

Epson Europe B.V. UK Office

Gender pay gap results 2025



Introduction

Epson is a global technology leader dedicated to connecting people, things and information with its original efficient, compact and precision technologies. With a line-up that ranges from inkjet printers and digital printing systems to 3LCD projectors, watches and industrial robots, the company is focused on driving innovation and exceeding customer expectations in inkjet, visual communications, wearables and robotics.

Part of the Japan-based Seiko Epson Corporation (SEC), the Epson Group comprises more than 88,000 employees in 89 companies around the world, and is proud of its contributions to the communities in which it operates and its ongoing efforts to reduce environmental impacts.

Epson aspires to be an indispensable company, trusted throughout the world for its commitment to openness, customer satisfaction and sustainability.

As Epson employees, we always strive to exceed our own vision, and to produce results that bring surprise and delight to our customers. We respect individuality while promoting teamwork and it is committed to delivering unique value through innovative and creative solutions.

We foster values, such as customer satisfaction, teamwork and communication as part of our principles of corporate behaviour. We strengthen teamwork by recognising the value of our workforce and creating synergies between individuals and our organisation. We will put Epson in the best position by hiring a diverse workforce and utilising their unique skills effectively, and maintain relationships with our employees based on trust.



Statement and reflection on gender pay gap

At Epson, we remain committed to building an inclusive and equitable workplace where everyone has the opportunity to thrive. Over the past year, we have taken time to reflect on the insights gained from our gender pay gap analysis and to assess the effectiveness of the initiatives we have implemented to date.

This period of reflection has informed a set of focused actions aimed at strengthening the foundations of our approach to diversity, equity and inclusion. These actions are designed to provide a clear and consistent baseline, ensuring that fair and inclusive practices are embedded into our everyday ways of working rather than treated as standalone initiatives.

As we move forward, we will continue to monitor our progress, use data to guide decision making, and build on this baseline to support sustainable, long-term change across our organisation.

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UK employers with more than 250 employees are required to publish their gender pay gap. We have three companies in the UK. With over 250 employees Epson Europe B.V. is within the parameters to report the gender pay gap.

Equal pay vs gender pay gap

Equal pay is comparing the pay of men and women doing roles of equal worth, as set out in the Equality Act 2010. It is unlawful to pay people unequally because they are a man or a woman unless it can be objectively justified. The gender pay gap shows the difference in the average pay between all men and women in a workforce. The gender pay gap is influenced significantly by the shape of an organisation, in particular where there are a higher proportion of one gender at more senior levels. In this report, we are sharing the median (midpoint) and mean (average) pay gaps between men and women's hourly ordinary pay and bonuses. The hourly rate used is based on earnings in the April 2025 pay and can include any pay, bonus or commission, but does not include overtime. Under the legislation, we have to report six different pieces of information relating to the pay of the included workforce population and these are:

1 Mean pay gap

This is the difference in the hourly pay of men and women based on the snapshot date 5 April 2025. The pay gap figure is expressed as a percentage of the hourly pay of male employees.

2 Median pay gap

This is the difference between the average hourly earnings of men and women. It takes all hourly rates in the sample, lines them up by gender, in order from lowest to highest, and picks the middle figure from each line.

3 Mean bonus gap

This refers to the bonus and/or commission pay paid during the twelve months prior to the snapshot date 5 April 2025, expressed as a percentage of the bonus/commission pay paid to men.

4 Median bonus gap

This is calculated in the same way as the median pay gap in that it consists of two lists, one of all male bonus/commission payments during the year and the same for all females. Then the middle number from each list is compared calculate the median bonus gap. Unlike the pay gap figures the bonus gap does not account for any reduction in hours therefore it is possible for a bonus gap to exist when in fact the two genders could be paid exactly the same hourly rate.

5 Proportion of bonus

Pay Bonus pay proportion refers to men who received a bonus commission in the twelve months, expressed as a percentage of men; women who received a bonus commission in the twelve months, expressed as a percentage of women.

6 Pay quartiles

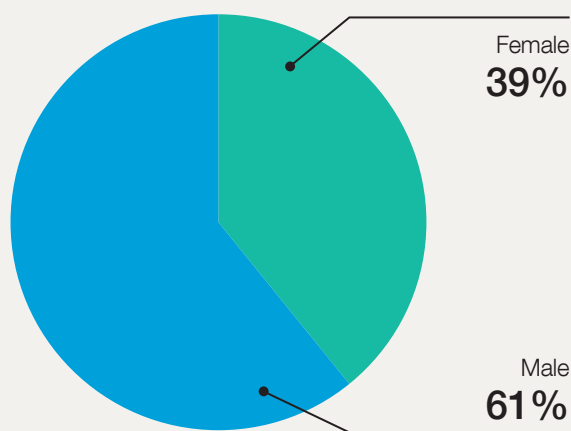
This organises the workforce into evenly sized quartiles based on ranking of all included employees from lowest to highest by hourly rate of pay. This is then split equally into four quartiles for each gender. The report shows for each quartile the number of full-pay relevant men and women in each quartile as a percentage of the total in the quartile.

Epson Europe B.V. UK Office total count of male and female employees

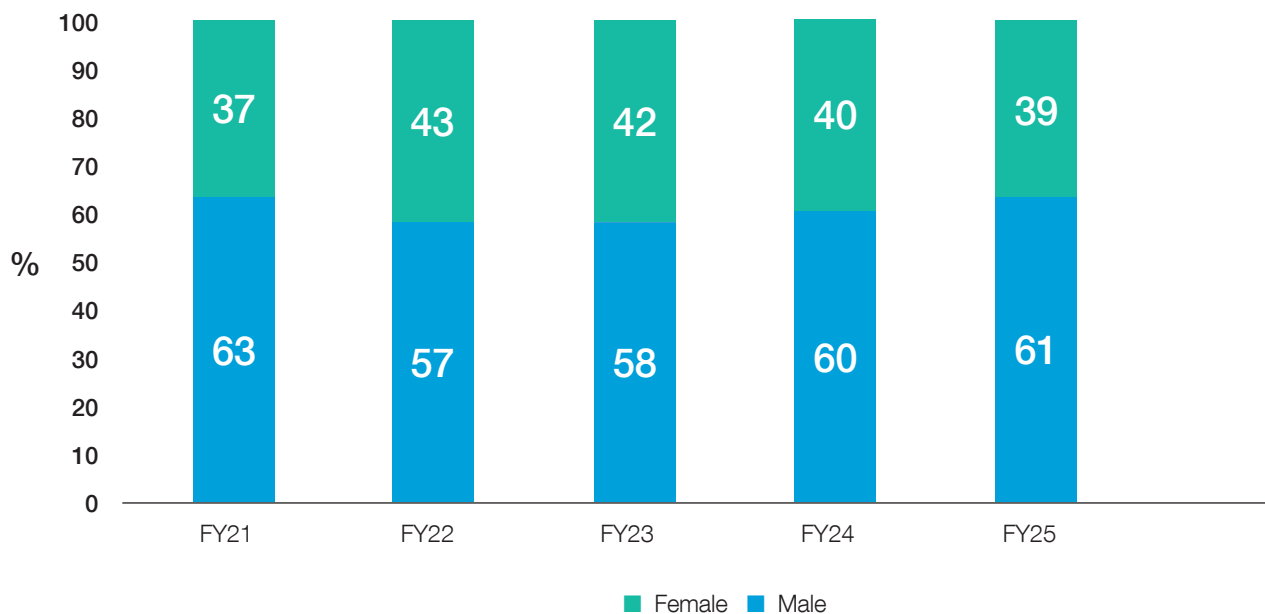
The diagrams below refers to Epson Europe B.V. totalling 257 employees, with 238 employees being full time. This report is based on the snapshot data from April 2025. No employees of Epson Europe BV have identified themselves as non-binary or chosen not to declare their gender.

Gender representation has remained consistent over the last five years, indicating that workforce changes have not disproportionately affected either gender.

EEUK gender split



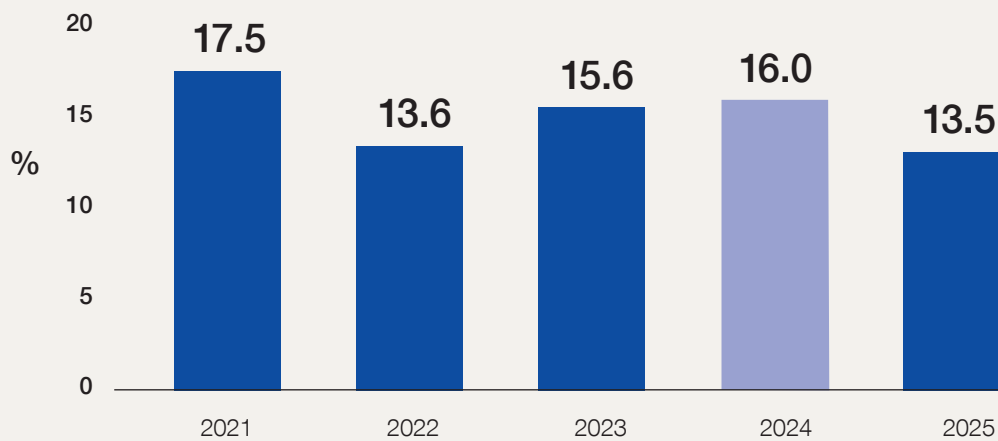
EEUK gender split April 2021 - April 2025



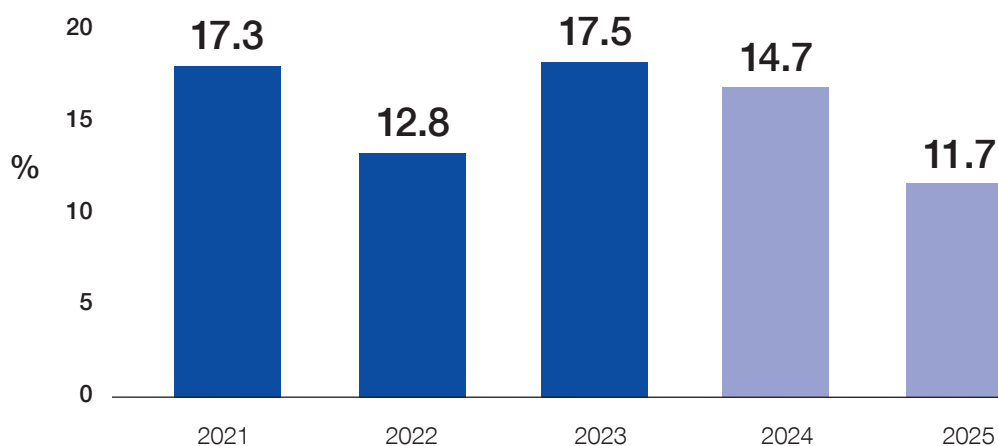
Epson Europe B.V. UK Office mean and median pay gap

The mean gender pay gap has reduced from 16% in 2024 to 13.5% in 2025, indicating progress in addressing pay disparities between genders, particularly at higher pay levels. This suggests that actions taken to promote fair pay and progression are beginning to have an impact. The median gender pay gap has also reduced from 14.7% to 11.7%, indicating improved pay equality at the midpoint of the organisation and suggesting that progress is being made across a broad range of roles, not solely at senior levels.

EEUK mean



EEUK median

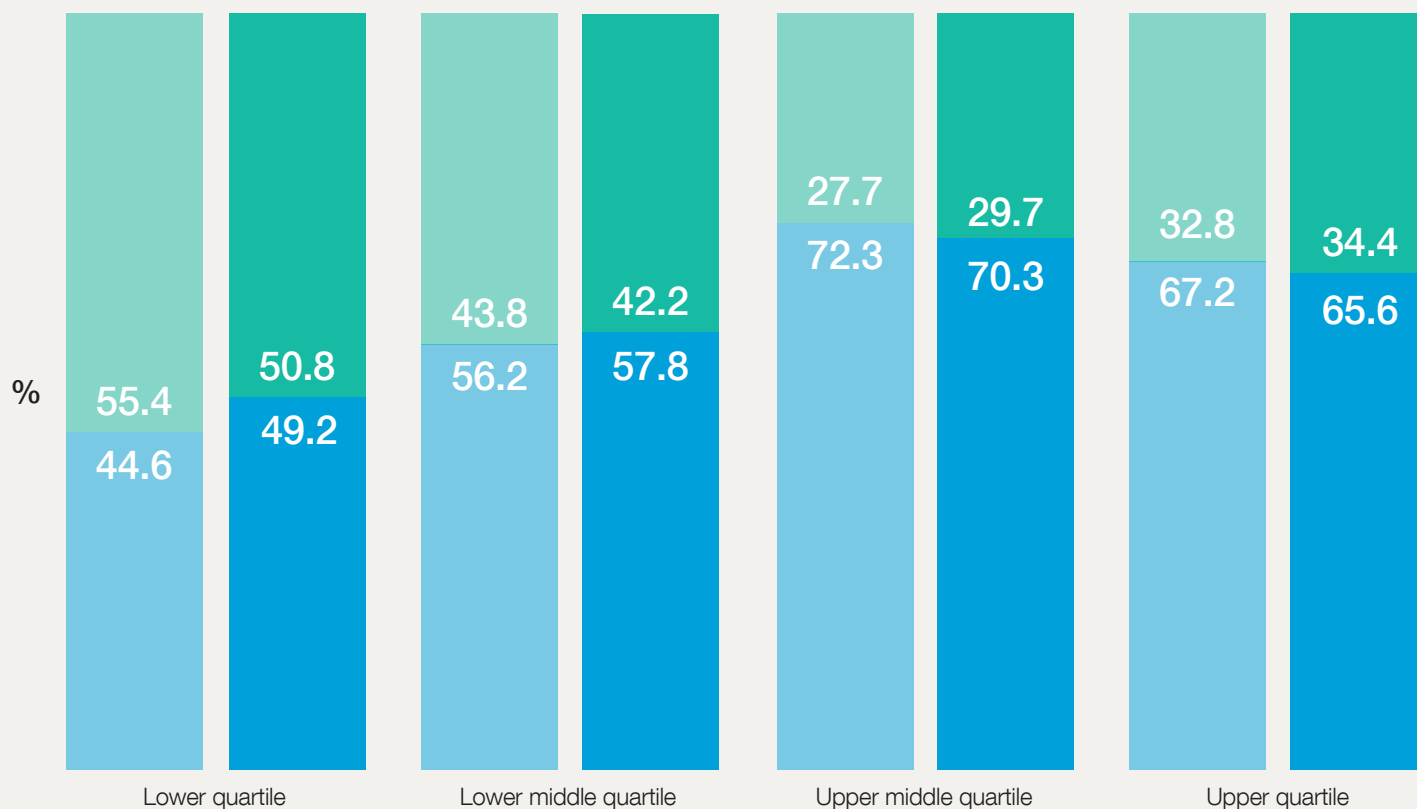


Epson Europe B.V. UK Office workforce quartiles percentage

More women are found in administrative, support roles and within the lower pay and lower middle quartile compared to men.

The data shows a notable decrease in women within the lower quartile and a steady increase in women progressing in the upper middle and upper quartiles. This shift indicates that we are moving towards a more balanced distribution of men and women across pay levels, suggesting improved progression and representation at higher-paid roles. Such movement across quartiles is a contributing factor to the reduction in the overall gender pay gap.

Workforce quartile

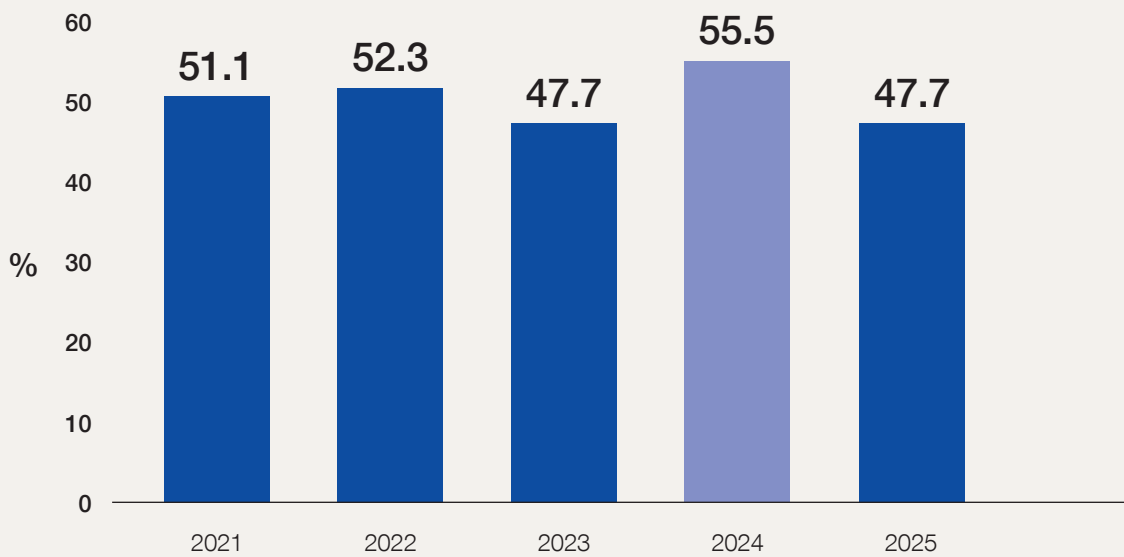


- Epson Europe B.V. UK Office female 2024
- Epson Europe B.V. UK Office male 2024
- Epson Europe B.V. UK Office female 2025
- Epson Europe B.V. UK Office male 2025

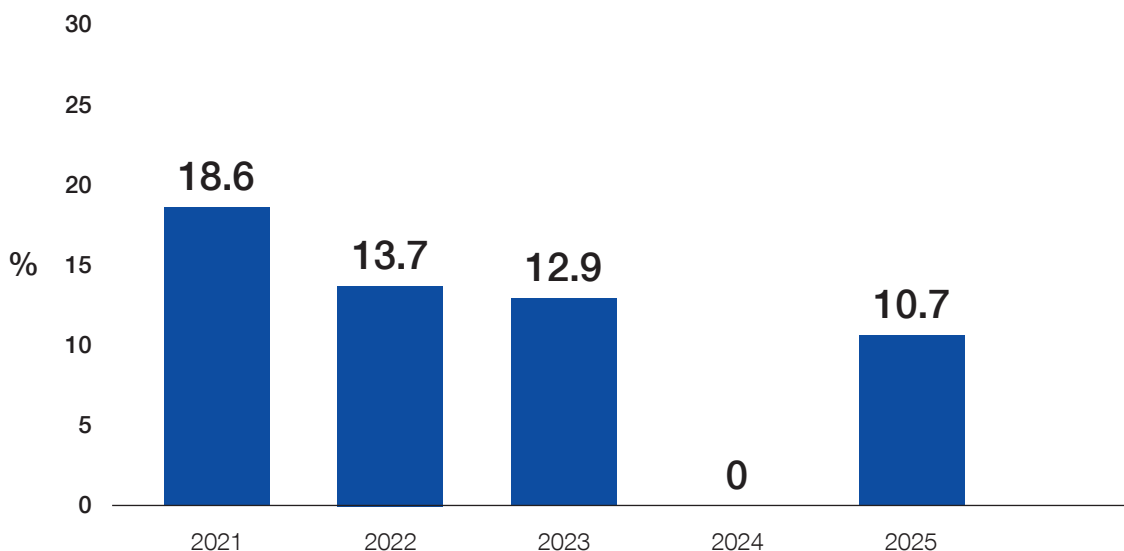
Epson Europe B.V. UK Office bonus pay gap

Continuing to compare the 2025 mean and median bonus pay gap to 2023 shows that the mean bonus pay gap has remained consistent at 47.7%. This reflects that the distribution of high bonus awards among a relatively small number of higher-paid roles remains broadly unchanged. However, the median bonus pay gap has reduced from 12.9% to 10.7%. This reduction indicates improved parity in bonus payments at the midpoint of the organisation, even though differences remain at the higher end of bonus awards.

EEUK employee gender bonus gap - mean



EEUK employee gender bonus gap - median

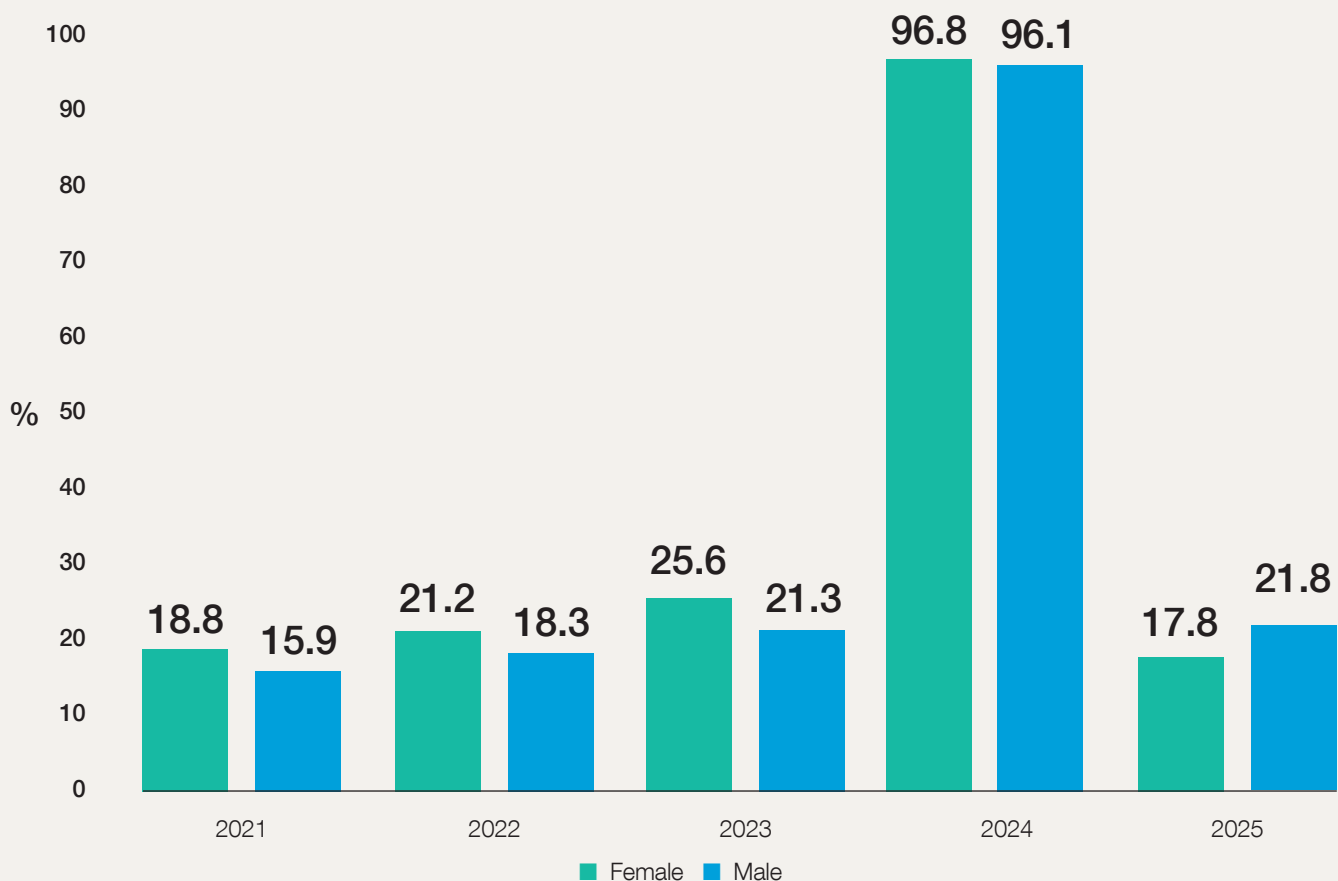


Epson Europe B.V. UK Office percentage of employees receiving a bonus

The significant increase with employees receiving a bonus in 2024 was largely driven by the majority of employees receiving the Seiko Epson summer bonus, making 2024 an anomalous year. As a result, comparing the 2025 data with 2023 provides a more representative view of longer-term trends.

There was a slight increase in the proportion of males receiving a bonus, from 21.3% in 2023 to 21.8% in 2025. In contrast, the proportion of females receiving a bonus decreased from 25.6% to 17.8% over the same period. This change may reflect variations in workforce composition, role eligibility for bonus schemes, and the timing or structure of bonus payments, rather than indicating unequal bonus practices between genders.

Percentage of employees receiving a bonus



Actions taken

Over the past year, we have focused on a series of practical, targeted actions designed to strengthen fairness, inclusion and representation across the organisation.

Refreshed our Inclusion Strategy to establish a clear vision, priorities and measurable goals for diversity, equity and inclusion, ensuring alignment across regions and business areas.

Conducted a comprehensive job grading exercise to support consistency, transparency and equity in role evaluation and pay structures.

Established gender representation targets internally, setting ambitious but realistic goals to improve gender balance across the organisation and strengthen our long-term talent pipeline.

Empowered local DE&I committees to deliver initiatives and events aligned to local needs and priorities, including activities for International Women's Day, International Men's Day, breast cancer awareness and other key moments.

Signed the Menopause Workplace Pledge and introduced supporting resources to provide clear guidance and consistent support for employees experiencing menopause.

Introduced complimentary sanitary products in selected offices across Europe to support wellbeing and remove practical barriers in the workplace.

Launched our Leadership Excellence Programme, supporting the development of future leaders and reinforcing inclusive leadership behaviours, values and decision making.

Our commitment

In the year ahead, we will prioritise the following commitments to support long-term progress and align with our broader inclusion vision and goals.

Continue to invest in employee wellbeing, ensuring it remains a core focus across the business and that employees are supported through life stages and circumstances that can impact participation and progression.

Validate our Inclusion Strategy against a recognised, evidence-based framework, helping us assess maturity, identify gaps and ensure our approach is aligned to leading practice and long-term, measurable impact.

Strengthen diversity data capture and reporting, improving the quality, consistency and cadence of our data to better understand representation, monitor trends and inform targeted action.

Focus on progression and talent pipelines, reviewing business needs and current capabilities to assess, succession nominations, talent pools, development opportunities, and access to development pathways including leadership development to support more balanced representation at senior levels over time.

Increase clarity around individual contribution to DE&I, clearly articulating what inclusion means in our context and how every employee can contribute through everyday behaviours and decisions.

We recognise that there is no single action that will close the gender pay gap. It's our belief that meaningful and sustainable progress comes from a combination of consistent, intentional steps taken over time that will embed equity and inclusion into our culture and the everyday ways of working.

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 2018.



Robert Clark
Chief Operating Officer



Nicola Isdale
Chief People Officer