



2024 / 2025

# Gender Pay Gap Report

**J&J**® Global  
Fulfilment



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# Foreword

We're extremely proud to share our first-ever Gender Pay Gap Report here at J&J Global Fulfilment. For us, this isn't just about numbers, it's about being open, honest, and holding ourselves accountable. We know that transparency builds trust with our teams and everyone we work with, and that's a big part of who we are.

With 59% of our team made up of women, we're proud of the progress we've made in an industry that's traditionally seen more men. But we're not stopping here. We're always looking for ways to improve, and this report gives us the chance to take even more action to close the gap and further enhance our workplace, where everyone can thrive.

At the heart of J&J, it's always been about finding the right people who align with our culture and values. Equality, diversity and inclusion is a huge part of what makes our company brilliant, and we're dedicated to building a culture where everyone feels they belong. It's this commitment that helps us attract and grow amazing talent.

In this report, you'll find insights into our gender pay gap, along with some of the steps we're taking to create an even more inclusive place to work. You'll also hear from some of the incredible women in our team about their journeys with us. We're excited to share this with you!



**Clara Buckingham**  
Chief People Officer





## Introduction

This is the first year James and James Fulfilment Limited is required to publish a gender pay gap report, and it has been calculated in line with Government regulations.

The report is based on a snapshot of data as of 5 April 2024 and includes all employees of James and James Fulfilment Limited and activities between April 2023 and April 2024. Our gender pay gap analysis examines the distribution of men and women across all job levels and shows how this impacts average salaries and bonus payments.



## Our Gender Pay Gap

At J&J, our workforce is composed of 59% women and 41% men, reflecting our commitment to gender diversity.

### Mean & median gender pay gap

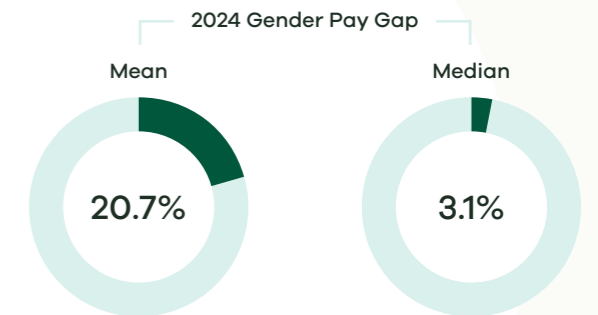
To calculate the mean pay gap, we sum up all the hourly pay rates received by women and divide that total by the number of women in our workforce.

We then do the same for men. The difference between these two figures represents the mean gender pay gap. In contrast, the median difference looks at the hourly pay of the middle-paid male and female employees when lined up from lowest to highest pay.

This year the average pay for females was 20.7% less per hour than the average pay for males. This mean gender pay gap means that for every £1 a man received, a woman received 79p.

We recognise that we have a gender pay gap, and we understand the reasons behind it. The gap stems from the lower representation of females in higher level skilled and managerial roles and fewer males in administrative and support roles. Our pay gap is also influenced heavily by sales commission and a sales team which is predominantly male. If we were to exclude the Sales team our mean gender pay gap would be 17.1%.

The gender distribution analysis across role levels reveals encouraging trends: females represent admin and support roles, making up 61.0% and hold 53.3% of skilled support roles. The Team Leader roles demonstrate a near balance (45.7% females to 54.3% males), whereas the Leadership level is 66.7% in favour of females, indicating strong progress towards gender equity in this area. While there's room for growth in higher positions, these insights highlight valuable opportunities for targeted initiatives to support females and enhance their representation in management and leadership roles.



Percentage of females and males across job levels

Level	Level Description	Female	Male
1	Operative & Entry level	61.0%	39.0%
2	Admin & Support	81.8%	18.2%
3	Skilled Support	53.3%	46.7%
4	Team Leader/Med Skilled	45.7%	54.3%
5	Manager/High Skilled	11.1%	88.9%
6	Head of Department	16.7%	83.3%
7	Leadership	66.7%	33.3%

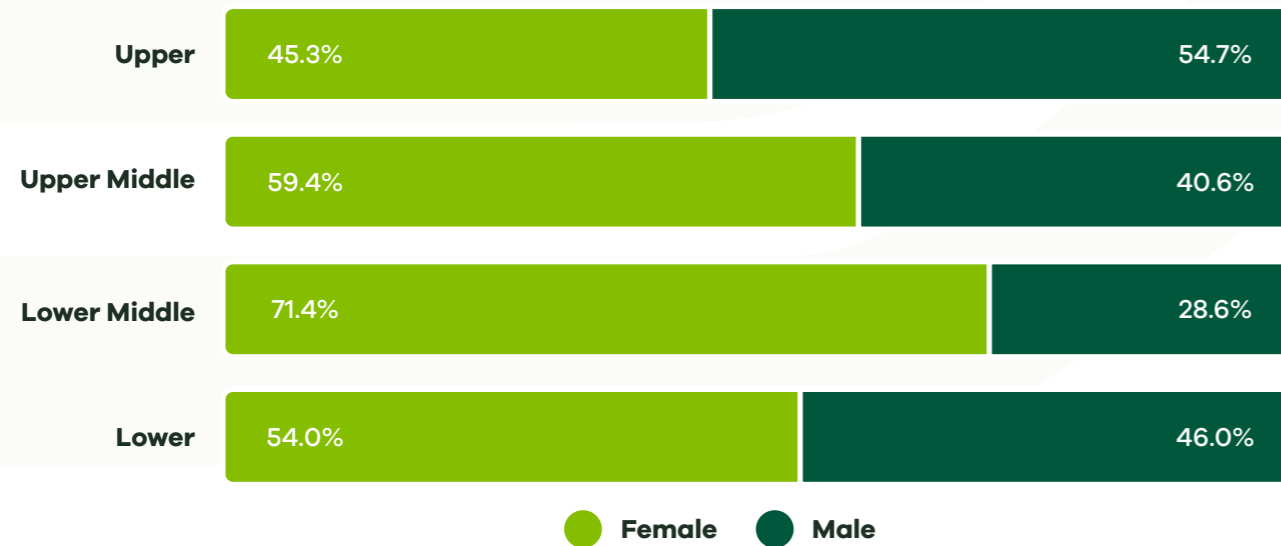


### Proportion of males & females by pay quartile

Each pay quartile represents a quarter, or 25%, of our total workforce ranked by pay.

The gender distribution across pay quartiles at J&J highlights the positive impact of our workforce composition, with 59% women and 41% men. In the lower quartile, women represent 54.0%, which reflects a strong and balanced presence at the entry level. In the lower-middle

quartile, women are well-represented at 71.4%, showcasing significant female representation in mid-level roles. The upper quartile shows 45.3% female representation, a reflection of the strong progress women have made in senior roles. While the upper quartile shows a strong female presence, indicating that women represent a large proportion of higher pay, we remain committed to further supporting women's growth and leadership at all levels.



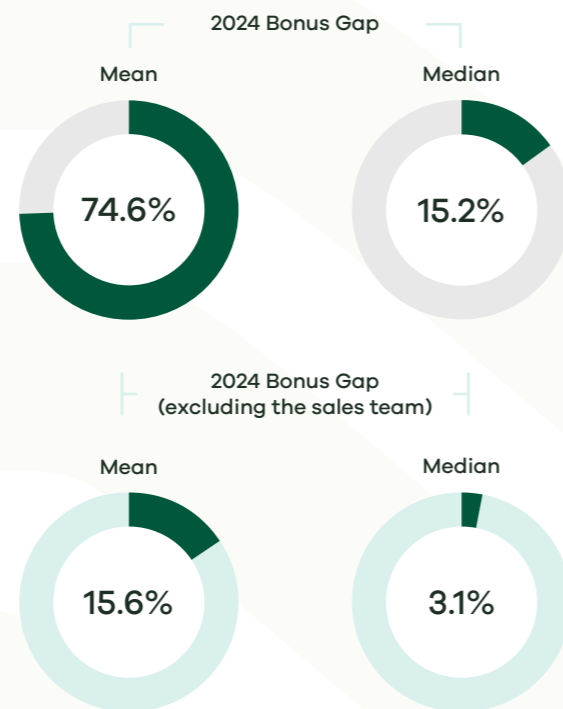
### Our Bonus Pay Gap

The bonus pay gap is the difference between the bonus pay paid to male employees and those paid to female employees. Only relevant employees who received a bonus are included in the calculation.

We have a quarterly team bonus scheme in place for our fulfilment centre employees and people in sales roles are paid sales variable commission in addition to their basic salary as part of their compensation package. This sales group included 11 males and 1 female.

On this basis, our bonus pay gaps this year are based on 95 men and 141 women

Our mean bonus gap is heavily influenced by the sales commission paid in the 12 months prior to our snapshot date. The average sales commission payment is far larger than any other type of payment included in bonus calculation. Notably if sales commission was excluded from the bonus gap calculations our mean bonus gap would be 15.6%



### Addressing Our Gender Pay Differences

Our gender pay gap analysis highlights both the progress we've made and the challenges that remain.

With a mean gender pay gap of 20.7% and a median gap of 3.1%, we acknowledge that disparities exist, largely due to the underrepresentation of women in higher-skilled and managerial roles, alongside the predominance of males in sales positions. However, the positive representation of females in administrative and skilled support roles, as well as balanced figures in the upper pay quartile, indicate strides toward gender equity. The leadership team at J&J global has an even balance of females and males (4 females and 4 males.)

Our commitment to fostering a diverse and inclusive workplace is evident, and we recognise the importance of targeted initiatives to enhance female representation in leadership roles. Our chief executive and senior leadership team are openly committed to our equity, diversity and inclusion (EDI) agenda and take responsibility for its initiatives.

They are visibly and actively engaged in listening to our people and our wider communities and, we have a culture in which every employee has a voice that is heard, is encouraged to influence change, and is given the tools and knowledge to help them grow and develop.

By addressing the factors contributing to our gender pay gap and implementing transparent and equitable practices, we are dedicated to creating an environment where all employees can thrive. We will continue to monitor our progress, engage our workforce, and challenge any biases that may hinder our goals, ensuring that our organisation remains a place where everyone can contribute and succeed.

## Our EDI Action Plan

At J&J Global Fulfilment, our purpose is to create change and better working lives for everyone, ensuring their experience is inclusive and inspiring.

Our chief executive and senior leadership team are openly committed to our equity, diversity and inclusion (EDI) agenda and take responsibility for its initiatives. We are continuously taking positive steps to improve the representation of diverse groups in our workforce and to ensure that barriers to progression for these groups are identified and removed.

So far this year we have;

- Created and embedded a new DE&I policy
- Introduced a new menopause policy to support our female employees and we've run menopause awareness sessions led by women's health experts
- Formalised a hybrid-working policy to promote better work life balance
- Launched our first DE&I survey
- Introduced equality and diversity training
- Held anti-sexual harassment workshops led by external training providers
- Increased paid maternity leave
- Introduced leave for fertility treatment

### Flexible working

Our flexible working policy is open to all our people from day one and it supports our working and caring parents, who often juggle family responsibilities alongside their careers. At J&J, 8.3% of employees are on a flexible working arrangement and 21.3% of our employees work part time hours.

### Hiring

We have improved our recruitment processes by implementing anonymous applications to enhance fairness, challenge biases and transparency, allowing every candidate to present themselves at their best.

96%

Answered favourably that our company treats everybody with dignity and respect.

97%

Answered favourably that they believe this company is an inclusive and caring employer.

80%

Answered favourably that they believe there are opportunities for me to develop my career here.

96%

Answered favourably that they are proud to work for J&J.

54.4%

New starters in 2023 to 2024 were female.



### Reward

We consistently benchmark salaries and pay for all job roles against external standards. This approach ensures everyone is compensated fairly for performing similar roles.

We proudly pay above the 'Living Wage and conduct external benchmarking of all salaries to ensure our compensation is fair, competitive. Adhering to the principle of fair pay, we ensure that the salaries our employees receive are equitable for the roles they perform and in line with the external job market.

### Wellbeing Matters

We provide brilliant support for our people's physical, mental, financial, and social wellbeing and we increased our Mental Health First Aid provision so now all managers are as Mental health first aid champions in addition to our team of Mental Health First Aiders to support our people and their wellbeing. We also have an employee who we trained in grief counselling

### Healthshield

At J&J, we prioritise employee wellbeing, which is why we provide everyone with access to HealthShield. It gives access to health and wellbeing services like dental, optical care, and therapy, helping them proactively manage their health in a way that works for them.

### We're a disability confident employer

We are proud to be a disability-inclusive employer, committed to creating an accessible and supportive workplace for everyone. By offering equal opportunities, reasonable adjustments, and fostering a culture of respect, we ensure that employees with disabilities can thrive in their roles and contribute fully to our success. Inclusivity is at the heart of our values, and we continuously work to remove barriers and promote a truly inclusive environment for all.





**Michelle**  
Finance Director

**Can you tell us about your career journey and what led you to your current role?**

I have always been very career-focused. Following completion of my degree in Accountancy, I worked within professional practice, but very quickly identified that the opportunities out in industry were more varied.

I have worked for many large, well-known, brands and during these many years, I qualified as a Chartered Accountant.

Joining J&J wasn't about becoming a finance director. While that has always been a goal, at the time, it was very much about gaining more experience in an industry I hadn't previously worked in.

**Have you faced any challenges as a woman in your role, and how have you overcome them?**

I have always been very focused on being a finance professional, and I have always thought I could juggle the demands of a high-flying career with the responsibilities of a family. Although times have changed, to a degree, I think it is still quite traditional for a woman to take the greater share (if not all) of the career break to have a family and raise children.

I have certainly felt that my male peers have been able to progress more quickly in climbing the corporate ladder than I have as a result of the maternity leave periods I have taken. I may have been overlooked, in the past, for promotions as a result, however, I have always relied on my work ethic and dedication to my job to overcome these challenges.

**Have you had the opportunity to mentor or support other women in their careers?**

Not in any official capacity, but I have worked with a number of women in finance teams, and I have always tried to help them be the best they can be. I try to be encouraging and empathetic, hopefully helping them build confidence and seek opportunities when they arise.

**How do you manage work-life balance, and how has the company supported you in this?**

This certainly is challenging with two children and a demanding role. In previous jobs, this has been extremely difficult as line managers and company policy have been so inflexible. It certainly felt like a choice had to be made between the job and the family.

But at J&J, this isn't the case. From the start of my career at J&J, I have been continuously reminded that 'Family comes first'. There has never been an awkward conversation about needing time for children's school sports days, Christmas productions or parent's evenings that start before work finishes.

Knowing that the company understands the pressures of juggling a career and a family takes away so much anxiety. It's a breath of fresh air.

**What does being part of an inclusive workplace mean to you?**

This is very refreshing and comforting to me, as I firmly believe that we all have a valuable part to play in the company's success. Diversity creates a wider, clearer, and more inspiring vision of what can be achieved and how it can be achieved.



**Eginta**  
Fulfilment Centre Team Leader

**Can you tell us about your career journey and what led you to your current role?**

It's unbelievable that it's been seven years since I joined the J&J family! I started as a packer during Peak, and later on was sent to Goods In just to support them. This role was absolutely new for me but I was curious and with the fresh look to the unknown area I have shared my ideas and was chosen to stay there permanently.

I had a strong desire to gain knowledge and improve my skills, so I learned and worked a lot. I am glad the managers noticed this, and I have always had their support. From there, I joined the Goods In support team (problem solver).

Last year, there was a new advert that Goods In needed a team leader, but I was working part-time hours and was sure I was unable to get this position. However, once more, there were people (colleagues and management) who believed in me and pushed me to try.

And it was successful! It seemed like everything was just planned by me, and then I understood that nothing happens without a reason - you just have to wait for the right moment and work hard to get there.

**Have you faced any challenges as a woman in your role, and how have you overcome them?**

Not really. I think J&J has a well-balanced team of males and females, and everyone is treated fairly.

As I work in Goods In and meet many drivers daily, sometimes they are surprised (in a good way) when a woman opens the gate or unloads the goods. I have some challenges myself with

technical stuff such as trucks or IT, but this is not a gender issue, just a lack of experience and knowledge.

**Have you had the opportunity to mentor or support other women in their careers?**

I have trained a lot of new starters, helping them begin their careers at J&J. I was happy to share my knowledge with them, giving advice and proud of them (and myself!) when they started to meet our requirements and delivered results as we expected.

Recently, I have been helping the step-up team leader and training her to be well settled in her new role.

**How do you manage work-life balance, and how has the company supported you in this?**

I am still learning this. It is hard to ignore emails/chats and queries after work. It seems like I want to be involved in processes 24/7. I recently completed a time management course, and this should help me.

The company is very supportive of this (the courses I mentioned above were provided by the company), and I am not forced to reply or take action outside of my working hours.

In the past, I had a period of time when I was able to work part-time only (due to childcare), and the company supported me a lot with this. They were very flexible with my requests, and I will be grateful for this forever. I had an opportunity to be a working mum and managed my work-life balance quite well.



**Hollie**  
Onboarding Manager

**Can you tell us about your career journey and what led you to your current role?**

I often moved jobs every year or so as I found that I was struggling to find an industry/career I wanted to develop in and the culture at those companies wasn't what helped me to thrive. My biggest drive to join J&J was the culture and then, being given opportunities by the business motivated me to progress in my career.

**Have you had the opportunity to mentor or support other women in their careers?**

I understand that navigating the workplace - especially as a woman - can be difficult at times. I always try to make myself available to colleagues who are experiencing difficulties at work, whether it's to lend a helping hand or offer some advice.

**How do you manage work-life balance, and how has the company supported you in this?**

This has taken me some time to get good at, when you want to do well in a job sometimes that can take over but, what I've realised is that I can't thrive in my job if my mental health isn't thriving. J&J is so supportive with your mental health and understands that without work-life balance, we will not perform at our best. I like to make sure I am consistent with my workouts and intentionally take time to not think about work so I can be fully present when I do need to think about it.

**What does being part of an inclusive workplace mean to you?**

Being provided with equal opportunities, a transparent and honest culture that funnels down from our SLT and a non-blaming culture, people who aren't afraid to get stuck in to support their peers.

**What would you like to see change for women in this industry over the next few years?**

I would like women in this industry to be seen and heard about more. To be shouted from the rooftops as it were.