



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's possible through imaging. Our continuous innovation has kept us at the forefront of imaging excellence throughout our 80-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're enabled to thrive and contribute to achieving our business goals.**

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.

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 September 2025, Ireland employers with more than 50 employees are required to publish their gender pay gap.

The legislation requires public and private sector organisations to report on their gender pay gap on an annual basis. Commencing this year, it's expected that employers will also be required to upload their annual report to a government hosted platform for such reports. Annually, employers are required to choose a snapshot date falling within the month of June (specifically between 1st June and 30th June) and have a five-month window to publish the report. The calculation of the gender pay gap should include data from the preceding twelve-month period, covering the time leading up to the selected snapshot date.

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.

PAY GAP, MEAN AND MEDIAN

This is the difference in hourly pay of relevant male and female employees on the June 2025 snapshot date. This is expressed as a percentage difference. 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 GAP, MEAN AND MEDIAN QUARTILES

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.

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 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. 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's important to remember that gender pay reporting is different to equal pay.

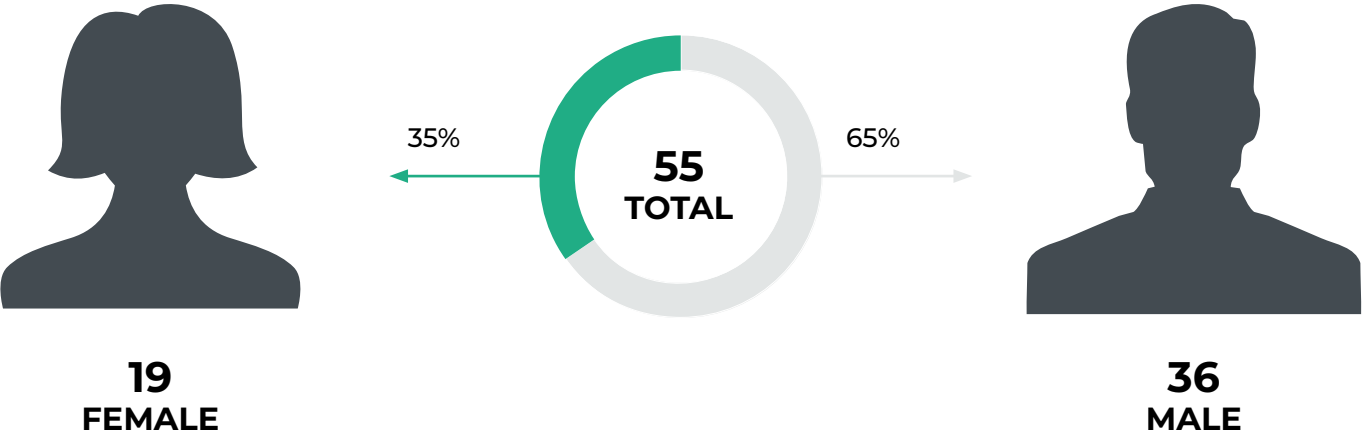
Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It's unlawful to pay people unequally because they are a man or a woman.

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 that 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 in June 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 – JUNE 2025



Across our total included workforce, 35% are women and 65% are men.

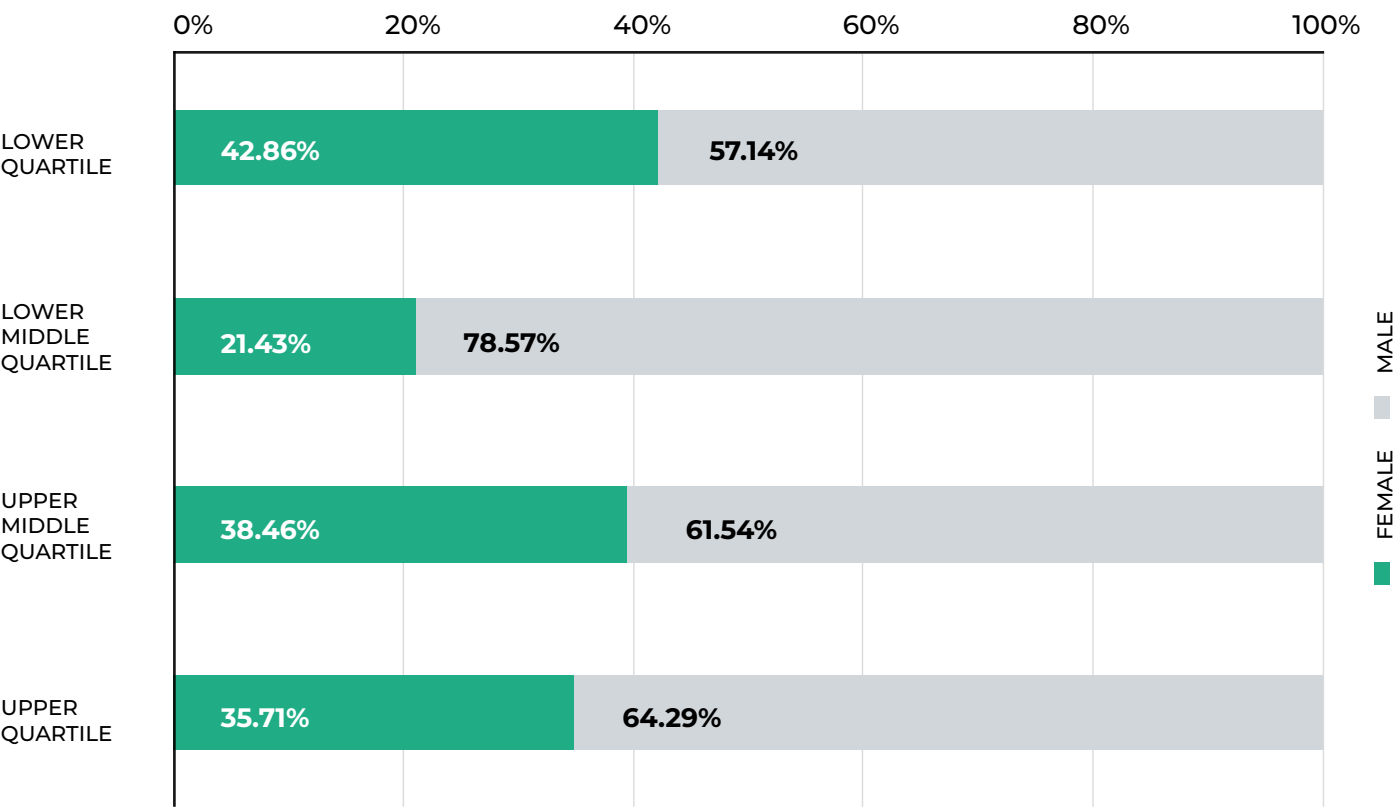
OUR GENDER PAY GAP STATISTICS

GENDER PAY GAP – SNAPSHOT DATA 2025

Basic pay		2025
MEDIAN GENDER PAY GAP		-4%
MEAN GENDER PAY GAP		-4%

The above table shows our mean and median hourly pay gap.

PAY QUANTILES



The above illustrates the gender distribution of all included employees for Canon Ireland 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.

GENDER PAY GAP – BONUS

	2025
MEAN BONUS PAY GAP	-168%
MEDIAN BONUS PAY GAP	0

The above table shows our mean and median bonus gender pay gap.

BONUS PAY PROPORTION

	2025
% OF MALES RECEIVING BONUS	28%
% OF FEMALES RECEIVING BONUS	16%

The above statistics show that out of all included women, 16% received a bonus and 28% of all included men received a bonus.

UNDERSTANDING OUR GENDER PAY GAP

The gender pay gap analysis illustrates that women are earning marginally more on average than men, driven by factors such as role distribution, career progression, and the strong representation of women in senior positions. We’re pleased about the progress. The organisation has undertaken a comprehensive pay transparency review; aligned roles and grades; provided managers with guidance on pay and career discussions;

implemented structured career development and promotion processes; and established ongoing monitoring to ensure pay equity. Building on these successful efforts, we will continue to look at the annual gender pay gap reviews; enhance mentorship and leadership programmes for women; promote inclusive recruitment, promotion and retention practices; and sustain transparency and accountability through regular reporting to leadership and employees.

CLOSING THE GAP

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’s 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, 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%.

In 2025, we introduced a refreshed performance development methodology to provide greater clarity on how performance links to reward. This new approach also strengthens transparency and consistency across development and progression conversations.

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.

In 2023 and 2024 we focused on recruitment practices to establish consistent job advert templates ensuring content attracts as diverse a pool of candidates as possible. We advertise in different places now targeting diverse communities. 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.

At Canon we have thriving Employee Led Networks, furthering our DE&I strategy and affording our employees the opportunity to be supported in bringing their whole self to work and make requests of the Leadership Team. Each network is supported by a Senior Leadership team member as a sponsor, resulting in the formation of groups such as the Women’s Network, Menopause Matters, Men’s Mental Health Network, BAME Steering Group, LGBTQ+ and Neurodiversity Networks. Our DE&I Steering Committee, comprising of members of our Senior Leadership team, has been established 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 that not only reflects our customers’ diversity but also our own.

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.

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 2025.



Guido Jacobs
Managing Director