

INCLUSION AND GENDER PAY GAP REPORT 2022



INCLUSIVITY



OUR VISION



Our charity’s vision is a society where everyone in the Armed Forces community lives well after service. A critical input in this vision is that our people reflect a broad range of experiences and perspectives because we believe this has a direct impact on the quality of our work.

“Our objective is to promote an inclusive culture across the charity, a place where everyone has access to equal opportunities, regardless of their background, identity, or experience. A place where differences are valued and respected, and perspectives encouraged and welcomed.

“A place where everyone feels they belong”.

James Needham
Chief Executive Officer



OUR VALUES

We're guided by our values in everything we do.

Day to day, this means encouraging colleagues to be innovative, collaborative, authentic, resourceful, and energetic.

These values sit at the very heart of our Charity.

They were the engine that powered us forward in the early days.

They are just as important today, helping create an environment where colleagues feel inspired and empowered to make a difference.

We celebrate these values in our colleagues by sharing their stories and applauding their successes.

We do this in different ways. At internal events. Across our various communication channels. In our conversations.

INNOVATIVE
COLLABORATIVE
AUTHENTIC
RESOURCEFUL
ENERGETIC

THE STEPS WE'VE TAKEN

1

We continued to deliver on our Inclusivity & Diversity Manifesto - our promise to put inclusion and equity at the heart of all we do that was launched in 2021.

2

Our Equity, Diversity & Inclusivity (EDI) Forum continued to keep us on track and drive our EDI agenda forward, ensuring we deliver on our promise to the Armed Forces community, our colleagues, volunteers, and supporters.

3

We welcomed a new trustee to our Board, Emma Birchall, who brings a wealth of diversity and inclusivity experience to the Help for Heroes table.

4

We launched our Huddles, virtual groups set up by colleagues to bring together like-minded people, with shared interests and goals, providing a platform to network and share experiences across the Charity.

5

We introduced a range of learning opportunities for our colleagues, to deepen their understanding of EDI, and to allow them to grow and develop.

6

We made great strides in improving accessibility, making it easier for our colleagues and those we support to reach out to us and access the services we offer.

7

We upped our efforts to gain an understanding of under-served communities within the Armed Forces community so we can better support their needs.

8

We conducted a survey to gain a better understanding of who we are and what we as a Charity need to do to support the Inclusivity & Diversity needs of our colleagues.

9

We've continued to grow and build on our Wellbeing Hub, creating a valuable online resource to support the health and wellbeing of our colleagues.

10

And finally, we launched our new Recruitment Platform, which helps us to keep our fingers on the pulse regarding the Inclusivity and Diversity of our recruitment process.

We recognise that it's the responsibility of everyone to create an inclusive environment. And if we get it right, everyone's a winner.



**“
Help for Heroes has allowed me to do things that I thought would never be possible because of my muscular sclerosis. Things like, sport, exercise, and gardening. They have given me a purpose again in life.”**

Martin, veteran

1

OUR INCLUSIVITY AND DIVERSITY MANIFESTO

Our Inclusivity & Diversity Manifesto sets out our goals and objectives, and the steps we will take to ensure our vision becomes reality.

ONE VISION

Together we will develop and nurture an inclusive organisation and culture which values diversity. This will mean all colleagues, volunteers, beneficiaries and supporters see and experience Help for Heroes as a charity for them, somewhere they will belong and thrive.

FOUR GOALS

1. Attract and retain the best talent and support everyone so they can be the best they can at work.
2. Become recognised as a more inclusive brand and organisation.
3. Champion inclusion for veterans and their families, so that they can live secure, healthy, and fulfilled lives with purpose.
4. Consider the needs of all veterans, making sure the support and services we offer are accessible to all and be proactive in our efforts to engage with veterans and families.

2

OUR EQUITY, DIVERSITY AND INCLUSIVITY (EDI) FORUM

Our Equity, Diversity & Inclusivity (EDI) Forum meets regularly to ensure we are keeping our promise to our colleagues, volunteers, supporters, and the Armed Forces community.

The EDI Forum is,

- A safe space to discuss important issues.
- A place to start conversations and make suggestions.
- Somewhere to celebrate success.
- A place to keep us moving forward.



3

“

I believe that inclusion is about enabling people to realise their full potential in all aspects of their lives, through living well and being able to participate fully in the community. This is why I am so pleased to be part of the Board of Trustees at Help for Heroes, ensuring that we reach a wide range of beneficiaries and that no one is left behind.

“I am proud to also be supporting the executive team in their great work to ensure that diversity and inclusion is a core part of the colleague experience at Help for Heroes, enabling each person to share their unique perspectives, skills and experience to drive the very best outcomes in our work”.

Emma Birchall
Trustee Help for Heroes.



4



OUR HUDDLES

Last year we launched our successful Huddles concept.

Huddles are virtual groups set up by colleagues and are focussed on a specific topic. They allow like-minded people to come together from across the Charity. They offer a safe place to share experiences and get support. They also provide an opportunity to raise awareness and promote understanding.

So far, we have set four Huddles:

- **Menopause Huddle**
- **Dyslexia Huddle**
- **Working Families Huddle**
- **Welsh Speakers/Learners Huddle**

And a further Huddle for Deaf People & People with Hearing Loss is in the making.

Benefits include:

- **Give important support for colleagues.**
- **Build a sense of community across geographical boundaries.**
- **Provide a collective voice to champion change and drive improvements.**
- **Offer a listening ear for colleagues.**
- **Support our Diversity & Inclusion Manifesto.**



“

I was delighted to discover that there was a Huddle dedicated to the Menopause, a topic I am passionate about. It's great being able to link up with others who understand the daily battles women can face, to share experiences and advice, lend a sympathetic ear, but also to raise awareness and affect positive change.”

Donna

“

Being dyslexic can be a lonely place, especially when you are in a working environment. Having a Huddle where a group of people, who understand your struggles and offer support is like a warm hug every time you feel stupid or incompetent. Having the opportunity to support other colleagues brings satisfaction and self-value too.”

Emma

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EDUCATING OURSELVES

Our Learning Hub now offers a dedicated training module on Equity, Diversity, and Inclusivity (EDI) and we've made it mandatory for everyone working in the organisation.

In 2022 our EDI Forum organised an Inclusivity and Diversity Week for staff with sessions on:

- a. Diversity and inclusivity in the Armed Forces.
- b. Disability inclusion in sport, with the Activity Alliance.
- c. The Menopause.
- d. Dyslexia.

These were well attended and created a fantastic opportunity for our colleagues to learn more about these important topics. All outputs were later shared on our intranet, including films, podcasts, and talks – creating an accessible online resource area for staff to dip into whenever they want.

Later in the year, we invited the Celebrating Disability charity to talk to us about disability experiences and issues, and to educate us on how we could evolve our language – written and spoken – to be more inclusive.



We also invited the group Fighting with Pride, who advocate for the LGBT+ Community within the Armed Forces, to speak to our mental health professionals.

They gave us an insight into the challenges the LGBT+ Community faces during and after military service, and how we can better support them.

6

IMPROVING ACCESSIBILITY

We've taken a lot of positive steps to improve accessibility across the Charity:

- We launched a new website with an improved navigation, making it easier for people to access information. By simplifying the language, we've made it much easier to understand.
- We launched a new online process to simplify and improve help-seeking.
- Our Community Model means our support teams travel the UK visiting veterans and their families in their homes and communities, enabling us to reach more people than ever before.
- Our virtual get-togethers and online self-help courses mean that veterans and families can link up with people from across the UK from their homes.
- We've also been working hard to make our internal events more inclusive. For example, at our first in-person, all-colleague get together since the pandemic, we used a hearing loop to help our colleagues who wear hearing aids. We also added subtitles to all pre-recorded information and communication features.
- We have several internal communications styles; these include written articles, filmed updates, and face-to-face meetings online to cater to everyone's learning preferences.
- Our flexible ways of working allow people to work from home and to flex their working hours around their personal needs and commitments.

“

I was a marching musician with the Army. Since leaving the Army I've missed music terribly. The Help for Heroes Choir has allowed me to get back into music. The people who run the Choir plan ahead and really think of everything to do with accessibility for my wheelchair.”

Jackie, a member of the Help for Heroes Choir



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HOW WE'RE STRIVING TO REACH UNDER-SERVED COMMUNITIES

We've identified five groups of people within the Armed Forces community who have different requirements or complex needs.

Our teams are doing all they can to understand more about the needs of these groups, specifically, the challenges they face and the obstacles they need to overcome to reach out to us for support, and how we can better serve them.

These groups are:

- Female ex service personnel
- Families
- Veterans and families from Northern Ireland
- Very seriously injured veterans
- Locally embedded civilians who worked alongside British Armed Forces, for example Afghan interpreters or news correspondents.



AHMAD'S STORY

As an interpreter in the war in Afghanistan, Ahmad saved British soldiers' lives. When the Taliban took back control of his country, his life was in grave danger, so he fled to England. He arrived with nothing but the clothes on his back. Vulnerable and disorientated, he was tricked into modern slavery. He escaped, but only to live on the streets.

Thankfully, Ahmad heard that Help for Heroes could support people like him through the Project Solidarity and was brave enough to reach out.

He was assigned a case manager, who first made sure his immediate needs were met, including securing him accommodation. She then agreed with Ahmad a longer-term plan of action that would ensure he got the help he needed, including support with his mental and physical health.

Ahmad said: "At that moment in my life Keziah appeared like an angel. I am so happy that I can now help others who were in the same desperate situation I was in."



One of our Project Solidarity case managers, Keziah, talking to Ahmad.

Project Solidarity works hard to reach out to and connect with Afghan refugees who have fled to the UK.

Techniques our colleagues have used include:

- Working with other refugee support groups and partner agencies, including the NHS, to raise awareness about the support on offer from Help for Heroes.
- Using translators to overcome language barriers.
- Visiting hotels and other community hubs across the UK to meet refugees and tell them about the support we can offer.
- Sharing surveys with service users that have been translated into different languages to get useful feedback.

8

UNDERSTANDING WHO WE ARE

To be more inclusive, we first needed to know our starting point.

In 2022, we conducted an all-colleague voluntary survey to gain a better grasp of the bigger, internal picture – only by understanding who we are, can we be certain of the steps that need to be taken to support the Inclusivity & Diversity needs of our colleagues.

The survey focussed on five key areas:

1. Ethnicity
2. Gender Identity
3. Sexuality
4. Religion
5. Disability.



32% of our colleagues participated in the survey.

And here are the results:

- 2% of colleagues who engaged have self-identified as being an ethnic minority.
- 99% of colleagues who engaged say that they identify as the same gender they were assigned at birth (1% prefer not to say).
- 9% of colleagues who engaged identified as gay, lesbian or bisexual.
- 53% of colleagues who engaged identified as either Atheist or No Religion with 45% of colleagues who engaged identify as being of Christian belief (including all denominations), 1% Jewish and 1% of colleagues who would prefer not to say.

This information will be used to shape our Inclusivity agenda and inform us on our future focus areas.

9

OUR WELLBEING HUB

At Help for Heroes we're committed to creating a positive, flexible, and enjoyable workplace that works for everyone – a place where everyone belongs and everyone thrives.

Our online Wellbeing Hub gives colleagues instant access to a wide range of valuable resources across the following areas:

- Mental health.
- Physical health.
- Working from home.
- Wellbeing policies.
- Support offered by Simply Health, our employee assistance provider.
- Work-life balance guidance, advice, and policy.
- Disability inclusivity information, including our policies on anti-harassment and anti-bullying as well as equal opportunities.

There is also a chance to share feedback, suggestions, and ideas, or raise issues in our 'We hear you' section. Colleagues can also find our policy on Whistleblowing here.



10

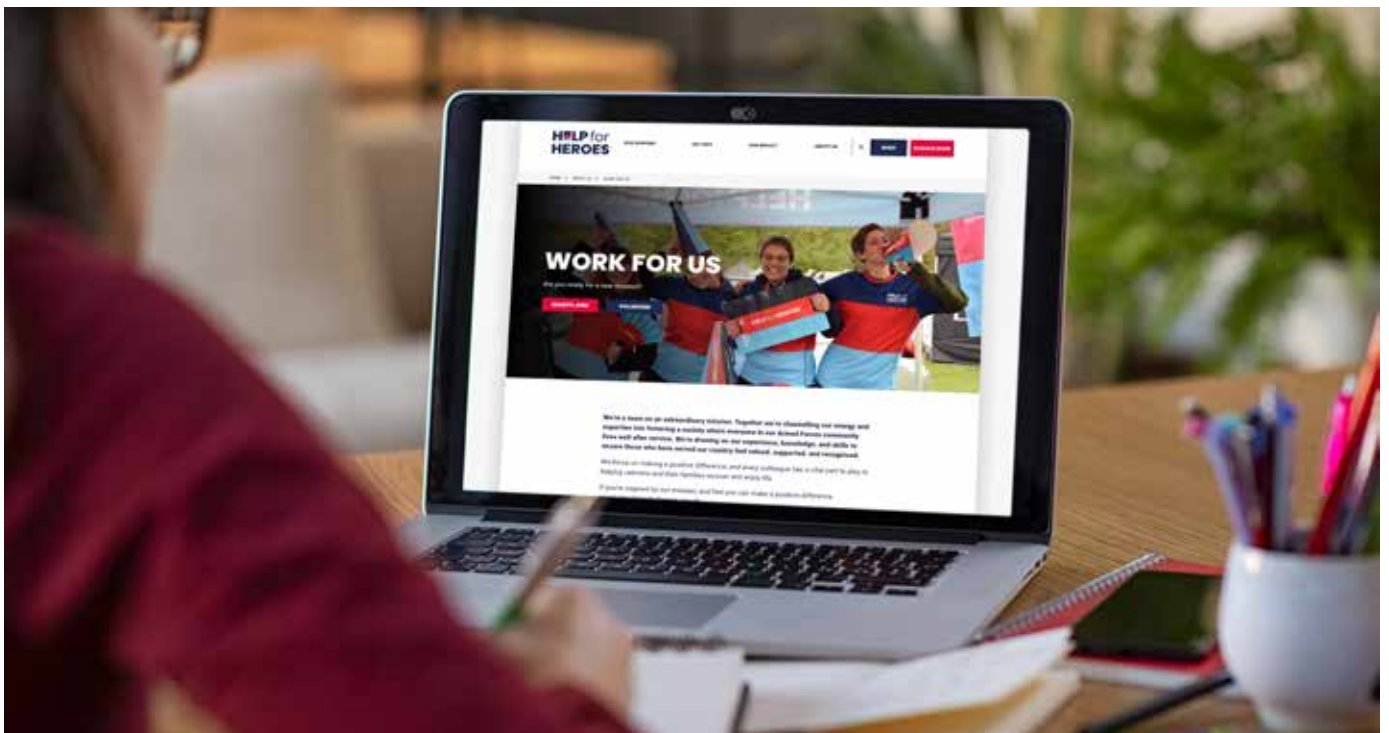
OUR RECRUITMENT PLATFORM

Our new recruitment platform uses the latest technology, helping us to gain a better understanding and important insight into how inclusive and diverse our recruitment process is.

We want to attract the best talent, and this means, appealing to a wider range of potential recruits from all sorts of backgrounds and experiences.

We want to be an inclusive employer.

In 2023 we'll be gathering quantitative anonymous data from our recruitment platform to establish best practices that support a more diverse reach.



GENDER PAY GAP

The passion and capability of Help for Heroes' people is what makes the difference for veterans and their families.

Although a small Charity, spread across the UK, we are proud to attract talented people from all walks of life into an environment that inspires and enables personal growth and development.

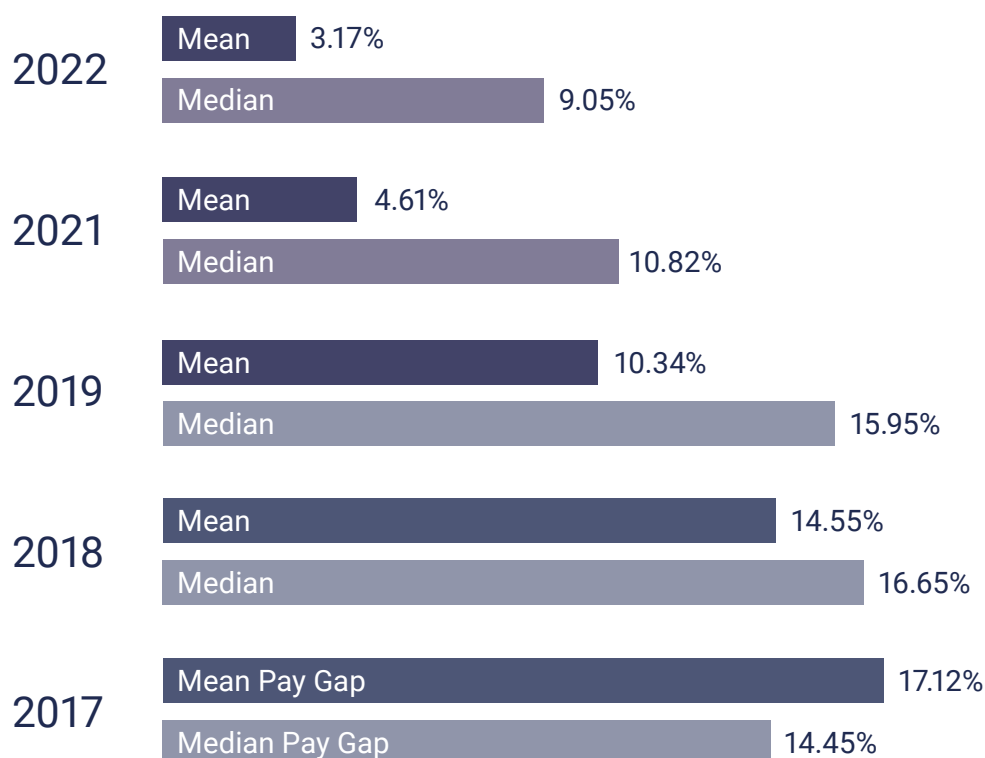
Since bursting into the Charity Sector in 2007, we have always fostered a culture that promotes diversity in the workplace. We strongly believe that a truly equal, inclusive environment leads to greater fulfilment for our colleagues, supporters, beneficiaries, and volunteers.



OUR GENDER PAY GAP OVER TIME

Our gender pay gap continues to close year on year.

Our gap is attributed to the higher proportion of female colleagues in entry-level roles and the differences in gender representation across technical roles.

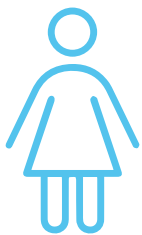


The Median Pay Gap has decreased overtime, from 14.45% in 2017 to 9.05% in 2022. The Mean Pay Gap has decreased significantly, from 17.12% in 2017 to 3.17% in 2022.

NB: No reporting was conducted in 2020 due to COVID-19

OUR GENDER PAY GAP

Mean gender Pay Gap



£19.87*



£20.52*

3.17%

The average pay for women is 3.17% less than the average pay for men.

Median gender Pay Gap



£17.09*



£18.79*

9.05%

Median women's pay is 9.05% less than the median pay of men.

Mean and Median Gender Pay Gap explained:

Mean Pay Gap:

This is the difference in average hourly pay between the two gender groups, men and women. The average hourly rate of pay is calculated by adding up all the hourly pay rates of each gender group and dividing it by the total number of people in that gender group.

Median Pay Gap:

This is the difference in median earnings between men and women. It is calculated by comparing the earnings of the middle employee for one gender group (men) to the middle earner of the other gender group (women).

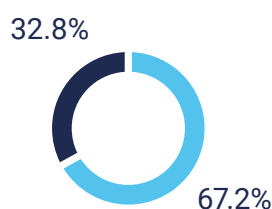
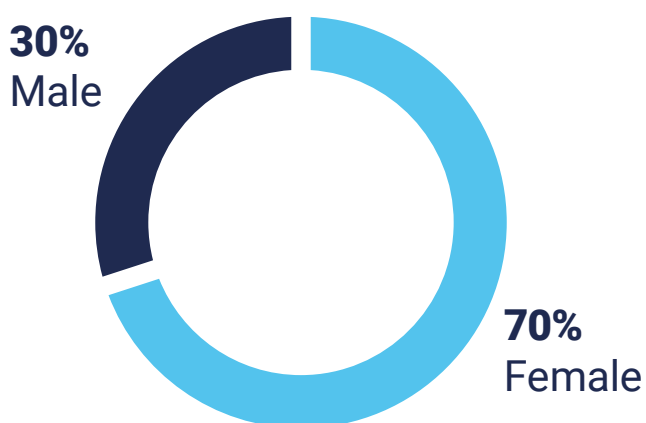
* ACAS hourly rate calculation

RATIO OF MALE TO FEMALE COLLEAGUES ACROSS PAY QUARTILES

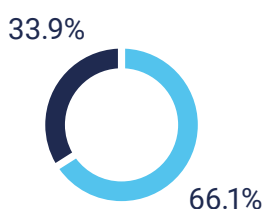
At Help for Heroes in 2022, 70% of employees were women, and women occupied 67% of our highest paid roles.

In our lower and upper lower paid roles, women occupied 76% and 72% of roles, respectively. This had an impact on the gender pay gap which measured the difference between the average pay of men and women across the Charity as a whole.

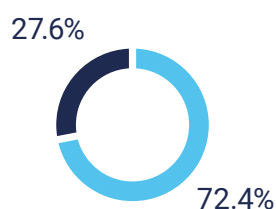
Overall ratio of male and female employees in 2022



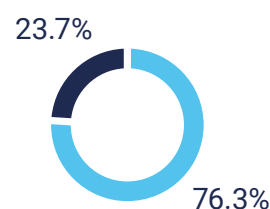
Upper



Upper middle



Upper lower



lower

COMPARATIVE CHANGE ACROSS PAY QUARTILES 2021 TO 2022

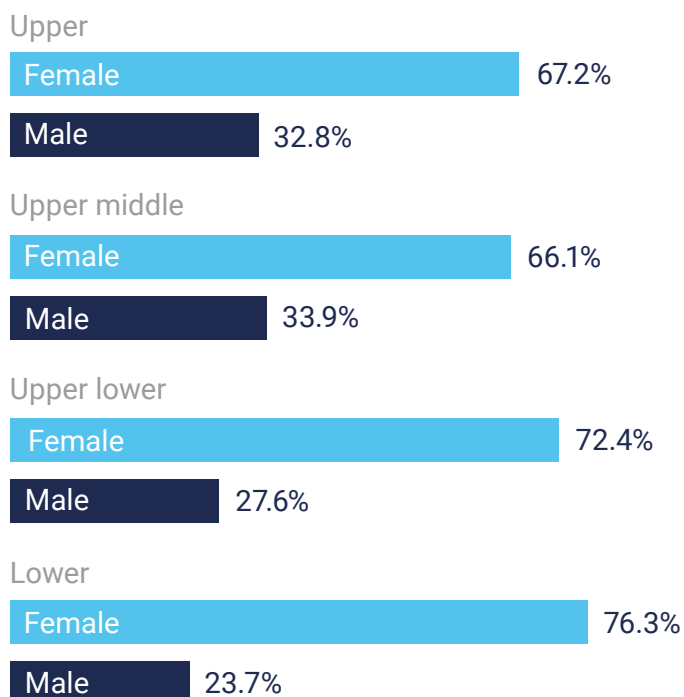
At Help for Heroes women are well represented across each pay quartile.

Comparing the proportion of women in each pay quartile shows that there is slightly more representation of women in our lower and upper lower roles than the overall figure of 70% of women working at the Charity.

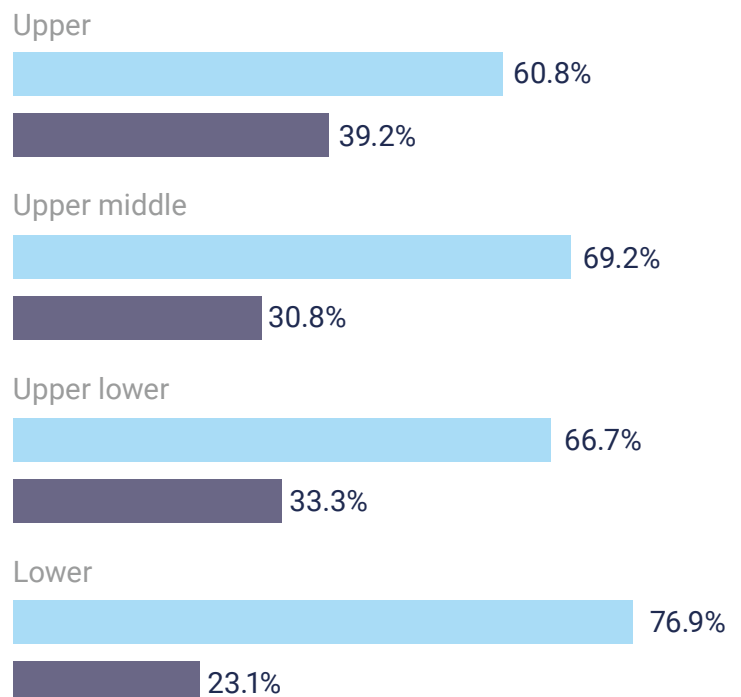
Over the years, since we've been reporting on the Gender Pay Gap, we have seen that the representation of women in the Upper and Upper Middle quartiles is more in line with the overall representation across the Charity.

The proportion of male and female colleagues across each pay quartile.

2022



2021



HELP for HEROES

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