



# Gender and Ethnicity Pay Gap Report 2024

A commentary on our progress in  
closing our gender and ethnicity  
pay gap

# Introduction from our Chief Executive, Dr Charmaine Griffiths



At British Heart Foundation (BHF), we are building a truly inclusive organisation, one where all colleagues feel valued, supported, and empowered to succeed.

Improving equality, diversity, and inclusion (EDI) is at the core of our mission to save and improve lives, and it drives our efforts to ensure that our BHF team is representative of the communities we serve across the UK's four nations.

Entering the third year of our EDI strategy, Igniting Change, we continue to track our progress. This year's Gender and Ethnicity Pay Gap Report reflects both the strides we've made and the challenges that remain.

Our median gender pay gap remains negligible, moving slightly from 0.7% in favour of men to 1.67% in favour of women. Our mean gender pay gap has slightly increased to 8.06% in favour of men, highlighting that we still have work to do to ensure equitable progression across all levels.

On ethnicity, our median pay gap shows ethnic minoritised colleagues

are paid 9.17% more than white colleagues. This number reflects the relatively low number of ethnic minoritised colleagues across the BHF, particularly in entry-level roles.

Our goal remains clear, to build a workforce that is representative of the UK population, and a culture where everyone, regardless of background, can thrive. By 2025, we aimed to increase the proportion of ethnic minoritised colleagues at BHF to at least 14%, ensure greater female representation in senior leadership, and eliminate pay gaps based on gender and ethnicity. We remain committed to these goals.

Over the past year, we have taken meaningful steps to create lasting change:

- Expanding recruitment strategies to reach more diverse talent pools.
- Strengthening policies on flexible working.
- Enhancing leadership programmes to support women and ethnic minoritised colleagues to progress into senior roles.

- Improving workforce data, to better understand the diversity of our team and the barriers that remain.

But we know that real change happens through action, accountability, and a collective effort. I, alongside my Executive colleagues and our Board of Trustees, remain steadfast in our commitment to building a workplace where everyone can succeed and where talent determines opportunity.

There is still much to do, but I am proud of the progress we've made, and even more determined for the road ahead.

**Dr Charmaine Griffiths**  
Chief Executive,  
British Heart Foundation

A handwritten signature in black ink that reads "Charmaine Griffiths".

I confirm the gender pay gap data contained in this report is accurate.

# What is the gender pay gap at BHF?

## Median

**1.67%**

in favour of  
women

## Mean

**8.06%**

in favour of  
men

### What do our median figures show?

This year our median gender pay gap slightly increased from 0.7% in favour of men to 1.67% in favour of women.

### What do our mean figures show?

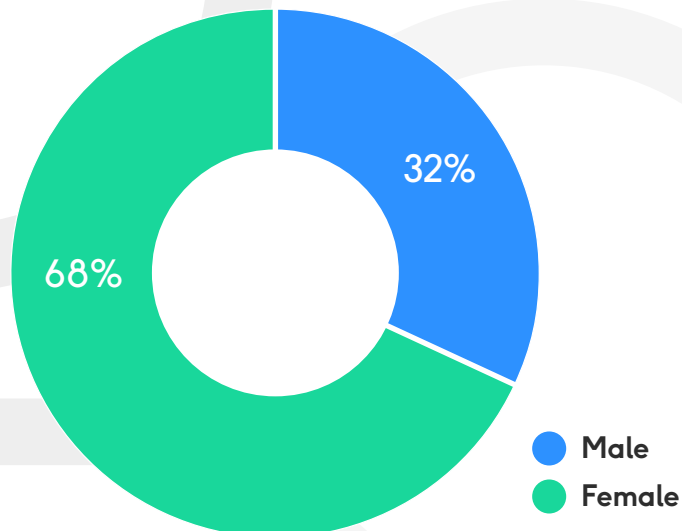
Our mean gender pay gap has reduced slightly from 8.69% in 2023 to 8.06% in 2024 in favour of men.

### What is our staff breakdown?

- 68% of BHF staff are female and 32% are male, which is similar to last year.
- 66% in the lowest pay quartile are female.
- 62% in the highest pay quartile are female.

The proportion of women in the lowest and highest quartiles is similar to last year's position.

### BHF staff gender split



**66%**

in the lowest paid quartile are female



**62%**

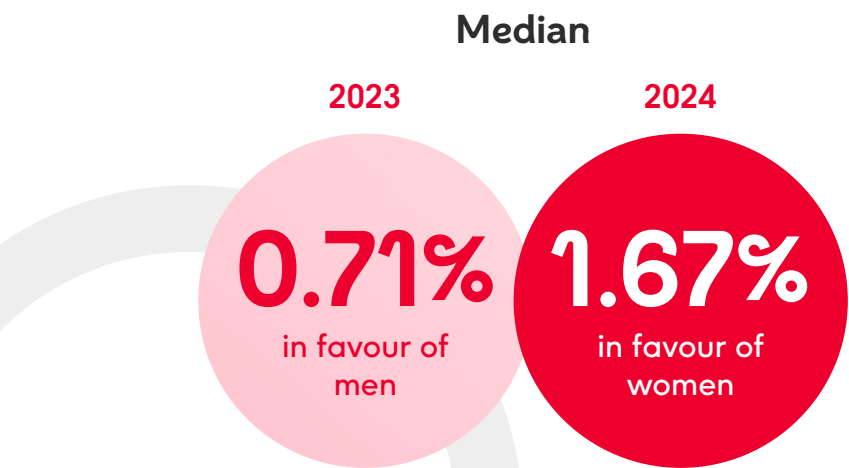
in the highest paid quartile are female







# A closer look at the median gender pay gap



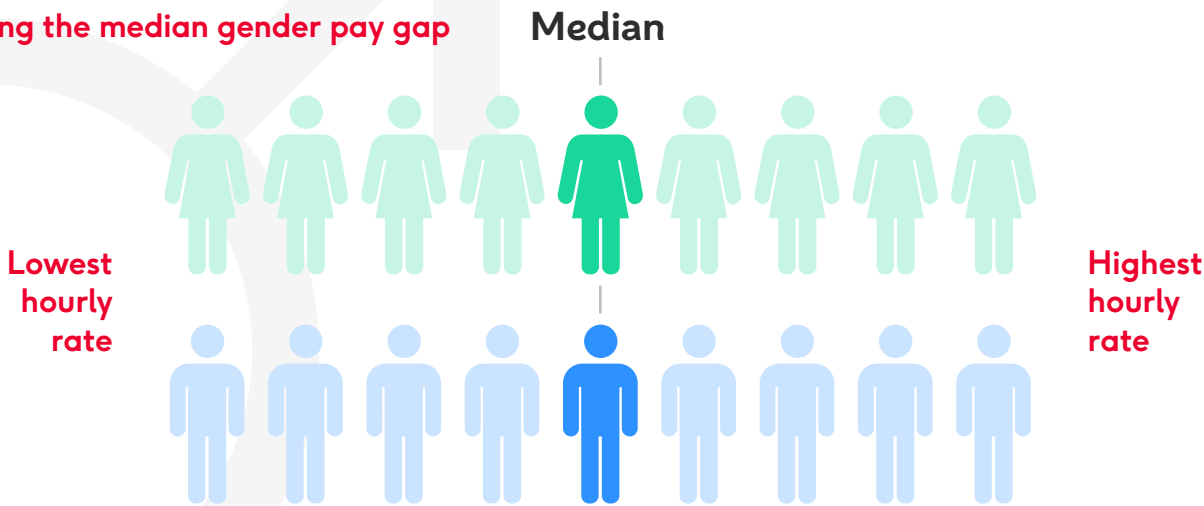
The median pay gap is calculated by finding the exact middle point between the lowest and highest paid man in an organisation, and the lowest and highest paid woman. We compare these two figures and show the difference as a percentage.

The median average is used for comparison with other organisations because it accurately represents colleagues' pay. Median reflects

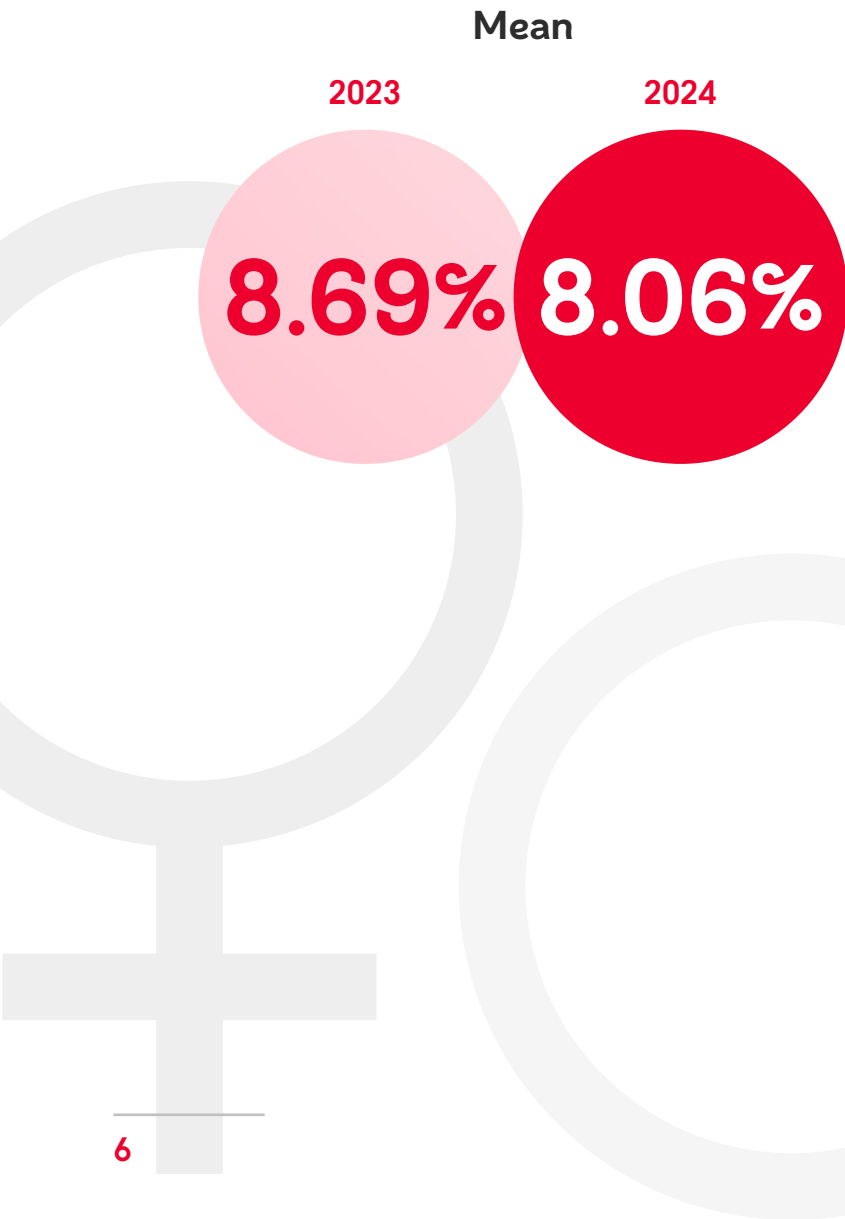
the midpoint in a set of values and is not affected by a few high salaries.

Our overall median average has slightly increased from last year and is now 1.67% in favour of women, last year the median average was in favour of men. This meant women on average were paid 99p for every £1 a man earned. In 2024 men on average are paid 98p for every £1 a woman earns.

## Calculating the median gender pay gap



# A closer look at the mean gender pay gap



The mean gender pay gap is calculated by adding up the hourly pay of all female colleagues and dividing this figure by the total number of female colleagues at the organisation.

Then, we do the same calculation for male colleagues and compare the results.

The difference between these two figures is reported as a percentage and is known as the mean gender pay gap.

There has been a decrease in the mean average from 8.69% in 2023 to 8.06% in 2024. The mean average is in favour of men. This is positive as it means there is a reduction in the difference in the mean average pay between men and women.





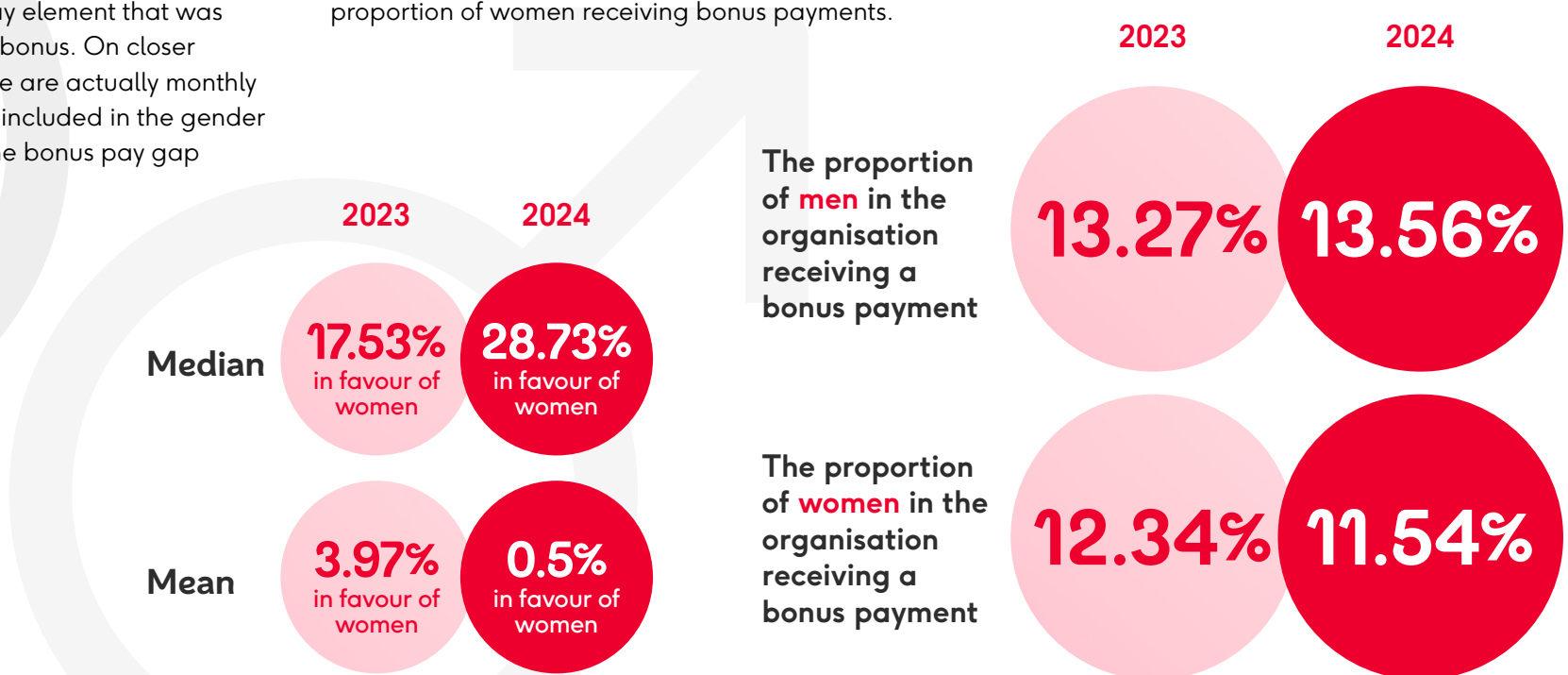
# Bonuses at BHF

At BHF we do not pay typical performance related bonuses. So, when we compare the gender pay gap for bonuses we include long service awards, employee referral bonuses, and exceptional awards where individuals have gone above and beyond in their role, in our calculations.

In 2024, the median average for bonus payments is 28.73% in favour of women. This is a significant increase from 17.53% in 2023. Some of this may be due to us removing a pay element that was previously deemed to be a bonus. On closer inspection we realised these are actually monthly payments which should be included in the gender pay gap calculations not the bonus pay gap calculations.

The mean average for bonus payments reduced from 3.97% in favour of women to 0.5% in favour of women. In 2023, we had more women than men receive long service awards, and a large volume of women had higher length of service than men, meaning the value of their long service awards was higher than the awards men received; impacting the median. In 2024, the proportion of men receiving bonus payments remained similar to last year, however there was a slight decrease in the proportion of women receiving bonus payments.

Our long service and referral bonuses are set amounts with clearly defined criteria. From 2023 –2024 the proportion of men who received a bonus payment was similar to 2022 (to 13.56% from 13.27%) while the percentage of women who received a bonus payment slightly decreased from 12.34%, down from 11.54%. However women received a bigger % of the higher value bonus payments whilst the % of men receiving higher value bonuses reduced from last year.





# Gender split across the quartiles

## The proportion of men and women in each quartile

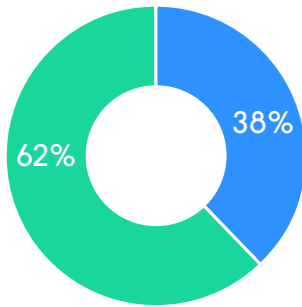
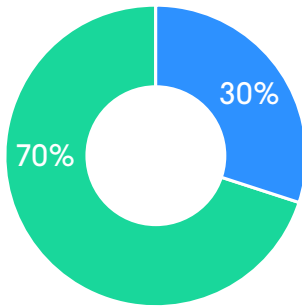
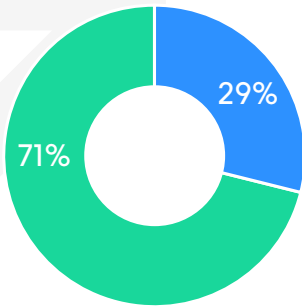
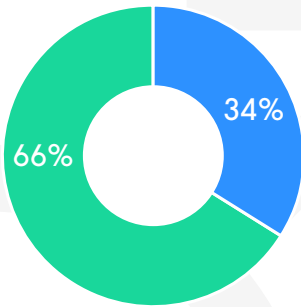
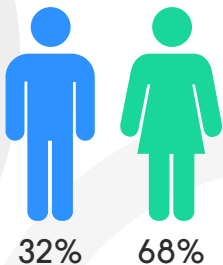
To determine pay quartiles, colleagues are arranged in salary order, lowest first, into four equal parts referred to as 'quartiles'. The pay quartiles show the proportion of male and female colleagues in each, ranging from the lowest paid quartile to the highest paid quartile.

Women continue to make up the largest proportion of colleagues in the lowest pay quartile (66%), which is similar to last year (65%). Women also make up 62% of colleagues in the upper pay quartile, again similar to last year (61%).

The proportion of women in the lowest quartile is proportionate to the profile of women across BHF (68%). The proportion of men in the upper quartile

remained largely the same as the previous year 38%, down from 39% last year. Men are over-represented as they make up 32% of BHF's profile.

### Overall gender split 2024



2024	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Male	34%	29%	30%	38%
Female	66%	71%	70%	62%





# What is the ethnicity pay gap at BHF?

## Median

**9.17%**

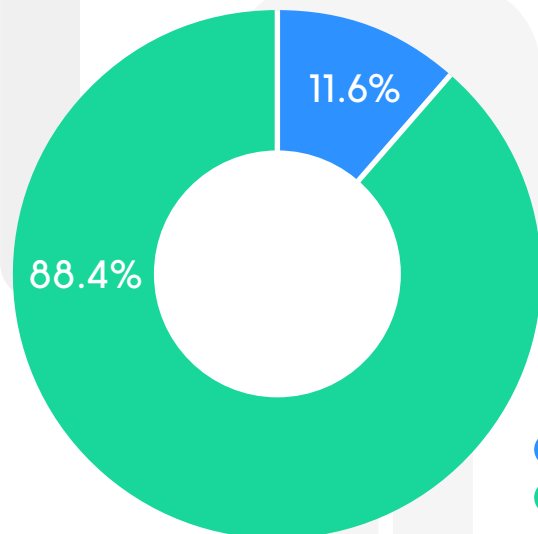
in favour of  
ethnic minoritised  
colleagues

## Mean

**8.06%**

in favour of  
ethnic minoritised  
colleagues

## Overall ethnicity split 2024



- Ethnic minoritised colleagues
- White colleagues

## What is the ethnicity pay gap at BHF?

The ethnicity pay gap is the difference in average pay between white colleagues and ethnic minoritised colleagues, regardless of the work they perform. We are committed to improving our equality, diversity and inclusion practices, and, although it is not currently a legal requirement, collating and presenting this data underlines our ongoing commitment for all ethnic groups at BHF.

## What do our median figures show?

In 2024, the median ethnicity pay gap average was 9.17% in favour of ethnic minoritised colleagues, which means ethnic minoritised colleagues were paid on average 9% more than white colleagues.

## What do our mean figures show?

The mean average is 8.06% in favour of ethnic minoritised colleagues. This is a decrease from last year's mean average of 11.04%.

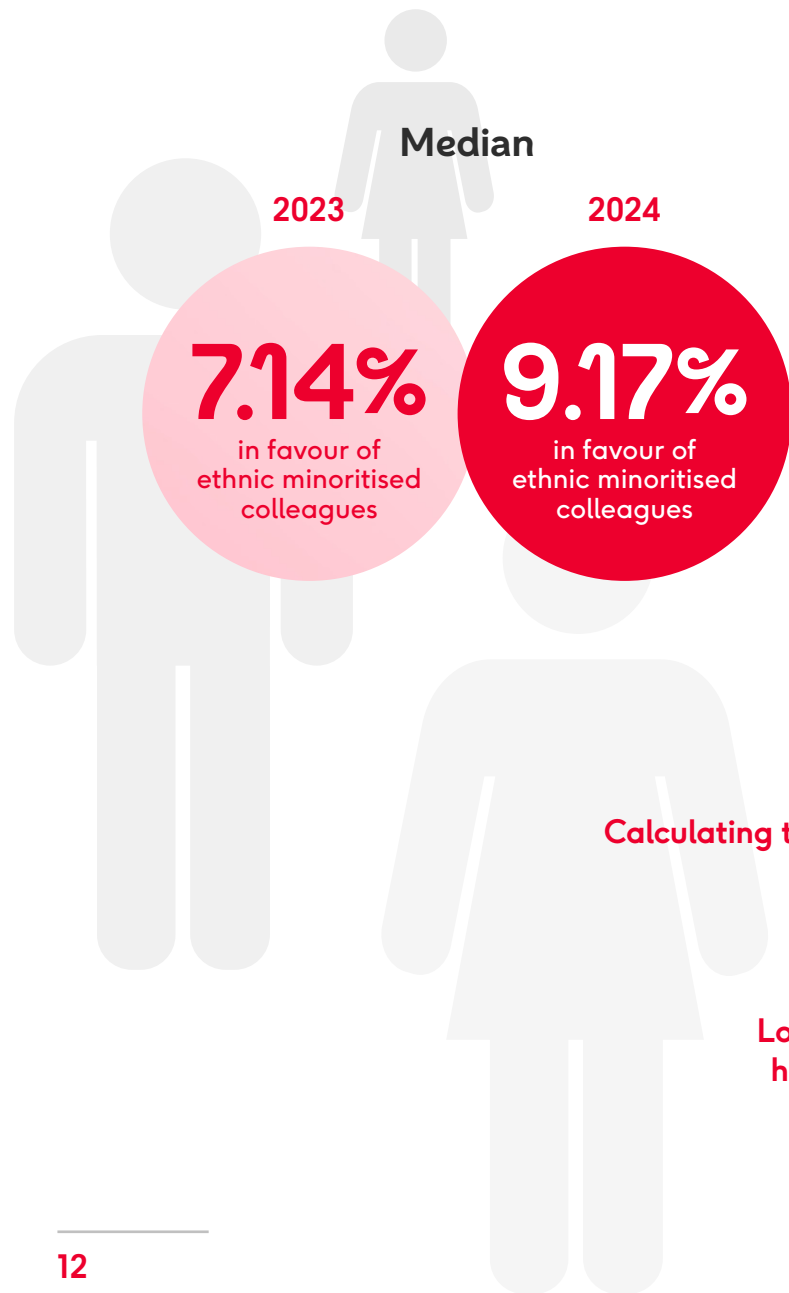
The majority of our colleagues (76%) work in retail. 92% of retail colleagues are white. Retail's standard pay is lower than the rest of BHF, where most ethnic minoritised colleagues work.

## What is our staff breakdown?

Ethnic minoritised colleagues make up 11.6% of the overall workforce at BHF, while white colleagues make up 88.4% of the overall workforce.



# The median ethnicity pay gap at BHF



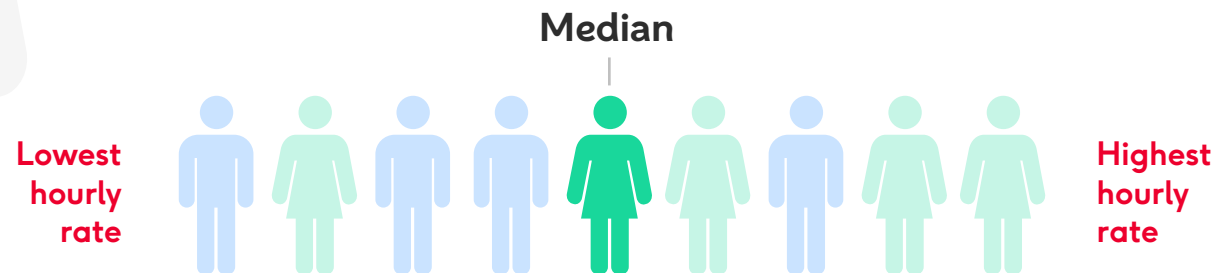
The median pay gap is calculated by finding the exact middle point between the lowest and highest paid white colleagues and the lowest and highest paid ethnic minoritised colleagues. We compare these two figures and show the difference as a percentage.

The median average is used in preference to the mean average as a comparator with other organisations, because it is generally more representative of colleague pay. The mean can easily be inflated by the pay of a few highly paid colleagues.

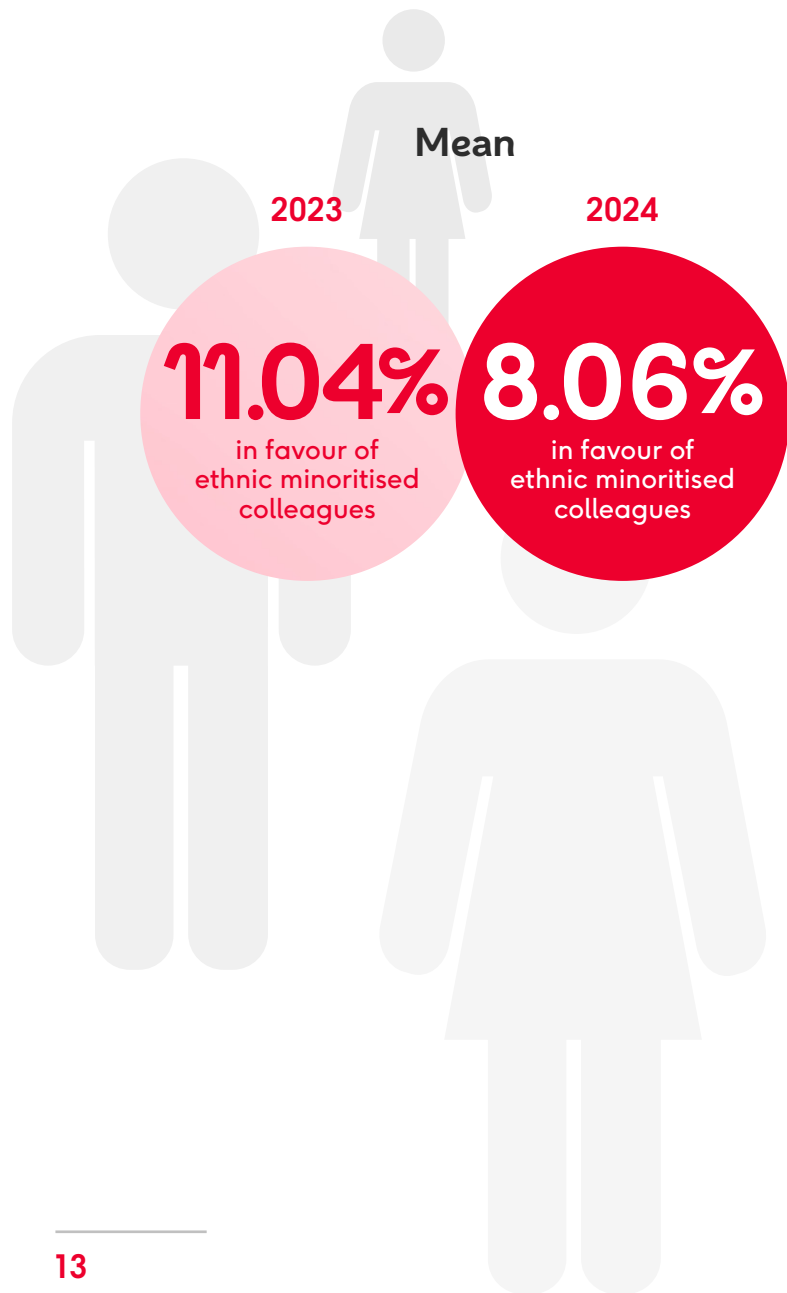
Our median ethnicity gap remains in favour of ethnic minoritised colleagues and has slightly increased from 7.14% to 9.17% in the last year.

There has been a 3% (9% to 12%), increase in the proportion of ethnic minoritised colleagues in the lowest pay quartile. There has also been a 6% increase (7% to 13%), in the proportion of ethnic minoritised colleagues in the upper middle quartile, along with a 4% increase in the proportion of ethnically minoritised colleagues in the upper pay quartile, 11% to 15%. This may account for the increase in the overall ethnicity median pay gap.

## Calculating the median ethnicity pay gap



# The mean ethnicity pay gap at BHF



The mean ethnicity pay gap is calculated by adding up the hourly pay of all white colleagues and dividing this figure by the total number of white colleagues at the organisation.

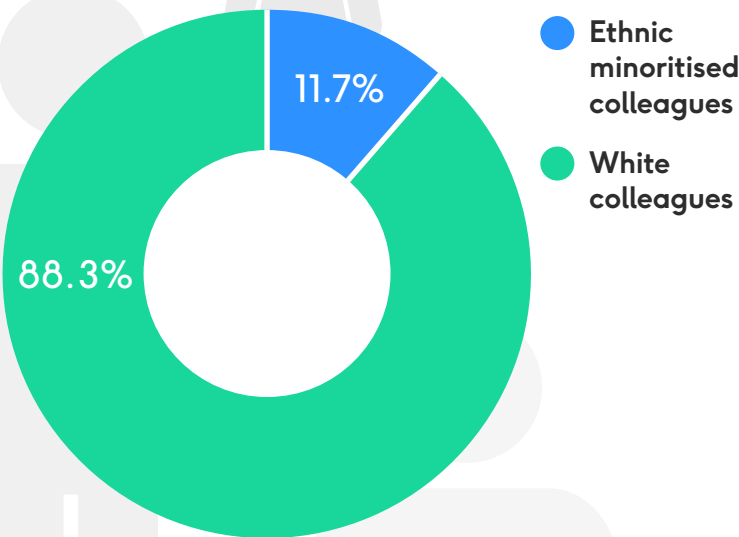
Then, we do the same calculation for ethnic minoritised colleagues and compare the results.

The difference between these two figures is reported as a percentage and is known as the mean ethnicity pay gap.

The mean ethnicity pay gap figure is 8.06% in favour of ethnic minoritised colleagues. This has reduced from last year's mean average of 11.04%, so the mean average pay gap, between white and ethnically minoritised colleagues is reducing.

# Ethnicity split across the quartiles

Overall ethnicity split 2024



The proportion of white and ethnic minoritised staff in each quartile

To determine pay quartiles, colleagues are arranged in salary order, lowest first, into four equal parts referred to as 'quartiles'. The pay quartiles show the proportion of white and ethnic minoritised colleagues in each quartile, ranging from the lowest paid quartile to the highest paid quartile.

The industry salary standard for pay in our Retail directorate is lower than other roles across the rest of BHF, where ethnically minoritised colleagues tend to work. Ethnically minoritised colleagues make up 15% of the upper pay quartile.

There has been a slight increase in the proportion of colleagues from ethnic minoritised backgrounds in the lower quartile 9% to 12% and lower middle quartiles 5% to 8%, in comparison to last year.

There has also been an increases in the proportion of ethnically minoritised colleagues in the upper middle quartile, from 7% to 13% and from 11% to 15% in the upper quartile.

2024	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
White colleagues	88%	92%	87%	85%
Ethnic minoritised colleagues	12%	8%	13%	15%







# Gender and ethnicity pay gap: building on our promises

This year our median gender pay gap has increased slightly in favour of women, last year the median gender pay gap was 0.7% in favour of men. This year it is 1.67% in favour of women. Our ethnicity pay gap has increased slightly from 7.14% to 9.17%, in favour of ethnic minoritised colleagues. It is lower than in 2022 of 12.02%, so the ethnicity pay gap is reducing. We are proud that our median gender pay gap average (1.67% in favour of women) is much smaller than that of other comparable charities (6.8%). We are also proud that we voluntarily report on our ethnicity pay gap. This puts us in an advantageous position and shows our commitment to this agenda.

## Embedding inclusion within recruitment

Last year we said we would prioritise a number of key areas including a local recruitment focus in retail, and building accountability, led by our senior leaders to strengthen our inclusive recruitment practices. The good news is we have made great strides in these areas and more.

We have continued with our hyper-local recruitment project as a step we are taking to work towards closing the ethnicity pay gap. We've tailored our recruitment strategy in retail based on location and the specific needs of teams, building a strong local presence and network in our local communities. This has helped us reduce our vacancy rate in retail. Currently 76% of colleagues at BHF are based in retail, 92% are white and 8% are from ethnic minoritised backgrounds. Our desire is for our retail colleagues to better reflect their local communities. In 2024, we observed an increase in offers extended to colleagues from ethnic minority groups, rising to 20% compared to 15% in 2023.



- To ensure we get the best possible field of candidates, we use a gender bias decoder software to ensure what we say in our adverts, is balanced and does not deter anyone from applying.
- As part of our drive for inclusivity all our job adverts promote our approach to flexible working from day one for all, particularly those with caring commitments that need more flexibility to help achieve a complimentary work-life balance. One of the key benefits of this is the opportunity to enhance our ability to attract from a wider talent pool.
- When candidates apply for a role at BHF we only ask relevant questions and do not ask them to provide current salary details during the application process. We have salary transparency at the recruitment stage, all our roles are advertised with a salary.
- We've partnered with Rare Recruitment and launched their interactive eLearning module with practical tips and advice on how to combat bias at interview stage.
- We use anonymous CV software for all positions to help hiring managers reduce any potential bias in the shortlisting process.
- We streamlined our recruitment system workflow to offer more flexibility to candidates and support inclusive recruitment practices.
- We piloted and launched interview questions in advance for our office roles and will pilot this approach in shops and stores next financial year.
- We launched our shortlisting and interview guidance to align with inclusive recruitment practices.
- We launched a candidate feedback survey to gather data and insights to drive enhancements to ensure our processes are accessible and inclusive.
- Our Interview Builder software helps reduce the influence of unconscious bias by providing clear criteria and standardised questions. Managers are therefore encouraged to focus on the objective evidence of a candidate's abilities.





- We only state essential criteria on advertisements as research shows that males will apply for a job if they meet less than two-thirds of the qualifications, whereas females will apply only if they meet them all. We know that including 'desirables' could turn off female applicants.
- We use data tracking and analysis of recruitment data at interview stage, to obtain the likelihood of appointment for gender and ethnicity. This allows us to identify potential disparities and inform future ED&I strategies.

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**We remain committed to fostering diversity throughout our colleague recruitment journey. Over the past year, we have made significant progress in this area. However, our efforts are ongoing, and we recognise there is always room for growth and refinement. We aim to further strengthen our foundations and implement changes that will benefit all colleagues.**

**Kate Russell**

Head of Recruitment and Onboarding



## Next steps: embedding inclusion across our colleague experiences

We are proud of the fact that we have maintained our position and have a negligible gender median pay-gap of 1.67%, in favour of women. While we continue to work towards having zero gender and ethnicity pay gaps, we recognise that our efforts to achieve a workforce, reflective of the profile of the UK, in the short-term, could result in some gaps being exacerbated. We will continue to hold ourselves accountable and will monitor our position.

- We have advanced our data capture for pay and will explore variances in more detail, to inform our strategies for tackling gender and ethnicity pay gap differences.
- The introduction of our new Support Leave entitlement has led to an increase in the proportion of men taking paternity leave. We believe this will help shift caring responsibility more equally between parents, allowing women to have less time away from work caring for children and consequently have a
- We have launched our diverse talent offering, Ignite Aspiring Leaders Development Programme to help increase the proportion of women and colleagues from ethnically minoritised backgrounds within our senior leadership community. In the future we will seek to create opportunities for those from disadvantaged socio-economic backgrounds. Our goal is to have a senior leadership community that reflects our overall workforce.
- Our new Future Fit programme will inform our talent strategy, inclusion is one of its key principles. We want to create an environment where everyone can thrive and where inequalities are minimised.

long-term impact in reducing the gender and ethnicity pay-gap.





# Women in Science

evening to celebrate women in cardiovascular  
scientific careers and inspire action for the future





# Conclusion

While we continue to equalise gender and ethnicity pay across BHF, we recognise our efforts to achieve a workforce, reflective of the profile of the UK, could in the short-term result in some gaps being exacerbated. We will continue to monitor our progress through our governance committees to ensure that our activities are appropriate and proportionate in aiding us in achieving our aims to create equality for all.

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**I'm very proud of the work we are doing to close the pay gap. While the gap remains narrow, we acknowledge the need to make even bigger strides to ensure fair career progression for all, to combat biases and foster an inclusive culture.**

**By embracing flexibility and championing equal access to development, we strive to eliminate disparities. Regular pay reviews, expanded support, parental leave and consistent, inclusive recruitment practices further propel our dedication. As part of our Igniting Change strategy, complacency has no place: we remain 100% committed to creating a workplace where equality thrives.**

**Kerry Smith**

Chief People Officer



