



GENDER PAY GAP REPORTING 2025

Canon



Introduction

Founded in 1937, Canon is a leading technology company dedicated to helping people reimagine and push the boundaries of what is possible through imaging. Our continuous innovation has kept us at the forefront of imaging excellence throughout our near 90-year history and has enabled us to develop industry-leading technology, supporting future demands of photographers, videographers, office workers, professional printers, medical imaging experts and more.

Through our expertise and investment, we offer ground-breaking imaging solutions for a changing world. From medical imaging and 8K output, to analytics for video and mixed reality, we're constantly redefining the world of imaging for the greater good. Through our technology and spirit of innovation, we're helping to see our world in ways we never have before.

Our corporate philosophy, **Kyosei, living and working together for the common good**, is at the heart of everything we do. The world of Canon is shaped by this one shared philosophy that influences the way we do business and how we treat each other. The values we draw from Kyosei are also fundamental to the responsibility we feel as corporate citizens. This can be seen in the work we undertake to reduce our environmental impact across our operations and our programmes to empower the next generation of visual storytellers.

Canon Europe Ltd. is the registered regional sales headquarters for Canon Europe, Middle East & Africa, based in Uxbridge in the UK.

Through our continued commitment to creating a truly inclusive culture, Canon Europe takes pride and commitment in the rich diversity of its employees. Represented by 50 nationalities from across the globe, this strong cultural infusion of talent brings Kyosei to life. This guiding principle is embraced by all Canon employees and it shapes our mission and our values, the way we treat our people and conduct our business.

GENDER PAY GAP REPORTING

Under legislation that came into force in April 2017, UK employers with more than 250 employees are required to publish their gender pay gap.

In this report, we're sharing the median and mean (average) pay gaps between men and women's hourly ordinary pay and bonuses.

Under this legislation, we must report six different pieces of information relating to the pay of the total included workforce population and these are:

PAY GAP, MEAN AND MEDIAN

This is the difference in hourly pay of male and female full-time relevant employees per 5th April 2025 snapshot date and this is expressed as a percentage of the hourly pay of male relevant employees. This means that a positive number indicates men earn more than women; a negative number will mean the reverse. Pay is reported as both ordinary pay and bonus pay.

BONUS PAY GAP, MEAN AND MEDIAN

This refers to the bonus paid to male and female relevant employees during the 12 months prior to the snapshot date, expressed as a percentage of the bonus pay paid to male relevant employees.

BONUS PAY PROPORTION

Bonus pay proportion refers to male relevant employees who received a bonus in the 12 months, expressed as a percentage of the male relevant employees; female relevant employees who received a bonus in the 12 months, expressed as a percentage of the female relevant employees.

QUARTILES

This organises the workforce into evenly sized quartiles based on ranking of all full-pay individuals from highest to lowest by hourly rate of pay. For each quartile, the number of full-pay male and females in each quartile is reported as a percentage of the total in the quartile.

It is important to remember that gender pay reporting is different to equal pay.

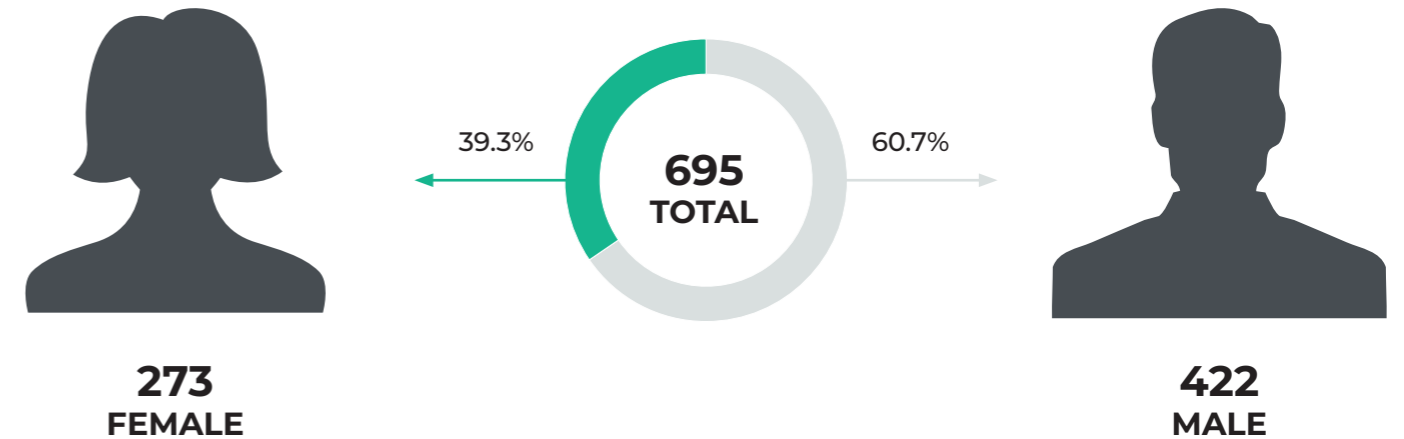
Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are.

OUR WORKFORCE

We collated our snapshot data on 5th April 2025 and from that, excluded non-relevant employees (those not receiving full-pay/those not employed by us on the snapshot date). This left us with an included workforce demographic for Hourly Rate as follows:

CANON EUROPE DEMOGRAPHIC – APRIL 2025



Canon Europe has an employee population that is represented by 61% male, 39% female. This is an increase from 38% female in 2024. Whilst the diversity of our workforce is a key asset of Canon Europe, this report provides further insights that help us to focus on key actions enabling us to make improvements to achieve a more balanced workforce at all levels of our business for the future, which in turn would enable us to address the pay gap.

OUR GENDER PAY GAP STATISTICS

The Office for National Statistics has published (Oct 2025) provisional gender pay gap results for all employee jobs in the UK in 2025 which shows the Median GPG to be 12.8%. This gives a point of reference when reviewing our results.

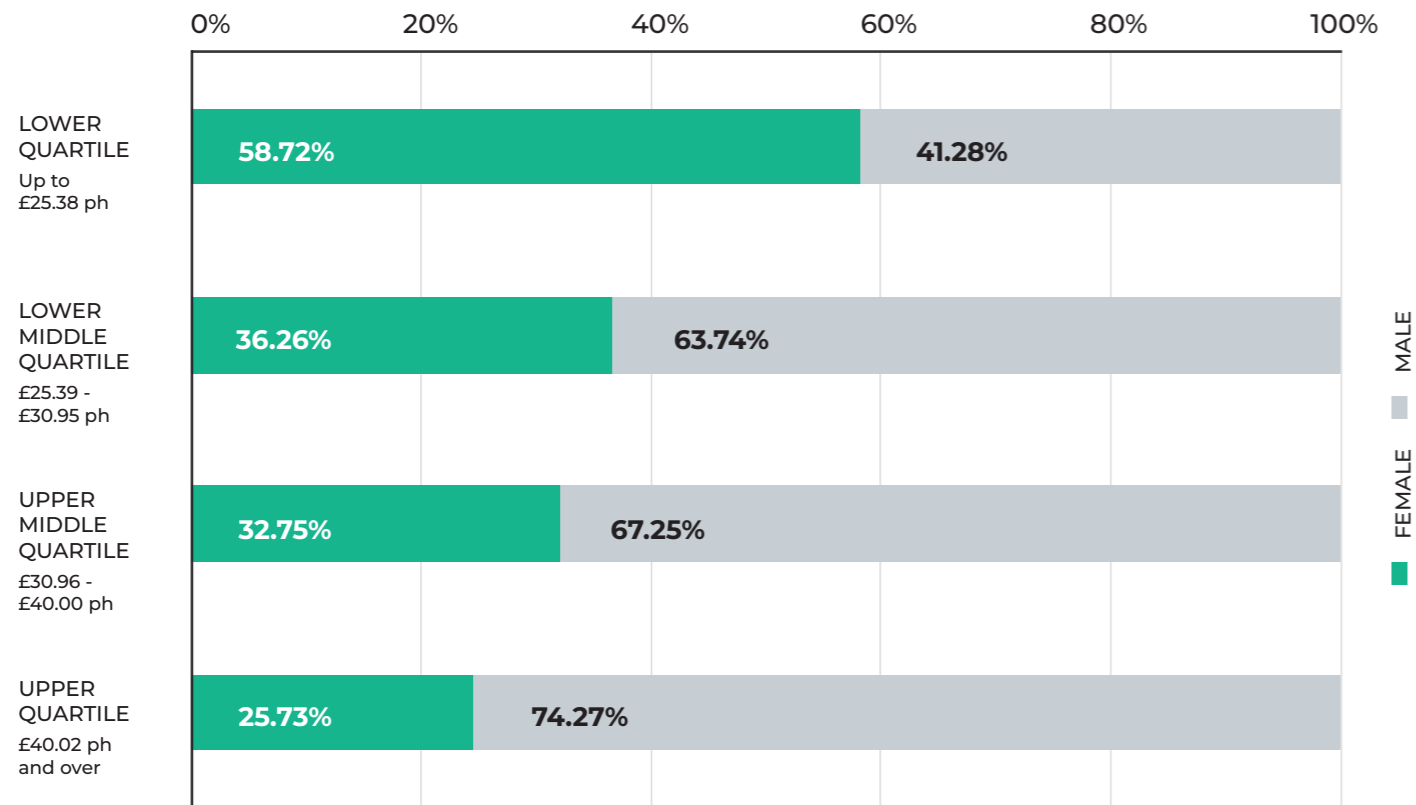
GENDER PAY GAP – SNAPSHOT DATA

The table below shows our mean and median hourly ordinary pay gender pay gap:

	2025	2024	2023
MEDIAN GENDER PAY GAP	14.08%	15.72%	14.6%
MEAN GENDER PAY GAP	15.50%	16.37%	16.3%

PAY QUARTILES

The below illustrates the gender distribution of all included employees for Canon Europe across all four quartiles:



The above illustrates the gender distribution of all included employees for Canon Europe across four equal quartiles. This chart gives an indication of the representation of women and men across different levels of the business based on their hourly pay. There has been a slight increase in females in the Lower and Upper Quartile. The % of females in the Lower Middle and Upper Middle Quartiles has decreased compared to 2024.

GENDER PAY GAP - BONUS

The below table shows our mean and median bonus gender pay gap:

	2025	2024	2023
MEDIAN BONUS GENDER PAY GAP	18.40%	19.11%	25.45%
MEAN BONUS GENDER PAY GAP	25.10%	28.92%	35.76%

The value of the total bonus payment for 2025 improved for females when compared to 2024.

BONUS PAY PROPORTION

Female: 96.70%

Male: 94.30%

The above statistics show that out of all included females, 96.70% received a bonus and 94.30% of all included men received a bonus. This was due to an increase in the number of intern / apprentice roles that did not include a bonus and a number of new starters in April 2025.

UNDERSTANDING OUR PAY GAP

Men have traditionally dominated the workforce in our industry, and this is reflected in our Canon Europe organisation, where 61% of our employees are male and 39% are female. This has remained relatively static since 2021, with a small incremental increase over the past three years - 37% in 2023, 38% in 2024, 39% in 2025.

However, following the implementation of a more structured and transparent pay structure, and a focus on addressing the alignment of employees to the new salary bands, we have achieved a significant improvement in our Gender Pay Gap since 2021.

Our analysis reveals an overall difference of **15.50%** between the average pay (hourly rate) of our male and female employees, which is a **0.87%** improvement on the previous year.

The headlines set out the gender profile by hourly pay, bonus payment and by pay quartile.

Overall, Canon Europe's gender pay gap is most significantly impacted by the comparatively lower proportion of female employees in leadership and executive positions.

This is further compounded by the proportion of assigned employees from Canon Inc. working in our European organisation, who are primarily in senior roles and, also male. As a strategic regional headquarters, with a need to have close collaboration with our HQ in Japan this will remain the case, but it encourages us to focus our efforts across our organisation to mitigate this impact.

CLOSING THE GAP

Our confidence in our drive to improve our gender pay gap is influenced by the pipeline of initiatives in progress. We believe these will further improve wellbeing and work-life balance, raise DE&I awareness and attract a higher proportion of female employees into key management and leadership positions.

During 2025, in Canon Europe we continued to strengthen the collaboration between the DE&I Strategic Focus Group and the Employee Network Groups. The LGBTQ+ & Allies Network was formed and joined the already established network groups – Cultural & Ethnic Diversity & Allies; Disability, Ability & Wellness & Allies; and Women in Business & Allies. We saw an increase of 58% in terms of the employee membership of the network groups between April 2024 and April 2025. Working together we managed a series of activities and events to raise awareness, celebrate cultural days, creating greater engagement and inclusion.

Some examples are events organised by the Women in Business & Allies group for International Women's Day, such as an event with a technology partner where inspiring women from both organisations shared their experiences, advice and thoughts on a range of topics including career path and growth, developing female talent, women's health and allyship. These events provide formal and informal opportunities for our female employees to share valuable information, raise awareness of the needs and issues that particularly impact female colleagues, and develop social and business networks.

The Women in Business & Allies Network was also very pleased to be a European Diversity Award finalist in the 'Outstanding Women's Network of the Year' category. Whilst the group did not win the award, it was recognition of their success and achievements as a network group.

We continue to encourage learning through a variety of learning and development opportunities made available to all colleagues and have also created 'DE&I playlists' which are readily available in our learning platform, drawing out topics of particular importance. We have continued to roll out DE&I Leadership Workshops to support the strategic action plans across the organisation and this is now underpinned with a revised set of Leadership Principles which apply across all levels. These principles are embedded in all People Leader development events and learning programmes, in addition to our employee life cycle processes.

A refreshed Code of Conduct was launched in 2023, aligned with Canon's corporate philosophy of Kyosei. Through this philosophy, we commit to providing a healthy corporate culture and work environment where people are valued, respected, have a sense of belonging and can thrive personally and professionally. It is consistently referenced in our communications and business performance update events and meetings. The code also explains our guiding principles - the 'San-ji (Three 'selves') Spirit' – of self-motivation, self-management, and self-awareness - which provide a basis for all our actions as employees. We're committed to equal opportunities and encourage a respectful and diverse workplace, in which everyone's unique value is recognised.

We have continued to invest in a partnership with University Technical College, Global Academy. Located in Hayes close to our HQ, the college specialises in Creative Media and puts a strong focus on the importance of equality and inclusion. We have continued to support students through the structured mentoring programme which is run by Creative Mentor Network. In 2025 we had 13 participants from the Global Academy. This ongoing partnership also enables us to engage directly with young female talent as 85% of mentees were female. In addition, 63% of the mentors were female.

Our mentoring, coaching and talent programmes support the career progression of female employees, and we continue to explore opportunities to improve in these areas. In 2025, 68% of employees receiving mentoring were female and 53% of the mentors were female.

We were very pleased to launch our menopause guide in Canon Europe which was a collaboration between our HR team and the Women in Business Employee & Allies Network Group. The guide is designed to support colleagues to better understand the menopause process and seeks to dispel myths and normalise what can be a difficult topic for some managers. We also worked closely with our wellbeing providers to make sure that we actively promoted the support that was available to employees and line managers which included awareness raising sessions.

In addition, we continued our partnership with Stemettes, an award-winning social enterprise working to engage the next generation of women and non-binary people, between the ages of 5 and 25, into Science, Technology, Engineering, Arts & Maths (STEAM). With a strong connection to the industries we represent, a close alignment to our corporate philosophy, Kyosei, and our Women in Business Network Group at Canon Europe, Stemettes is a great opportunity for us to engage and to make a real difference.

In February, we hosted a group of young female and non-binary people, across Stemettes' age range to take on a Canon Innovation Challenge. Teams attended on-site and remotely to maximise the impact of the event, and they were divided into three themed innovation rooms.

Working in their teams they were tasked with envisioning how Canon products could revolutionise the future of work and then present their digital solutions to a panel of Canon judges. Supported by Canon volunteers an amazing range of solutions were presented, with strong learning for us as well as for the attendees on the day. We intend to continue to invest in our partnership with Stemettes going forward.

Any gender pay gap tells us there is still work to do and in 2026 we will be continuing to build an inclusive culture. Priorities for this year include:

- Reviewing the support available for the growth and development of our employees including structured development, career progression discussions and career development workshops.
- Continuing to actively evolve opportunities for delivering activities throughout the year around our employee network groups. We will continue to take an intersectional approach in fostering an inclusive environment where our Employee Network Groups work collaboratively on events and activities.
- Continuing to raise awareness about menopause and consider additional support through our wellbeing provision.
- Exploring and raise awareness on wider women's health topics.

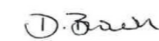
While the actions taken in 2025 have shown improvements, we recognise the need for continued effort in closing the overall gap. We are fully committed to making further progress.

DECLARATION

We confirm that the data reported is accurate and meets the requirements of the Regulations and methodology outlined in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



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