

2024-25 Impact Report

Fulfilling a Better Future

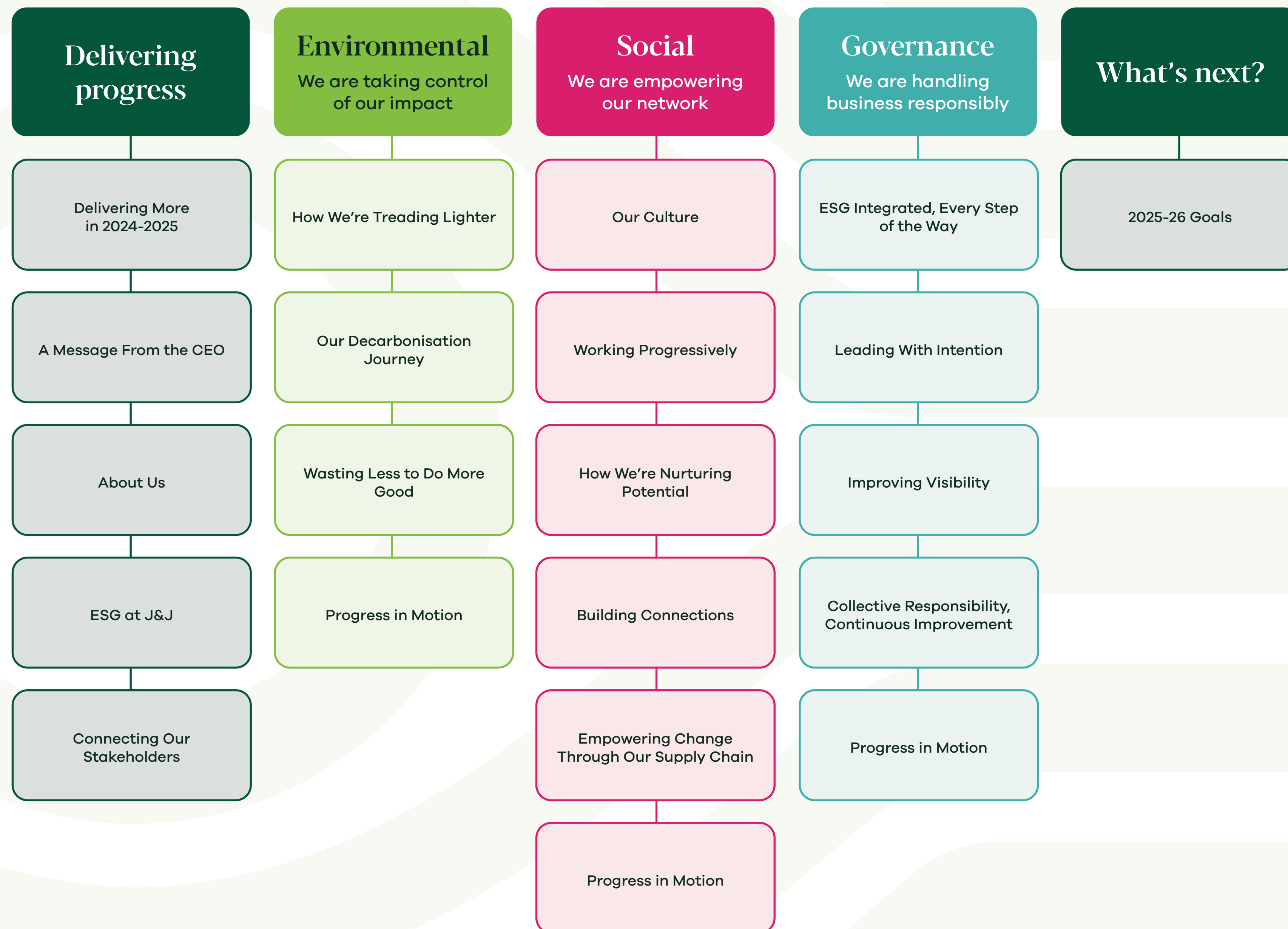


J&J® Global
Fulfilment

What to Expect in This Report

This report covers J&J Global Fulfilment's progress during the 2024–25 financial year for our UK and US business entities: James and James Fulfilment Ltd and James and James Inc.

While we are a global company with operations across multiple regions, this report primarily focuses on our owned sites in Northampton, UK, and Columbus, US. References to our partner-operated sites in Europe, Canada, and Australia are included where relevant, particularly in the context of our supplier and stakeholder relationships; however, we do not report on these locations directly.



Glossary

We know the world of eCommerce fulfilment can sometimes feel complex, especially if you’re not working in the field day-to-day. We also understand that some of the terminology relating to ESG can be a little difficult to interpret.

To help, we’ve included a quick glossary of terms so you can get the full context of this report, even if some of the terminology is new to you.

1. 3PL (Third-Party Logistics)

A company that handles logistics operations — like storage, packing, and shipping — for other businesses so they can focus on selling rather than managing inventory.

2. Carbon Footprint / tCO2e

The total greenhouse gas emissions caused by a company, measured in tonnes of carbon dioxide equivalent (tCO2e).

3. Carrier Partners

Courier or delivery companies (like FedEx, UPS, or Royal Mail) that transport parcels from fulfilment centres to customers.

4. Circularity / Waste Management

Managing resources in a way that reduces waste, encourages reuse or recycling, and minimises landfill disposal.

5. Code of Conduct

A formal document outlining expected ethical behaviour and standards for employees, suppliers, and partners.

6. ControlPort™

J&J’s proprietary technology platform that provides clients with real-time visibility over inventory, orders, and shipping.

7. Decarbonisation

The process of reducing carbon emissions by switching to cleaner energy sources and more sustainable practices.

8. Diversity, Equity & Inclusion (DEI)

An organisational commitment to fairness and equal opportunity, ensuring people of all backgrounds feel valued and represented.

9. eCommerce

The buying and selling of goods and services online. Fulfilment companies like J&J handle the logistics behind these online transactions.

10. ESG (Environmental, Social, and Governance)

A framework used to measure a company’s sustainability and ethical impact across three pillars: the environment, social responsibility, and business governance.

11. Fulfilment Centre (FC)

A warehouse where customer orders are received, picked, packed, and shipped to end customers on behalf of eCommerce brands.

12. Governance

The system of policies, leadership structures, and accountability practices that ensure a company operates responsibly and transparently.

13. Inventory / Stock Control

The tracking and management of products stored in a warehouse to ensure accurate availability for orders.

14. Materiality Assessment

A process for identifying which ESG topics (like carbon emissions or diversity) matter most to a company’s stakeholders and long-term success.

15. Omnichannel / Multi-Channel

A retail approach that allows customers to buy products through several channels (online, in-store, or pop-up shops) while keeping stock and service consistent across all.

16. Packaging (Recyclable / Void Fill)

The materials used to protect items during shipping. Void fill refers to materials that fill empty space inside a box to prevent movement and damage.

17. Procurement

The process of sourcing and purchasing goods or services (for example, packaging materials or transport providers).

18. Scope 1, 2, and 3 Emissions

Categories used to measure a company’s greenhouse gas (GHG) emissions:

- Scope 1: Direct emissions from owned operations (e.g., company vehicles).
- Scope 2: Indirect emissions from purchased electricity
- Scope 3: All other indirect emissions, like shipping or supplier activity.

19. Stakeholders

Individuals or groups affected by a company’s actions — such as employees, clients, suppliers, investors, and local communities.

20. Supply Chain

The complete network of people, organisations, and resources involved in creating a product and getting it to the end customer — from raw materials to delivery.

Delivering More in 2024-2025

We'll be covering all of this and much more in our Impact Report, but here are a few highlights that we're particularly proud of.

12,215 hours

of training completed across cybersecurity, compliance, conferences, and apprenticeships



64%

of total suppliers in FY 24/25 signed and are accountable for our Supplier Code of Conduct



POP!



We launched our new pop-up shop initiative: POP, where we organised and sponsored clients to run pop-up shops in Soho, London.

82%

of waste at our Northampton site was either reused or recycled

45



policies developed

Covering topics like ESG, Health & Safety, and Data Protection

100%

of the forklifts at our Northampton site are electric



88%

of employees are proud to work at J&J

90%

reduction in plastic packaging use over the last five years

A Message From the CEO

Over the past year, our business has grown by more than 30%, thanks to our success in both the UK and across our international sites. With this growth comes responsibility: to grow sustainably, and to keep our people at the heart of everything we do.

What makes J&J special is the combination of our technology, our expertise, our people, and the customer experience we deliver. Together, these allow us to provide a truly world-class fulfilment solution for the SME market.

Sustainability is central to this. We know the importance of managing our carbon emissions and resource use, engaging positively with the communities where we operate, and running our business responsibly across every aspect of what we do. Over the past year, we've built a much clearer picture of our ESG priorities via our materiality assessment, and we've launched new initiatives to ensure our people are actively involved in the communities around them.

Transparency, or as we like to put it, "Total Visibility", has always been part of our DNA. As we move forward, we'll continue to communicate our progress transparently, with a clear commitment to reducing the impact we make per order.

Transparency, or as we like to put it, "Total Visibility", has always been part of our DNA.

I'm proud to share our first Impact Report, which highlights some of the steps we've already taken and the progress we're making. We have big ambitions in the ESG space, and I'm excited about the projects we have in the pipeline over the next twelve months.



Emma Dempsey
Chief Executive Officer



About Us

J&J Global Fulfilment began in 2010, when friends and co-founders James Hyde and James Strachan couldn't find a fulfilment partner that worked for the honey business they were running at the time. The search was so tough that they decided it would be easier to build their own solution.

Starting out from the corner of a warehouse, they launched the world's first cloud-based fulfilment service, supporting just a handful of small businesses.

Fast forward to 2025, and J&J now operates seven fulfilment centres across Europe, North America, and Australia, with our headquarters and flagship site here in Northampton, UK.

With our global reach, our award-winning platform ControlPort, and a brilliant team of fulfilment experts, we're on the road to fulfilling 100 million orders, all while helping brands everywhere See More, Sell More, and Grow More.

[Read our story](#)



37+ Million

Orders shipped all time

7 FCs

2 owned & 5 partner sites

400+

Global clients

7.5 Million

Orders shipped last year

Wherever our clients are, they get the same processes, the same technology, and the same industry-leading service. Everything works together seamlessly, giving them visibility, reliability, and the confidence to grow.

ESG at J&J

At J&J, we believe that total visibility goes far beyond stock control. It should govern everything we do, so that our customers don't have to make a trade-off between conscious and responsible decisions and fast-paced growth.

The fulfilment industry is currently on the back foot when it comes to acting sustainably. While we're proud of the progress we've made with our ESG initiatives over the last 12 months, we recognise that there is still much more to do. It is our responsibility to leverage our influence and make sustainable practices the industry standard. With every client we bring on board, our ESG journey and its positive impact grow.

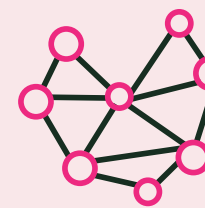
Our vision statement

“Our vision is to move our industry forward and fulfil a better future.”



Environment

We are taking control of our impact.



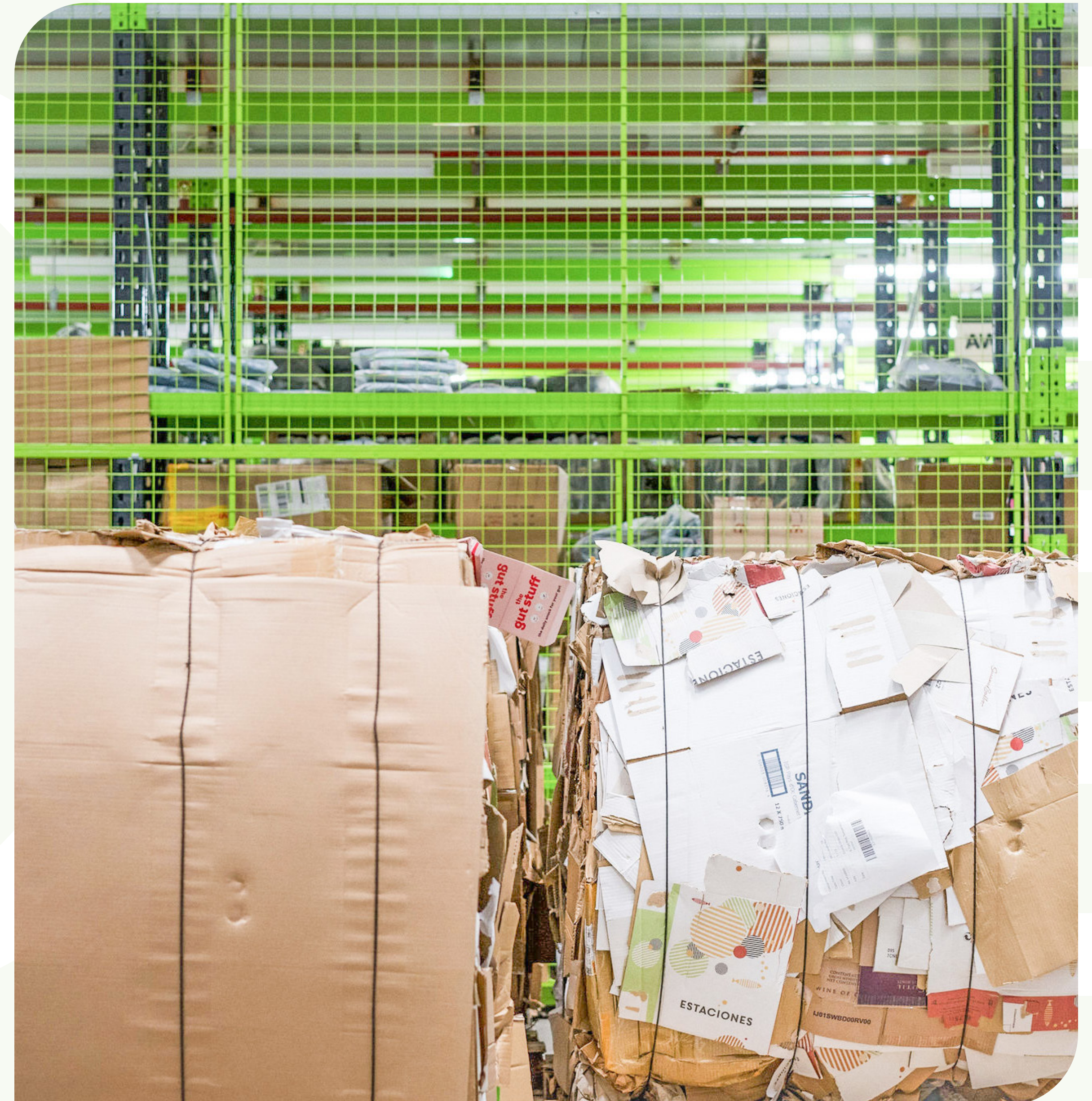
Social

We are empowering our network.



Governance

We are handling business responsibly.



Connecting Our Stakeholders

Our ESG strategy is ambitious and touches every part of our business. As a result, we prioritise collaboration at every level and work closely with our stakeholders to create outcomes that benefit the environment, our clients, and our people.

Through materiality assessments and open, transparent communication, we aim to take our stakeholders with us on this journey. Engagement throughout 2024 and into early 2025 has been vital in shaping our ESG priorities for the 2025/26 financial year, highlights of which you'll find later in this report.

That said, as we look ahead to next year and beyond, we know we can do more to bring our stakeholders with us on this journey. Through 2025 and 2026, we'll be formalising how we communicate with external partners, particularly charities and carrier partners, so we can better understand our impact and identify new opportunities for improvement.

“Sustainability is important to J&J because it should be important to everyone...if we want to be a business built on ethical practices, it is something we should be working towards.”

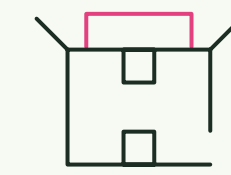


Michael Murphy,
Head of UK Operations

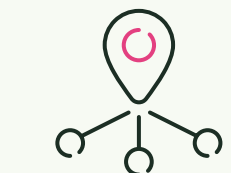
Inside the business, we're exploring ways to share our progress more clearly and to keep drawing on the valuable insights of our people. Their input will continue to shape our strategy and ensure our ambitions stay both practical and impactful.

Our Stakeholders Span Every Corner of Our World

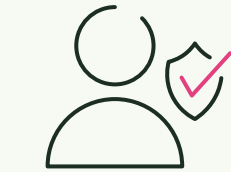
Each has an impact on our ESG strategy, and in turn, is impacted by it. That's why we've designed our approach to reflect their needs as well as our own.



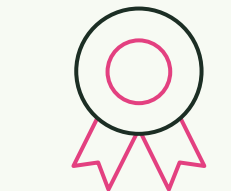
Suppliers



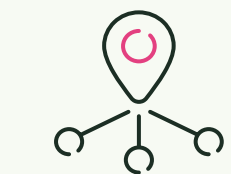
Carrier partners



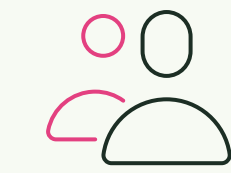
Clients



Investors



Communities



Employees



Charities



Understanding Our Priority Issues

In 2024, in collaboration with our sustainability partners at [Seismic](#), we carried out our first-ever materiality assessment. This process involved a broad mix of stakeholders — from employees and suppliers to clients and investors — to help shape the future of our ESG strategy.

The assessment was designed to identify, assess, and prioritise the environmental, social, and governance topics that matter most. We surveyed key stakeholders, asking them to rank these topics by importance, both personally and in relation to J&J’s long-term success.

To deepen our understanding and collect a wide range of priorities, we also held interviews with other selected participants within the business.

Some key topics in the materiality assessment included:



Environmental
CO2 emissions, sustainable packaging, and waste.



Social
Human rights, health and safety, and supply chain.



Governance
Data management, business conduct, and risk management.



Our findings helped us sharpen our focus and prioritise the areas that stakeholders see as most important for the year ahead. Since completing the process, we’ve sharpened our ESG strategy and defined clearer targets, which we share at the end of this report.

[Read the report](#)



Environmental

We are taking control of our impact

The rise of eCommerce has made life more convenient than ever. With just a click, almost anything can be delivered to our doors. But with this convenience comes responsibility, because a more connected world also puts greater strain on the environment.

Running fulfilment centres takes electricity to power operations and keep our people comfortable. Orders need packaging. Vehicles require fuel, which results in emissions. And sometimes products become damaged or out of date and need to be managed through appropriate recovery or disposal.

We know that while our business brings joy and convenience to people around the world, it also has an environmental cost. That's why we're committed to managing our impact; taking tangible steps to reduce it, offset it, and build a more sustainable future for eCommerce and our planet.

In this section, you'll find information about the steps we've taken to measure and address our environmental footprint, as well as our current actions and plans to reduce it and maintain accountability.

Environmental

How We're Treading Lighter

Our business — and the eCommerce industry as a whole — continues to grow rapidly. We recognise the pressure that this growth can place on the environment, which is why we are taking deliberate steps to identify, measure, and reduce our impact.

Our focus is on the areas where our climate footprint is greatest: energy consumption, packaging, and fuel emissions.

Since the 2022/23 financial year, we have committed to measuring our Scope 1, 2, and 3 emissions on an annual basis. This commitment gives us the insight needed to pinpoint key areas for reduction and embed more sustainable practices. Through this process, we've built a clearer understanding of our emissions hotspots and developed a targeted action plan to limit our impact, even as we continue to scale.

Our Emissions Hotspots



75% of FY 24/25 emissions

Transportation & Distribution

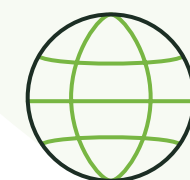
The heart of what we do, supporting our clients in getting their stock to their customers.



12% of FY 24/25 emissions

Procurement

A key part of our operations requires procurement from and collaboration with suppliers to provide clients with packaging, technology, and services.



5% of FY 24/25 emissions

Business Travel & Employee Commuting

What allows us to efficiently run sites across our global network.



Our Carbon Footprint

We recognise the growth in our carbon footprint over the years, particularly related to Scope 3 categories such as T&D and procurement, and the need for us to collaborate with our suppliers to identify opportunities to reduce our emissions hotspots.

Thanks to the carbon reduction measures already underway, this increase has been far smaller than the pace of our growth.

Our aim is to ensure our footprint does not scale in line with our expansion and to mitigate our impact on the environment as much as feasibly possible.

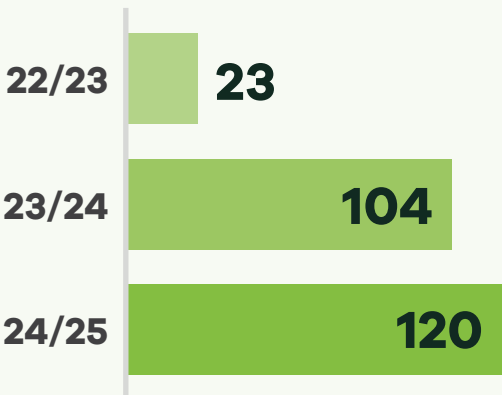
“We have seen a **35.7% increase** in our order volume between the last financial year and financial year 2023/24, but only a **14.3% increase** in our tCO2e per order. Thanks to our efforts in improving data clarity and the ongoing implementation of carbon reduction measures, our emissions intensity is beginning to decline.”



Mia Dempsey,
ESG Coordinator & Data Analyst

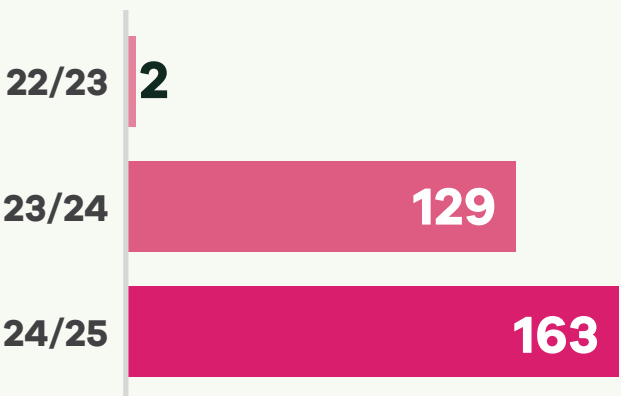
Scope 1 (tCO2e)

422% increase from baseline year



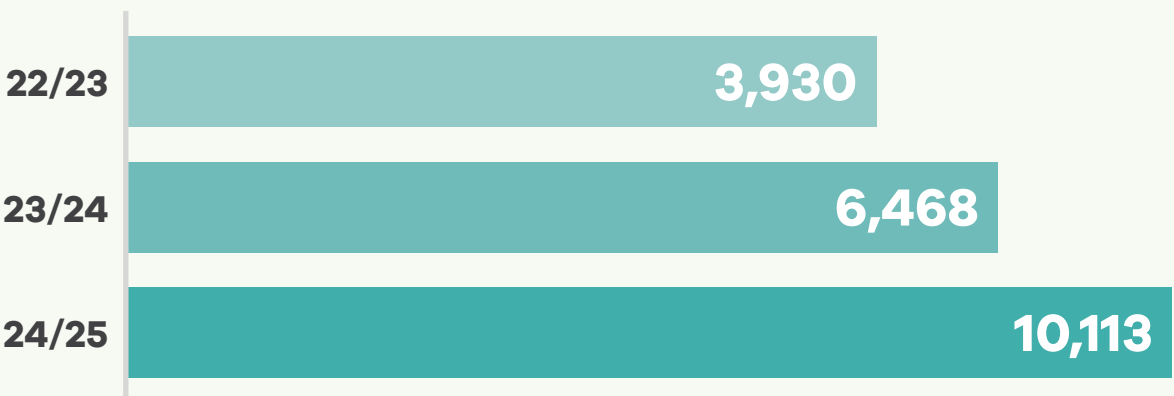
Scope 2 (tCO2e)

8,050% increase from baseline year



Scope 3 (tCO2e)

157% increase from baseline year

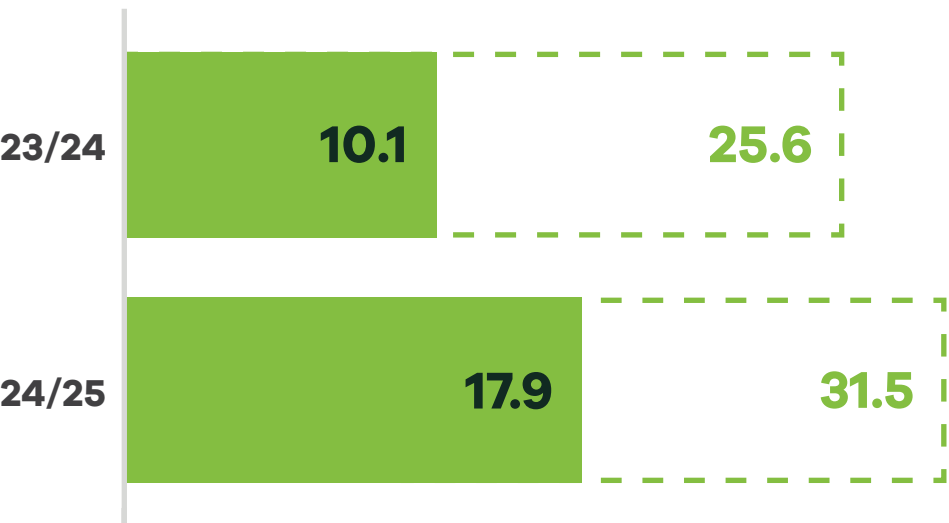


Intensity Metrics

An Intensity Metric illustrates the quantity of emissions produced per business activity, allowing us to compare our impact with our growth.



-  % growth in tCO2e per order
-  % growth in orders



-  % growth in tCO2e per million turnover (all operations)
-  % growth in turnover (£m)

Our Decarbonisation Journey

Climate action is a shared responsibility. We are proactively embedding sustainability into our decision making and working with partners who share our vision for a low-carbon future.

In March 2025, we evaluated the opportunity to set a Science-Based Target (SBT) under the [Science-Based Targets initiative](#). However, given the current lack of sector-specific guidance for the logistics industry — combined with the fact that 97% of our emissions come from Scope 3 — we have chosen not to set an SBT at this stage. We believe in aiming high, but also in setting goals that are realistic and deliverable, ensuring our progress is both meaningful and measurable.

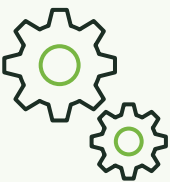
That said, our determination to reduce our emissions profile remains unwavering. We have set ambitious short- and long-term decarbonisation targets across Scope 1, 2 and 3 emissions, committing to reduce the footprint of our key business activities well into the future.

	Short Term	Long Term
Scope 1 Targets	Reduce absolute Scope 1 GHG emissions 50% by 2035 from a FY 23/24 base year	Reduce absolute Scope 1 GHG emissions 90% by 2050 from a 2024 base year
Scope 2 Targets	Reduce absolute Scope 2 GHG emissions 50% by 2035 from a FY 23/24 base year	Reduce absolute Scope 2 GHG emissions 90% by 2050 from a FY 23/24 base year
Scope 3 Targets	Reduce Scope 3 GHG emissions per £1m revenue 35% by 2035 from a FY 23/24 base year	Reduce Scope 3 GHG emissions per £1m revenue 80% by 2050 from a FY 23/24 base year



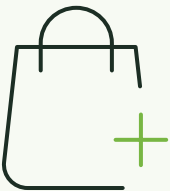


Our Carbon Reduction Progress



Upstream/Downstream T&D Scope 3

Working with carrier partners to improve emissions data and identify reduction opportunities.



Purchased Goods/Services & End-of-Life of Products Scope 3

Partnering with packaging suppliers to reduce material use, boost recyclability, and access better sustainability data.



Business Travel Scope 3

Implementing more emissions conscious purchase decisions through our travel policies.



Waste in Operations Scope 3

Overhauling UK fulfilment centre waste management to reduce landfill and target high-waste areas.



Electricity Scope 2

Reviewing renewable energy usage across 3PL sites and engaging 4PL partners on their energy mix and improvement plans.

Wasting Less to Do More Good

Taking Pride in Our Packaging

When it comes to packaging, practicality matters. It needs to be affordable so our clients can price competitively. It needs to be protective so products arrive safely.

And sometimes, to prevent items from shifting during transit, void fill is necessary. But we believe that practicality shouldn't come at the expense of the environment.

Given that we ship over 100,000 orders per week out of our Northampton site alone, we're aware of the impact our packaging has, both in its production and disposal. That's why, since October 2024, we've been tracking the weight and materials used across all our packaging. This data helps us report more transparently on waste, highlight areas for improvement, and design packaging solutions that are more sustainable.

82%

of Northampton waste was diverted from landfill

90g

0.09kg waste produced on average per order sent out of our Northampton site

Reducing Waste

We help our clients get their products to customers, but fulfilment centres, packaging, and operations inevitably create waste.

At J&J, we want to make sure that waste is managed responsibly, recycled wherever possible, and minimised at every step.



We track our waste, energy, and water use each month with the support of waste partners and utility companies, comparing results to key intensity ratios such as orders shipped and employees on site.



In 2024/25, 82% of all waste at our Northampton site was diverted from landfill. We're now focused on ensuring the remaining 18% is disposed of as sustainably as possible, avoiding incineration and landfill.



At our US site, most waste is already recycled, but we see significant opportunities to improve further.

Looking ahead, we'll continue strengthening our waste management by streamlining operations with waste partners, developing employee training programmes, and championing sustainability throughout our fulfilment centres.





We work with a trusted packaging partner in the UK and the EU, [Carlton Packaging](#), who supplies all our materials. Together, we’ve ensured that:

- We have optimised box designs, including multi-depth boxes with only a small range of standardised styles, helping us pack items securely while reducing the need for excess void fill
- Our packers are trained to choose the right box size for each order, further cutting down on unnecessary void fill.
- All clients have access to affordable, fully recyclable packaging as standard.

“Having a good forecast with a surplus supply allows us to flex to customer demand and Carlton’s production capabilities...The greater level of transparency has enabled us to more accurately track and report on our carbon emissions and support our clients in making more sustainable packaging choices.”



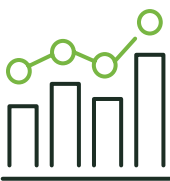
Ashley Lovatt,
Packaging Manager



Future Targets

Progress in Motion

We’ve made meaningful progress, but there’s more to do as we continue to reduce our environmental footprint and promote responsible growth. That’s why we’re excited to share some of the projects already in motion.



Smarter Emissions Tracking

We’re working closely with our transport and distribution partners to gain clearer, more accurate insights into the emissions linked to our services. This will not only help us measure our footprint more effectively but also highlight opportunities for meaningful reductions.



Transforming Waste Management

In the UK, we’re overhauling our waste management system. This includes optimising recyclability, delivering waste training for all employees, and promoting “green champions” across the workplace to embed best practice into day-to-day operations.



Reducing the Impact of Business Travel

We’re developing new policies around business travel. By setting clear guidelines on factors such as flight class and spending, we aim to reduce the environmental impact of our travel while maintaining the flexibility our teams need to operate effectively



Social

We are empowering our network

Since our inception, our commitment to our people and our drive to use business as a force for good in the community have been at the core of who we are.

As an inclusive, progressive company, we strive to provide our employees with the environment, tools, and support they need to care for their physical and mental well-being, while nurturing their potential so they can be the best version of themselves.

We know that when our people are healthy and happy, they bring stronger ideas, work better together, and create a more productive business overall.

Beyond our workplace, we're also committed to supporting the communities we're part of. That means partnering with charities, sponsoring meaningful causes, and giving our people paid volunteering days to contribute to what matters closest to their hearts.

In this section, you'll learn more about J&J's ethical workplace culture and our commitment to social good, both inside and outside of the business.

Social

Our Culture

We're incredibly proud of our culture at J&J. Since the very beginning, we've worked to make this a place where everyone feels included, heard, and genuinely looks forward to coming to work each day.

We want J&J to be a company where success is recognised and rewarded, where welfare, compassion, and acceptance go hand in hand with our business goals, and where everyone is encouraged and empowered to use our resources to support causes beyond the business whenever possible.

Our Culture Code

Our Culture Code and mindset have shaped a workplace where individuals are encouraged to take ownership, challenge the status quo, and work together to deliver exceptional outcomes for our clients.

The bedrock of our culture is our culture code, built around three pillars:

Challenge

We challenge the norm, explore new ideas, innovate, and never settle for the way it's always been done. We challenge ourselves with ambitious targets and achieve them through clear communication and open feedback

Create

We think big and create processes and solutions that scale with us and our clients. We document and systemise tasks, but we never take our processes for granted. We question and evolve them for scale and competitive edge

Deliver

We always work to exceed our promises and go above and beyond to delight our clients and their customers. Above all, we make things happen with a can-do attitude and tireless pursuit of results



Working Progressively

It’s in our culture to challenge the status quo. Not just in how fulfilment is done, but in how our industry is represented.

It starts with how we look after our people. Every full-time employee has access to a wide range of physical and mental health services, including 24/7 GP access, a health cashback scheme, and on-site mental health support. We also provide Death in Service cover, giving families security should the unthinkable happen.

We work just as hard to create an environment where people feel energised and inspired at work:

- Spacious, bright, and vibrant environment
- Themed meeting rooms
- Green areas
- A touch of quirkiness

“Our people have their own stories and commitments. We are family-friendly and we make work-life balance standard practice, not a perk, supported by flexible hours and hybrid working.”



Clara Buckingham,
Chief People Officer

We also recognise the importance of work-life balance. Wherever possible, we offer flexible working to support our people, whether that’s for day-to-day balance or when life circumstances require it.



Challenging Industry Prejudices

We’re proud to be a female-led business, with women making up 59% of our workforce and holding several senior leadership positions, including our Chief Executive Officer, Chief People Officer, Chief Commercial Officer, and Finance Director.

In a sector that has long been – and still largely is – male-dominated, this is something we’re incredibly proud of.

By building a business where gender parity is the norm, not the exception, we’re helping to challenge outdated perceptions of fulfilment, logistics, and warehousing.

[Read our Gender Pay Gap Report](#)



An Inclusive Approach to Recruitment

We believe it's possible to hire the best talent while also opening doors for people with disabilities, who have historically been underrepresented in the workplace.

This belief sits at the heart of our approach to inclusive recruitment, led by our Talent Manager, Steph Hollis.

While J&J already had a diverse workforce in many respects, there was still more to be done to actively support people with disabilities into employment. "We know J&J is a great place to work, but we don't want it to only be a great place for certain groups of employees," she said. "Our goal is to break down barriers and create a more accessible workplace for everyone."

That opportunity came when a local service provider approached J&J, struggling to find an employer willing to take the steps needed to help individuals with disabilities transition comfortably into the workforce. Having previously engaged with an employment programme supporting individuals with Down Syndrome into work, J&J already had some experience in providing reasonable adjustments and support.

Steph began by holding internal conversations to ensure teams were well-equipped and the environment was ready. She then conducted in-person interviews to get to know each candidate and understand how best to accommodate their needs. Most of the adjustments required related to physical aspects of the roles, so duties and shift patterns were adapted accordingly. As a result, two candidates were successfully offered roles and joined the team in December 2024.

"We don't want J&J to only be a great place for certain groups of employees — our aim is to break down barriers and create a more accessible workplace for everyone."



Steph Hollis,
Talent Manager

The impact of this initiative has been significant. "It's given us access to talented people with valuable experience and well-rounded skillsets that are already adding real value to the business," Steph said.

It's also had a positive effect internally, as existing employees have stepped into support roles for their new colleagues, helping them settle in while developing new skills and a sense of fulfilment themselves.

Looking ahead, J&J is continuing to build on this progress. A new accessibility widget will be added to the careers page, allowing applicants to adjust the layout to suit their individual needs, making the application process easier for those with disabilities. We also plan to continue working with local disability employment services and to create work experience opportunities for students, regardless of disability status.



How We're Nurturing Potential

2024 Employee Engagement Survey

In Summer 2024, we carried out our annual employee engagement survey across our Head Office, UK Fulfilment Centre, and US site.

Utilising Hive, our internal feedback platform, employees were given the opportunity to freely and anonymously provide feedback on a number of key focus areas such as Leadership and Inspiration, Health and Wellbeing, and Realising Potential.

The survey highlighted some successful progress, as well as opportunities to further improve our workplace culture and atmosphere.

Things to Celebrate

- ✔ "This company gives us more opportunities to improve our skills in the work environment."
US
- ✔ "I trust leadership to grow J&J bigger."
US
- ✔ "Everyone here is equally respected and treated."
UK FC
- ✔ "I'm grateful to be working at J&J — I'm excited to build a career here."
UK Office

Things to Improve

- + "I want to learn more and upskill myself in different department processes, so I can contribute more to J&J's growth while also developing myself."
UK FC
- + "As a growing company, there are always new opportunities in different departments. I think J&J could benefit from programmes that help people move into roles they're interested in."
UK Head Office
- + "I regularly receive positive feedback, but I'd also like feedback on how to improve and challenge myself more."
UK Head Office
- + "I'd like more soft skills enhancement programmes for employees, such as language coaching, team building, personality development, and public speaking."
UK FC



What is eNPS?

Employee net promoter score, a measure of employee satisfaction on a scale from -100 to 100. A promoter is someone who believes that not only is an organisation a great place to work, but is also confident enough to recommend it to others.

+41 and above = Outstanding
+21 to +40 = Very good
10 to +20 = A typical score
-11 and below = A low, concerning score

What is Engagement Index?

Engagement Index serves as a happiness meter for the workplace. It measures how connected and committed our team is to their work.

Head Office

+42

eNPS

8.2

Engagement Index

UK FC

+34

eNPS

7.3

Engagement Index

US Office & FC

+22

eNPS

7.4

Engagement Index

Career Spotlights

From Onboarding to Transformation & Delivery

Hollie began her career at J&J as an Onboarding Specialist in our Client Solutions team.

Within two years, Hollie had progressed through the team up to being Client Solutions Manager, leading our Client Solutions team in onboarding new clients across our international network of sites.

When a Project Manager vacancy opened up in our newly formed Transformation & Delivery team, Hollie decided she wanted to take the next step in her career. Since taking on her new role, Hollie has had the opportunity to study for a PRINCE2 qualification and shape a number of key projects across the business.



“With the majority of the career progression conversations I’ve had at J&J, it has always been around where I want to go and what I want to do as opposed to being shut down and locked into a set career path. I’ve always been asked what J&J needs to do to get me there.”

Hollie,
Project Manager

Apprenticeship Opportunities at J&J

Maygan began a Level 3 apprenticeship in HR at her previous job, where she was unfortunately made redundant.

Following this, she joined the People Team at J&J, with the goal of completing her apprenticeship to a high standard whilst delivering on her role as HR Administrator.

Since joining J&J, Maygan has received constant support from her Line Manager and the wider J&J team in balancing her apprenticeship with her work responsibilities. Through building a working structure that allows her to dedicate the appropriate amount of time to her apprenticeship work, Maygan is confident in her ability to complete her apprenticeship in the coming months, and potentially achieve a higher level qualification in future with J&J’s support.



“Since joining J&J, I have been able to progress through my career. I’ve been given much more freedom and more time to schedule in my apprenticeship work, with a designated day a week on Tuesdays to complete the work. The role has kept me on my toes in a good way by giving me an opportunity to learn something new and develop more.”

Maygan,
People Administrator

Building Connections With Our Clients

Our focus on clients goes far beyond picking, packing, and shipping. We see ourselves as fulfilment partners, and we put real weight on that word partner, rather than treating our work as purely transactional.

To bring this to life, we created The Scale Up – an arm of our business designed to cut through the day-to-day of eCommerce with fresh, helpful, and human perspectives. Since relaunching The Scale Up alongside our rebrand in 2024, we’ve delivered three major projects under its umbrella.



The Scale Up Podcast

In November 2024, we launched The Scale Up Podcast, filmed on-site at J&J.

Our aim was clear: not to sell our services, but to celebrate the talented entrepreneurs driving our industry forward. Guests, both clients and non-clients, joined us to share their stories, challenges, and advice, inspiring new entrepreneurs while offering practical insights to those already established.

We produced five episodes for Season 1, released between November and May, and we’re currently working on Season 2, which is scheduled for release from Autumn 2024 through Spring 2025.

You can watch or listen on:



The Scale Up Event

In January 2025, we hosted our first major event under The Scale Up banner: “Going Global.”

Held at our Northampton HQ, the event featured guest speakers – both clients and industry experts – who gave up their time to come in and talk about eCommerce hot topics and their brand growth journeys. Notably, we invited our sustainability partners, Seismic, to attend, where they delivered a fantastic talk about the business case for ESG, especially when expanding globally.

The day also included a fulfilment centre tour, networking, and time to connect over drinks and nibbles. All in all, a very pleasant way to spend a Tuesday afternoon, and an experience we’re looking to replicate and build up annually each year.



POP!

In December 2024, we launched our pop-up shop initiative, fittingly titled POP!.

For this, we sponsored and organised three pop-up experiences for clients: The Beauty Crop, Tom’s Trunks, and AYM. As a fulfilment partner that believes in the value of multi-channel selling, we wanted to give our clients the chance to step into physical retail and test the waters risk-free.

Each brand was given an indoor retail space in Soho, London, for one week in December. This gave them the opportunity to offer experiential shopping, meet customers face-to-face, and extend their Black Friday promotions into the final run-up to Christmas.

For all three clients, it was the first time they’d been able to bring their brand to life in an indoor retail space. Each found unique value in the experience, whether in connecting personally with customers, showcasing their products on physical shelves for the first time, or being able to offer value-added services like free hemming and workshops.

We’re incredibly proud to have supported our clients in this way, offering opportunities that few other 3PLs in the market are providing.

Building Connections in the Community

We believe it's the right thing to use our resources to connect with and support causes that matter. Over the past couple of years, we've formalised our approach to community support, allowing us to proudly back a number of meaningful initiatives.



Leicester Tigers Women's Team

In 2024, we entered a two-year sponsorship agreement with the [Leicester Tigers Women's Team](#), a local Premiership rugby side. As a female-led business in an industry where women are still underrepresented, we saw a parallel with women's sport, which continues to face similar challenges compared to the men's game.

We're inspired by what the Tigers Women's Team is doing for rugby, showing that the sport is accessible to everyone, regardless of gender. Our sponsorship helps them encourage young girls to get involved in a game that was once closed to them, while also using both our platforms to showcase high-performing women in both sport and business.



Paid Volunteering

In 2023, we introduced a paid volunteering scheme, giving every full-time J&J employee the opportunity to exchange one working day each year for a full day of volunteering.

We've partnered with a number of pre-vetted charities for volunteering and awareness projects, including [Camp Mohawk](#), the Hope Foundation, and Serve. We also support employees who want to give their time to other causes close to their hearts.

“Partnerships like this make a huge difference. They allow us to create the best environment for our players, from providing top coaching and kit, to building a culture where women can thrive in rugby. The impact is immediate and helps our athletes take the next step in their careers.”



Fraser Goatcher,
Director of Women's Rugby



Charity Committee

In early 2025, we began laying the groundwork for our first-ever Charity Committee, bringing together volunteers from across different departments at J&J.

The aim was to create a group that could shape our charitable strategy, encourage employee involvement, champion awareness, and share the impact of our contributions.

The committee was formally established later in the year, made up of seven colleagues split into three focus areas — Communications, Events, and Volunteering — to ensure a balanced and effective approach.

We're excited to share more updates on the Charity Committee's initiatives in the near future.

Empowering Change Through Our Supply Chain

As a business operating on a global scale, we recognise the importance of collaborating with our suppliers worldwide to drive a more sustainable future. Through building meaningful partnerships with key suppliers, we see an opportunity to bring our supply chain along with us for our sustainability journey.

Sharing our supplier expectations

In 2023, we developed our Supplier Code of Conduct, focused on communicating our commitments and expectations towards health and safety, sustainability, human rights, and more to our entire supply chain. The document reflects our high standards and approach towards ESG and provides a clear framework for our suppliers to hold themselves to.

As of the end of financial year 2024/25, 64% of our suppliers have signed and are accountable for our Supplier Code of Conduct. In financial year 2025/26, we plan to update our Supplier Code of Conduct to reaffirm our commitments and continue to spread our high ESG standards throughout our supply chain.

64%

of our suppliers have signed our **Supplier Code of Conduct**

Covering topics like:



Health and safety



Sustainability



Human rights



 Future Targets

Progress in Motion

As we continue to grow and scale, we'll keep investing in our people, the communities in which we operate, and our supply chain.

Whether that is through employee wellbeing and development, or connections with charity partners and key suppliers, we know that the key to growth is empowering our network.

We are pleased to highlight some upcoming initiatives that will support us in achieving this...



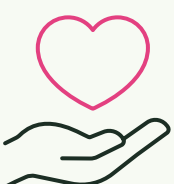
Strengthening Our DEI Commitments

Continuing our positive work around Diversity, Equity and Inclusion by recertifying as a Disability Confident Committed Employer and evaluating how we can progress further through the framework.



Raising Standards Across Our Supply Chain

Reviewing our Supplier Code of Conduct and rolling this out to all suppliers, clearly communicating our commitments to sustainability, human rights and social responsibility.



Championing Charitable Causes

Running our J&J Charity Committee, focused on delivering our community engagement projects, including charity partnerships and volunteering.



Governance

We are handling business responsibly

When we formally embarked on our ESG journey in 2022, we knew that strong governance would be critical. Governance is what makes or breaks an ESG programme. It's the glue that holds everything together, keeping us accountable, on track, and aligned to a clear vision of success, both in the short and long term.

But governance at J&J isn't a simple top-down approach. For our ESG strategy to truly take hold, we need the whole business to feel part of it. That's why our leadership team empowered a diverse, cross-functional group of colleagues to co-create our company's vision for ESG, working alongside our sustainability partner, Seismic.

Guided by a clear strategic vision, narrative and action plan, we've built a company-wide commitment to sustainability that is integrated into our operations, decision making, and culture.

In this section, you'll see how we bring together strong leadership with cross-departmental accountability to create a culture where responsibility for sustainability is shared across the business.

Governance

ESG Integrated, Every Step of the Way

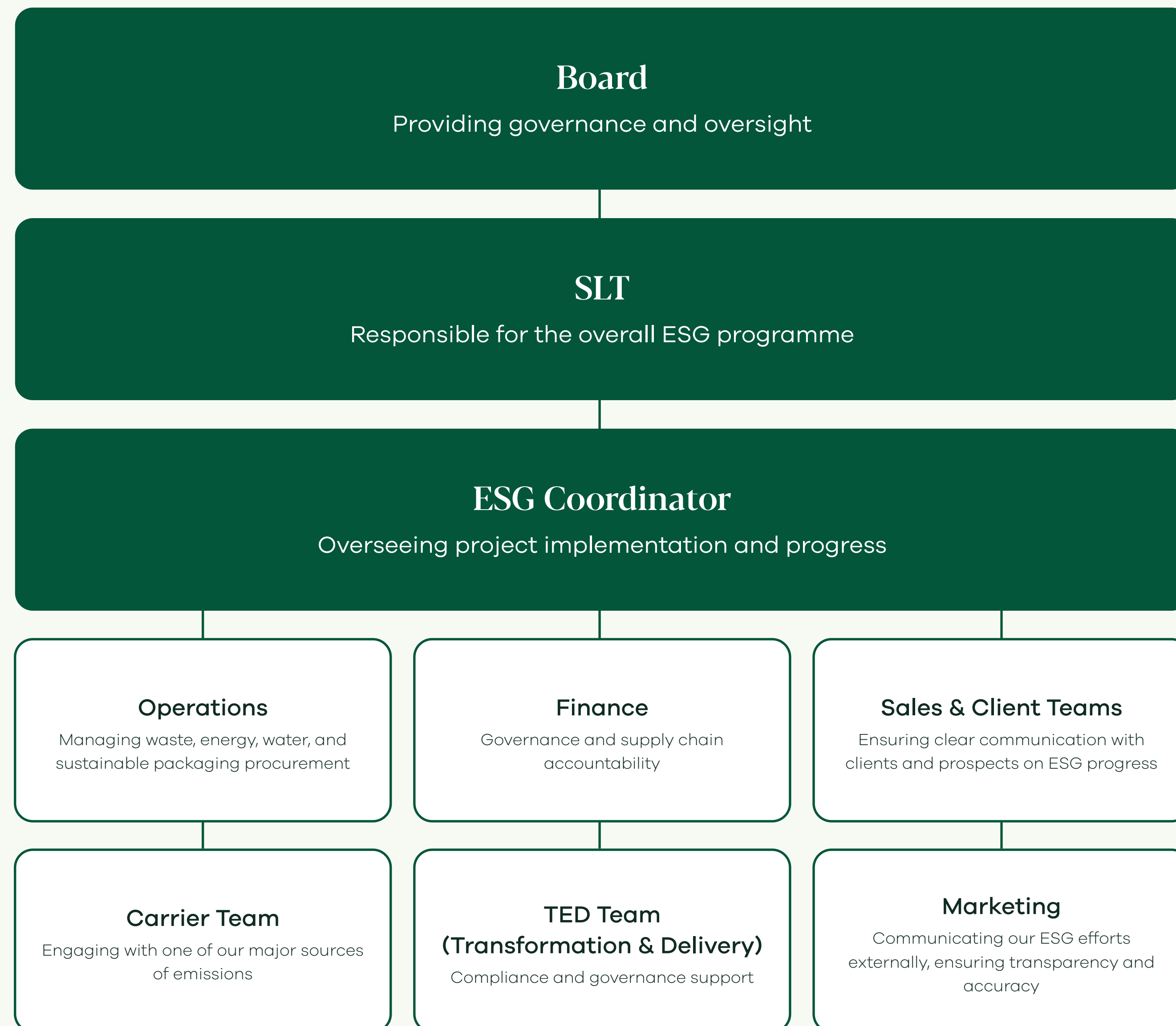
We believe it's the collective responsibility of everyone at J&J to ensure ESG is understood, prioritised, and embedded across the business. Our approach is cross-departmental, with each team owning governance over specific areas of our ESG strategy.

“Since joining J&J in 2024, I've worked with teams and partners to shape an ESG strategy that's focused, achievable, and aligned with our mission to challenge, create, and deliver. Our collaborative culture has enabled meaningful progress for our people, our planet, and the communities we work with — and we're only just getting started.”



Mia Dempsey,
ESG Coordinator & Data Analyst

Who's Involved



Leading With Intention

Our ambitious ESG programme requires strong leadership. But for us, leadership isn’t defined as one person at the top calling all the shots. A good leader brings people together, listens to feedback, and makes decisions that create meaningful benefits for everyone. Authentic leadership at J&J means collaboration, transparency, and acting with intention.

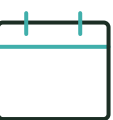
To put this into practice, in 2023 we established our FC Employee Forum at our Northampton site. Held once a month and attended by senior leadership and management, the forum provides a platform for our fulfilment centre team to raise queries, share suggestions, and voice concerns. Crucially, the forum collectively ensures feedback is met with clear actions and tangible outcomes.

In the last year, our Employee Forum has achieved the following:



The forum is supported by four elected representatives from our fulfilment centre team (two men and two women), who gather feedback from colleagues and communicate it directly to leadership and management during the monthly meetings.

So far, this collaborative approach has led to a number of positive changes, including:

-  Ordering additional equipment when requested, improving productivity and reducing frustration
-  Introducing morning meetings to provide teams with consistent feedback from Team Leaders
-  Adding bonus pay for Fire Marshals, and First Aiders
-  Providing microphones for morning briefings so all employees can clearly hear their Team Leaders



Improving Visibility

The world of eCommerce fulfilment is constantly evolving, with new legislation, guidelines, and requirements shaping how businesses operate. For our clients, compliance, technology, and visibility are just as important as getting products into customers' hands.

We saw an opportunity to take a more active role in helping clients navigate this complex landscape. That's why we created our Transformation and Delivery Team — or TED.

TED is focused on driving strategic projects, improving processes, and embedding innovation, all while keeping compliance at the heart of what we do. With expertise in project management, business analysis, and regulatory best practice, TED helps both J&J and our clients scale with confidence, without compromising on quality or standards.

The team works from a constantly evolving roadmap, tackling projects that not only strengthen our business but also support clients in meeting their own compliance obligations. Here are just a few examples of the progress already underway:

Ongoing & Complete Projects

FHDDS Compliance

We identified gaps in our obligations under the Fulfilment House Due Diligence Scheme (FHDDS), which risked both compliance and client retention. To address this, we implemented a tax compliance scheme for all imported goods, clearly communicating requirements to clients, hosting pre-go-live compliance checks, and maintaining annualised consignment data for HMRC access.

GDPR Enhancements

Following consultation, we strengthened our data security framework to ensure all policy changes reflect GDPR requirements. Measures include standard contractual clauses, transfer risk assessments, and company addendums for international data transfers, protecting both client and customer data.

GPSR Alignment

With new EU General Product Safety Regulation (GPSR) obligations, we are ensuring compliance in our role as a distributor. This includes product traceability and protection across the supply chain, reducing regulatory risk for both clients and J&J.

Future Projects

Dangerous Goods

We're enhancing processes for handling dangerous goods, supported by specialist consultants. System changes will ensure proper classification, storage, and shipping, enabling us to serve new categories of clients.

ISO Accreditation

We are working towards ISO certifications in Data Security and Quality Standards. Through refining our processes, we are laying the groundwork for robust compliance across our operations and data infrastructure.

AI Implementation

We're integrating Fin.Ai into our warehouse management system (WMS), enabling clients to customise their interface, access reporting, and quickly retrieve key information.



Collective Responsibility, Continuous Improvement

Since 2023, we've formalised our approach to mandatory policies and procedures to ensure everyone at J&J understands their responsibilities around ethical and responsible business practices. We set high standards for ourselves and expect everyone under the J&J umbrella to uphold them.



Policies

We've developed 45 policies covering conduct, responsibility, ethics, health and safety, and more.

Key topics include whistleblowing, modern slavery, maternity, bribery and corruption, and data security. To keep everyone informed, employees are required to review and acknowledge each policy annually.

Most policies are internal, but several — including our [ESG](#) and [Privacy Policy](#) and our [Modern Slavery statement](#) — are publicly available. By being transparent with our expectations, we give our people straightforward routes to get support while setting out the standards that protect colleagues, clients, partners, and communities alike.



Training

Alongside our policies, we provide six compulsory training modules that every employee must complete when they join J&J.

Delivered by third-party providers, these courses cover safety, security, ethics, and compliance, including DE&I, anti-bribery and modern slavery awareness. Annual refresher training ensures knowledge stays up to date and responsibilities remain front of mind.



Helping Clients Stay Compliant

We work with hundreds of eCommerce brands, and while compliance ultimately rests with each client, we know the **landscape can be complex — especially when expanding into new markets.**

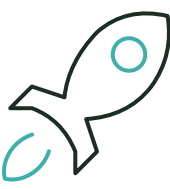
A key area of support is the Fulfilment House Due Diligence Scheme (FHDDS). In 2024, we identified gaps in our own obligations and strengthened our processes. We now run a tax compliance scheme for all imported goods, clearly set out requirements for clients, and host pre-go-live calls to confirm registrations are in place. We also maintain strong links with HMRC and keep annualised data on consignments, so records are always ready if needed.

Future Targets

Progress in Motion

Strong governance ensures we continue to operate ethically, legally, and transparently, while also supporting our clients and supply chain to do the same.

Here are some of our priorities in relation to governance in the coming year:



Launching J&J Connect

We’re preparing to launch our new internal communications platform, J&J Connect, which will give our people greater visibility of company progress, ESG updates, and opportunities for open dialogue.



Strengthening Supply Chain Transparency

We’re also progressing with the implementation of [Sedex](#), a platform that helps us and our suppliers track and report on ESG performance. By ensuring our key suppliers are on Sedex, we can strengthen transparency across our wider supply chain.



Formalising Our Commitments

Finally, we’re developing new compliance and governance policies. This will further formalise our commitments and give all stakeholders a clear understanding of how we hold ourselves accountable.



Future Targets

What’s Next?

We’re proud of the progress we’ve made in the past year, and we’re excited about where we’re heading in the future. We’re setting ambitious goals and implementing several initiatives that will build on our previous successes, ensuring that we continue to raise the bar for ESG in the eCommerce sector.

We’re looking forward to continuing our ESG journey and bringing our people, clients, and supply chain partners together to drive collective action, and we invite you to follow along with our progress.



Environmental

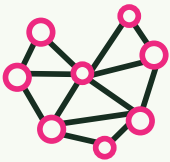
Short Term

- Reduce absolute Scope 1 & 2 GHG emissions 50% by 2035 from a FY 23/24 base year Scope 1 Scope 2
- Reduce Scope 3 GHG emissions per £1m revenue 35% by 2035 from a FY 23/24 base year Scope 3

Long Term

- Reduce absolute Scope 1 & 2 GHG emissions 90% by 2050 from a FY 23/24 base year Scope 1 Scope 2
- Reduce Scope 3 GHG emissions per £1m revenue 80% by 2050 from a FY 23/24 base year Scope 3

100% of waste produced at UK and Columbus sites diverted from landfill by 2035



Social

70% of suppliers by spend vetted for ESG practices via Sedex by end of FY 26/27

25% of all staff to take part in community engagement programme in FY 25/26

Increase in employee net promoter score by 10% year on year



Governance

100% completion of annual cybersecurity training

Continued leadership and board accountability for ESG, including regular cross-departmental conversations around ESG and its impact on our business

2024-25 Impact Report

Thanks for Following Our Journey

To find out more about J&J's ESG story, get in touch with esg@jamesandjames.com or check out our social media.



J&J® Global
Fulfilment

