veterans (26 percent) said they chose their current location because they liked the area while just 23 percent admitted they chose their current location because of work. One in five (20 percent) said they chose their current location to be near parents, children or relatives while 15 percent said they had returned to the area where they grew up or had lived before joining up. Children’s education was the main reason for 1 in 10 (10 percent) of veterans deciding where to locate.

**Different Choices: Officers and Other Ranks**

The data showed differences in priorities between officer and non-commissioned ranks, with officers revealing they are more likely to have moved to an area for work reasons and enlisted veterans are more likely to move back to a previous location.

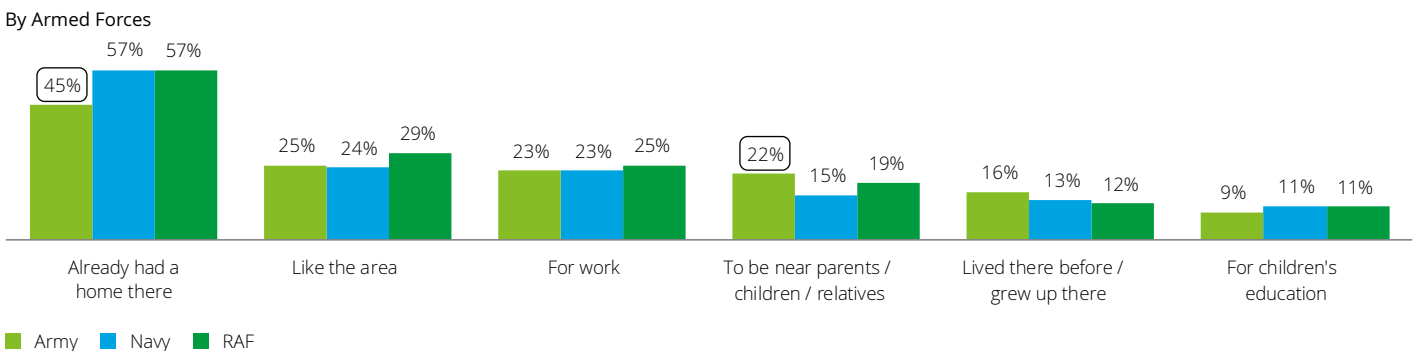
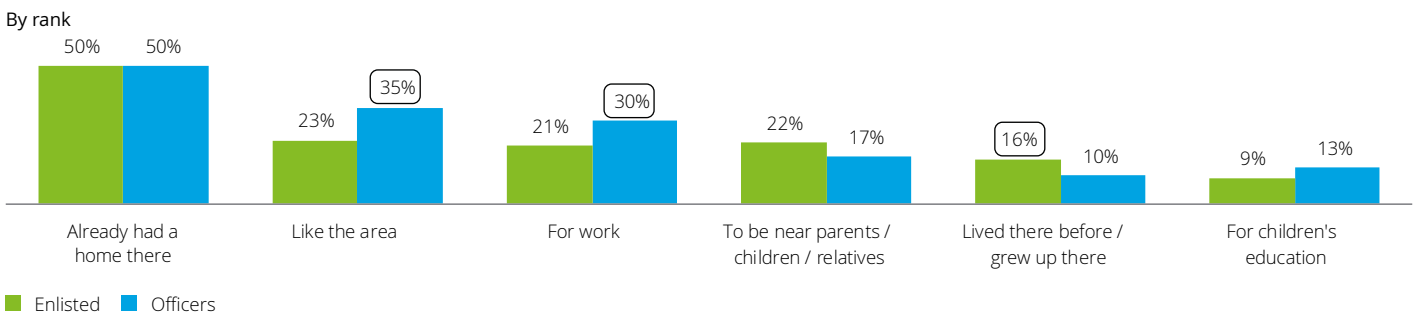
More than a third (35 percent) of officers said they had chosen their current location because they liked the area while 30 percent said they moved for their work. Other ranks were even less likely to move to an area for work with just 21 percent stating this was their main driver.

Officers were also more likely to locate somewhere that suited their children’s education with 13 percent citing it as a reason, compared to 9 percent of enlisted veterans.

From a comparison of the three services, members of the RAF and Royal Navy are more likely to move to a home they have already bought – 57 percent for both services. In contrast only 45 percent of Army veterans said they had moved to where they already have a home. They were also more likely to be living near parents and other relatives, with 22 percent citing this as a reason for their current location. That figure drops to 15 percent for the Royal Navy and 19 percent for the RAF.

Just 16 percent of Army veterans said they now live where they grew up or where they had lived before, with that figure dropping to 13 percent for the Royal Navy and 12 percent for the RAF.

**Figure 13. Reasons for moving to current location**

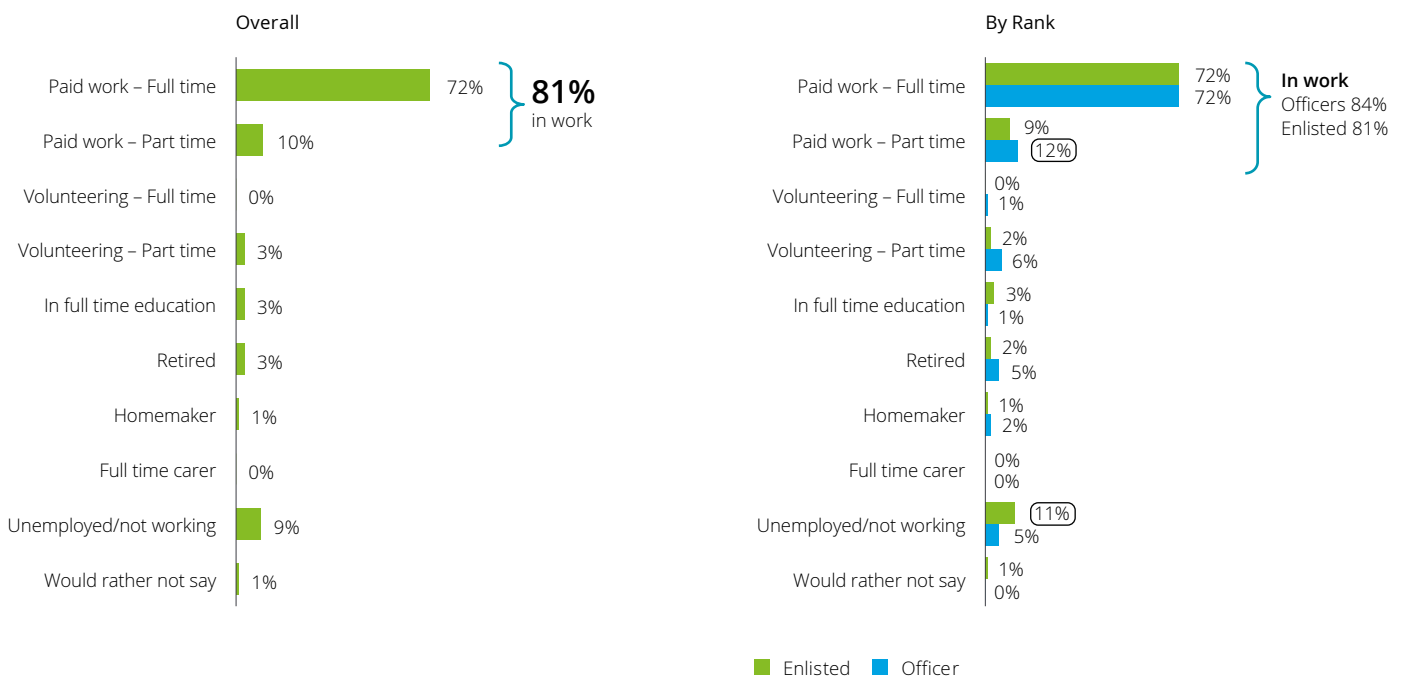


QA12. Why did you choose to live in this particular area after leaving the Armed Forces?  
 Base: All veterans (1,786)

# Current employment status

Overall the levels of employment for veterans are very high with 81 percent of those questioned in full or part-time paid employment. The figure of more than 8 in 10 veterans in employment is higher than the current UK employment rate of 75.5 percent. This possibly reflects record levels of employment currently seen in the civilian

**Figure 14. Current employment status**



QA13. Which of the following best describes your current employment status?  
Base: All veterans (1,786)

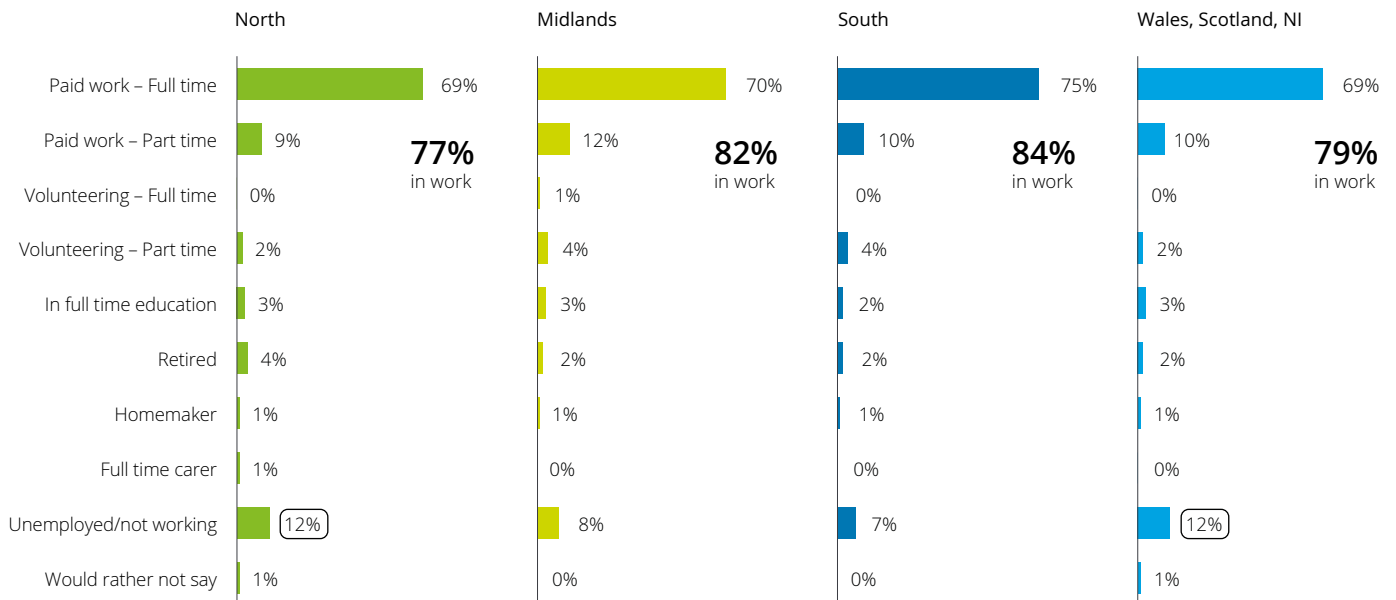
sector.

However, enlisted veterans are more likely to be unemployed than officers. Of the officers surveyed, 84 percent said they were in work compared to enlisted veterans, of whom 81 percent are in work. Overall 3 percent of veterans are in full time education, 3 percent are retired and 3 percent are working in the voluntary sector.

A comparison by region shows the highest levels of employment are in the South with 84 percent in work. In the Midlands the rate of employment is 82 percent, in Wales, Scotland and Northern Ireland 79 percent veterans say they are employed. The lowest rates of employment were in the North of England (77 percent).

A comparison by region shows the highest levels of employment are in the South with 84 percent in work.

Figure 15. Current employment status by region



QA13. Which of the following best describes your current employment status?  
 Base: All veterans (1,786)

Male veterans are more likely than females to be in full-time or part time employment with 83 percent of males working, compared to 74 percent of females.

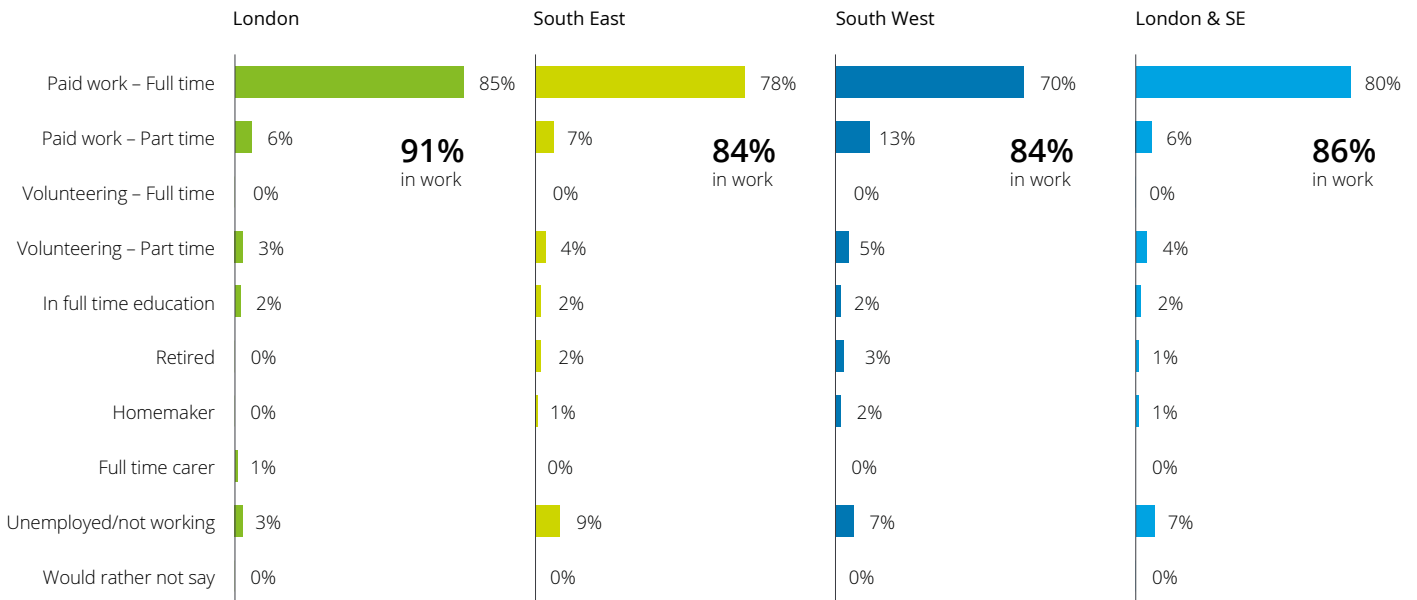
More than 1 in 10 female veterans said they are unemployed (13 percent) compared to 9 percent for male veterans. However, there is variation between full and part time roles when comparing gender, with 19 percent of females saying they are employed part time compared to only 9 percent for males.

The employment rates for veterans are highest in London with 91 percent in full or part time work. In the South East that number drops to 84 percent, the same rate as the South West (84 percent) and 86 percent for London and the South East combined.

Veterans with a mobility or a mental health disability are more likely to be unemployed. Those without any disability have employment rates of 85 percent and an unemployment rate of just 7 percent. However, the veterans recording a mental health disability have an employment rate of just 62 percent. This is marginally worse for veterans with a mobility issue with just 61 percent of them in full or part time work.

Removing those veterans in full time education or in the voluntary sector, leaves an unemployment rate of 23 percent for those with mobility issues and 26 percent for veterans with a mental health condition.

**Figure 16. Current employment status by region (II) – Southern regions only**



QA13. Which of the following best describes your current employment status?  
 Base: All veterans (1,786)

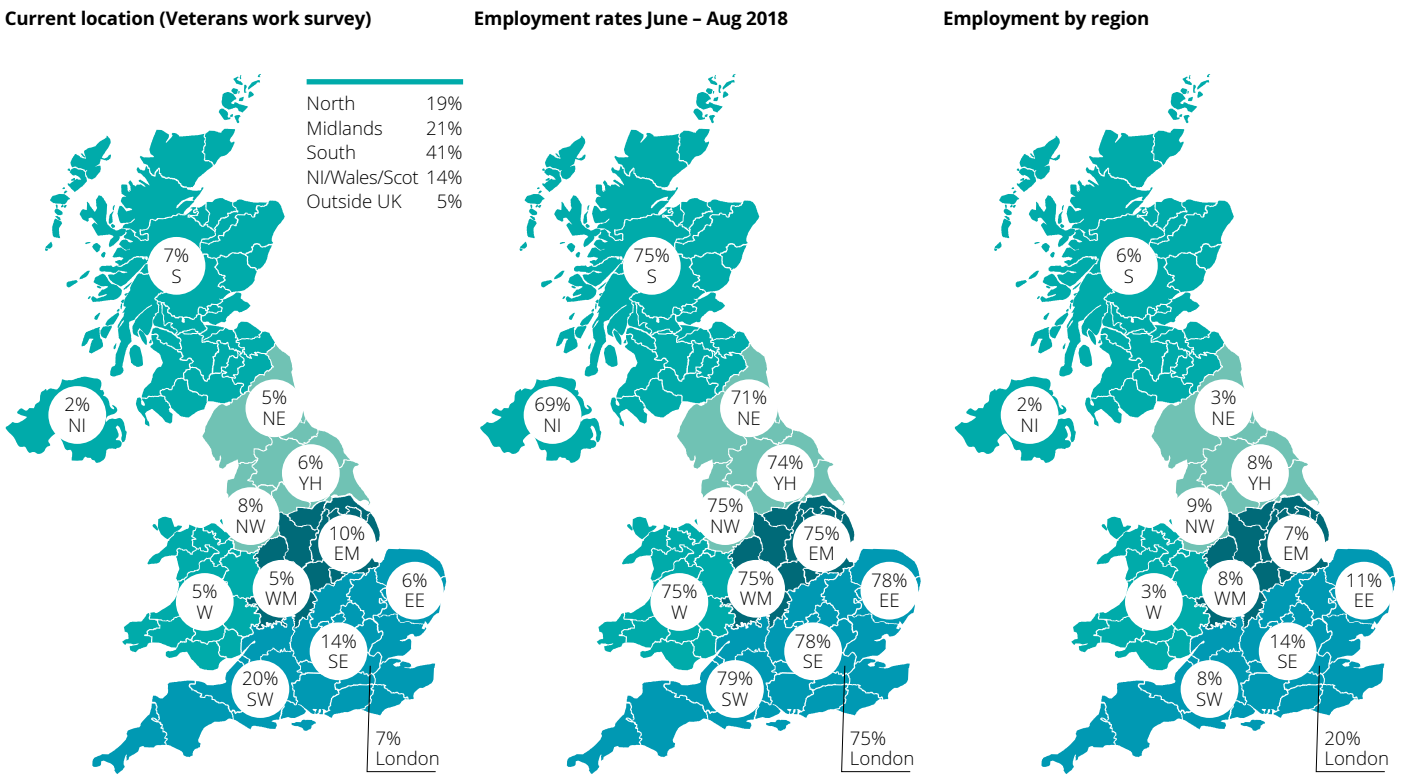


Veterans with a mobility or a mental health disability are more likely to be unemployed. Those without any disability have employment rates of 85 percent and an unemployment rate of just 7 percent.

# Comparison of veterans' current location with employment statistics

Our survey shows the South West is the most popular region in the UK for veterans to settle with 20 percent living in that region. The latest ONS figures<sup>6</sup>, show that 79 percent of the working population in the South West are employed. In London the working age employment rate is lower at 75 percent with 7 percent of veterans choosing to live in the capital. The region with the lowest employment rate is Northern Ireland where 69 percent of the working age workforce is employed, with just 2 percent of veterans residing there.

**Figure 17. Comparison of veterans' current location with employment statistics**



QA11. Which region/country in the UK do you live in?  
Base: All veterans (1,786)

I.e. Proportion of the available working age population employed  
Source: ONS UK Employment rates data

I.e. % Employed by private sector businesses  
Source: Business Population Estimates

# Whether veterans have moved for work opportunities

## And whether veterans 'would consider' moving for a job opportunity

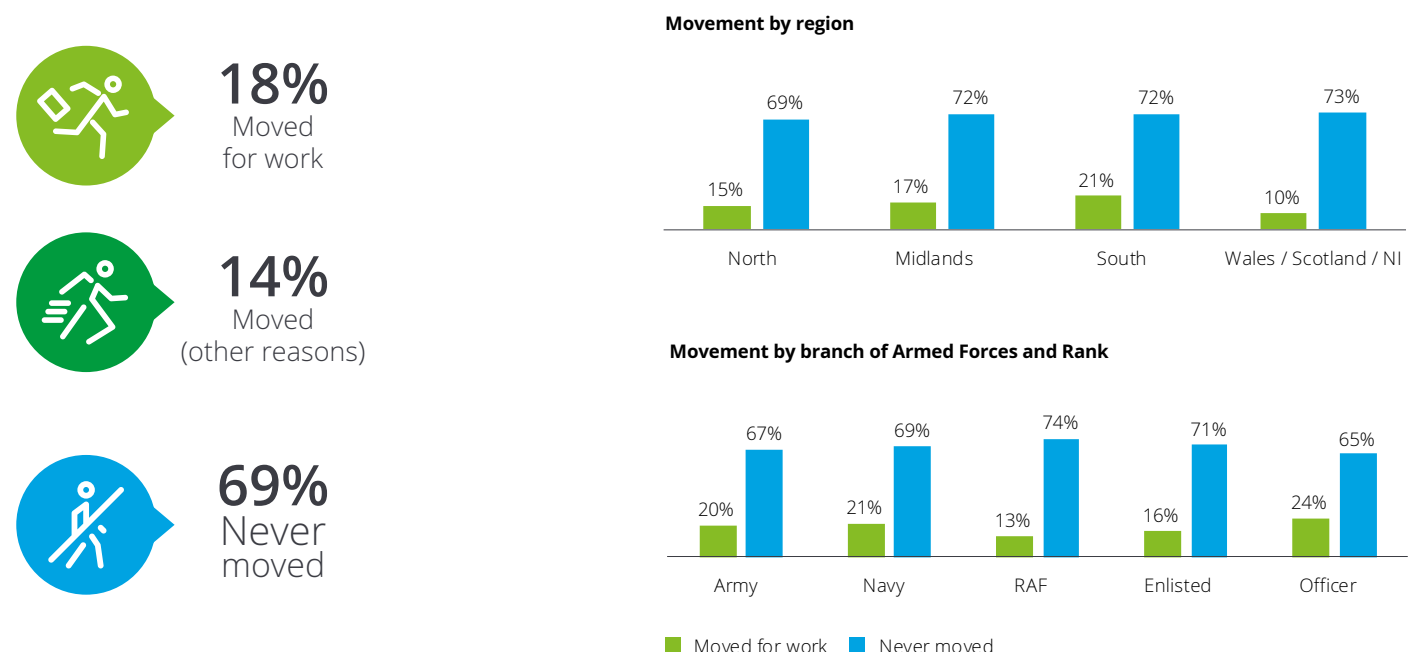
The survey asked if respondents had moved to a new location since leaving the military for work reasons. It found that just 18 percent had moved specifically for work reasons while a further 14 percent said they had moved for other reasons. This shows that nearly 7 in 10 veterans (69 percent), had not moved since leaving the Armed Forces. This number rises even higher if veterans already had a home in the location they now live prior to transitioning (88 percent), if they made a decision to move somewhere for the benefit of their children's education (77 percent) or if they had previously lived in the area or grew up there (78 percent).

Veterans now living in the South are the most likely to have moved for work (21 percent). But only 10 percent of veterans in Wales, Scotland and Northern Ireland said they have moved for work reasons.

However, 34 percent insisted they were 'very unlikely' to consider moving location for a job opportunity with a further 17 percent saying they would 'definitely not' relocate. More than half (52 percent) said they would give no serious consideration to moving for work opportunities. While 33 percent said they would 'actively consider' moving and 12 percent insisting they would 'definitely consider' relocating for work.

Having asked which veterans had moved for a job opportunity, the respondents were then asked whether they would ever consider moving if a job opportunity arose. Overall the research found that less than half would consider moving location for work. In total 13 percent said they definitely would, while a further 33 percent said they would actively consider relocating.

**Figure 18. Whether veterans have ever moved location for work or other reasons since transitioning**

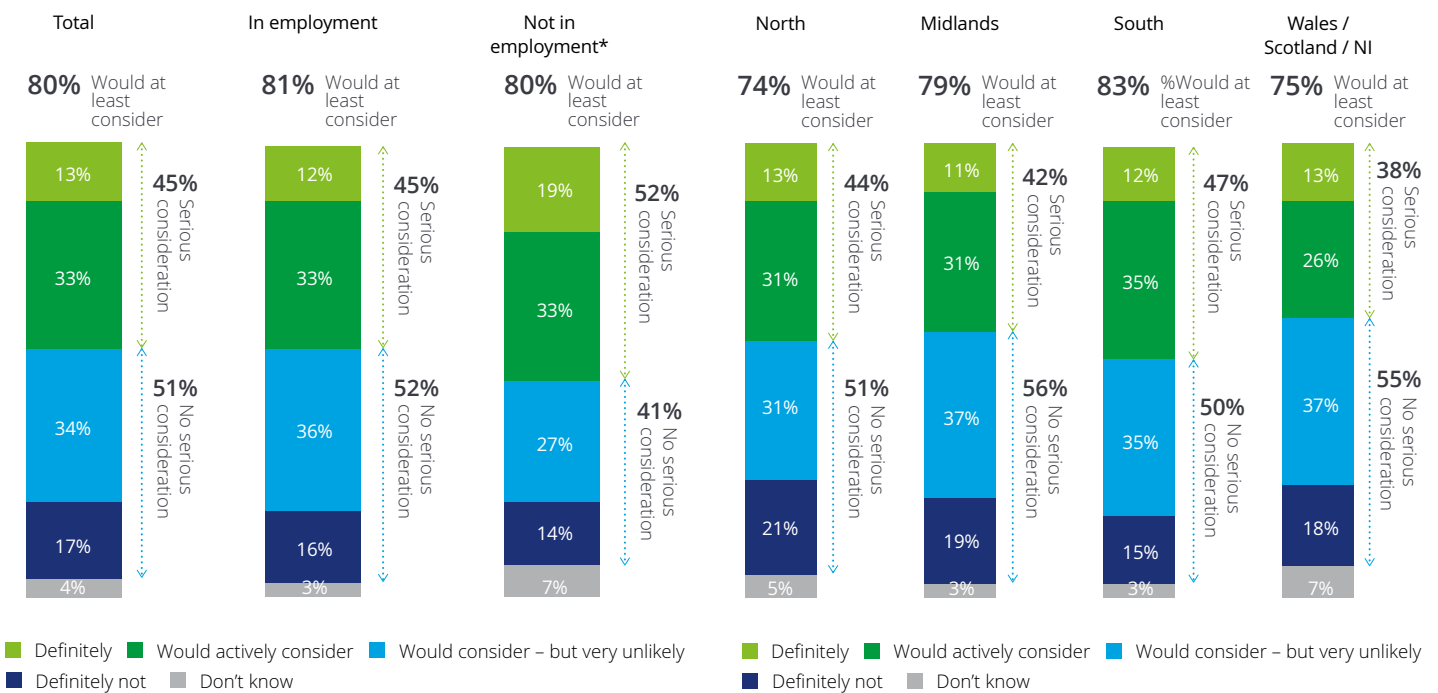


QA11. Since leaving the Armed Forces have you moved to a different area/region for work / for another reason?  
Base: All veterans (1,786)

For veterans not in employment, the figure is perhaps understandably higher for those willing to relocate if the right opportunity arose. Excluding those who were retired or homemakers, 19 percent said they would definitely consider relocating, while a further 33 percent said they would give it serious consideration. But despite their unemployed status, there are still 41 percent of veterans who said they were unlikely to consider moving for work; with 14 percent of them saying they would 'definitely not'.

Breaking down this data by region, once again the figures remained fairly consistent from area to area. However, veterans in the South were the most likely to actively or definitely consider a move for work (47 percent). Those veterans living in Wales, Scotland and Northern Ireland were the least likely to relocate with just 38 percent saying they would give it serious consideration and 55 percent ruling it out. Only 11 percent of veterans in the Midlands would 'definitely consider' moving for a job with a further 31 percent saying they would 'actively consider'.

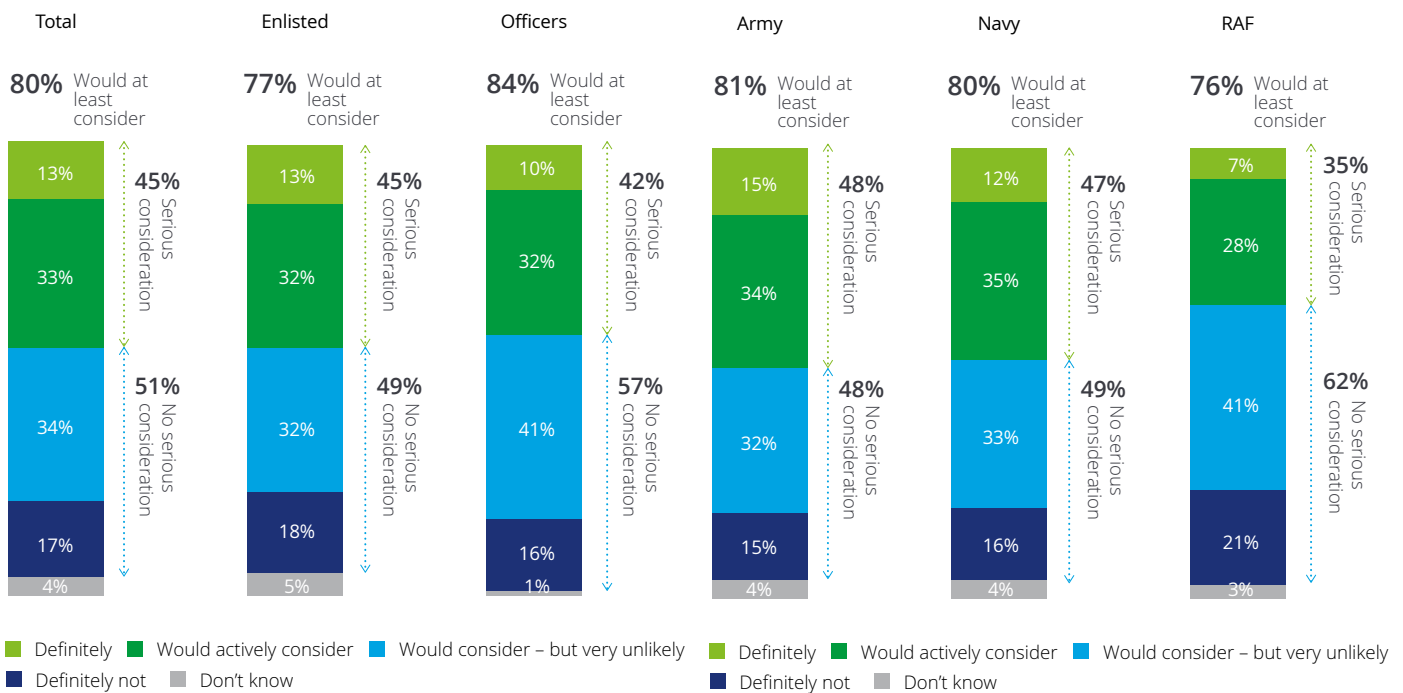
**Figure 19. Whether veterans would consider moving to a different area for the right job opportunity**



\*Excludes retired, homemaker etc  
 QA15. Since leaving the Armed you consider moving to a different area if the right job opportunity presented itself?  
 Base: All veterans (1,786)

QA15. Since leaving the Armed you consider moving to a different area if the right job opportunity presented itself?  
 Base: All veterans (1,786)

**Figure 20. Whether veterans would consider moving to a different area for the right job opportunity**



QA15. Since leaving the Armed you consider moving to a different area if the right job opportunity presented itself?  
 Base: All veterans (1,786)

QA15. Since leaving the Armed you consider moving to a different area if the right job opportunity presented itself?  
 Base: All veterans (1,786)

Officers revealed they are less likely to give serious consideration to relocating with a total of 57 percent saying they would either 'definitely not' (16 percent) or were 'very unlikely' to consider relocating (41 percent). For enlisted veterans, who have a slightly higher proportion unemployed, this number drops to 49 percent overall with 18 percent saying they would 'definitely not' consider a move and a further 32 percent saying they were 'very unlikely' to consider moving for work reasons.

In the case of Royal Navy veterans a slightly higher proportion show willingness to relocate for work with 35 percent indicating 'serious consideration' and a further 12 percent saying they would 'definitely consider' relocating. Army veterans proved the most willing to relocate for job opportunities with 34 percent saying they would 'actively consider' moving and a further 15 percent stating they would 'definitely consider' moving for work opportunities.

Comparison of the three services found that veterans from the RAF are the least likely to seriously consider a move for job opportunities with only 7 percent saying they would 'definitely consider' it and a further 28 percent admitting they would 'actively consider' moving for work. It is also RAF veterans that are most likely to 'definitely not' consider moving location with 21 percent or 1 in 5 ruling it out.

# How far veterans would be prepared to relocate for work

The research examines how far veterans are prepared to move. Among those who would consider moving, the majority said they would be prepared to relocate more than 50 miles from where they currently live (57 percent). A total of 6 percent said they would only be prepared to relocate within 30 miles of their current location, 5 percent within 20 miles and 4 percent less than 10 miles. The research also revealed that this was an issue some had not even considered. 22 percent of the veterans who said they were willing to move answered 'don't know'.

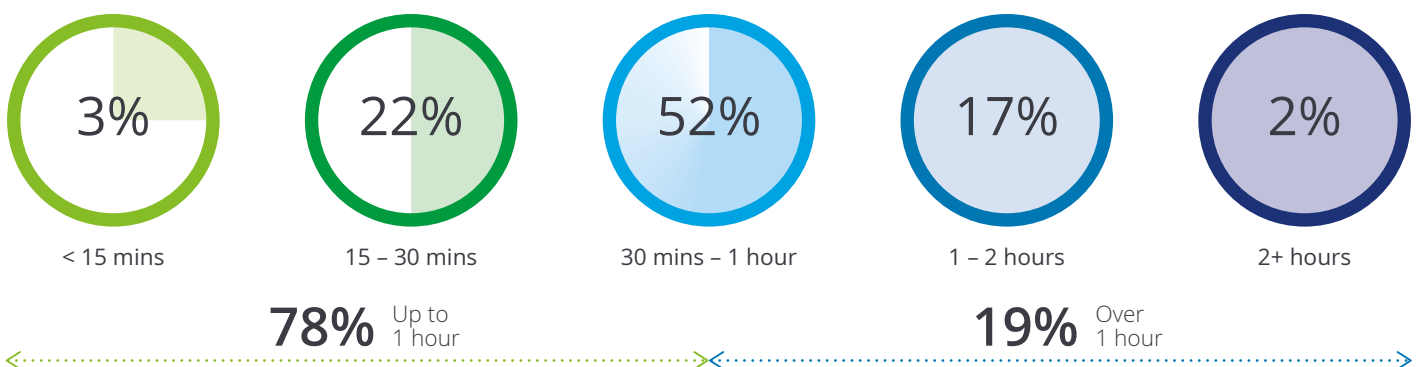
**Figure 21. How far veterans would consider moving for a job opportunity (among those who would consider it)**



■ Don't know ■ Less than 10 miles ■ 11-20 miles ■ 21-30 miles ■ 31-40 miles ■ 41-50 miles ■ Over 50 miles

QA16. How far would you consider moving to a different area if the right job opportunity presented itself? if the right job opportunity presented itself?  
Base: All who would at least consider moving (1,487)

**Figure 22. Length of time prepared to commute to work (one leg)**



Don't know = 3%

QA15. Roughly what is the maximum length of time you would be prepared to spend commuting to work each day?  
The times below are for one way only (not the to/from legs combined).  
Base: All veterans (1,786)

# Case study:

## Mickaela (Mickey) Richards

### Ex-Royal Navy Rating

Following a successful nine-year career in the Royal Navy, Micky, a mother-of-one, took an initial £10,000-a-year pay cut in her first civilian role. From South Wales, she moved to London and took a job with a sporting governance body after being medically discharged following a serious car crash in 2015.

She acknowledged her good luck on being able to land her first job, thanks to connections her Commanding Officer had with her employer. However she soon realised how important it was to sell the skills she had learned in the military and to not be afraid to translate them for civilian employers. She said:

“I could prep two torpedo missiles in 20 minutes – the way that got translated in job interviews was that I could work in high-pressure and time sensitive environments.

“We earned a good wage in the military, and by the time I was 21 I was earning £30k. Although I took a substantial pay cut when I left, like many veterans, I had spent long periods away from the family and friends I grew up with. Money is important but for me it was less of a consideration than my quality of life.”

After a lot of hard work, and having made the compromises demanded by civilian work, Mickey has now moved back to Wales and has a senior role working for the Invictus Games Foundation.

With additional freelance work, she now earns twice her Royal Navy salary and is able to work flexibly so she only goes into the London office from time to time. The rest of the time she can be at home with her two-year-old while enjoying living back near family and friends in the area she grew up in. Micky added:

“I do think it is tougher for female veterans to find a job outside the military. I was told before I transitioned that my salary expectations were too high and I should be aiming for the bottom rung. I now realise the value of my transferrable skills and the value I bring to my role in the commercial sector and I just wish I'd had that knowledge and confidence as I was going through the process.”

“Although I took a substantial pay cut when I left, like many veterans, I had spent long periods away from the family and friends I grew up with. Money is important but for me it was less of a consideration than my quality of life.”

# Veterans' experience of finding work

## Salary goals after transitioning

The final section of the research focuses on salary goals and how these vary between ranks, gender and region.

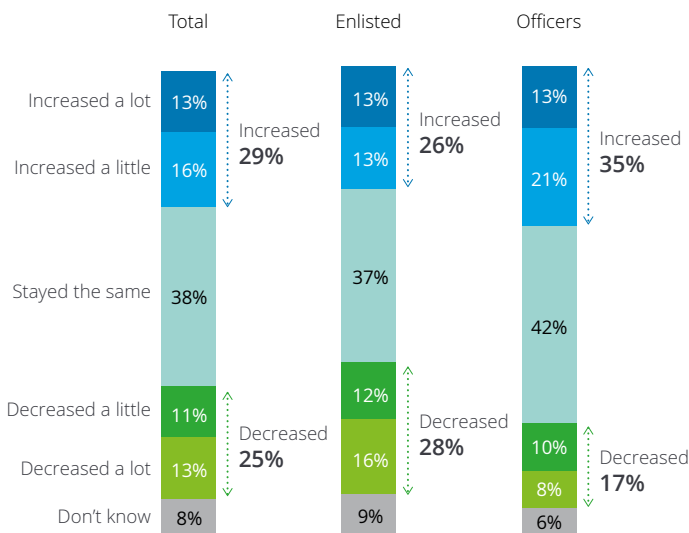
### Officer v Enlisted

The research reveals that half of veterans changed their salary goals after entering the job market. Approximately half said they increased their goals and half said they decreased. Either way, this is a snap-shot of what veterans expect to earn before transition, compared to what they actually earn once in the civilian job market.

Overall, 29 percent of veterans said their salary goals had increased once they had transitioned. For enlisted veterans this was 26 percent, while for officers, more than a third discovered their salary goals had increased after leaving the military.

Overall, a quarter of veterans had lowered their salary expectations (25 percent) after leaving the military, but this differed when comparing officers with enlisted veterans. For officers, just 17 percent had seen their salary expectations decrease after entering the civilian job market. However, 28 percent of enlisted veterans said they had lowered their expectations after transitioning. This indicates that officers are far more likely to raise their salary goals once they leave the military, but for enlisted veterans more see their goals decreasing rather than increasing.

**Figure 23. Whether veterans' salary goals changed after entering the jobs market - By rank**



The research reveals that half of veterans actually changed their salary goals after entering the job market. Approximately half said they increased their goals and half said they decreased.

QB9. Did your salary goals change once you had experienced the job market?  
 Base: All veterans (1,786)



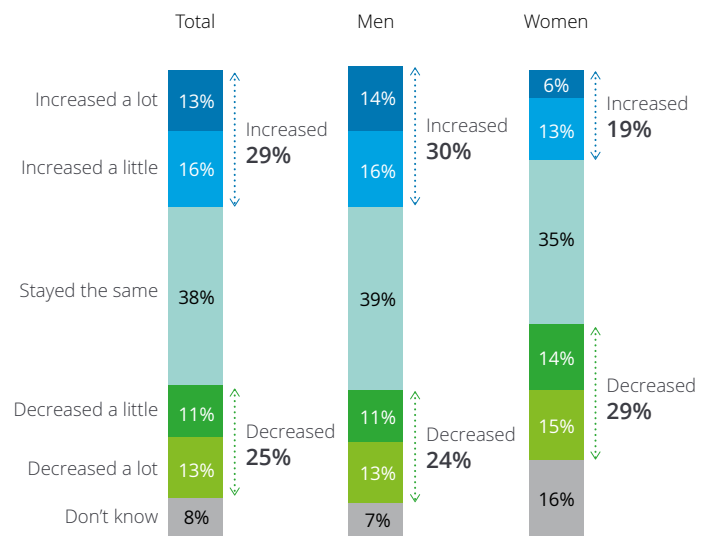
**Gender**

The research shows that there is a clear difference between genders when it comes to salary goals in the civilian job market. For male veterans, 30 percent said their salary goals had increased after transitioning, with 24 percent saying their goals had lowered. Female veterans, in contrast, were more likely to find they had lowered their salary goals after leaving the military, with 19 percent reporting an increase, but 29 percent saying their salary goals had been lowered. This may be a reflection of the fact that salaries in the military are equal rather than the well-publicised gender pay gap in the civilian job market..

**Region**

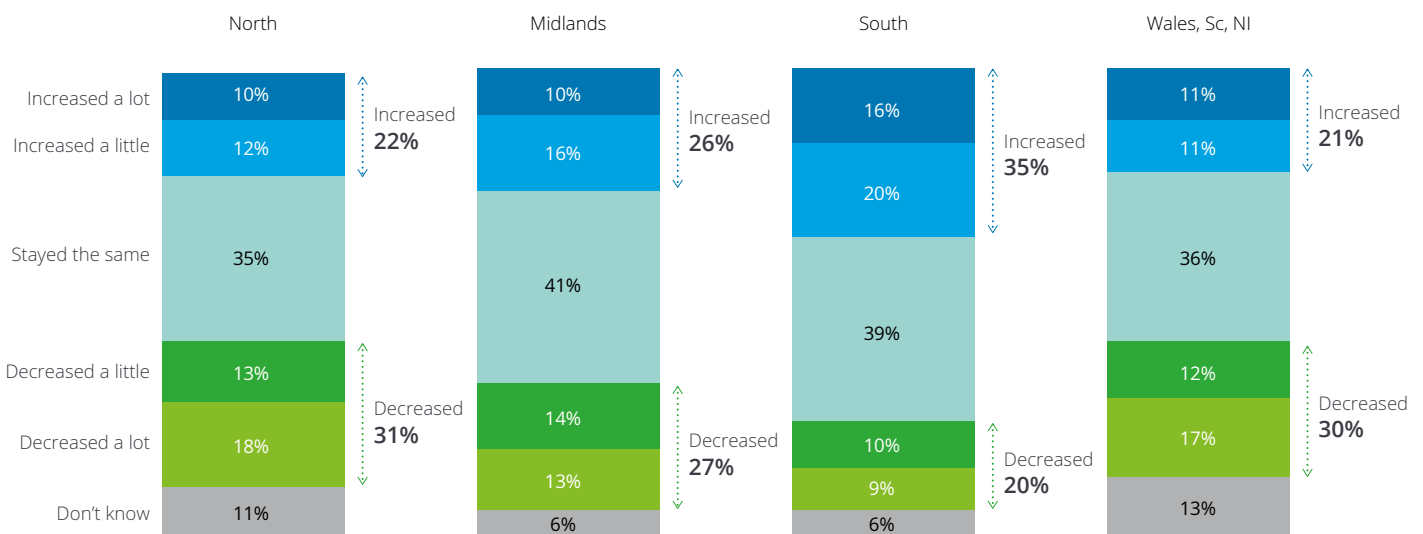
The research found that where veterans choose to live after transitioning had an impact on whether their salary goals, once in the civilian job market, were realistic. Veterans living in the North and those in Wales, Northern Ireland and Scotland were most likely to find their salary goals in the civilian market had gone down rather than up. In the North 22 percent said their salary goals had increased. However, a greater number, (31 percent) had found they lowered their salary goals after leaving. In Wales, Scotland and Northern Ireland, the figures were very similar with 21 percent seeing their salary goals going up and 30 percent reporting they had decreased.

**Figure 24. Whether veterans’ salary goals changed after entering the jobs market – By gender**



QB9. Did your salary goals change once you had experienced the job market?  
Base: All veterans (1,786)

**Figure 25. Whether veterans’ salary goals changed after entering the jobs market – By region (I)**



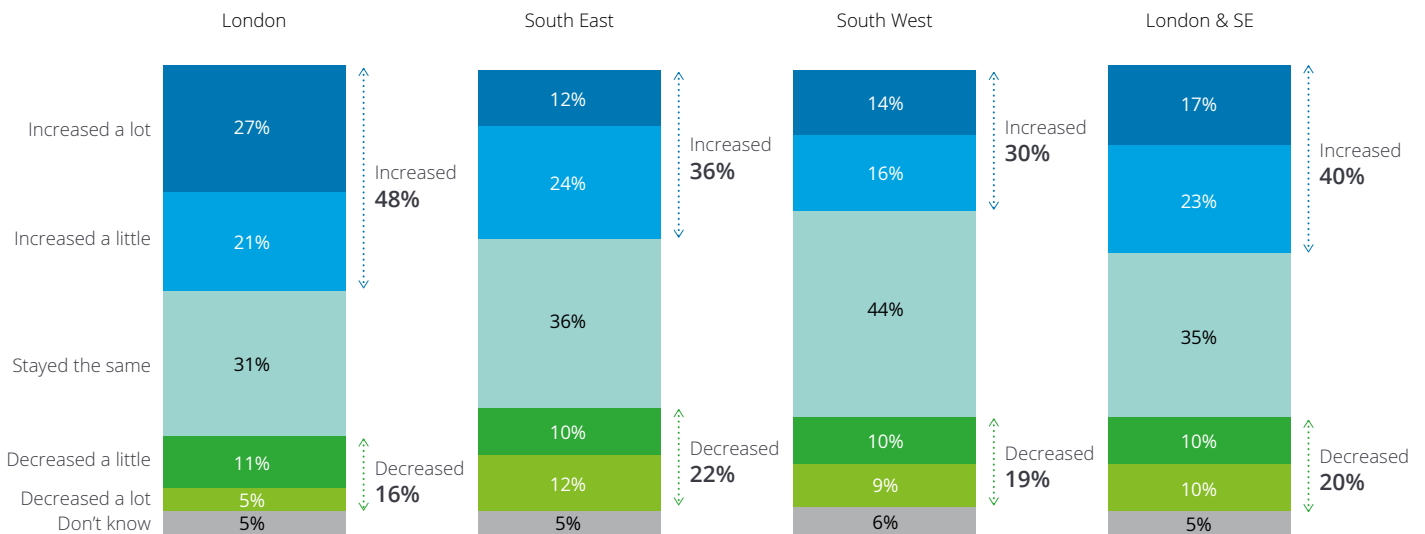
QB9. Did your salary goals change once you had experienced the job market?  
Base: All veterans (1,786)

In the Midlands the figure was balanced with 26 percent saying their salary goals had gone up and 27 percent saying they had gone down.

But the sharpest contrast was recorded in the South and in particular for veterans who had chosen to locate in London after leaving the military. For those living in London, nearly half (48 percent) said their salary goals in the civilian market had increased, with just 16 percent saying they had fallen.

In the South East, 36 percent said their salary goals had increased, while 22 percent reported a decrease. In the South West 30 percent said their salary goals had risen and 19 percent said they had decreased.

**Figure 26. Whether veterans' salary goals changed after entering the jobs market - By region (II) - The South**



QB9. Did your salary goals change once you had experienced the job market?  
 Base: All veterans (1,786)

The sharpest contrast was recorded in the South and in particular for veterans who had chosen to locate in London after leaving the military. For those living in London, nearly half (48 percent) said their salary goals in the civilian market had increased, with just 16 percent saying they had fallen.

# Veterans' experience of finding the right job opportunity

The survey then focused on veterans' transition to explore how they had found the experience of leaving the military. They were asked: "Overall how easy or difficult has it been to find the right job role for you since leaving the armed forces?"

According to the data, almost 1 in 5 veterans described the process of finding the right role as being 'very difficult'. Despite the support offered to those of all ranks, the research suggests even if it's a largely successful process, for many it is challenging.

Overall 29 percent of respondents ranked the difficulty of finding the right job between 8 and 10 (on a scale where 10 was very difficult and 0 was very easy). Nearly a quarter (24 percent) said they were neutral ranking the process between 5 to 7 out of 10. Some 43 percent of veterans ranked the process of finding the right job easy with a rating between 0 and 4 out of 10.

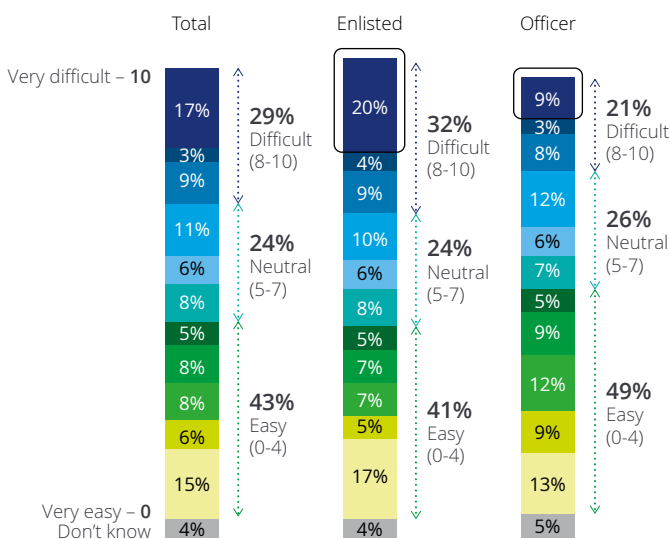
Breaking the responses down into enlisted and officer veterans, the research shows that the process of finding the right job was likely to have been more difficult for those of lower rank.

Almost half of the officers who had gone through transition described the process of finding the right job as 'easy' ranking it between 0 and 4 out of 10. Just over a quarter (26 percent) said they were neutral and just 21 percent said they had found the process difficult with a score of between 8 to 10 out of 10. Therefore the research showed that 1 in 5 officers had struggled to find the right job after leaving the armed forces.

Enlisted veterans appeared more likely to have found it harder to find the right job with 20 percent of them saying they had found the process 'difficult', scoring the process between 8 and 10 out of 10. Meanwhile 24 percent of enlisted personnel were neutral, with a score of between 5 and 7 out of 10 and 41 percent describing the process as easy.

However, 1 in 5 said the process had been 'very difficult' compared to only 9 percent of officers. Therefore, enlisted personnel were twice as likely to describe their experience of finding the right civilian job as 'very difficult'.

**Figure 27. Ease of finding the right job role since leaving the armed forces - By rank**

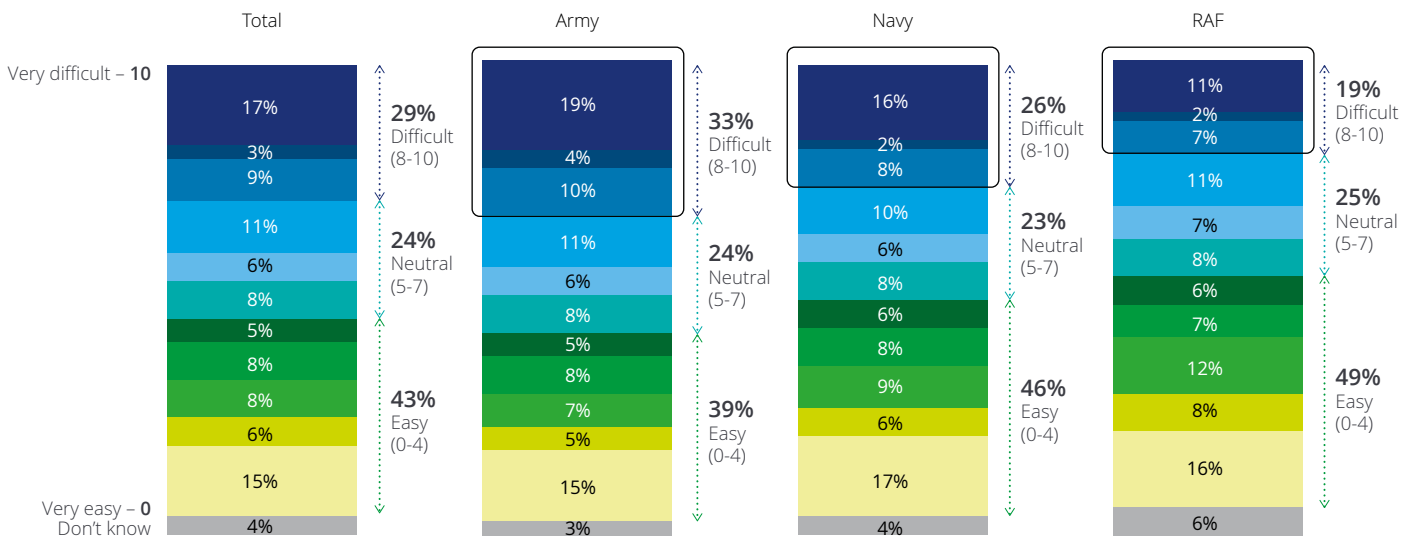


The research shows therefore that the vast majority of service leavers of all ranks found the process of finding the right job as either easy or they were neutral, 67 percent overall. But, for those who struggled, there is a clear difference with the ease of this process for those below the rank of officer.

Breaking the results down into which service the veterans belonged, reveals that a third of Army veterans (33 percent) said their experience of finding the right job role had been 'difficult'. For those in the Navy this figure dropped to 26 percent while for RAF veterans only 19 percent said their search for the right job after leaving had been 'difficult'.

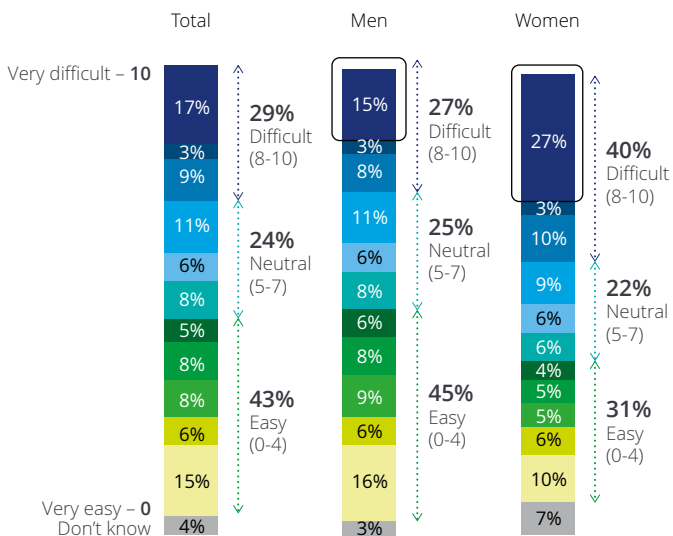
QB3. Overall how easy or difficult has it been to find the right job role for you since leaving the armed forces?  
Base: All veterans (1,786)

**Figure 28. Ease of finding the right job role since leaving the armed forces – By Armed forces**



QB3. Overall how easy or difficult has it been to find the right job role for you since leaving the armed forces?  
 Base: All veterans (1,786)

**Figure 29. Ease of finding the right job role since leaving the armed forces – By gender**



QB3. Overall how easy or difficult has it been to find the right job role for you since leaving the armed forces?  
 Base: All veterans (1,786)

**Ease of finding the right job role by gender**

The report found that female veterans were almost twice as likely to describe their experience of finding the right job role after leaving the military as ‘very difficult’.

Less than a third (31 percent) described their quest for the right job as having been ‘easy’ compared to 45 percent for men. Two in five female veterans (40 percent) described the process as either ‘difficult’ or ‘very difficult’, while 27 percent scored the process as being between 8 and 10 on the difficulty scale.

Male veterans fared better with only 27 percent describing the process of finding the right job as being between 8 and 10 on the scale of 1 to 10.

### Ease of finding the right job role by region

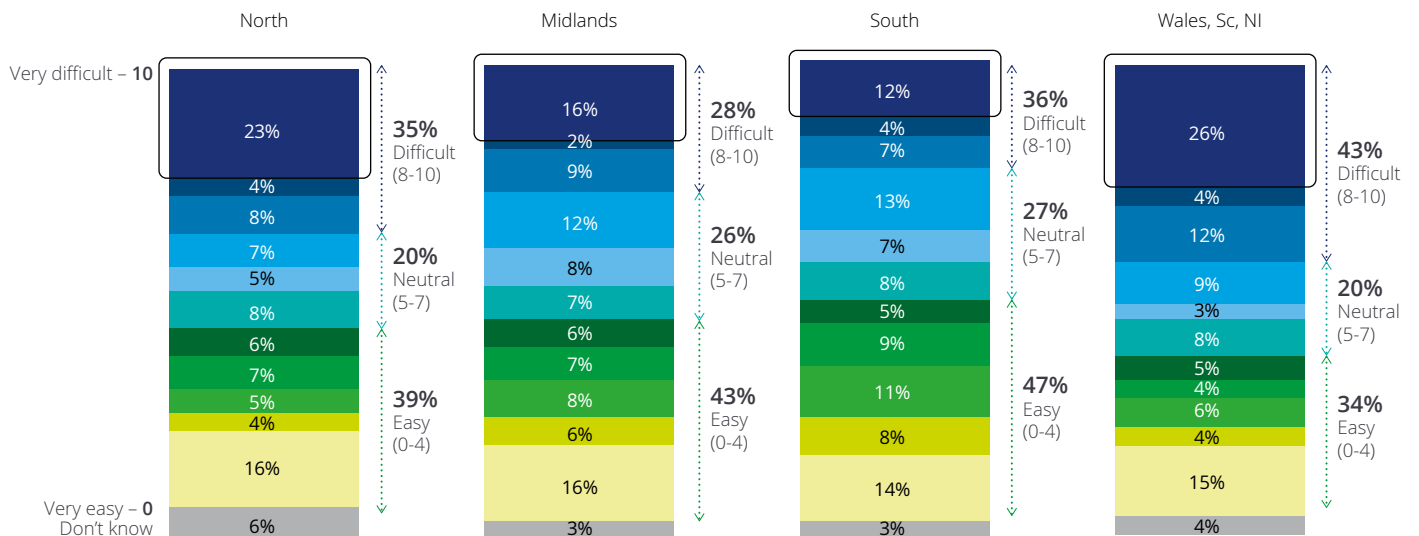
The ease of finding the right job role for veterans varies greatly depending on region, the research reveals. Veterans living in the North, Wales, Scotland and Northern Ireland are twice as likely to describe finding the right role as being 'very difficult'.

In London 19 percent of veterans questioned described the experience of finding the right job role as being at a difficulty level between 8 and 10 out of 10. In the South West it was slightly higher with 20 percent of veterans describing the search for the right job as 'very difficult'. In the South East this figure increases with 28 percent scoring it between 8 and 10 out of 10 on the difficulty scale. The survey returned the same result for the Midlands with 28 percent, but in the North of England this figure rises to 35 percent who described finding the right job role 'very difficult'.

The highest number of veterans to say they found the job-hunting process 'very difficult' were those living in Wales, Scotland and Northern Ireland. In those areas 43 percent said they had found it between 8 and 10 out of 10 on the difficulty scale.

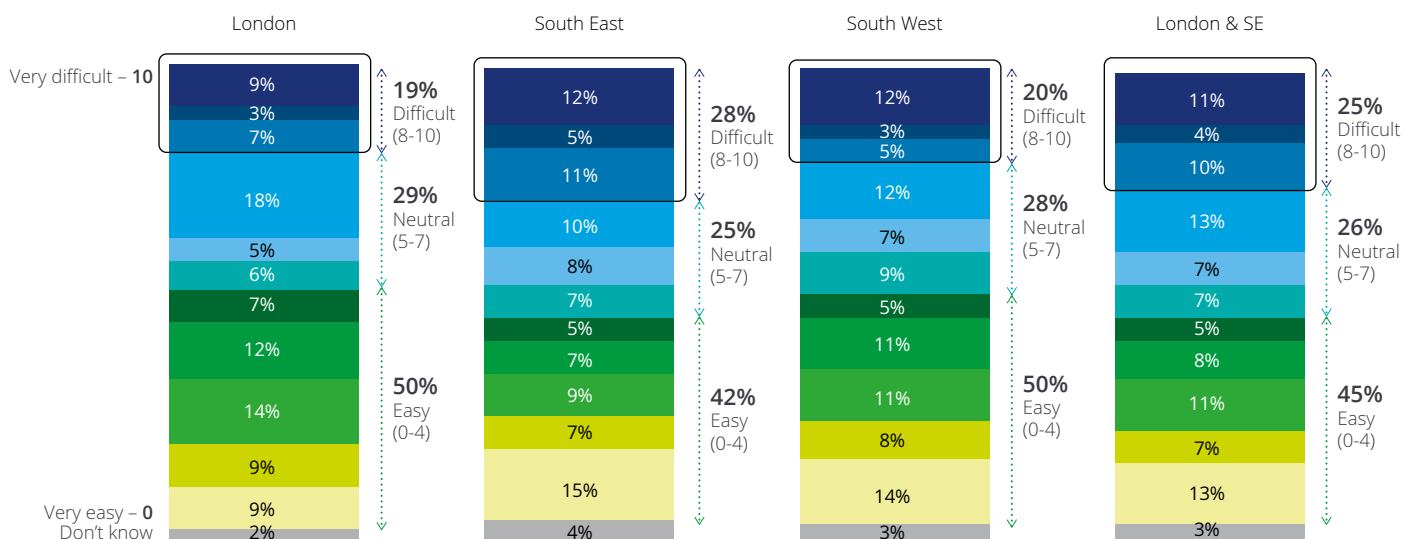
In London 19 percent of veterans questioned described the experience of finding the right job role as being at a difficulty level between 8 and 10 out of 10. In the South West it was slightly higher with 20 percent of veterans describing the search for the right job as 'very difficult'.

**Figure 30. Ease of finding the right job role since leaving the armed forces - By region (I)**



QB3. Overall how easy or difficult has it been to find the right job role for you since leaving the armed forces?  
 Base: All veterans (1,786)

**Figure 31. Ease of finding the right job role since leaving the armed forces - By region (II) - The South**



QB3. Overall how easy or difficult has it been to find the right job role for you since leaving the armed forces?  
 Base: All veterans (1,786)

**Ease of finding the right job role for disabled personnel when leaving the military**

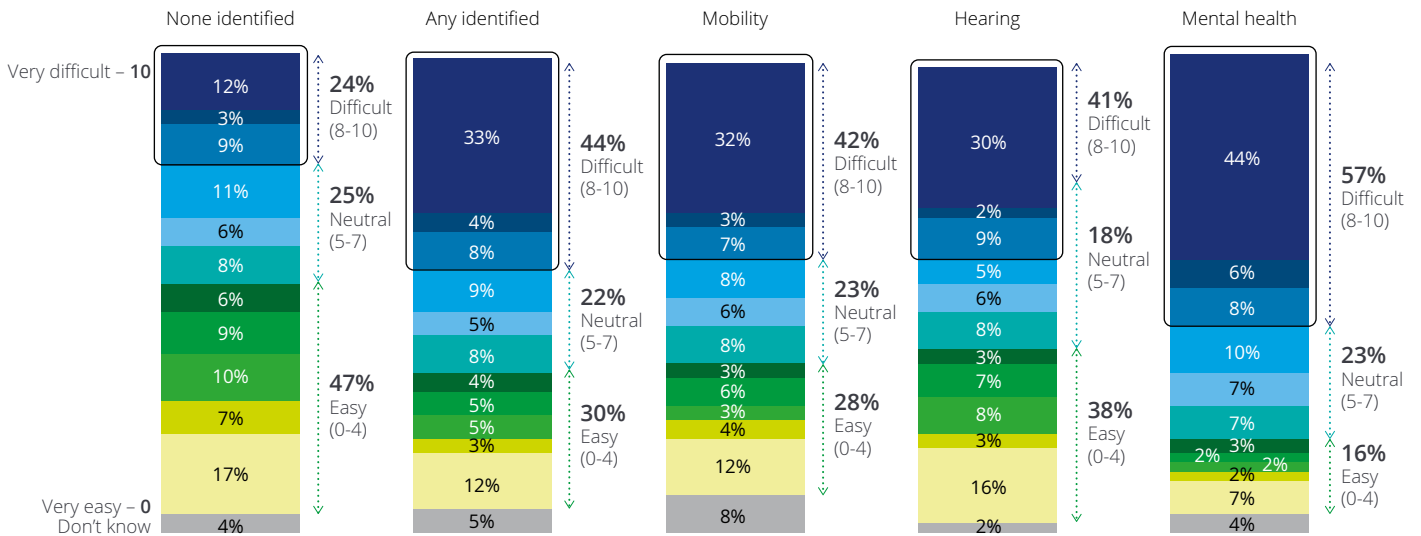
The survey showed evidence that veterans with any form of disability found it harder to find the right job role after leaving the military than service personnel with no disability. Well over half of those who admitted to suffering from a mental health problem said they found it 'very difficult' to find the right employment.

This compares to just 24 percent of veterans with no disability and it is worth noting that nearly half (47 percent) in this category described the process of finding the right job role as 'easy'.

In contrast, in the case of veterans with mental health problems, only 16 percent described their search as easy, far lower than their able-bodied counterparts.

Likewise, veterans with mobility and hearing problems were far more likely to describe their experience of finding the right job role as 'difficult' compared to those with no identified disability. Some 42 percent of veterans with mobility problems described their experience of finding the right job role as 'difficult' and for those with a hearing disability this figure was slightly lower at 41 percent.

**Figure 32. Ease of finding the right job role since leaving the armed forces – By disability**



QB3. Overall how easy or difficult has it been to find the right job role for you since leaving the armed forces?  
 Base: All veterans (1,786)



The ease of finding the right job role for veterans varies greatly depending on region, the research reveals. Veterans living in the North, Wales, Scotland and Northern Ireland are twice as likely to describe finding the right role as being 'very difficult'.

# Case study: Officer X

Like so many members of the Armed Forces Officer X (who cannot be named because of his current job) spent 17 years in the Infantry and in that period had 15 different addresses. During his career he lived in Surrey, Kent, Essex, Somerset, Cambridgeshire, Scotland, Northern Ireland and Wiltshire.

Married with one child, he transitioned out of the Army in 2017 having spent months preparing for life outside the military.

Now in his mid-forties, Officer X said: "I found that the investment that the military gave to those transitioning was utterly incredible. My first priority for life outside the Army was my family and their location. But my second priority was' where would I get work?"

Talking with the facilitator and taking part in transition workshops we often discussed what the best location might be for me and how long I would be prepared to commute each day. When we found the house we liked, I timed how long it took by car to get to the station and even worked out how much time I would spend on the underground at the other end of the train journey. I was prepared to commute for an hour each way but was reluctant to commit to a longer journey to work.

Although my life in the Army was punctuated by moving home, I always lived either on the base or very close to it, so I knew I would have to accept commuting was part of life outside the military. I found the assistance I got during my transitioning process was excellent but I feel some veterans were almost expecting to be placed in a job when they left. At some point you have to take responsibility for yourself."

"I found that the investment that the military gave to those transitioning was utterly incredible. My first priority for life outside the Army was my family and their location. But my second priority was' where would I get work?"

“ Although my life in the Army was punctuated by moving home, I always lived either on the base or very close to it, so I knew I would have to accept commuting was part of life outside the military. I found the assistance I got during my transitioning process was excellent but I feel some veterans were almost expecting to be placed in a job when they left. At some point you have to take responsibility for yourself. ”

# Reasons for difficulty in finding the right job role

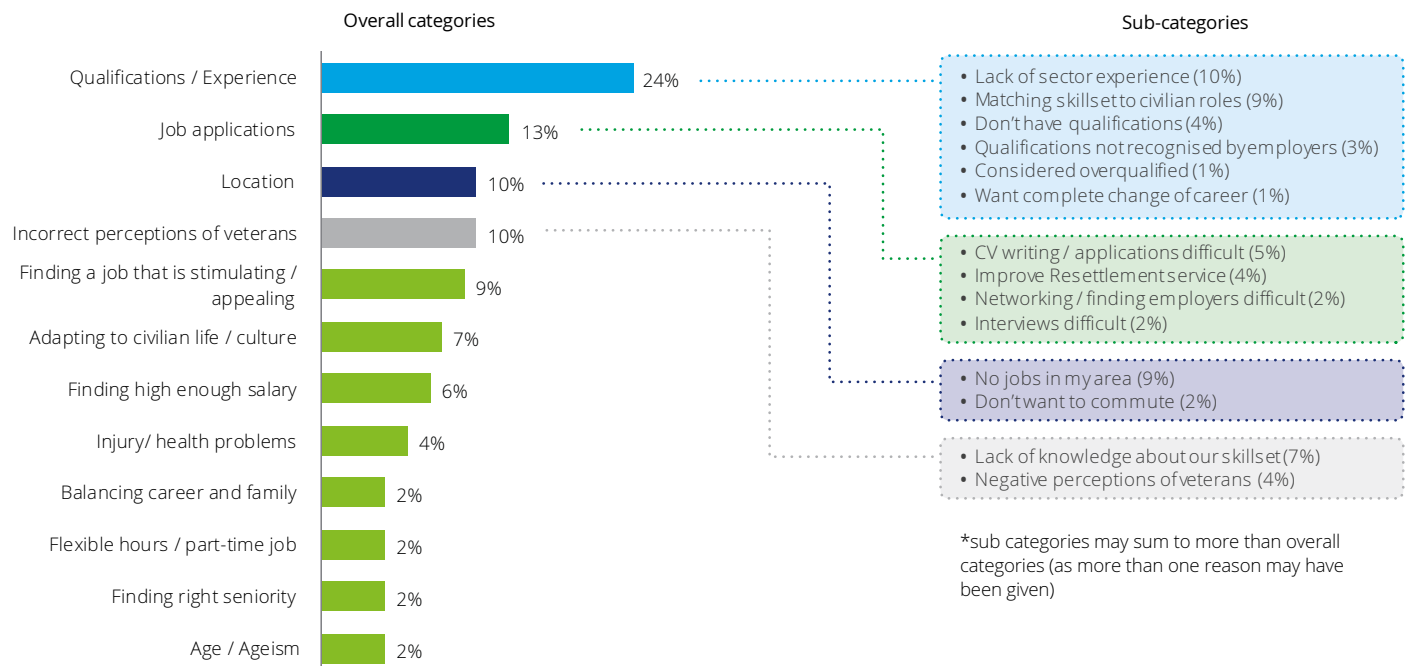
The survey looked at some of the reasons why veterans who did not find it easy finding the right job opportunity, experienced challenges.

The 1,496 survey respondents who fitted this category went on to be asked: "What have been the most challenging aspects of finding the right job role for you?"

A lack of qualifications and experience were deemed the most common factors with 24 percent stating this as the main reason they had struggled to find the right job role. Of these, 10 percent stated a lack of sector experience, 9 percent cited difficulties in matching their skill set to civilian roles, 4 percent said they had no qualifications, 3 percent said their qualifications were not recognised by employers and 1 percent said they struggled because they wanted a complete change of career.

The 1,496 survey respondents who fitted this category went on to be asked: "What have been the most challenging aspects of finding the right job role for you?"

**Figure 33. Reasons for difficulty in finding the right job role**



QA13. What have been the most challenging aspects of finding the right job role for you?  
 Base: All veterans excl. those who found securing the right job easy and those stating DK (1,496)

# Priorities when selecting a job role

The survey looked at how veterans prioritise factors when choosing a job. The survey asked respondents to rank each of the 10 suggested factors in level of importance out of 10, with 1 being not important to 10 being important.

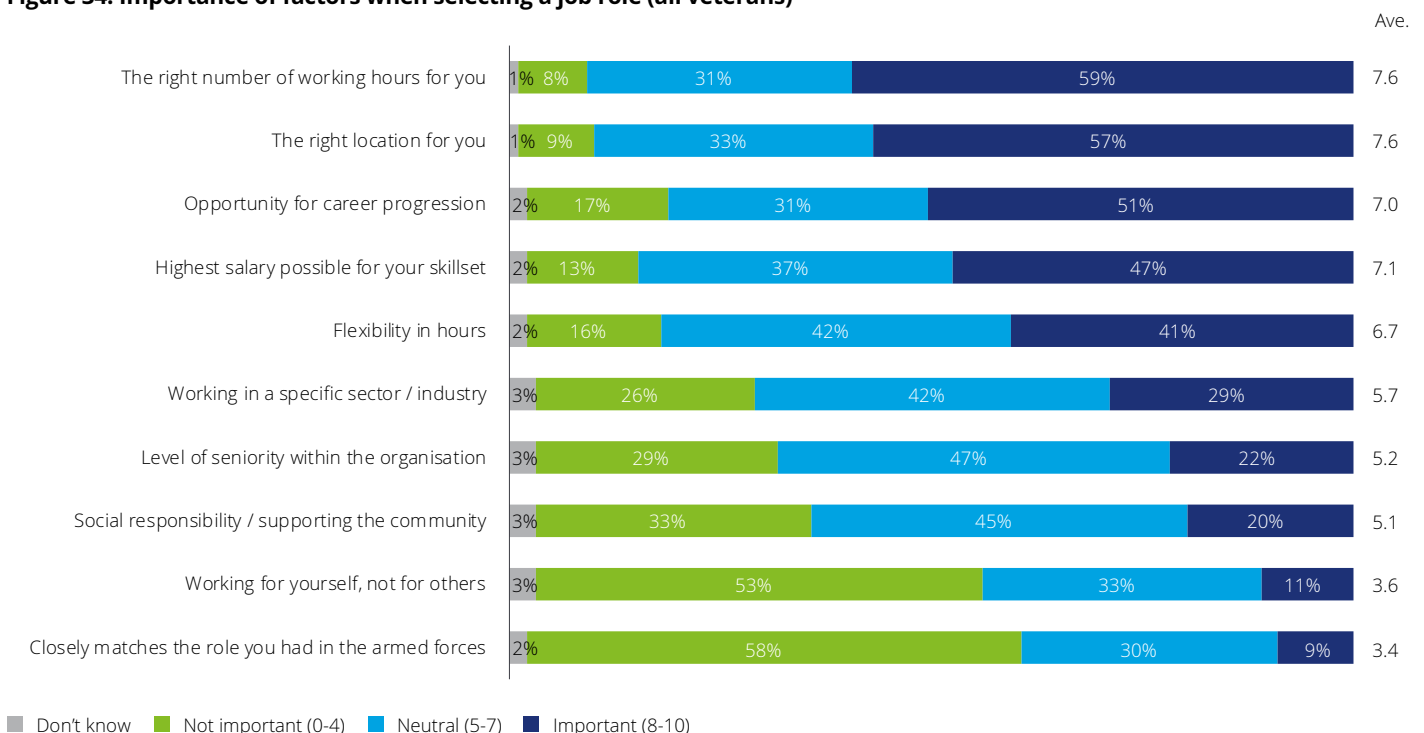
The research shows the factor that was ranked the most important for veterans was finding a job role with the 'right number of working hours'. From the 1,786 questioned, 59 percent said this was important when they went through the process of considering a new career. Some 31 percent were neutral on the issue, scoring it between 5 to 7 out of 10, whilst just 8 percent said the number of hours was 'not important'. This suggests a widespread desire among veterans to put the quality of life in terms of the number of hours they work at the top of the priority list.

Opportunity for career progression was described as an 'important' factor for more than half of those surveyed with 51 percent ranking it between 8 to 10 out of 10. For 17 percent of veterans' career progression was 'not important' with a further 31 percent remaining neutral on the issue.

Less than half said obtaining the 'highest possible salary for your skillset' was 'important'. Just 47 percent said salary was 'important' with 42 percent neutral and 13 percent insisting it was 'not important' as a factor.

From the results, 'the right location' came second with 57 percent of those questioned insisting it was 'important', suggesting again a quality of life consideration was high on the priority list.

**Figure 34. Importance of factors when selecting a job role (all veterans)**



QB1. How important are the following factors when deciding which job roles to apply for?  
Base: All veterans (1,786)

Flexibility in hours was clearly an important consideration for many, with just 16 percent saying this factor was 'not important'. Some 42 percent were neutral with the remaining 41 percent saying flexibility in hours was an 'important' factor.

Almost 3 in 10 veterans rated finding a role in a specific sector or industry as 'important' (29 percent) indicating that the vast majority of service leavers are open minded when it comes to identifying new roles where they can apply their transferable skills.

Respondents seemed fairly open-minded again when it came to how senior their roles might be when starting a civilian career. Just 22 percent ranked the level of seniority as 'important' with nearly half (47 percent) neutral and 29 percent describing it as 'not important'.

One in five (20 percent) veterans said they felt finding a post-military role that involved 'supporting the community' or with some degree of 'social responsibility' is 'important'.

Relatively few veterans questioned indicated a desire to 'work for themselves' after leaving the military. Just 11 percent rated self-employment as 'important' with 33 percent indicating they were neutral and more than half (53 percent) insisting it was 'not important' at all.

The least important factor from the list of 10 put forward in the survey, was a desire to find a role that closely matches what they may have had in the forces. Less than one in ten rated this as 'important' with nearly 90 percent either neutral (30 percent) or insisting it is 'not important' (58 percent). This would indicate the majority of veterans have little desire to find a civilian job that is in any way similar to the role they have had in the armed forces and in fact are keen to embark on something new.

Opportunity for career progression was described as an 'important' factor for more than half of those surveyed with 51 percent ranking it between 8 to 10 out of 10. For 17 percent of veterans' career progression was 'not important' with a further 31 percent remaining neutral on the issue.

**Ease/difficulty in finding the right job role**

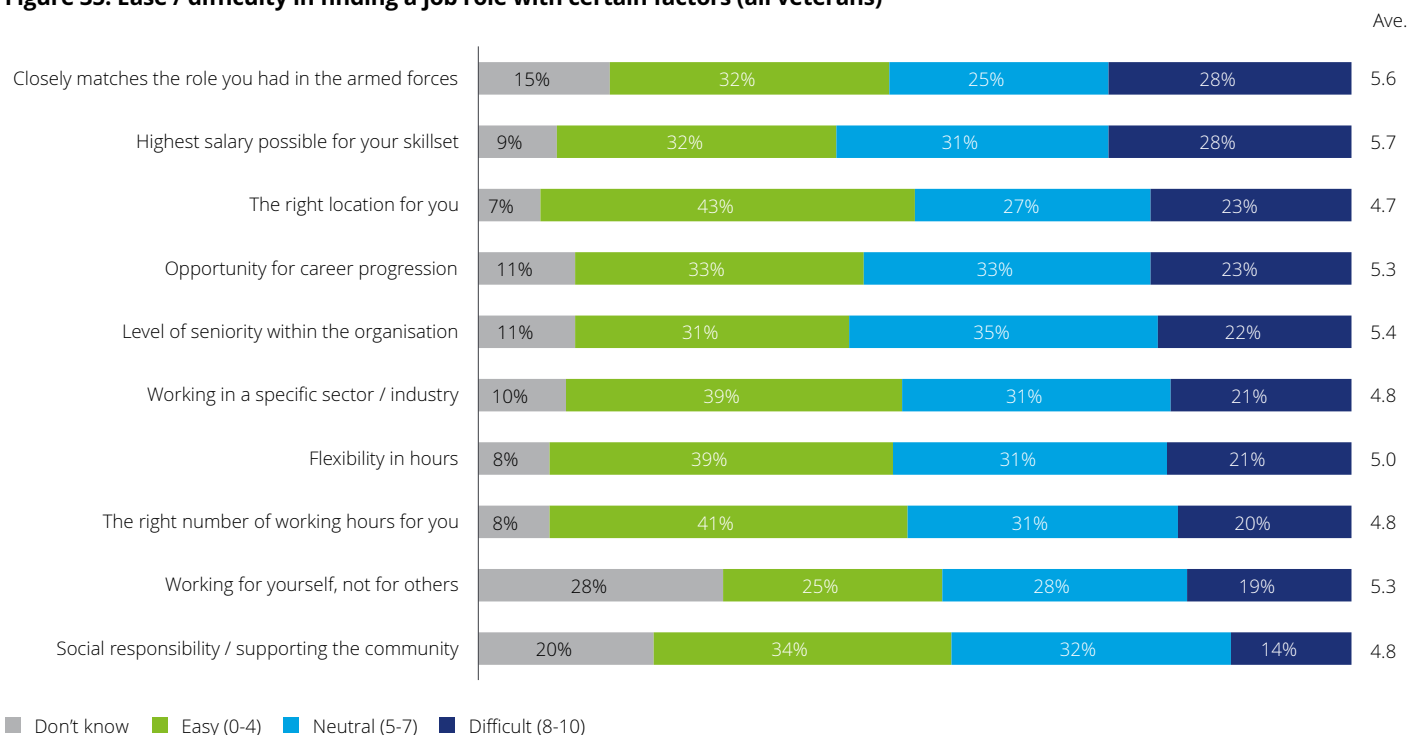
Veterans were asked: “Since leaving the armed forces, how easy or difficult has it been to find job roles with the following characteristics?”

The two factors that veterans had found most difficult to find were roles that matched the roles they had had in the armed forces with 28 percent ranking this as ‘difficult’, and finding the highest salary possible for the skillset, again with 28 percent saying it was ‘difficult’. However, in the case of matching roles it should be noted that just 9 percent of those questioned saw this as an ‘important’ factor when looking for a civilian role. In contrast, finding the highest salary was important for 47 percent of veterans surveyed.

Some 23 percent of veterans questioned said finding a job with the right location and with an opportunity for career progression had been ‘difficult’, meaning nearly a quarter of veterans had found their desire for living in the right location while finding the right job opportunity difficult.

Having established that 59 percent of veterans rated finding a role with the ‘right number of working hours’ ‘important’, the survey found that 41 percent had found achieving this as ‘easy’. Some 20 percent said it had been ‘difficult’, while 31 percent were neutral.

**Figure 35. Ease / difficulty in finding a job role with certain factors (all veterans)**



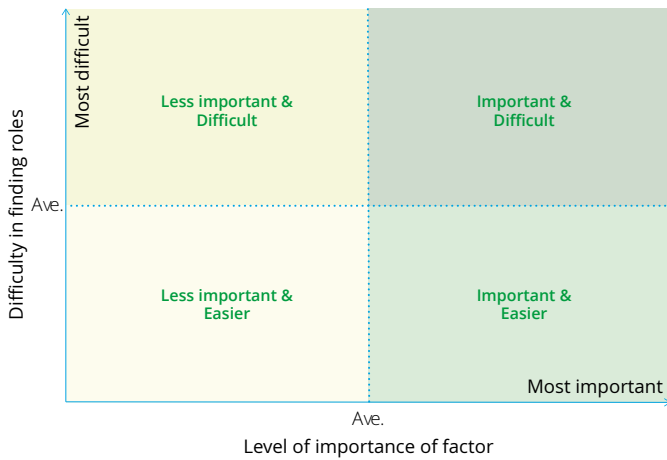
Legend: ■ Don't know ■ Easy (0-4) ■ Neutral (5-7) ■ Difficult (8-10)  
 QB2. Since leaving the armed forces how easy or difficult has it been to find job roles with the following characteristics?  
 Base: All veterans (1,786)

**Mapping level of importance against level of difficulty**

Plotting factors of importance to veterans when seeking work, against how difficult they had found this to achieve, it is possible to present the results as a matrix.

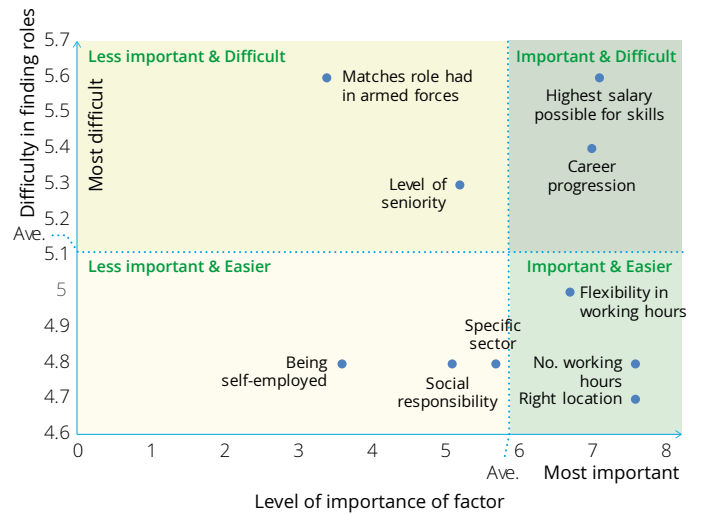
This shows that when it comes to the ‘important’ factors such as finding a job with flexibility in working hours, the right location and the right number of working hours, veterans had found this relatively easy. However, finding a job with the highest salary to match the skillset and a role with good potential career progression had proved ‘difficult’.

**Figure 36. Mapping level of importance against level of difficulty**



QB1. How important are the following factors when deciding which job roles to apply for?  
 QB2. Since leaving the armed forces how easy or difficult has it been to find job roles with the following characteristics?  
 Base: All veterans (Bases exclude Don't know)

**Figure 37. Matrix plotting importance of factor vs difficulty in achieving it (All veterans)**



QB1. How important are the following factors when deciding which job roles to apply for?  
 QB2. Since leaving the armed forces how easy or difficult has it been to find job roles with the following characteristics?  
 Base: All veterans (Bases exclude Don't know)

This shows that when it comes to the ‘important’ factors such as finding a job with flexibility in working hours, the right location and the right number of working hours, veterans had found this relatively easy.



**Finding a job role – factors that are important vs difficult to find (by age)**

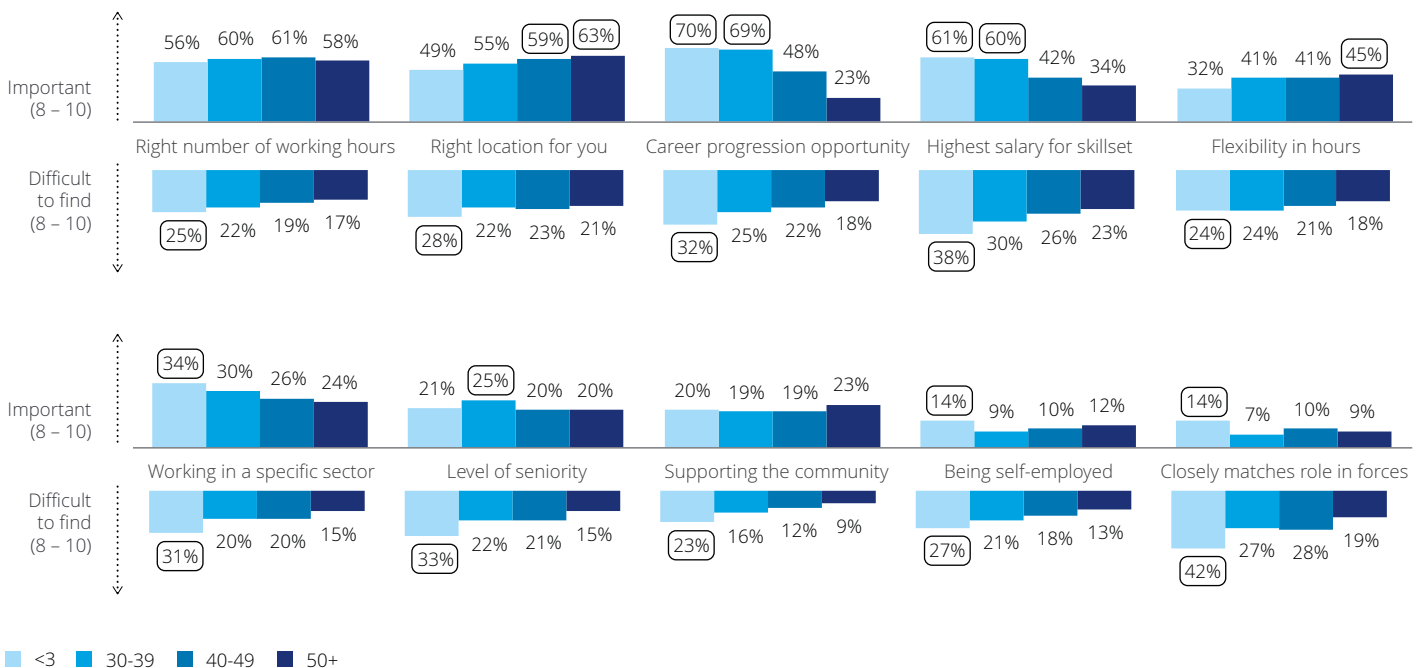
The research shows that priorities about work roles clearly change as veterans get older. Younger veterans, particularly those under 30, have more goals relating to the role itself. They are more likely to place importance on gaining the highest salary possible, working in a specific sector, in a role with the right level of seniority and in career progression.

A desire to be self-employed is also stronger for younger veterans while those aged 40+ are more likely to focus on finding a role in the right location and with flexibility in terms of hours. The right location was deemed ‘important’ for 63 percent for the over 50s, and 59 percent for veterans aged between 40 and 49. In contrast, 49 percent of service leavers under 30 rated the right location as ‘important’.

Similarly, career progression was ranked by 70 percent as ‘important’ among the under 30s, and 69 percent of those aged between 30 to 39. However, this drops dramatically for those aged between 40 and 49, with 48 percent rating career progression as ‘important’ and for the over 50s this reduces further to 23 percent. By analysing veterans’ ages it reveals those under 30 are more focussed on pursuing a career within a specific sector with 34 percent rating this as ‘important’, while the over 50s appear more flexible with just 24 percent rating this as ‘important’.

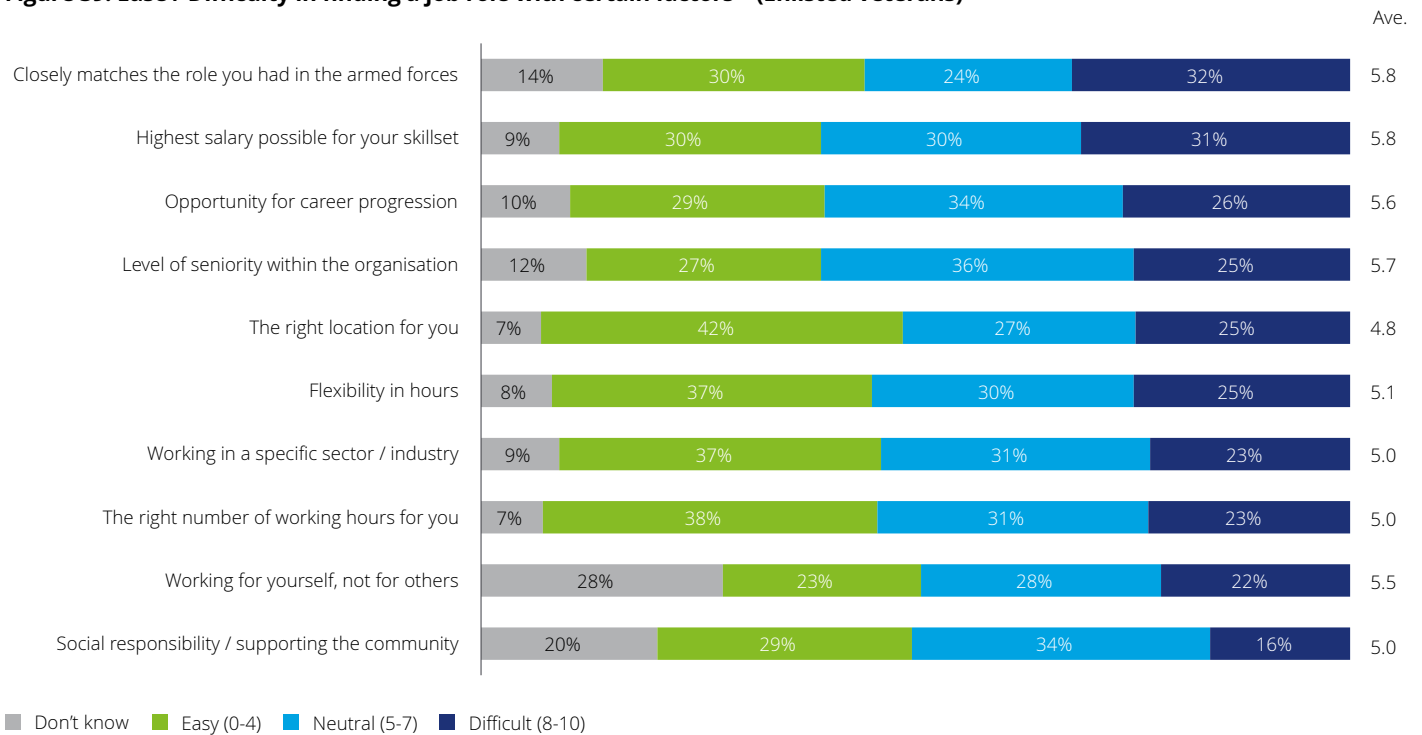
Those veterans aged between 30 and 39 are most concerned about finding a civilian role reflecting the right level of seniority with 1 in 5 (25 percent) ranking that consideration as ‘important’. And the same age group appear the keenest to join another company rather than becoming self-employed after transitioning with just 9 percent of 30 to 39-year-olds rating it as ‘important’.

**Figure 38. Finding a job role – Factors that are important vs difficult to find – By age**



QB1. How important are the following factors when deciding which job roles to apply for?  
 QB2. Since leaving the armed forces how easy or difficult has it been to find job roles with the following characteristics?  
 Base: All veterans (1,786)

**Figure 39. Ease / Difficulty in finding a job role with certain factors – (Enlisted veterans)**



QB2. Since leaving the armed forces how easy or difficult has it been to find job roles with the following characteristics?  
 Base: Enlisted veterans (1,183)

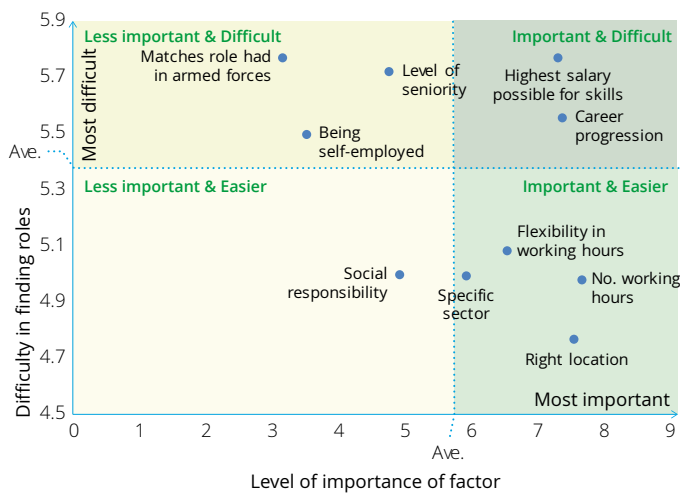
**Importance factors when selecting a job – enlisted vs officers:**

The research identifies variations between officers and enlisted veterans in the importance of factors when selecting a job role. For officers, the greatest importance is placed on the right location with 57 percent rating it as 'important'. In the case of enlisted veterans this figure is actually higher at 58 percent, however, it is not rated as the most important factor. For enlisted veterans the most important factor is finding a role with the right number of working hours. This is rated 'important' by 61 percent of enlisted veterans, compared to 55 percent for officers.

Opportunities for career progression are rated as 'important' by 44 percent of officers, but it is a higher consideration for enlisted veterans for whom 55 percent rated it as 'important'.

In the case of flexibility of hours, this is deemed less significant than salary potential for enlisted veterans with 39 percent rating flexibility as 'important' compared to 43 percent for officers. Half of all enlisted veterans regarded salary as 'important' compared to 42 percent of officers.

**Figure 40. Matrix plotting importance of factor vs difficulty in achieving it (Enlisted veterans)**



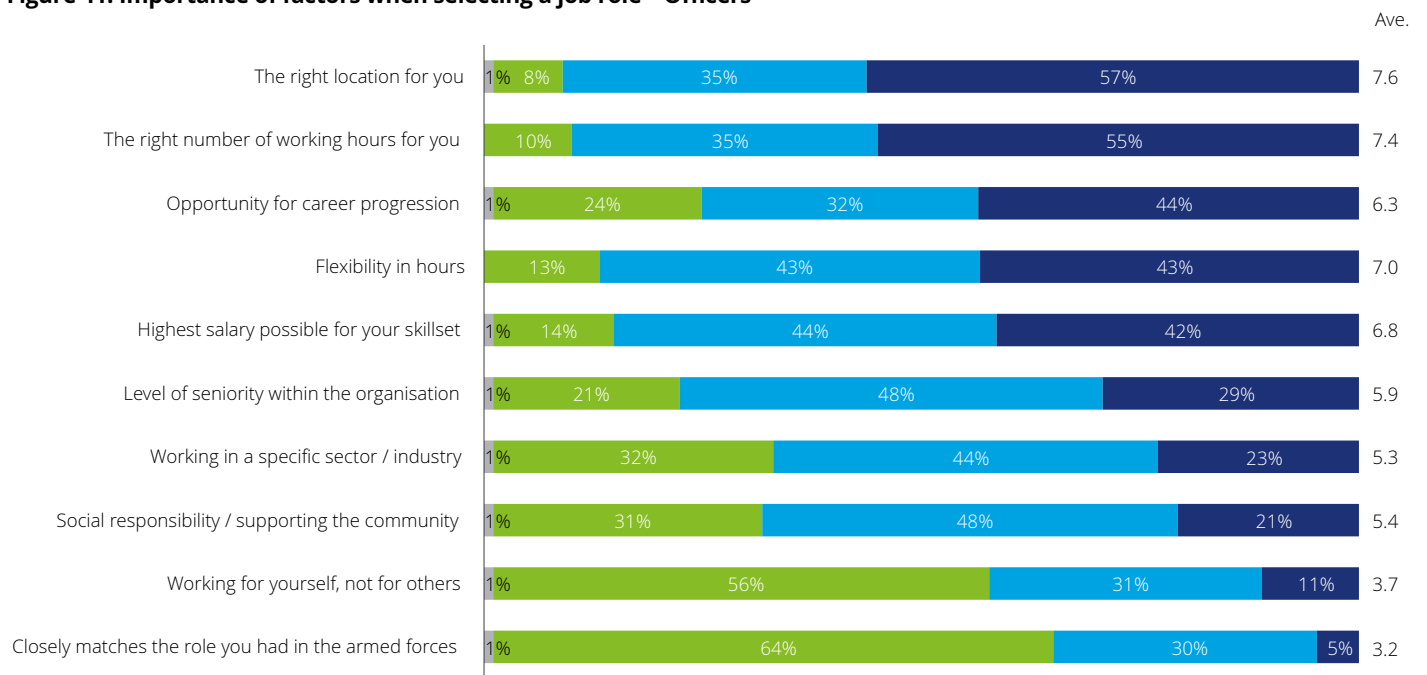
Opportunities for career progression are rated as important by 44 percent of officers, but it is a higher consideration for enlisted veterans for whom 55 percent rated it as 'important'.

QB1. How important are the following factors when deciding which job roles to apply for?

QB2. Since leaving the armed forces how easy or difficult has it been to find job roles with the following characteristics?

Base: All veterans (Bases exclude Don't know)

**Figure 41. Importance of factors when selecting a job role – Officers**



■ Don't know ■ Not important (0-4) ■ Neutral (5-7) ■ Important (8-10)

QB1. How important are the following factors when deciding which job roles to apply for?

Base: Officer veterans (550)

For officers, the greatest importance is placed on the right location with 57 percent rating it as 'important'. In the case of enlisted veterans this figure is actually higher at 58 percent, however, it is not rated as the most important factor. For enlisted veterans the most important factor is finding a role with the right number of working hours.

# Case study: Pete Hodgkinson

## MSc Cyberspace Operations, Deloitte's Public Sector Cyber Practice

Pete Hodgkinson was a Major in the British Army, prior to joining Deloitte's Public Sector Cyber Practice. Bristol-based Pete (38) left the Army in summer 2018, following a successful twenty-year career in the Royal Signals.

During his military career, Pete served all over the world. Highlights included operations in Iraq and Sierra Leone, a two-year long assignment in Kathmandu, Nepal and military exercises in North America and throughout Europe.

Pete's military career began at the Royal Military Academy Sandhurst in 1999. Employed as a Royal Signals Officer, his career focussed on the delivery of technical/IT/Cyber projects and managing teams of communications experts. Due to the nature of the roles Pete has undertaken, he has moved house over a dozen times living in Staffordshire, Surrey, Dorset, Yorkshire, Wiltshire (3 times), Nepal, Leicestershire (twice), Hertfordshire and finally Gloucestershire.

During his career, the Army invested in Pete's education and career development and he became a specialist in the IT and cyber domain. After completing a first degree in Information Systems Management, Pete became one of the first students in the country to be awarded an MSc in Cyberspace Operations.

After finishing his military career Pete – a married father with two young children – decided to settle down in the Cotswolds. Whilst this decision has made his commute to the Deloitte office in Bristol or London longer than average (in fact he commutes weekly to London where he works Monday to Thursday and tries to work from home on a Friday), he believes that it is a compromise worth making. Employed as a Senior Manager in the Public Sector Cyber Team, Pete's role requires him to visit various Public Sector offices, to help clients solve challenging cyber security issues.

# Recommendations

## Recommendations for employers and potential employers of armed forces personnel

### Employers should do all they can to communicate opportunities for flexible/agile working:

Thousands leave the armed forces each year for a multitude of reasons. For the majority, a second career is a necessity. Finding the right location and right job is crucial, but the research shows across every age category, gender and rank, the right number of hours is a critical element that sits top of veterans' priority list.

With this in mind, there is a huge opportunity for employers that offer flexible working or remote working to tap into the ex-military talent pool.

With more and more employers encouraging staff to work from home, to do flexible hours and shift away from traditional commutes to work, there is an opportunity for employers attracted by the unique skills veterans can bring to business.

### Regional employers should see service leavers as ideal employment targets:

The report found that there were nearly equal numbers of service leavers living in suburban areas, villages and the countryside, as in urban towns and cities. With veterans, on average, preferring shorter commuting times, employers in less urban environments are well placed to benefit most from veteran employment.

Employers should, where they have not already done so, look to engage with the Ministry of Defence's Armed Forces Covenant scheme for employers, the Career Transition Partnership and charities involved in helping veterans find employment, as part of their recruitment strategy.

In the same way as employers engage with schools, colleges and higher education providers, there is scope for businesses based in all parts of the UK, particularly those in less built-up environments, to engage with a community that was proven in the first Veterans Work report of 2016 to be, 'good for business'.

Work placements to military personnel considering transitioning, have been proven to be of value to both employer and potential employee helping both make informed choices. The report clearly shows that the uncertainty that many service personnel face pre-transition could be mitigated with the extension of such work placement schemes, often referred to as 'Civilian Work Attachments'.

### Employers should be aware that veterans care less about salary and more about finding a role with good career progression opportunities:

For veterans under 40, by far the most important consideration when looking for a job is what opportunities there are for career progression. Some 7 out of 10 veterans under 40 listed this as the most important factor, demonstrating they leave the military with ambition and a drive to succeed. The research also found that one of the least important considerations for veterans is to find a role that closely matches their military role. Just 14 percent of the under 30s and 7 percent of those aged between 30 and 40 said they wanted to find a role similar to their military career.

The first Veterans Work report of 2016 found that employers favoured softer skills that, on average, veterans scored highly in; skills such as verbal and written communication, teamwork, project management, leadership, loyalty and discipline. Indeed employers highlighted these softer skills as being of more significance when making hiring decisions, than technical knowledge, industry experience or trade skills.

The fact that many veterans are keen to embark on a second career that differs from what they have done in the military, makes it necessary for employers to look beyond the 'face value' of a CV and recognise the considerable transferrable skills a veteran can bring, despite the fact they might not have any immediate technical transferrable skills. The first Veterans Work report showed that ex – service personnel learn and adapt very quickly and promote faster than their peers once in the commercial sector, however they will need employers to recognise their potential if they are starting completely new careers. For employers who are prepared to do this, the rewards are considerable.

Given service leavers, especially younger service leavers' willingness to retrain in careers for which they may not have any technical knowledge and employers desire to hire people with the skills veterans tend to score highly in, it would be advantageous for employers to examine technical training and upskilling processes as part of any veteran recruitment strategy.

**Employers should be aware that nearly half of service leavers would consider moving for the right job opportunity, and more than half said they would consider moving more than 50 miles:**

While most veterans see the right location as a key consideration when looking for a civilian job, there is clear evidence to suggest many of them would be prepared to move for the right job. For those willing to move, a majority (57 percent) would give serious consideration to relocating 50 miles or more.

Whilst it is true that 'family ties' play a significant part in the decision as to where to base oneself post-service, the fact that many are willing to relocate significant distances for the right job, is reassuring.

Employers considering the inclusion of veterans as part of their recruitment strategy, might also want to consider the inclusion of a relocation package to help attract the best veteran talent. Many service personnel by virtue of the job are based in very rural areas of the country, with low population centres and low levels of employment. A relocation package acknowledging this fact, would not only ensure employers are securing the best possible talent, it would also help service leavers during the transition process.

**Recommendations for service personnel**

**Encourage service personnel to consider what their priorities might be when they embark on a civilian career:**

Evidence within the research suggests that veterans find it harder to get the right job because of where they choose to live post-service. Many will move back to the areas they grew up, where their loved ones reside or to locations where they already have property – family ties therefore, are critical factors. Predominantly, there is a reluctance for service personnel to locate in urban areas where the prospects of finding the right employment roles are higher.

Employment rates are – across the board – higher than the national average, but many still described the experience of finding the right job as 'very difficult' while simultaneously listing 'finding the right location' as a high priority.

Residence, post-service, should form a critical cornerstone in the planning for those serving who plan to have another career once they have left the Armed Forces. Where veterans choose to reside will have a bearing on job prospects and salary rates. It is true to say that the same could be said for anyone, regardless of service, but as a community, service personnel have often not had to experience some of the realities of aspects of civilian life that may appear obvious or expected in weighing up where to live and work.

The importance of understanding the relationship between choosing where to live and future job prospects would serve new recruits well and service personnel should be encouraged to develop long term financial planning strategies for their future beyond the service.

The evidence suggests that veterans clearly put quality of life issues high on the agenda when they exit military life. Factors such as flexible hours, being near family and friends and finding somewhere to settle down are often more important than securing the highest possible salary.

Personnel should therefore, consider engaging with programmes such as the Forces Help to Buy Scheme at the earliest possible opportunity, all the while thinking about what career they might want post-service, whether that be in three, five, ten or twenty years.



### **Service leavers should be realistic about some of the compromises they might have to make when embarking on a civilian career:**

The research found that despite most veterans choosing to live away from big cities, there was a seeming reluctance for them to commit to longer commutes. In London for example, the average commute is estimated to be 75 minutes. However, just 18 percent of those surveyed – less than 1 in 5 – said they would be prepared to commute for more than an hour each way in a civilian role. Clearly this raises the question about whether service leavers are realistic about the need to make time-consuming journeys to and from work. This is compounded by the fact the majority of veterans live in suburban, village or rural locations. While service leavers list ‘finding the right location’ and a job ‘with the right number of hours’ as their main priorities, are they considering that the knock-on effect might well be long commutes to work?

Service leavers should consider using work placement opportunities to not only test whether a particular career is right for them, but whether commuting to and from that place of business or indeed that area, is something they could live with.

The majority of service leavers fail to accurately predict their earning potential in the civilian job market: Only 38 percent of veterans said their salary expectations remained the same after entering the civilian job market. Some 29 percent found their salary expectations increased a little or a lot, and 25 percent found their salary expectations decreased by a little or a lot. Clearly, many veterans are unsure or unrealistic about what they can expect to earn in a civilian role.

How much you might expect to earn, is critical for positive financial planning. Important life choices such as how much mortgage, rent, travel costs, and so on, can all be impacted by inaccurate financial forecasting, whether the salary realities are higher or lower than any expectation.

Service leavers need to ensure their salary expectations are realistic before they transition into Civvy Street. There are enormous amounts of help and advice available from the MOD, military charities as well many employers who run transition support schemes, work placements and formal/informal mentoring programmes; veterans should avail themselves of as much of these as they can to make informed choices. There is also of course the option to engage the services of a specialist veteran recruitment agency if not dealing directly with employers to get a sense of what the market might be able to offer. All of these, as well as extensive networking, should form a crucial part of the personal transition planning process of any service leaver.

### **More preparation for female veterans about the potential gender pay gap in the civilian world:**

Within the armed forces men and women have the same salaries. In this regard, the armed forces are light years ahead of the civilian workplace. Sadly, parts of the civilian job market trails behind.

We could surmise that because of the gender pay gap, salary expectation and financial planning is proving more difficult for female veterans, with 19 percent of female veterans saying their salary goals had increased in the civilian world – good news. However, some 29 percent admitted their salary goals had either decreased by ‘a little’ or ‘a lot’ meaning more than half had an inaccurate picture of what their salary expectations should be. Such unpredictability will impact future financial planning. For men 30 percent said their salary goals had gone up, with 24 percent saying they had gone down.

With unemployment among female veterans also higher at 13 percent compared to just 9 percent of male veterans who classify themselves as unemployed or not working, female veterans should be cautious when looking at online ‘salary guides’ which often take the average and do not take into account unfair realities such as the gender pay gap.

The Forces in Mind Trust have recently commissioned a piece of research that will specifically explore the transition that female service leavers make from the armed forces to civilian employment in more detail.

### Recommendations for the armed forces charity sector

Overall, 81 percent are in employment, a full 5.5 percent higher than the national average of 75.5 percent. On the whole, veterans place 'quality of life' considerations high on their priority list and for many, their salaries are higher than they expected pre-transition. It is also worth noting that when compared with the national average, veterans who identify as having a disability are also more likely to be employed. From an employment perspective, the outlook is positive.

However, when we put these findings into the context of a recent YouGov commissioned research paper by the Forces in Mind Trust (FiMT), we can see public and employer perception is somewhat different. An alarming 64 percent think that people who have previously served, suffer from more mental, physical and emotional issues than those who have never served. The FiMT YouGov study also found that 39 percent of employers believed veterans are more likely to be institutionalised and 30 percent think that serving in the armed forces 'damages people'.

Set against the statistics from this report, that perception is simply out of step with the reality facing the vast majority of veterans questioned. Even in the case of service leavers with a recorded mental health disability, their chances of finding the right job, are far higher than civilians with similar conditions. Those questioned reported that 62 percent are in employment. Figures produced by the TUC in their Mental Health & Employment Research Report in May 2017, estimate that employment rates within the UK population for those with a mental health issue are as low as 25 percent. Clearly this report reveals there is a gulf between how the public perceive veterans and what the reality is on the ground.

It is possible that this disconnect is being driven – in part and perhaps unconsciously – by messaging from some within the armed forces welfare sector. High profile media campaigns drawing attention to issues facing sections of the armed forces community, whilst well-meaning, can at times serve to perpetuate stereotypes that do not reflect the majority.

Cobseo, The Confederation of Service Charities, should continue to encourage members to communicate need in a balanced and proportionate way. Messaging needs to reflect the very real needs of a minority but this has to be balanced by an acknowledgement of successful outcomes for the majority as evidenced by the considerable body of research into this particular field.

Professional standards bodies, such as the Market Research Society (MRS), which champions the highest ethical, commercial and methodological practices in research and provides fair regulation, clear guidance in the sector, should be encouraged to scrutinise and interrogate data published by organisations, whether they be charity or otherwise, that stand to benefit financially from a particular narrative around the veteran community.

# Endnotes

1. Source: UK Defense Personnel Statistics Number CBP7930, 21 November 2017
2. Source: Labour Force Survey 2012
3. Source: MOD 2011 Census Analysis 'Veterans in England and Wales')
4. Source: ONS UK Population Estimates – Mid 2017)
5. Source: ONS UK Population Estimates – Mid 2017)
6. Source: ONS UK Employment rates data

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The authors alone are responsible for all interpretations of data.

# Contacts

## **Chris Recchia**

**Partner and lead for the Deloitte Military Transition and Talent Programme, Deloitte UK**

+44 (0)20 7007 5159

[recchia@deloitte.co.uk](mailto:recchia@deloitte.co.uk)

## **Claire Burton**

**Director, One Million Futures, Deloitte UK**

+44 (0)20 7303 4816

[responsiblebusiness@deloitte.co.uk](mailto:responsiblebusiness@deloitte.co.uk)

## **Nigel Hare**

**Operations Director, Officers' Association**

+44 02078084172

[n.hare@officersassociation.org.uk](mailto:n.hare@officersassociation.org.uk)

## **Forces in Mind Trust**

<http://www.fim-trust.org/contact-form>

Veterans Work - Moving On  
additional information can be found at

<https://www.veteranswork.org.uk/>





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Fax: +44 (0) 20 7583 1198.

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