



GENDER PAY GAP REPORTING 2025

Canon



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.

Canon UK was established in 1976 and provides Sales and Marketing functions across the UK & Ireland. With its head office in Uxbridge, operations are divided into two main units: Business solutions – providing printing and imaging equipment, supplies, and software for the office and professional markets; and Consumer imaging supplies – providing digital still and video cameras, printers, projectors and scanners.

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.

We have a clear corporate philosophy that underpins everything we do; Kyosei, living and working together for the common good. Kyosei articulates who we are and what we stand for. It not only conveys our dedication to seeing all people regardless of background harmoniously living and working together and contributing to a prosperous society; it also guides us to do the right thing as an organisation, and as individuals both in and out of the workplace.

At the core of this philosophy is our unwavering commitment to diversity, equity and inclusion.

We're also educating and empowering the next generation of storytellers through our 'Imaging for Good' and 'Young People Programmes', where we aim to equip the next generation with the skills needed to really make a difference.

Canon's corporate philosophy of Kyosei is part of every area of our business. It helps us ensure we remain dedicated to seeing all people, regardless of culture, customs, language or race, harmoniously living and working together in happiness.

In 2020, we launched our people vision for Canon UK & Ireland: to be a diverse organisation that not only reflects our customers' diversity but ensures we're an inclusive place to work. The aim of this vision is to enable everyone to **bring their whole selves to work**; where they **are enabled to thrive and contribute to achieving our business goals**.

Since 2023 our Employee Led Networks have been actively flourishing, particularly in fostering participation from female colleagues as seen in our Women's Network. Participating in extra-curricular activities at work is actively encouraged at Canon and fits with our Kyosei philosophy. We're unapologetic with regards to our stance on Diversity, Equity and Inclusion (DE&I) at Canon and do what we can to support under-represented groups.

Historically, there's been a higher proportion of men than women working in our industry. We recognise we have work to do, and that consistent and continuous actions to push a greater balance of diversity are vital.

In 2024 Canon UK & Ireland moved up the list of Top 50 Inclusive Companies in the UK to 26th place. As part of our 'Inclusive Culture' programme, broadening our diversity and inclusion agenda is a key priority.

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.

What is gender pay gap and how is it calculated?

Median gender pay gap. The median gender pay gap is calculated by comparing the middle values in the range of salaries and bonus paid for men and women. If you were to group all employees by gender and rank them in order of salary from lowest paid to highest paid, the median gender pay gap compares the female in the middle of their rank with the middle male. Mean gender pay gap. The mean gender pay gap is the difference between the average salary and bonus paid of all female employees, and the average salary and bonus paid of all male employees

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. 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. The pay mean does not take into account the employees' position or job level so results can be misleading and can be skewed particularly if populations have a larger amount of male senior management employees. The median therefore provides a more representative measure of the pay gap since it's not impacted by any outliers.

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.

It's 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's 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.

BONUS PAY GAP, MEAN AND MEDIAN

This refers to the bonus pay 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.

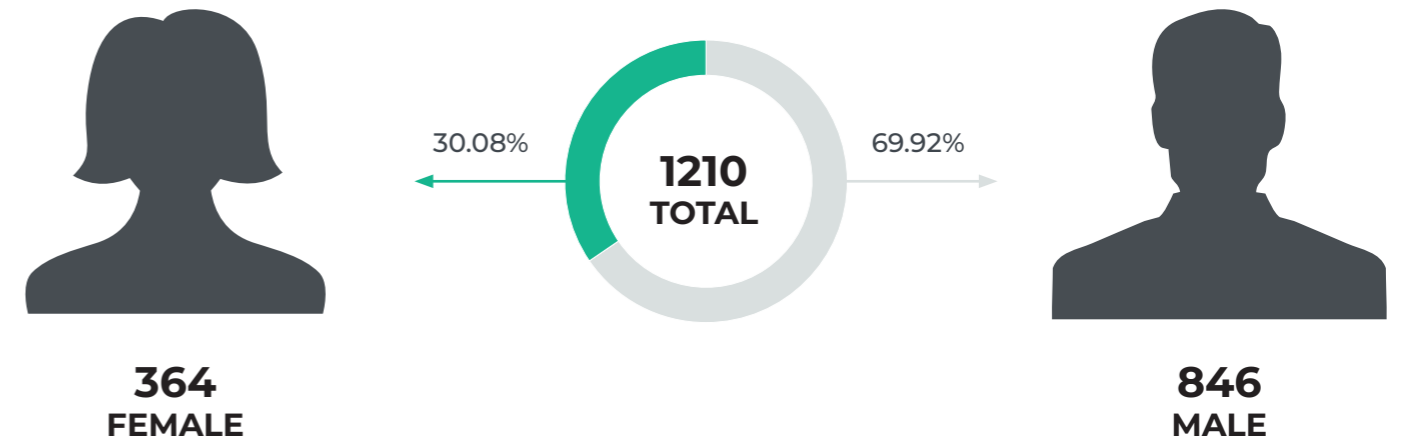
QUARTILES

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.

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 the us on the snapshot date). This left us with an included workforce demographic for Hourly Rate as follows:

DEMOGRAPHICS – APRIL 2025



Our total included workforce, 30.08% are women and 69.92% are men. The gender composition of the workforce has remained broadly consistent year-on-year. In 2024, women accounted for **29%** of employees and men **71%**. In 2025, female representation increased marginally to **30%**, while male representation decreased to **70%**, reflecting a **slight positive movement in gender representation**.

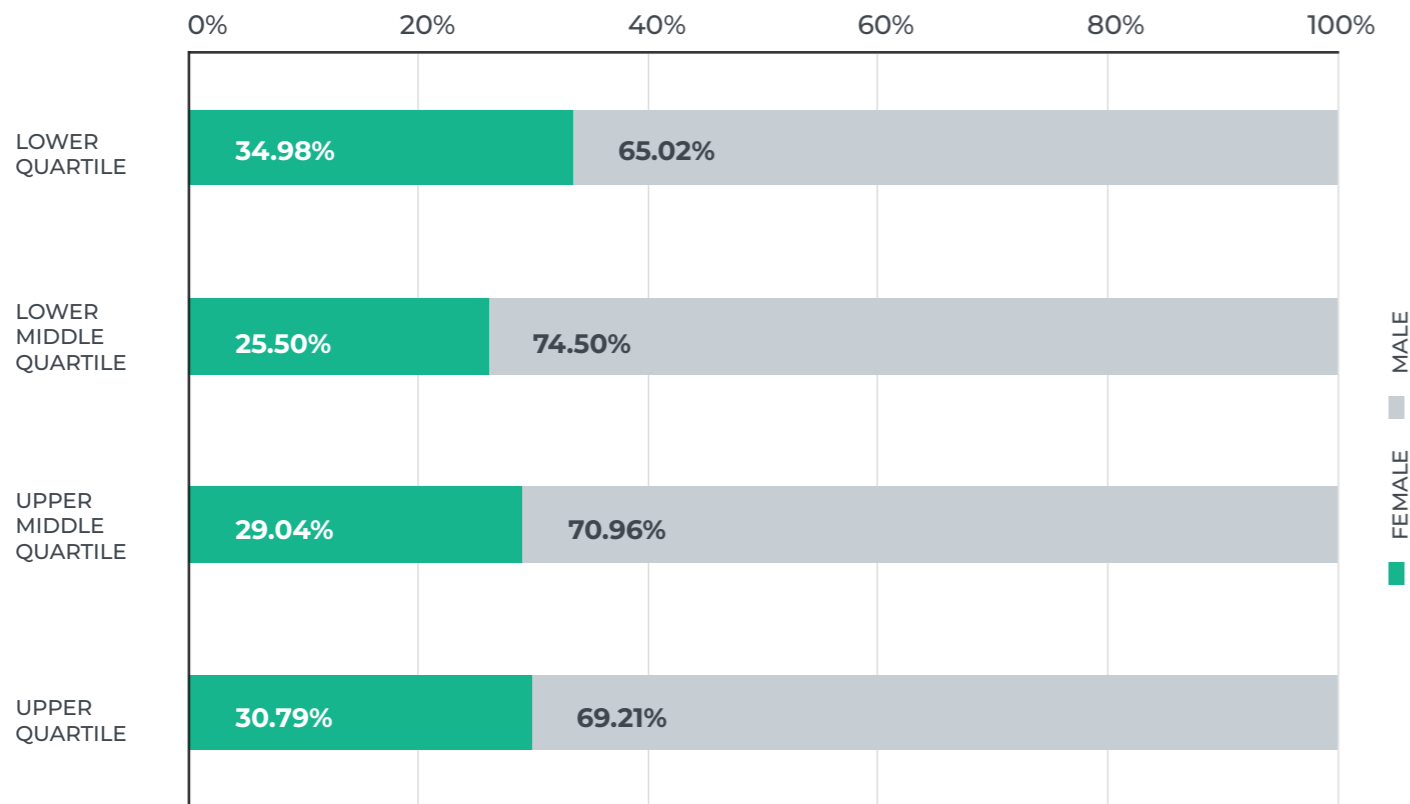
GENDER PAY GAP – SNAPSHOT DATA

	2025	2024	2023	2022
MEDIAN GENDER PAY GAP	0.58%	8.25%	7.36%	7.13%
MEAN GENDER PAY GAP	1.61%	3.55%	7.31%	7.92%

The above table shows our mean and median hourly ordinary pay gender pay gap. Our gender pay gap mean and median are reduced to 1.61% and 0.58%. Key drivers of positive change in 2025:

- Improved recruitment balance: Female representation among new joiners increased, with 40% of 2025 joiners being women, compared with 30% of leavers in 2024, supporting a gradual improvement in gender representation
- Reduction in the mean gender pay gap: The mean gap decreased from 3.55% in 2024 to 1.61% in 2025, reflecting a slight increase in average female hourly pay and a small reduction in average male hourly pay
- Significant improvement in the median gender pay gap: The median gap reduced from 8.25% to 0.58%, driven a more balanced distribution of salaries across the workforce in particular with an increase in the female hourly pay rate
- Salary review outcomes: During July 2024 and 1st April 2025 salary review, female employees received a higher average pay increase (6.82%) compared with male employees (6.7%), contributing to the reduction in the pay gap
- Overall impact: These combined factors have supported progress towards a more equitable pay distribution between male and female employees

PAY QUARTILES



The above illustrates the gender distribution of all included employees for Canon UK across four equal pay quartiles. This chart provides an indication of the representation of women and men across different levels of the organisation based on their hourly pay.

In 2025, women represent 30.08% of the overall workforce included in the analysis, while men represent 69.92%. Within the quartiles, women occupy 34.98% of roles in the lower quartile, 25.50% in the lower middle quartile, 29.04% in the upper middle quartile and 30.79% in the upper quartile.

GENDER PAY GAP – BONUS

	2025	2024	2023
MEDIAN BONUS GENDER PAY GAP	14.77%	31.93%	21.21%
MEAN BONUS GENDER PAY GAP	37.58%	34.54%	29.62%

BONUS PAY PROPORTION

% of male on bonus: 27%

% of female on bonus: 16%

The above table shows our mean and median bonus gender pay gap. In 2025, the median bonus gender pay gap improved to 14.77%, down from 31.93% in 2024, reflecting a more equitable distribution of bonus payments for most employees. The mean bonus gap remains higher at 37.58% due to a small number of higher-value bonuses for male employees. Only employees eligible under their bonus schemes received a payout, with 27% of men and 16% of women receiving bonuses, compared with broader distributions following the 2023 consolidation of certain roles. Overall, the improvement in the median gap demonstrates progress towards fairer bonus allocation across genders.

UNDERSTANDING OUR PAY GAP

Men have traditionally dominated our industry, and this is reflected in Canon UK, where 69.92% of employees are male and 30.08% are female. This composition has remained broadly stable, although female representation has increased slightly from 29% in 2024 to 30% in 2025. Male employees are more prevalent in senior and higher-paid roles, while sales and service roles – making up a substantial part of our workforce – are also predominantly male.

The continued recruitment of women, particularly at more senior levels, alongside targeted pay reviews, is influencing the narrowing of the mean hourly pay gap.

Between April 2024 and April 2025, male leavers at mid-level roles were more than double the number of female leavers, contributing to changes in workforce composition.

Hourly Pay

The median hourly gender pay gap reduced to 0.58% in 2025 (from 8.25% in 2024), and the mean gap decreased to 1.61% (from 3.55%). Key drivers include:

- Improved recruitment balance: 40% of new joiners in 2025 were women, compared with 30% of female leavers in 2024
- Salary reviews: Female employees received slightly higher average pay increases than male employees during the 2024 and 2025 salary reviews
- Balanced quartile representation: Women now occupy 30.79% of roles in the upper quartile (up from 25.93% in 2024) and 29.04% in the upper middle quartile, demonstrating progress in representation at higher-paid levels

Bonus Pay

The median bonus gender pay gap improved to 14.77%, down from 31.93% in 2024, reflecting a more equitable distribution of bonuses. The mean bonus gap remains higher at 37.58%, influenced by a small number of higher-value bonuses for male employees. Only employees eligible under their bonus schemes received payouts in 2025 (27% of men and 16% of women), compared with broader distributions following the 2023 consolidation of certain roles. Overall, the improvement in the median gap highlights progress toward fairer bonus allocation.

As stated previously, we take diversity and inclusion seriously. Our Inclusive Culture Steering Committee (ICSC) has three members of the Senior Leadership Team actively participating with an additional member of the Operations Leadership team acting as one of three Culture Sponsors. The purpose of the committee is to provide support, advice, assurance and governance for Canon UK & Ireland's inclusive culture strategy, and the initiatives that contribute to our people vision of being a diverse organisation.

A refreshed Code of Conduct was launched in 2023 which emphasises Canon's corporate philosophy of Kyosei. Through this 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, kick Off events and Town Hall meetings. The code also explains our guiding principles - the "San-ji (Three 'selfs') Spirit" – of self-motivation, self-management, and self-awareness - which provide a basis for all our actions as employees. We respect each other as individuals and do not discriminate against others based on race, religion, nationality, gender, age, sexual orientation, or any similar characteristics. We're committed to equal opportunities and encourage a respectful and diverse workplace in which each individual's unique value is recognised and all are treated with courtesy, honesty and dignity.

A mandatory e-learning module was launched alongside our refreshed Code of Conduct in February 2024. This is automatically assigned to all new joiners and is reassigned every two years and covers all aspects of our Code of Conduct. A test to check understanding is included with a pass mark of 80%.

This year we've introduced a new set of Leadership Expectations, which apply across all levels of management, from first line managers to Executives. One of our leadership behaviours 'Is open and inclusive, making decisions as transparent and fair as possible', aligns with our Code of Conduct policies and promotes fostering dignity and respect at all times for all employees.

Our aim is to continue to enable more women to progress to senior management levels through mentoring, coaching and leadership and talent development programmes. In 2025 we initiated a diverse mentoring programme and a high-potential development plan for employees from groups that are under-represented in leadership – which includes women.

We offer managers a 'Welcome to Canon Management' programme, in which 50% of the cohort are female. In this programme, we focus on recruitment practices to establish consistent job advert templates and selection practices that ensure we attract a diverse a pool and recruit without bias. We're explicit when we communicate to potential new hires that we welcome and encourage applicants from diverse backgrounds. We've also developed an interview skills workshop to further support inclusive recruitment practices.

Our thriving Employee Led Networks are each supported by a Senior Leadership team member as a sponsor, resulting in the formation of groups such as the Women's Network, Menopause Matters, BAME Steering Group, LGBTQ+, and Neurodiversity Networks. Colleagues are empowered and supported to develop Employee Led Networks on any strand of our inclusive culture that they're passionate about. Our very successful Women's Network offer webinars and calls to create learning opportunities within their communities and promote supportive information to members about career success at Canon.

We celebrate national events around DEI during the year that enable us to expand our knowledge and understanding. In 2025 we celebrated several events including Pride Month, Black Inclusion Week, Black History Month, Race Equality Week, National Inclusion Week, Mental Health Awareness, International Women's Day. We also have an active mentoring scheme, of which 58% of employees receiving mentoring were female and 36% of the mentors were female.

We believe that by creating a culture that values diversity and harnesses the unique ideas, opinions, perspectives and talents of all who work for and with us, we can enhance the organisation, our performance, our brand, and our ability to achieve our goals together.

Action plan for 2025-26

We'll complete our pay transparency project during this year and continue to promote a broader understanding of total reward across the organisation. In addition, we'll continue to run the annual employee engagement survey, which includes a dedicated section on 'understanding your compensation', enabling us to monitor employee awareness and identify opportunities to further improve transparency and communication around pay and rewards.

DECLARATION

I 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.



Guido Jacobs
Managing Director