



2025 / 2026

# Gender Pay Gap Report

**J&J**® Global  
Fulfilment



# Foreword

At J&J, we've always believed that building a strong business starts with the right people. Creating an environment where people feel supported, respected and able to progress isn't just part of our culture, it's how we operate day to day.

This is our second Gender Pay Gap Report, and we're sharing it openly because transparency matters. With 59% of our workforce made up of women, we're proud of the contribution women make across the business, particularly in an industry that has traditionally had more men.

This report gives a clear picture of our gender pay gap and the factors influencing it. Some of the findings reflect the structure of our workforce and where representation is stronger or weaker across different levels and roles.

We're not sharing this because we think the work is finished. We're sharing it because understanding the data matters, and improving balance across the organisation takes focus and consistency over time.

Alongside the figures, we've included examples of how we're supporting progression and creating opportunities across the business. That's where real change happens, in how people move through the organisation and build their careers.



**Clara Buckingham**  
Chief People Officer



# Introduction

This report has been prepared in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The data is based on a snapshot date of 5 April 2025 and includes all relevant employees, along with bonus payments made in the 12 months preceding the snapshot date.

Gender pay gap reporting measures the difference in average pay between men and women across the organisation. It does not measure equal pay for equal work. We are confident that men and women are paid equally for performing comparable roles.



# Our Workforce

At J&J Global Fulfilment, our workforce is composed of 59% women and 41% men.

## Mean & Median Gender Pay Gap

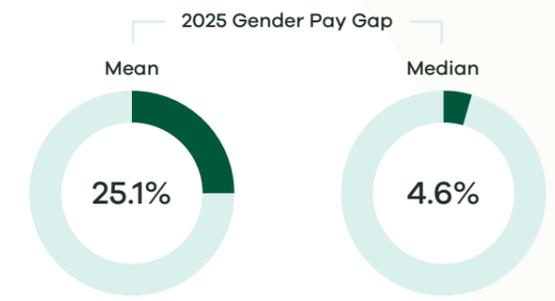
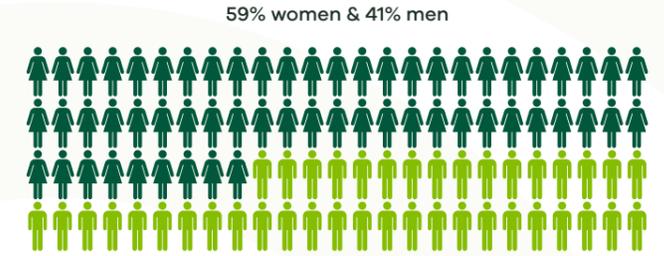
To calculate the mean pay gap, we compare the average hourly pay of women and men across the business. The median pay gap looks at the midpoint of pay when everyone is lined up from lowest to highest paid.

This year, our mean gender pay gap is 25.1%, and our median gender pay gap is 4.6%.

We recognise that these figures show a gap, and we do not take that lightly. The difference between the mean and median is important. The smaller median gap suggests that pay within comparable roles is broadly aligned. The higher mean gap reflects how men and women are distributed across different levels and functions within the organisation.

A significant proportion of our workforce (65.3%) sits within Level 1 operative and entry-level roles, where women are strongly represented. As roles become more senior and specialised, representation becomes more uneven. Men are more concentrated in Levels 5 and 6, which include higher-paying management and specialist positions. These roles, along with commission-based sales roles, carry greater earning potential and therefore have a greater impact on the overall average.

The table shows the distribution of women and men across each organisational level.



Percentage of females and males across job levels

Level	Level Description	Female	Male	Total
1	Operative & Entry level	41.6%	23.7%	65.3%
2	Admin & Support	6.5%	2.1%	8.6%
3	Skilled Support	1.7%	3.4%	5.2%
4	Team Leader/Med Skilled	6.5%	5.8%	12.4%
5	Manager/High Skilled	2.1%	3.1%	5.2%
6	Head of Department	0.3%	2.1%	2.4%
7	Leadership	0.7%	0.3%	1.0%

## Pay Quartile

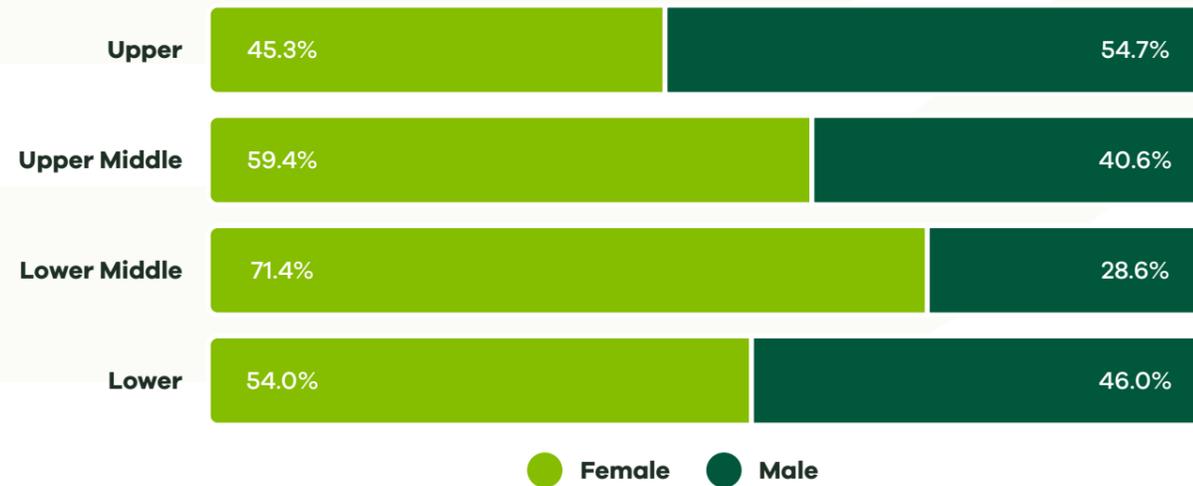
Each quartile represents 25% of employees ranked from lowest to highest hourly pay.

Women are represented across all four pay quartiles. Female representation is particularly strong in the lower and lower-middle quartiles, reflecting the significant contribution women make across our operational and support functions.

In the upper-middle quartile, representation is broadly aligned with overall workforce composition.

In the upper quartile, women account for 45.3% of employees, demonstrating meaningful representation at higher pay levels while highlighting further opportunity to strengthen balance at the most senior levels.

Taken together, the quartile data shows that women are present at every level of the organisation, with continued scope to improve representation in the highest-paying roles over time.



## Our Bonus Pay Gap

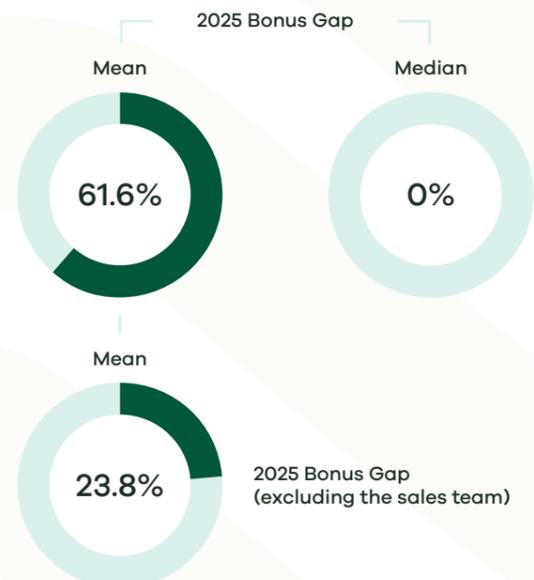
The bonus pay gap measures the difference between bonus payments made to male and female employees. Only relevant employees who received a bonus (including commission) are included in the calculation.

Our median bonus gap is 0%, meaning that at the midpoint, bonus payments to men and women were equal. This reflects consistent bonus outcomes across the majority of roles.

The mean bonus gap is higher at 61.6%. This is primarily influenced by commission payments within our sales team, where variable commission can significantly exceed other bonus types and where representation remains predominantly male.

When sales commission is excluded from the calculation, the mean bonus gap reduces to 23.8%, demonstrating the impact that role distribution within revenue-generating positions has on the overall figure.

We recognise the influence that commission-based roles have on our bonus outcomes and remain focused on strengthening representation across these areas over time.



## Addressing Our Gender Pay Gap

Our data shows that the gender pay gap at J&J reflects how our workforce is structured across levels and functions. While women are strongly represented across the organisation, representation becomes less balanced in certain senior and revenue-generating roles.

Diversity, equity and inclusion are important to us not as standalone initiatives, but as part of how we build and sustain a strong business. We want our workforce to reflect the communities we serve and to ensure that opportunity and progression are accessible to everyone.

Improving balance across higher-paying roles is therefore a practical priority. We are focused on strengthening progression pathways and ensuring that development opportunities are visible, supported and fairly accessed across the organisation.

We recognise that meaningful change in representation takes time. By continuing to review our data, challenge barriers and support development at all levels, we aim to build a stronger balance across the organisation over the long term.

### Our areas of focus include:

- ✓ Increasing female representation within revenue-generating roles, particularly Sales
- ✓ Supporting progression from entry-level and support roles into management positions
- ✓ Reviewing promotion rates and progression timelines by gender
- ✓ Ensuring leadership development opportunities are equitably accessed
- ✓ Continuing external benchmarking to maintain fair and competitive pay structures



**Sorina Rosu**  
Web Developer

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

I didn't always plan to work in IT. When I was younger, I actually wanted to become a clothing designer. I quickly realised that drawing wasn't my strongest skill, but I was quite good at maths, and IT seemed both interesting and full of opportunities.

After completing my degree and master's in Informatics in Romania, I landed my first job. It wasn't a developer role, but I was very curious, so I started exploring the code to understand how it worked and asked lots of questions. That sparked my interest in development.

After that, I had a few other roles that gradually introduced me more and more to coding. Then in 2015, I made the bold decision to move to the UK. I was honestly amazed that companies here were willing to give me, a girl from another country, an opportunity. Unfortunately, after a few months, I was made redundant, which was a bump in the road.

Everything worked out in the end, because in 2018 I joined J&J, where I found what truly feels like my dream job.

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

Personally, I haven't experienced any challenges related to being a woman in my role. I've been fortunate to work in supportive teams where people are valued for their skills and contributions, rather than their gender.

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

I haven't had a formal mentoring role, but I've built strong connections with friends from school who followed a similar career path, as well as colleagues who later became friends. I like to think I've been supportive to them in the same way they've supported me.

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

Since having my son, I've been working part-time so I can spend more time with him, and later on with my daughter as well. I'm incredibly grateful to have had the flexibility to do this and for the support I've received from the company over the years. It makes a real difference to feel supported while navigating parenthood and balancing family and work.

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

Being part of an inclusive workplace means feeling valued, respected, and supported. It creates an environment where people are happy to be in, and it genuinely makes me excited to come to work every day. I feel very fortunate to be part of this team and company.



**Leo Eckley**  
Strategic Account Director

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

I started out in account management with an advertising agency and gained approximately 6 years of experience before having a career break of 8 years to raise my children. During those 8 years, I did various part-time jobs from working in a call centre to estate agent house viewings at the weekends. Whilst I wasn't in full career mode, I feel that these interim roles broadened my experience and brought value when I returned to the workplace full-time. When my youngest son went to nursery at 3, I began working for my father-in-law in client service at this software company and remained with the company for the next 15 years, ultimately initiating a management buyout.

During this time I fulfilled many roles including Head of Client Services and Marketing Director at the same time as sitting on the Board. In 2023, the business was sold, and I remained with the acquirer for 18 months. After that transition period, it felt like time for a new challenge, so I joined J&J as Strategic Account Director, applying my core skills of Client Management to a new industry whilst still working with consumer brands.

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

I have felt very lucky to have worked within female-oriented industries for the majority of my career, as well as within a family business, so imagine that my challenges are less than those in the more 'corporate' world. For me, the hardest thing was managing significant business travel with 3 school-aged children at home. I was lucky to have the support of my family for overnight stays, but there was always a lot of juggling. Being organised and thinking ahead is probably how I got through.

Another challenge with the acquirer of my business was being heard and listened to. I felt this was

because I was a woman (but maybe I am wrong). There were many decisions made relating to the software that I designed and managed over a number of years, on which I was not consulted, which resulted in significant client impact. I did my best to support the clients, but I'm not sure I ever managed to overcome this one!

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

Yes, and has been a very rewarding part of my career, and I am still in touch with some of them.

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

I am lucky that my children are all adults now (although still living at home!) so this is much easier than it was. But when I was doing more juggling, flexibility was essential. The sense that people aren't watching your 'hours in the office' but are more interested in output is key. And if output is an issue, I would hope to have support and guidance with improving performance.

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

An inclusive workplace brings varied opinions to the table and that can only be a good thing. Even in 6 months with J&J I feel the culture of sharing ideas and value not seeing team members (no matter how junior) 'shut down' when an idea is proposed. This isn't the case in many businesses.



**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.

ecommercefulfilment.com  
+44 (0)333 200 9950  
sales@jamesandjames.com

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