



British Heart  
Foundation

# Gender and Ethnicity Pay Gap Report 2025

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

[bhf.org.uk](https://www.bhf.org.uk)

# Introduction from our Chief Executive, Dr Charmaine Griffiths



In the UK, the median gender pay gap is used to compare organisations, and with a national average of 12.8%, I am pleased to see that British Heart Foundation (BHF)'s median gender pay gap is now 0.0% (compared with 1.7% in favour of women in 2024), and that we continue to reduce our mean gender pay gap, now at 7.1% in favour of men (down from 8.1% in 2024).

As part of our commitment to being an inclusive organisation, we voluntarily report our ethnicity pay gap. This year our median ethnicity pay gap is 0.0%, with ethnic minoritised colleagues paid the same as white colleagues, and our mean ethnicity pay gap is 2.4% in favour of ethnic minoritised colleagues reflecting the current distribution of roles in our workforce.

Over the past year, we have taken deliberate steps to create lasting change, including strengthening inclusive recruitment, improving flexible working and workplace adjustment policies, and investing in leadership development to support women and ethnic minoritised colleagues to progress. Alongside this, we are continuing

to improve the quality of our workforce data, because being evidence led is the most effective way to achieve the changes we strive for.

At BHF we know real change does not happen through statements alone. It takes action, accountability, and a willingness to challenge. From the most senior levels to teams across BHF we remain committed to nurturing a team where talent – not background – determines opportunity. We are proud of the progress we've made together over recent years and will continue to drive the change we need to become even more effective in our work to save and improve lives.

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

A handwritten signature in black ink that reads "Charmaine Griffiths". The signature is written in a cursive style.

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

# What is the gender pay gap at BHF?

## Median



## Mean



### What do our median figures show?

This year our median gender pay gap reached 0.0% showing that there is no difference between males' and females' pay.

### What do our mean figures show?

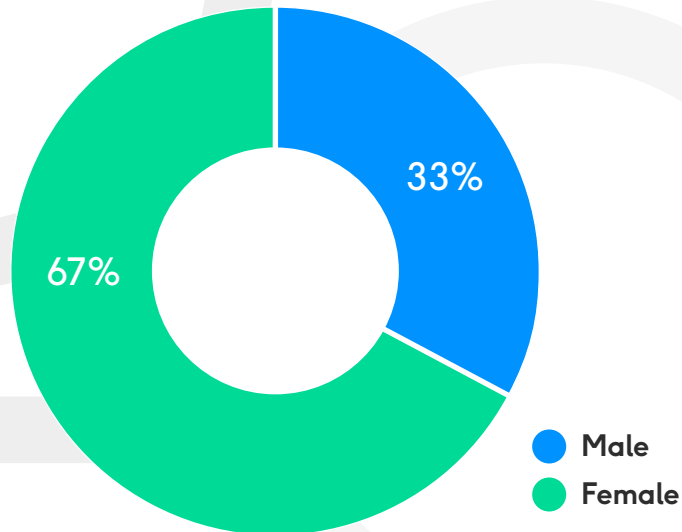
Our mean gender pay gap has reduced from 8.1% in 2024 to 7.1% in 2025 in favour of men.

### What is our staff breakdown?

- 67% of BHF staff are female and 33% are male, which is similar to last year.
- 65% in the lowest pay quartile are female.
- 62% in the highest pay quartile are female.

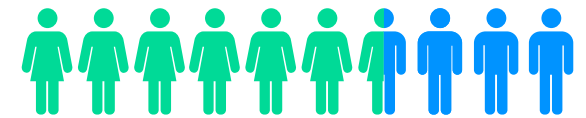
The proportion of women in the lowest and highest quartiles is similar to last year's position.

BHF staff gender split



65%

in the lowest paid quartile are female



62%

in the highest paid quartile are female





# A closer look at the median gender pay gap

## Median

2024

**1.7%**  
in favour of  
women

2025

**0.0%**

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

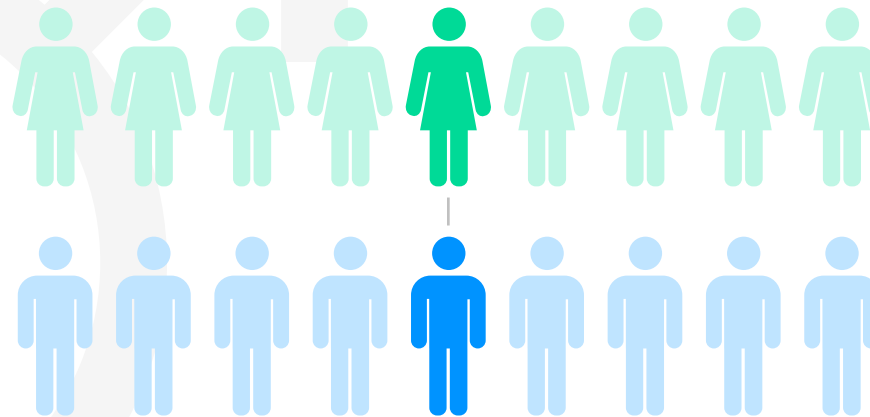
the midpoint in a set of values and is not affected by a few high salaries.

Our overall median average has decreased from last year and is now 0.0%. Last year, the median average was 1.7% in favour of women. This means that men and women are on average paid the same.

## Calculating the median gender pay gap

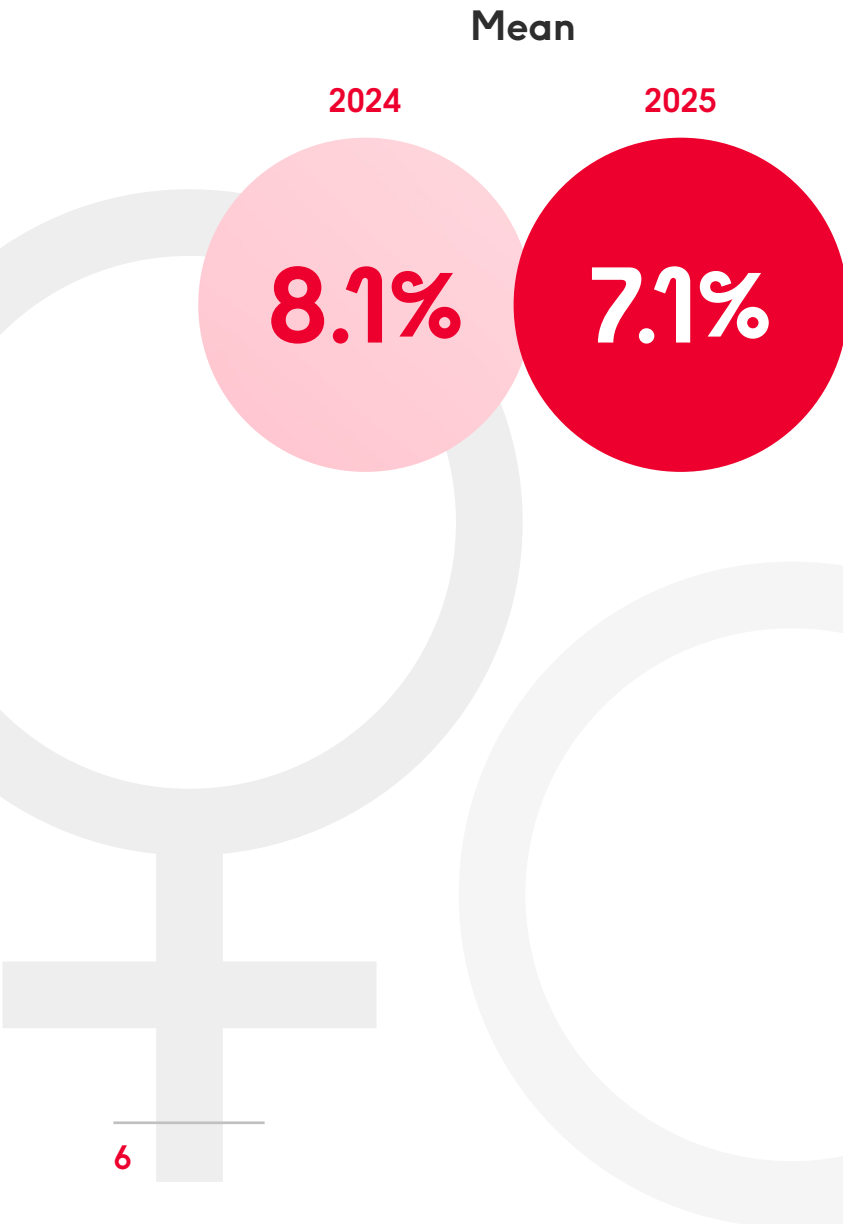
## Median

Lowest  
hourly  
rate



Highest  
hourly  
rate

# 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 at the organisation.

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 8.1% in favour of men in 2024 to 7.1% in favour of men in 2025. 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

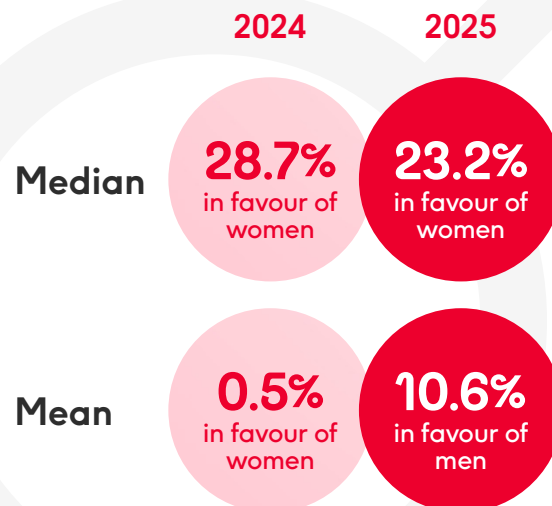
At BHF we do not pay typical performance related bonuses. So, when we compare the gender pay gap for bonuses, we include long service awards, employee referral bonuses, project milestones bonuses and exceptional awards where individuals have gone above and beyond in their role, in our calculations.

In 2025, the median average for bonus payments is 23.2% in favour of women. This is a decrease from 28.7% in 2024.

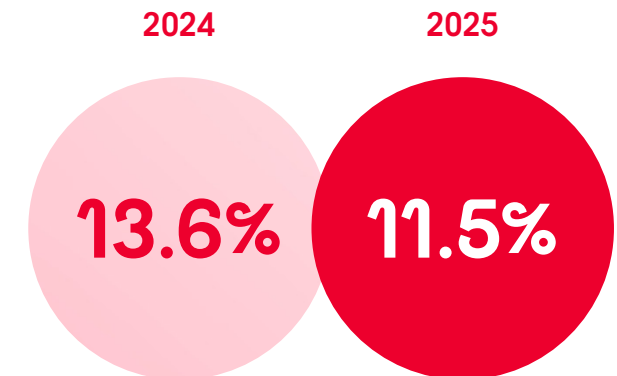
The mean average for bonus payments increased from 0.5% in favour of women in 2024 to 10.6% in favour of men in 2025. Although women received a larger proportion of bonus payments, a small number of higher-value bonuses were awarded to men, resulting in a mean bonus gap in favour of men. In 2025, the proportion of both men and women receiving bonus payments had a slight decrease in comparison to the previous year.

Our long service and referral bonuses are set amounts with clearly defined criteria. From 2024–2025 the proportion of men who received a bonus

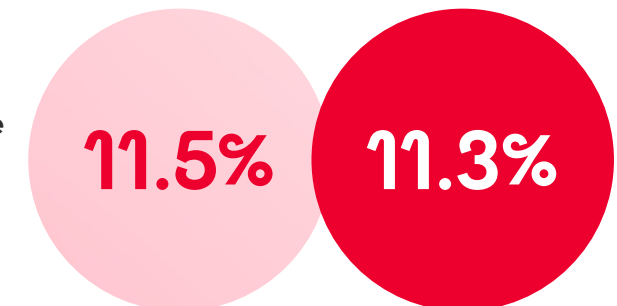
payment decreased (from 13.6% to 11.5%) while the percentage of women who received a bonus payment slightly decreased from 11.5% to 11.3%. In 2025, we had more women than men who received long service awards, and a large volume of women had higher length of service than men, meaning the value of their long service awards was higher than the awards men received, impacting the median.



The proportion of **men** in the organisation receiving a bonus payment



The proportion of **women** in the organisation receiving a bonus payment



# Gender split across the quartiles

## The proportion of men and women in each quartile

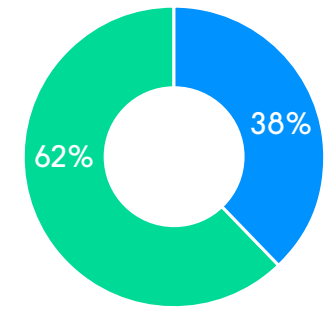
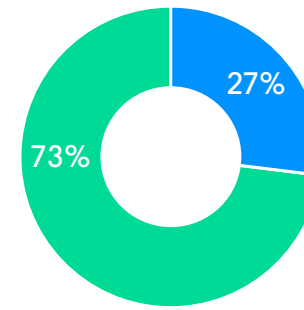
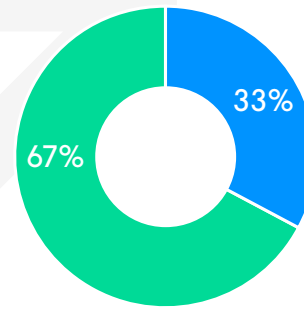
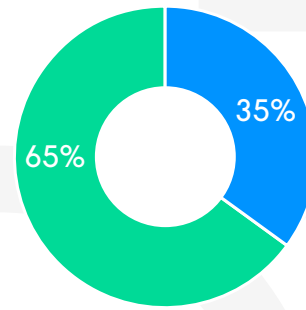
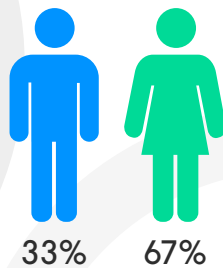
To determine pay quartiles, colleagues are arranged in salary order, lowest first, into four equal parts referred to as quartiles. The pay quartiles show the proportion of male and female colleagues

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

the same as last year (62%). The proportion of women in the lowest quartile is proportionate to the profile of women across BHF (67%). The proportion of men in the upper quartile remained largely the same as the previous year 38%.

### Overall gender split 2025



2025	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
Male	35%	33%	27%	38%
Female	65%	67%	73%	62%



# What is the ethnicity pay gap at BHF?

Median

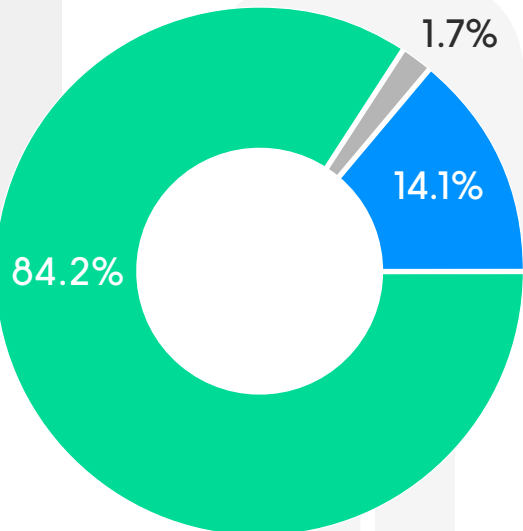
Mean

0.0%

2.4%

in favour of ethnic minoritised colleagues

Overall ethnicity split 2025



- Ethnic minoritised colleagues
- White colleagues
- Not declared

## 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 2025, the median ethnicity pay gap average was 0.0% which means that the midpoint hourly pay for ethnic minoritised and white colleagues is exactly the same.

## What do our mean figures show?

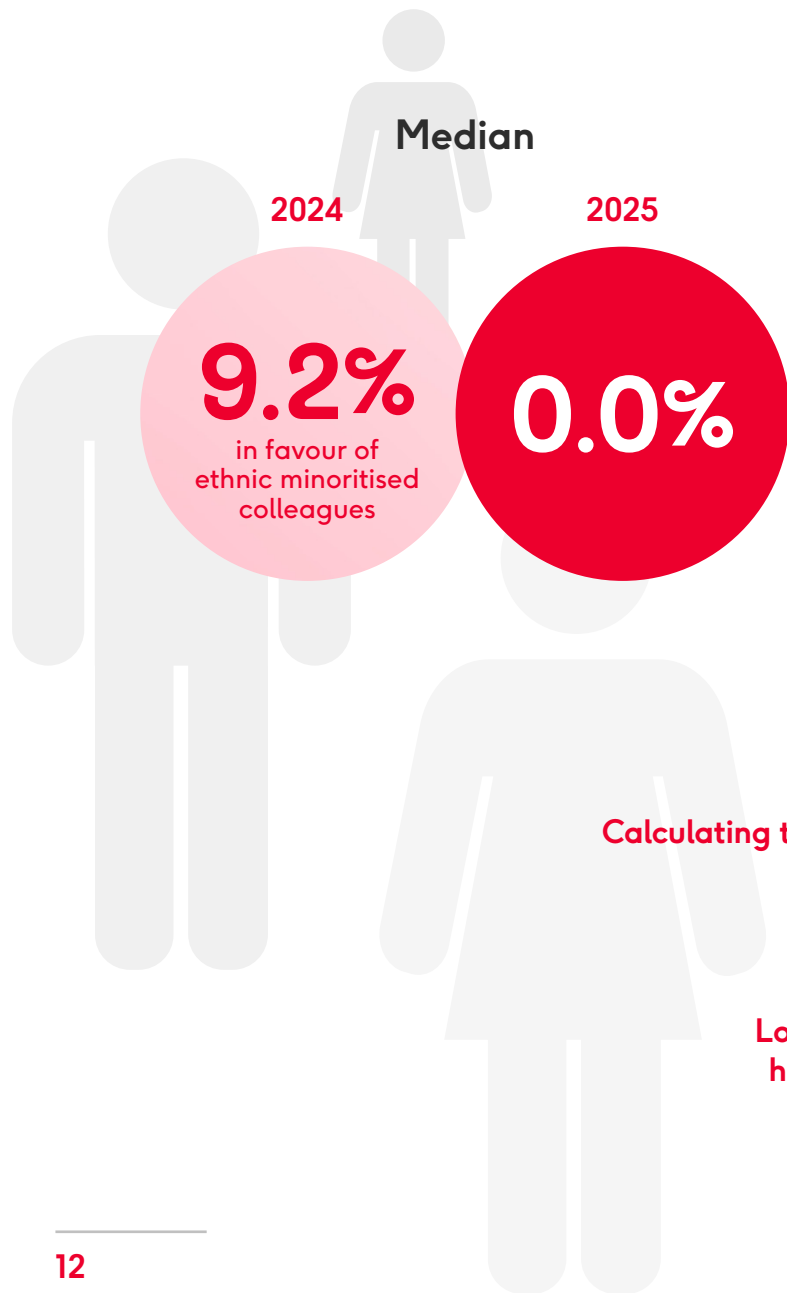
The mean average is 2.4% in favour of ethnic minoritised colleagues. This is a decrease from last year's mean average of 8.1%.

Most of our colleagues (77%) work in retail. 87% of retail colleagues are white. Retail's standard pay is lower than the rest of BHF. Most ethnic minoritised colleagues work in the other parts of BHF.

## What is our staff breakdown?

Ethnic minoritised colleagues make up 14.1% of the overall workforce at BHF, white colleagues make up 84.2% of the overall workforce. 1.7% of colleagues have not declared their ethnic origin.

# The median ethnicity pay gap at BHF



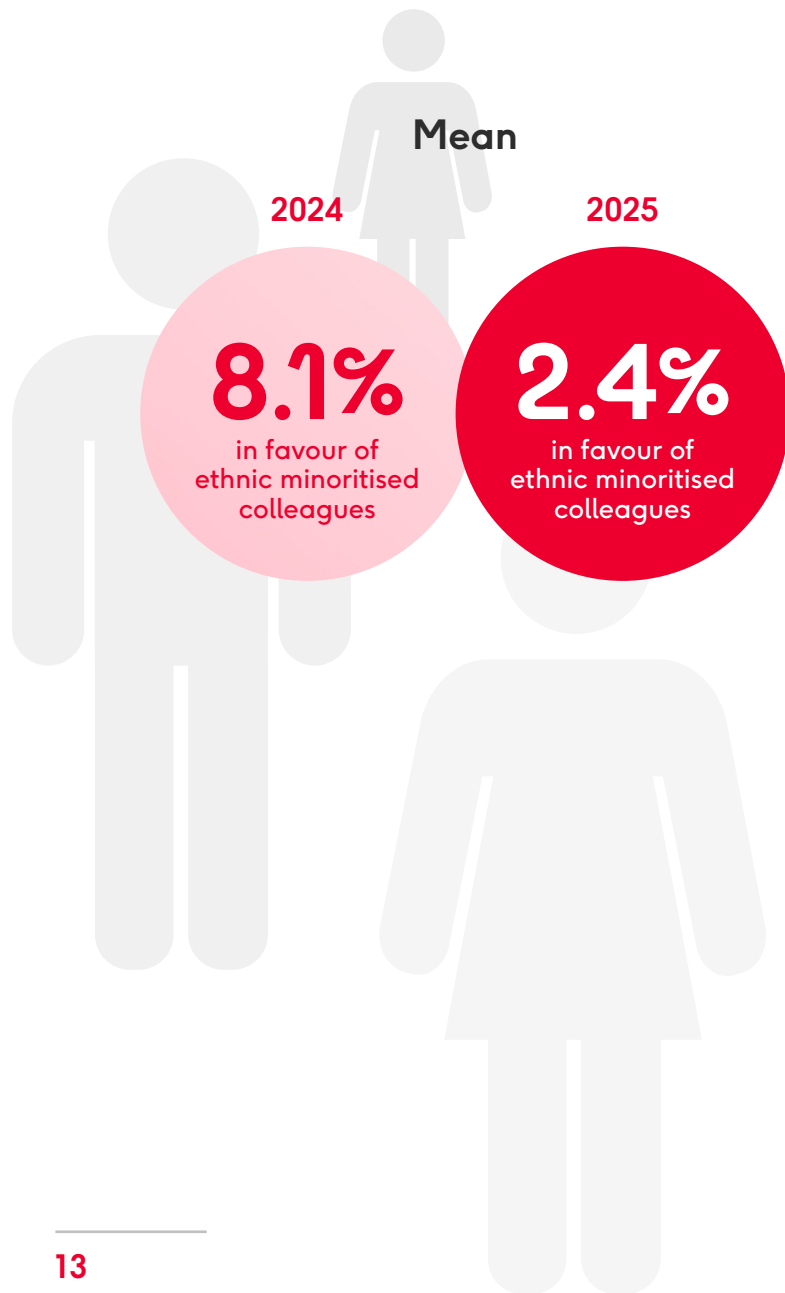
The median pay gap is calculated by finding the exact middle point between the lowest and highest paid white colleagues and the lowest and highest paid ethnic minoritised colleagues. We compare these two figures and show the difference as a percentage.

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 has decreased from 9.2% in favour of ethnic minoritised in 2024 to 0.0% in 2025.

The proportion of ethnic minoritised colleagues in pay quartiles remains largely the same. The proportion of ethnic minoritised colleagues in the lowest pay quartile is 16%, up from 12% in 2024. There has been a 3-percentage point decrease (13% to 10%), in the proportion of ethnic minoritised colleagues in the upper middle quartile, along with a 2-percentage point increase in the proportion of ethnic minoritised colleagues in the upper pay quartile from 15% to 17%.

# 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.

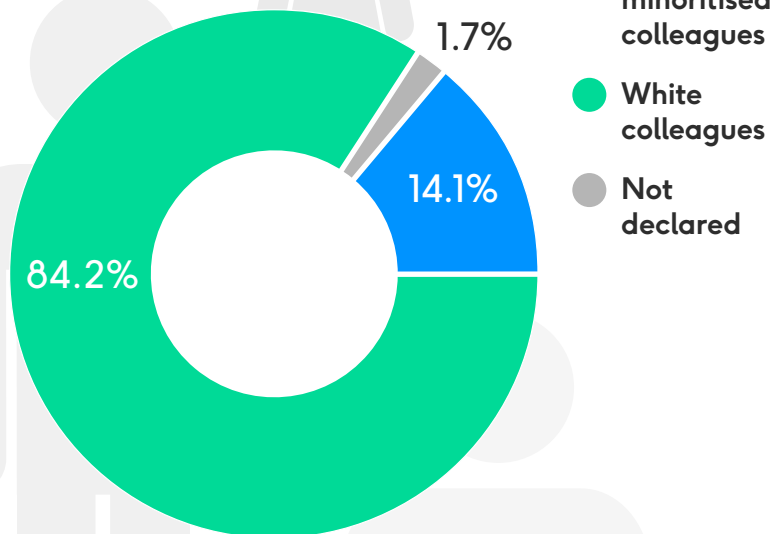
Then, we do the same calculation for ethnic minoritised colleagues and compare the results.

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 2.4% in favour of ethnic minoritised colleagues, down from 8.1% in 2024.

# Ethnicity split across the quartiles

Overall ethnicity split 2025



## 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 ethnic minoritised colleagues tend to work.

Ethnic minoritised colleagues make up 17% of the upper pay quartile.

There has been a slight increase in the proportion of colleagues from ethnic minoritised backgrounds in the lower quartile from 12% to 16% and lower middle quartiles from 8% to 13%, in comparison to last year.

There has also been a slight decrease in the proportion of ethnic minoritised colleagues in the upper middle quartile, from 13% to 10% and an increase from 15% to 17% in the upper quartile.

2025	Lower quartile	Lower middle quartile	Upper middle quartile	Upper quartile
White colleagues	83%	85%	88%	81%
Ethnic minoritised colleagues	16%	13%	10%	17%
Not declared	1%	2%	2%	2%



# Gender and ethnicity pay gap: building on our promises

This year our median gender pay gap has reached 0.0%, last year the median gender pay gap was 1.7% in favour of women. However, we do realise that the mean value (7.1% in favour of men) also paints a picture that shows we are still not completely equal in terms of the gender pay gap between males and females and this is something we will continue to focus on.

Our median ethnicity pay gap has also reached 0.0% where last year this was 9.2% in favour of ethnic minoritised colleagues.

We are proud that our median gender pay gap average is 0.0% which is much smaller than that of other comparable charities. 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 were thrilled to win the In-House Recruitment Awards, where we were recognised for Best EDI Strategy

in Recruitment. The judges loved our data-led approach, clear strategic vision, and tangible impact – including measurable reductions in ethnicity appointment gaps and improvements in inclusion and fairness scores.

We committed to focusing on a few key areas – including strengthening local recruitment in retail and increasing accountability among senior leaders to improve our inclusive hiring practices. The good news is we've made strong progress in these areas and beyond.

We've tailored our recruitment strategy in retail to focus on building a strong local presence and network in our local communities. This has helped us reduce our vacancy rate in retail. Currently 77% of colleagues at BHF are based in retail, 87% are white and 12% are from ethnic minoritised backgrounds. Our desire is for our retail colleagues to better reflect their local communities. In 2025, we observed an increase in offers extended to candidates from ethnic minority groups, rising to 20% compared to 15% in 2024.



- 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 and this is discussed at the interview and offer stage, to help achieve a complementary 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.
- Our new careers site is totally inclusive, with an accessibility toolbar which makes our website digitally inclusive and allows candidates to customise their content so that they can absorb it in ways that work best for them.
- 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 proactively offer adjustments, and welcome conversations with candidates on how we can provide support, at all stages of the recruitment process.
- We encourage all hiring managers for office roles to share interview question themes in advance with candidates to help them showcase their best selves. We plan to pilot this approach in retail in the future.



- We have guides for hiring managers which provide best practice on inclusive recruitment through the key stages: attraction, shortlisting and interviewing.
- 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 dedicated to advancing diversity and promoting inclusivity throughout our recruitment process, with a continued emphasis on minimising bias. Over the past year, we have built upon our established foundations acknowledging that this is an ongoing journey with opportunities for further enhancements. Looking ahead, we will maintain our commitment to continue to implement changes designed to benefit all colleagues.”**

**Kate Russell**

Head of Recruitment and Onboarding



## Next steps: embedding inclusion across our colleague experiences

A recent article in the Guardian pointed to the fact that it would take approximately 30 years to close the gender pay gap, the gender pay gap average in the UK is 12.8% and is larger in some sectors. We are extremely proud of the fact that we have improved on our position and now have a 0.0% gender median pay gap as well as a 0.0% ethnicity pay gap. We are striving to have an inclusive, equitable environment, where outcomes improve for all groups. We recognise that we still have work to do to reach our goal of a workforce that reflects the profile of the United Kingdom. In our efforts to achieve this goal, in the short-term, it may result in the pay gap increasing. We will continue to hold ourselves accountable and will monitor our position.

- We will continue to advance our data capture, to better understand our pay variances, and to have more insight on changes that could exacerbate pay differentials.
- To help us maintain our goal of a 0% gender and ethnicity pay gap, we have embedded some fantastic inclusive recruitment practices. However, we appreciate that it is even more important to ensure we are creating an environment where everyone can thrive.
- We are proud of the introduction of our Support Leave entitlement. This provision has put us in a favourable position, improving our already generous flexible working offering for all, whilst increasing the proportion of men taking paternity leave and keeping us ahead of the new Employment Rights Act requirements. We believe this will help to continue shifting caring responsibility more equally between parents, allowing women to have less time away from work caring for children and consequently have a long-term positive impact in reducing the gender and ethnicity pay gap.



- We have launched the second cohort of our diverse talent offering, Ignite Aspiring Leaders Development Programme to help create a pipeline of women and colleagues from ethnic minoritised backgrounds who are better placed to apply for senior leadership roles.
- In the future we will seek to create opportunities for those from disadvantaged socio-economic backgrounds. We will also be looking at disparities in age within our senior leadership community, as part of our multi-generational work, as we recognise that age also has an impact on pay gap differentials.
- In summer 2025 we launched our new People Power strategic plan, built around three game changers: the Power of EDI, the Power of Our Skills and the Power of Smarter Working. Through this plan, we're continuing to evolve our culture and ways of working, embedding inclusion as a core thread through everything. This helps create a sense of belonging and allows our people to thrive.



# Women in Science

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



“

I'm very proud that we have successfully closed both our median gender and ethnicity pay gaps.

Through our new People Power strategic plan – and especially The Power of EDI – we're strengthening the experience of our people. This means continuing to ensure fair career progression for everyone, addressing bias, and fostering an inclusive culture where all colleagues can thrive.

By embracing flexibility and championing equal access to development, we believe we can continue to remove disparities. Regular pay reviews, enhanced support, family-friendly leave, and consistent inclusive recruitment practices all reinforce our commitment.

While we've met our goal, we remain 100% committed to driving change – because that's what it takes to maintain our progress.”

**Kerry Smith**

Chief People Officer



