



Candidate Pack

Role: Retail Committee member



British Heart
Foundation

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Appointment of Retail Committee member

Dear Candidate,

Thank you for your interest in the role of Retail Committee member at the British Heart Foundation (BHF). As the Chair of the Retail Committee, it is my privilege to support the UK's leading heart charity and one of the world's largest independent funders of cardiovascular research.

BHF has been at the forefront of advances in heart and circulatory disease research and health for over six decades, saving countless lives. Despite this progress, we stand at a pivotal moment in our story. The challenges we face have changed but are just as critical. Every three minutes in the UK a family loses a loved one to cardiovascular disease, and millions are living with the devastating consequences that these conditions can have on everyday life. At the same time, we are faced with immense opportunity.

Revolutionary advances in areas such as AI, genomics and regenerative medicine hold the potential for lifesaving breakthroughs that belonged in the realms of science fiction just a few years ago. Having recently launched our new strategy - a bold plan to accelerate progress in preventing, treating, and even curing some heart diseases - we know the only way to get closer to a world free from the fear of heart and circulatory diseases is to invest in pioneering research with the greatest potential to save and improve lives. None of this will be possible without the support and expert advice provided by our incredible committee members.

A key factor in the success of the Retail Division has been the guidance, support and challenge provided by the Retail Committee since its formation. Supporting the BHF senior retail team in steering and providing crucial insight.

The BHF is an exceptional charity seeking committed individuals to drive the charity forward and champion the values of being brave, informed, compassionate and driven. This candidate pack contains a wealth of information about the work we do and our ambitions for the future. If you feel you have the skills and experience that we need for this important Retail Committee member role and share our determination to make a difference for everyone touched by heart and circulatory diseases, I hope you will feel inspired to apply.

Thank you for your interest in the role.

David Boynton, Trustee and Chair of the Retail Committee



About us

There is nothing more precious than our hearts. But millions of people's hearts in the UK are vulnerable and need our help. British Heart Foundation (BHF)'s mission is to raise money to fund research that saves and improves lives and supports people affected by heart and circulatory diseases.

For over 60 years we've been a leading independent funder of research into heart and circulatory diseases. We are the UK's largest charity retailer with around 700 stores, an employee base of over 4,000, supported by a further 18,000 volunteers.

With over £430 million of BHF-funded research in progress, we have an aspiration to invest in excess of £1 billion in research by 2030.

We have so much to be proud of. But we know we're just scratching the surface of our true potential. And the challenges we face are as grave as ever.

There is nothing more precious than our hearts. But the tragic reality is that millions of people's hearts are at risk. Mounting numbers of people

face an agonising wait for care, while many more live in hope of treatments and cures that could save or improve their lives.

At the same time, the researchers we fund really are making science fiction a lifesaving reality. From our CureHeart programme, which offers hope of a cure to 30 million people worldwide with an inherited heart muscle disease for the first time in history, to using data science and artificial intelligence (AI) to predict heart attacks before they even happen, we're proud to be backing transformational research that is changing the world.

However, we need your support. By joining BHF, you could help us bring hope to people living with heart and circulatory diseases in the UK.

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CPR and heart surgery saved my life when I was six. Research made that happen."

Jadyn Briggs



Being a responsible charity

We've continued our journey to become a more socially, environmentally and financially sustainable organisation.

Our mission is to save and improve the lives of people affected by heart and circulatory diseases. We raise money to fund research to find cures and develop treatments for the world's biggest killers. And we are determined to do this in a responsible way.

Links between environmental factors and heart and circulatory diseases are clear. Research shows that extreme weather, such as intense heat and cold, have negative impacts on people living with these conditions.

We see it as a key part of our core purpose – to make sure that we carry out our lifesaving work in a responsible way. Our progress this year has included setting our commitment to be a net zero organisation by 2045, at the latest.

This covers all areas of our activities, from direct emissions, such as the heating we use in our BHF offices and stores, to the much more significant indirect emissions from within our supply chain through to how the research we fund is undertaken.

This year we have focused our work on mapping BHF's full carbon footprint. This gives us a detailed view of where and how we can make the most impact to reduce our impact.

Our roadmap to net zero has six key areas for initial focus:

- energy efficient and zero emission buildings
- zero emissions transport
- product sourcing and suppliers
- travel and logistics
- waste and circular economy
- research funding.

These commitments form an ambitious roadmap to be an ever more responsible organisation to our planet and our people.

Sometimes the research we fund may involve animals; this isn't something we take lightly and you can read more about our commitments in research [here](#).



Our strategy to 2030

Rising to unprecedented challenges

We are on a mission to protect all our hearts, so no one has to live in fear of heart and circulatory diseases.

Our strategy to 2030 has guided us in making this impact. It sets out the changes we want to see in the world by 2030, and how our work will help us achieve them.

Our vision

A world where everyone has a healthier heart for longer

Our goals

What we're trying to achieve

Stop

Stop heart disease before it starts



Save

Save more lives from heart disease



Support

Support everyone with heart disease to live a longer healthier life



Our priorities

How we'll achieve it

Inspire

Inspire support and income to power lifesaving research



Advance

Advance the scale, breadth and impact of cardiovascular research



Transform

Transform the information, care and support available to all people affected by heart conditions

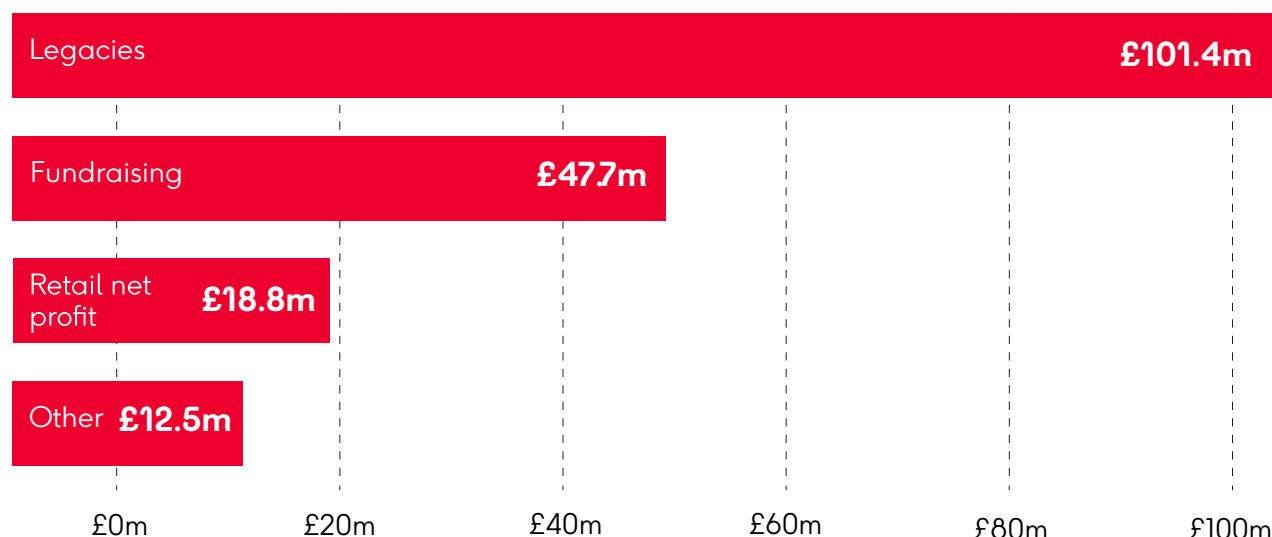


Accelerate

Accelerate impact by unlocking the potential of our people, technology and culture

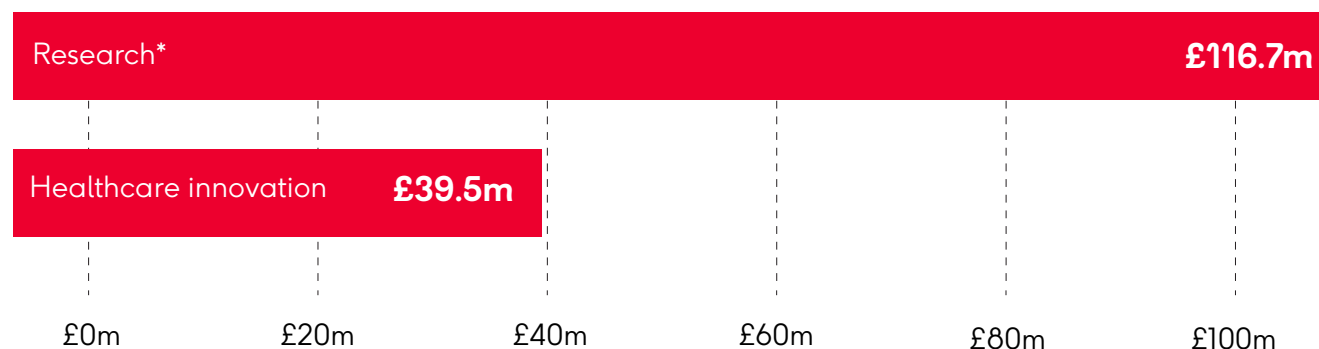
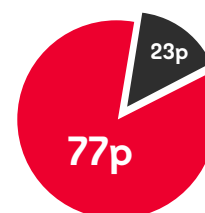


Where our money came from in 2023-24



How your money was spent in 2023-24

Investment in growing our income was £42.0m, meaning 77% of total income (net of retail costs) was available to beat heart and circulatory diseases. Our ongoing target is to ensure that at least 70p in the £1 is available to spend on our lifesaving work.



*£119.3m of research grant awards, less accounting adjustments and other costs.

Funding world leading research

British Heart Foundation is the biggest funder of noncommercial research into heart and circulatory diseases carried out in the UK, with £437m of BHF-funded research underway.



£119.3m

Grants awarded



703

Active research grants



449

Principal investigators



298

Students currently supported



1,262

Research staff



49

Research institutions in the UK

Funding research to save and improve lives

Cutting-edge technologies – such as artificial intelligence (AI), gene editing and regenerative medicine – hold the potential for rapid and transformational advances in how we prevent, treat and cure heart and circulatory diseases. We will continue to fund world class research to save and improve lives, focusing on:

Helping the cardiovascular research ecosystem recover and grow by:

progressing our ambitions around equality, diversity and inclusion (EDI) in cardiovascular research, by driving forward our Women in Science programme and undertaking a comprehensive assessment of the CVD research workforce in the UK

Enhancing knowledge of cardiovascular diseases, through:

- Implementing partnership initiatives to seize new opportunities and address unmet need, including the BHF-UK Dementia Research Institute Centre for Vascular Dementia Research and the BHF-MRC Centre of Research Excellence to turbo charge our investment in regenerative medicine.
- A 60-year track-record of lifesaving breakthroughs. We will take the opportunity to invest in transformational science and innovation on a global scale, funding the world class research that will save and improve lives.

Seeing more BHF-funded research discoveries being translated into patient and public benefit by:

continuing to implement and refine our research translation strategy to increase the commercial exposure and translation of BHF-funded research towards patient benefit.

We want more people to survive a heart attack

5

Every five minutes someone is admitted to a UK hospital due to a heart attack



Better health and care

People with heart disease need us more than ever as we're faced with the biggest heart care crisis in living memory. Our continued focus on ensuring people get the information, care and support they need will be accelerated by:

Increasing people's chances of surviving out-of-hospital cardiac arrest (OHCA) by:

- Increasing the use of revivr in schools and developing a community and youth group based package, aiming to increase the number of people trained in CPR.
- Securing a long-term funding model for the circuit to provide sustainability and momentum.
- Refining our fully funded defibrillator programme that aims to place defibrillators in areas most in need to improve equity in access and give more people a better chance of surviving an ohca.

Helping more people to manage their heart or circulatory condition by:

- Continuing to ensure bhf is meeting patient requirements when we are needed most – optimising our support offer, marketing our offer, and integrating bhf content into health systems and settings.
- Exploring how we can gather insights to inform our work from a wider range of people affected by heart and circulatory diseases in a more sustainable and inclusive way.

Supporting people to reduce their risk of heart and circulatory diseases by:

- Exploring bhf's aspirations and goals in preventing heart and circulatory diseases as part of a strategy review and refresh.

We want everyone to know their numbers

5

As many as 5 million people are living with undiagnosed high blood pressure in the UK



Grow support and income

By being clear on where we lead, where we partner, and what we don't do, we can make an even bigger impact for people living with heart and circulatory diseases. We will continue to focus our attention on raising awareness of our mission and raising funds to power lifesaving research by:

Generating more fundraising income, including an increased proportion from high value audiences:

- Continuing our 'this is science' brand activity, including in the devolved nations.
- Introducing content to help people better understand our cause and our urgent need for support.
- Drive incremental philanthropic income, by developing a clearer articulation of our strategic research objectives.

Generating more income from our commercial operations, with an increased proportion from online retail by:

- Continuing to roll out our shop and store opening programme and refresh of the estate, enhancing our technology in our shops and stores to improve the customer experience and increase income.
- Driving online growth across our own online shop and third party platforms (e.G. Ebay) including improvements to the customer experience (payments, stock journey) and to the underlying operations.
- Continuing the rollout of myvan – our integrated customer facing logistics solution focused on stock delivery and collection.
- Continuing to grow our commercial footprint through corporate defibrillator and health at work partnerships.

Ensuring our supporters have an outstanding experience by:

- Transforming our communications for retained customers to improve lifetime customer value, by telling our brand story and using 'reasons to believe' to demonstrate our impact.
- Delivering our website transformation programme –improving the user experience and serving appropriate donate/sign-up calls to action across relevant pages and journeys.

We want to tackle vascular dementia

14000

Vascular dementia causes around 14,000 deaths each year in the UK. People with a family history of coronary heart disease are significantly more likely to develop vascular dementia



Striving for excellence

We strive to be bolder, braver, and have a single-minded focus on what will make the biggest difference for families affected by heart and circulatory diseases. By working together, we can inspire support, accelerate breakthroughs and save more lives than ever before, with focus on these key areas to drive our performance:

- Agree the skills, capabilities and talent bnf needs to thrive in the future (through our future fit programme).
- Embed a 'continuous improvement' mindset throughout the organisation, applying simple but effective methods to solve problems and take small, incremental steps to transform how we work.
- Advance our work on creating a holistic employee value proposition, by optimising our benefits, rewards, working arrangements, learning and career opportunities.
- Embedding further our vision for an easier, more inclusive experience for all our colleagues and volunteers; through our wellbeing offer, progressing our edi strategy, and ensuring the bnf is a safe workplace for all.
- Progressing the enterprise foundations multi-year programme to design and implement effective and resilient core technology and data infrastructure.
- Strengthening our ability to protect, detect, manage and monitor information security threats.
- Growing awareness, safe-usage and application of ai by delivering against our ai strategy roadmap to improve access, guardrails, support and the sharing of learning amongst colleague.
- Implementing and communicating activities in our environmental, social and governance (esg) roadmap to achieve our aim of being a net zero organisation by 2045 at the latest.

We want every child born with a heart condition to lead a long and healthy life

13

Every day, around 13 babies are diagnosed with a heart condition in the UK



Belonging

Our push for equality, diversity and inclusion takes many forms, including how we manage our organisation, and how our research funding helps to tackle health inequalities.

An important starting point is making sure BHF's workforce reflects the general population so we can better represent the experiences and voices of the communities we support. A more diverse, inclusive, and fair BHF will not only improve the quality of what we do, but the impact we have.

The ongoing work of Kaleidoscope, our equality, diversity and inclusion group, as well as our Research Inequalities Working Group, demonstrate our commitments to improve equality, diversity and inclusion for our staff, volunteers, and supporters, as well as our funding activities.

We want all of our BHF colleagues to have development and progression opportunities, and to embed a more inclusive culture throughout our organisation. Our EDI strategy, Igniting Change, sets out our roadmap of the changes we want to see.

Our Kaleidoscope group is made up of representatives from across the organisation. Our activities encompass accessibility to work and progression for those with care responsibilities, working parents, those with disabilities and long term health conditions, different age groups, those from underrepresented ethnic backgrounds, LGBTQ+ individuals and many more forms of diversity, both visible and invisible.

We have a number of affinity groups within the organisation. These include spaces for working parents, individuals from different religious, racial, and ethnic backgrounds, members of the LGBTQ+ community and those with disabilities and long term health conditions. These are designed to be spaces for colleagues to feel connected, included and heard.

We want to fund lifesaving research for everyone. We can help to achieve this by welcoming colleagues from all backgrounds to come and be part of our BHF family.



Building an inclusive and supportive environment

Many heart and circulatory diseases are diseases of inequality. Our equality, diversity and inclusion (EDI) strategy, Igniting Change, recognises that everyone's circumstances are unique. We are committed to funding lifesaving research for everyone, and we are committed to being an inclusive employer.

Whilst working at BHF, we actively encourage our colleagues to feel safe to bring their true selves to work. We strive to create a culture where colleagues are inquisitive about diversity and keen to get involved in all activities which make individuality and inclusivity part of what we do every single day

Improving diversity in research

Making the world a fairer place is an important goal, one that we are proud to contribute to by tackling inequalities in cardiovascular health, improving the diversity of our research workforce, and making BHF a more inclusive place to work. We want to have achieved greater inclusivity in the funding and the design of research, as well as in the cardiovascular research community. We have focused on collating data that defines our starting point, so we can take the right action to improve diversity.

We've published our first research funding diversity report. The report provided valuable insight that is helping us shape our future actions to address under-representation in our research community.



Staff engagement

Listening to our colleagues, and understanding what matters, is always the first step in improving the employee experience.

Our highest scoring areas in the latest colleague engagement survey were goal setting, fair treatment, responding appropriately to instances of discrimination and that BHF has created an environment where people of diverse backgrounds can succeed.

Heartfest

In June 2022 we held our first ever Heartfest, an online festival that brought BHF colleagues together to celebrate our work and give everyone a chance to reconnect with each other and to our cause.

Heartfest has since been a yearly event, growing each year and incorporating both online and in person events at BHF offices and shops across the UK.

Celebrating Pride

Pride is a chance for us to learn and show support for the LGBTQ+ community. BHF colleagues have taken part in Pride events across the country since 2018, including Pride marches in Edinburgh, Cardiff, Belfast and London.

Wellbeing

We take immense pride in fostering an environment that prioritizes the health, safety, and wellbeing of our employees, volunteers, and customers. Our excellence in health, safety and wellbeing is about cultivating a culture where every individual feels valued and safe, and our commitment to creating a safe and healthy workspace has been recognized nationally, culminating in the prestigious ROSPA Gold Award we proudly received in 2023.

One of our standout initiatives is the “Live Well Work Well” project group, which plays a pivotal role in enhancing workplace wellbeing. This group organizes a myriad of activities and resources aimed at promoting and supporting mental, physical, social and financial health. At BHF, we believe that a safe and healthy workplace is the foundation of success. As we continue to innovate and grow, our commitment to health, safety, and wellbeing remains unwavering. Join us and be a part of an organization that not only values your professional contributions but also cares deeply about your overall wellbeing.

A flexibly connected organisation

Our flexibly connected programme allows colleagues based outside of shops and stores to work flexibly, in a way that helps unlock their best work for the cause. The programme has been engaging with our Champions network, gathering insights from colleagues through our Ways of Working Study, to continuously adapt the approach where needed. It was awarded the Best Flexible Working Strategy at the HR Excellence Awards.

Join us at BHF and be part of a team that truly cares about your wellbeing. Together, we can make a difference in the fight against heart disease while supporting each other every step of the way.



Our values

We are proud that the work we do is funding groundbreaking, lifesaving research that one day could see a world free from the fear of heart and circulatory diseases, including conditions such as heart attacks, stroke and vascular dementia.

That's why our values are key to defining who we are, how we do things and how we can achieve our ambitions so that every pound we raise funds the research that keeps millions of hearts beating.



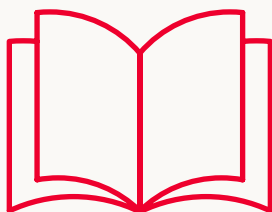
Brave

We speak out.
We're decisive.
We're innovative.



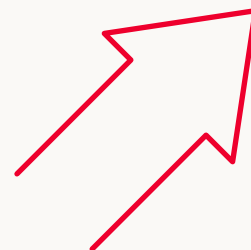
Compassionate

We're open and honest.
We respect others.
We care.



Informed

We're clear.
We're open minded.
We're work together.



Driven

We're focused.
We're determined.
We keep learning.

Role description

Job title	Member of Retail Committee
Date	July 2025

Overview of BHF Retail

History

The BHF Retail division was established 40 years ago as a means of raising millions of pounds of unrestricted income to help the BHF fund life-saving research into all heart diseases, stroke, vascular dementia, and diabetes.

It has always operated as a professionally run, profit-focused organisation with its own support office based in Northampton. In the early 2000's the division diversified into operating large Home (Furniture and Electrical) stores which now account for more than half the revenues. Up until 2020 it had averaged one new shop opening a fortnight across this period, peaking at 740 shops.

A key factor in the success of the Retail Division has been the guidance, support and challenge provided by the Retail Committee since its formation.

Current performance

BHF Retail is the largest and most successful charity retailer in the UK, having historically contributed c20% of BHF's overall net income. However, performance over the last 18 months has, in line with most non-food retailers, proved more challenging as we face the challenge of a sales slowdown and employer cost inflation and is currently focused on a major sales recovery and cost reduction programme.

The Retail estate is also a key asset in communicating the BHF mission, creating brand awareness and attracting fundraising support.

Our retail division operates in 3 channels:

- c480 standard high street shops with a projected turnover of £102m in 2025/26.
- c185 larger format Home stores with a projected turnover of £120m in 2025/26.
- A fast growing online and eBay business with a projected turnover of £17m in 2025/26

BHF Retail employs c3,500 paid staff, supported by around 18,000 retail volunteers who generously gift their time. Our shops depend on volunteering support and a key focus is ensuring we develop the skills for the future and that we implement a thorough and effective EDI strategy. Nearly a quarter of employed retail positions are filled by those who have previously volunteered for the BHF, often by people who have had difficulty gaining paid employment elsewhere.

This year our shops will save around 55,000 tonnes of donated goods from going to waste, including 11,000 tonnes of preloved clothes and 185,000 sofas and armchairs. Through the reuse and recycling of donated items significant CO2 emissions are avoided.

Whilst the High Street shops are largely supported through over the counter donations, our Home stores are supplied with donated stock through an extensive logistics operation comprising over 400 contracted vehicles and van crews who provide a home and business collection service throughout Great Britain.

The scale and professionalism of the retail operation has enabled us to successfully partner with many national retailers who value the ESG benefits of being able to ethically and conveniently dispose of unwanted inventory or provide solutions to their customers seeking to donate the item being replaced.

Whilst free corporate donations are always preferable, we are also able to purchase stock and therefore offer a complete solution to organisations with excess or unwanted inventory or assets. We operate a significant warehouse operation in Corby to process these corporate donations or purchases.

There is also a significant new goods operation run by a team of 20 people that manages a turnover of over £40m pa on complimentary categories to the donated offer, ranging across categories such as accessories, Christmas cards, furniture and electricals.

Future strategy

Despite the increasing cost and operational challenges facing many high street retailers we believe that our offer combines incredible value, huge choice, genuine sustainability and community locations positions us well for the future as the retail sector evolves. We are also continuing to grow and diversify our online offer, innovating stock generation, and focusing on empowering and equipping our people.

85 large new shops are planned to open in the next 4 years, along with 30 re-sites, whilst c.100 of the smaller older shops will close as we look to transform the role of our shops in their communities.

Our eBay operation employs over 100 people, is set to sell over 550,000 high value and unusual items this year and is the largest eBay for charity shop in the world. As this enables us to re-sell items that would not be able to be offered in shops, such as office, industrial or catering equipment, there is huge scope to expand this in future years as part of our online 'Any' strategy.

BHF is in the process of implementing an organisation wide systems programme called Enterprise Foundations. As part of this retail is being re-platformed from Microsoft AX2012 to D365, which will bring significant operational and functional benefits, including the ability to have a single view of our customers and to use AI to help value stock donations and identify optimal selling channels. There has also been significant investment in property and volunteering systems. Support and challenge from the Retail committee during a period of transformation will remain a key part of our future success.

Purpose of the Committee

The Retail Committee is an Advisory Committee tasked with providing insight, comments and advice on the strategy, performance and management of the Retail Division, general 'retailing' and consumer market trends, health and safety best practice, and any other areas that may be relevant to BHF's store or online retail operations and performance.

Membership

The committee comprises up to seven members (in addition to the Chair) with relevant senior retail experience across a range of product categories and disciplines, and members of the Executive Team. The Committee is currently Chaired by David Boynton.

Responsibilities

The Committee shall:

- Provide input and advice to inform the BHF Retail budget, medium to long term strategy, major projects, policies and values.
- Provide comments and feedback on the execution of strategic plans, the Retail Division's management of risk, and performance against budget.
- Provide advice, commentary and assistance to the Executive Team members of the Retail Committee on the external retail environment and matters affecting the retail sector.
- Bring to the attention of the Board of Trustees, generally via the Commercial Director, any significant matters under consideration by the Retail Committee and any urgent or critical matters that may affect BHF's Retail operations and/or the reputation of the BHF.

Responsibilities retained by the Board:

- Approving the overall policy in relation to the BHF's Retail Division, including the approval of the Retail Budget and High-Level Plan.
- Approving the Corporate Risk Register, with specific powers in relation to the scrutiny and monitoring of Retail Internal Audit Reports which may be delegated to the Audit & Risk Committee.
- Formally approving the business case for any major projects and/or items of capital expenditure relating to the BHF's Retail Division - specific powers in relation to the ongoing monitoring of such projects may be delegated to the Audit & Risk Committee.
- Approving the Commercial Director's salary, and performance assessment under the terms of any bonus scheme, which responsibility may be delegated to the Remuneration Committee.

The Chief Executive shall retain overall responsibility for:

- Maintaining satisfactory Health & Safety standards and compliance, with specific responsibility delegated to the Commercial Director for reviewing and implementing policy within all shops and offices under his/her control.
 - The appointment of the Commercial Director.
-



Accountability

The British Heart Foundation (BHF) is a registered charity in England & Wales, Scotland and on the Isle of Man, and a company limited by guarantee. As such, the Board of Trustees has full legal responsibility for the actions of the charity under the Charities Act 2011 and the Companies Act 2006. The Charity is also accountable to a variety of stakeholders including the Information Commissioner and Fundraising regulator.

Responsibility for the day-to-day running of the BHF is delegated to the Chief Executive and Executive Group. The Board also delegates specific responsibilities and activities to various sub-committees, including the Audit & Risk Committee, Nominations Committee, Remuneration & People Committee, Investment Committee and Retail Committee. Our five research funding committees review and assess applications for the scientific, medical, clinical, and translational research grants through which BHF carries out its charitable activities.

Term of Office

Three years, thereafter renewable for a second term, with an expectation that (except in exceptional circumstances) members will serve a maximum of two consecutive terms of office.

Meetings

The committee currently meets on a quarterly basis (in London, virtual or hybrid) with meetings generally lasting 3-4 hours, usually including one all day field trip per annum.

Time Commitment

On average 1-2 days per quarter

Remuneration

The role is an unremunerated voluntary position, but reasonable expenses will be met.



How to apply



To apply for this role please submit your CV and a supporting statement, which should outline your interest and explain how you meet the criteria stated in the person specification.

Please send your application to:

governance@bhf.org.uk

Deadline for applications: 6 October 2025





**British Heart
Foundation**