

Epson (UK) Limited

# 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.

# Introduction Epson (UK) Limited

UK employers with more than 250 employees are required to publish their gender pay gap. We have three companies operating in the UK. Epson (UK) Limited has fewer than 250 employees and is therefore not required to report. However, we have decided to publish the gender pay gap in line with our company values and commitment to openness.

Epson (UK) Limited is a sales and marketing company, which sells and markets products for sale to the United Kingdom and Republic of Ireland only.

Many business support services such as information technology, facilities and human resources services are provided to it by direct parent company Epson Europe BV, which employs over 250 people based in the United Kingdom.

## 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

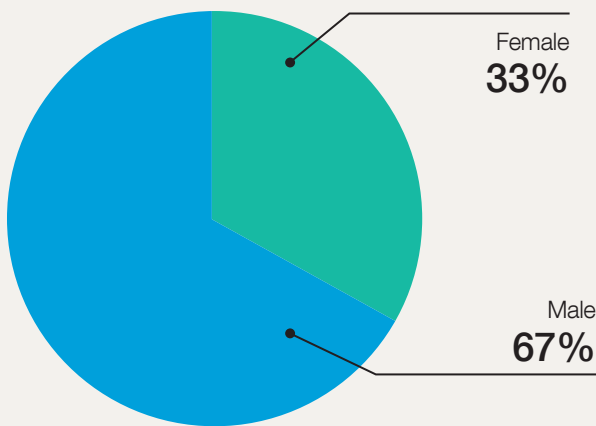
This organises the workforce into evenly sized quartiles based on ranking of all included employees from lowest to highest by hourly rate of pay. This is then split equally into four quartiles for each gender. The report shows for each quartile the number of full-pay relevant men and women in each quartile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

# Epson (UK) Limited total split of male and female employees

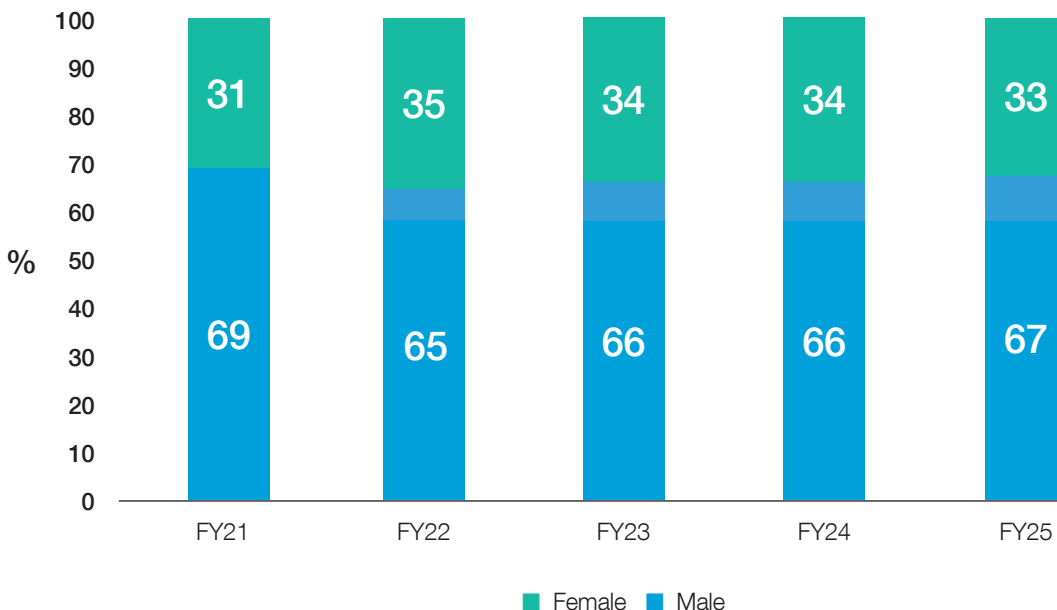
The diagrams below refers to Epson (UK) Limited totalling 107 employees, with 107 employees being full time. This report is based on the snapshot data from April 2025. No employees of Epson (UK) Limited have identified themselves as non-binary or chosen not to declare their gender.

Despite a reduction in total headcount since 2024, gender representation has remained consistent over the last five years, indicating that workforce changes have not disproportionately affected either gender.

## Epson (UK) Limited gender split



## Epson (UK) Limited gender split 2021 - 2025

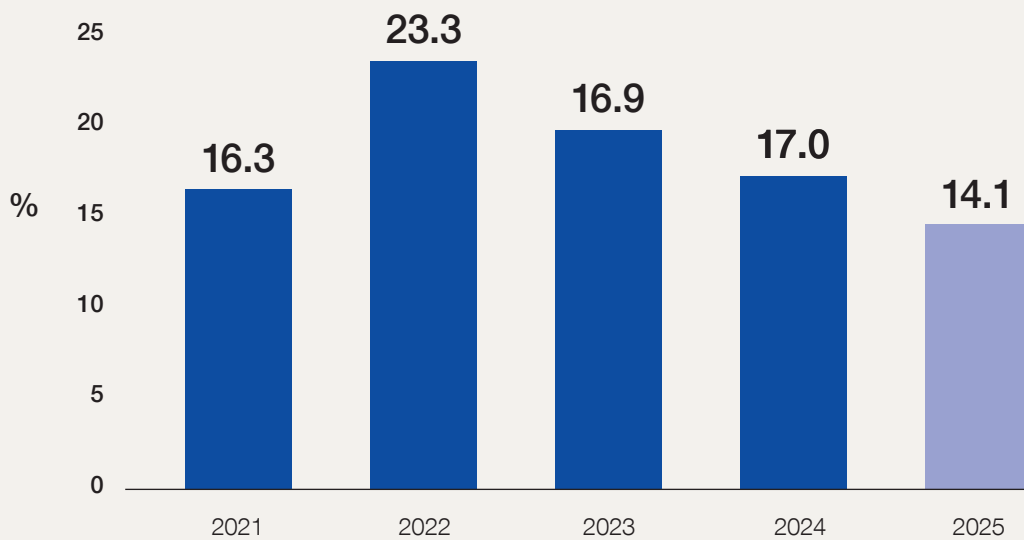


# Epson (UK) Limited mean and median pay gap

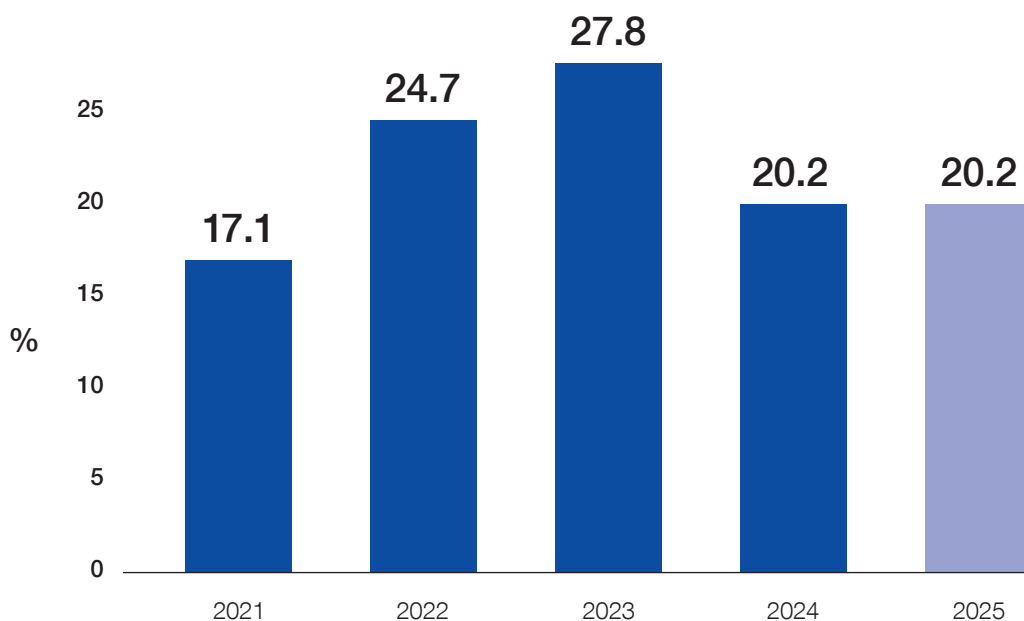
The mean gender pay gap has reduced from 17% in 2024 to 14.1% in 2025, indicating progress in addressing pay disparities between genders, particularly at higher pay levels. This suggests that actions taken to promote fair pay and progression are beginning to have an impact.

The median gender pay gap has remained unchanged at 20.2% which may indicate that while improvements have been made, the gender representation across roles at the middle of the pay range has not yet shifted, rather than reflecting a lack of overall progress.

## Epson (UK) Limited mean



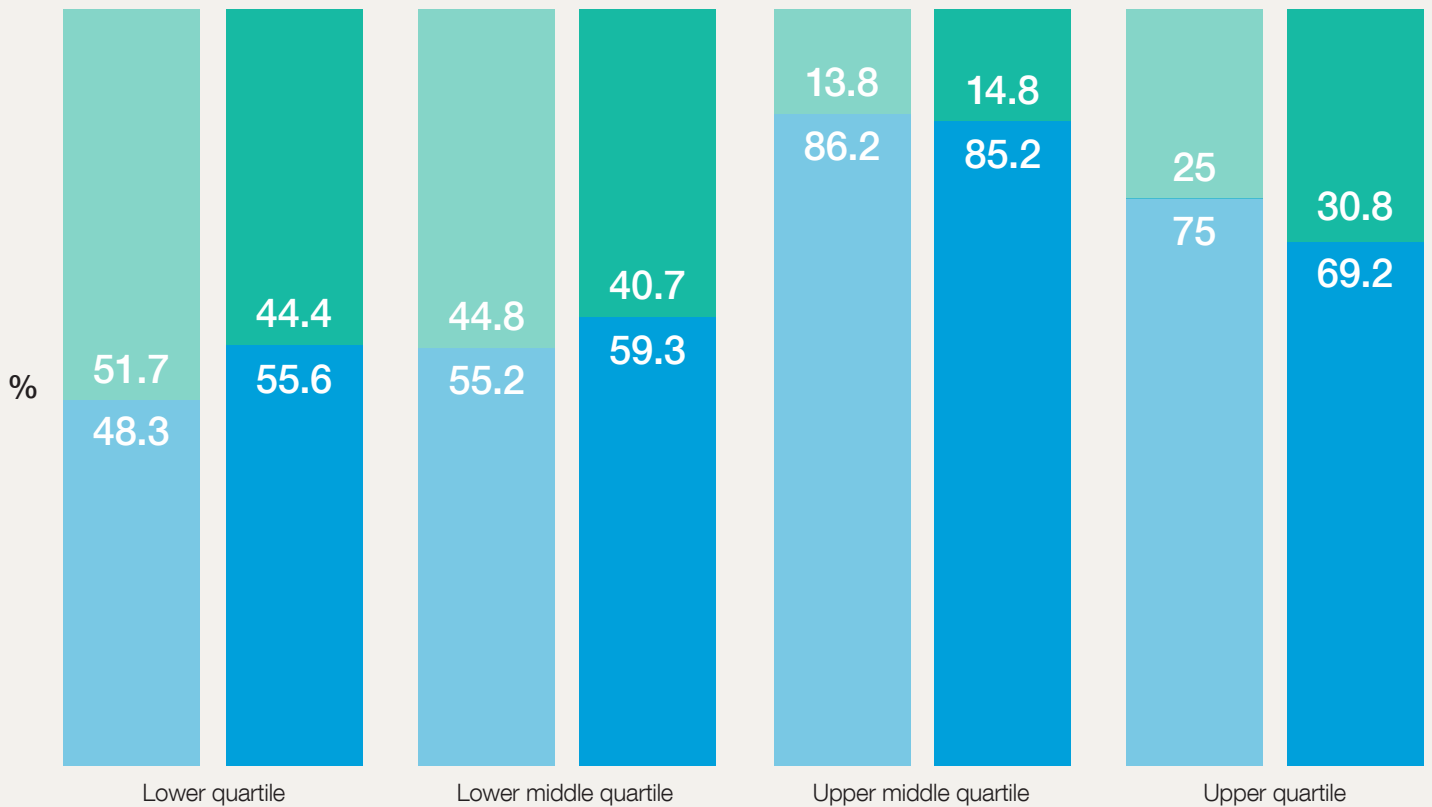
## Epson (UK) Limited median



# Epson (UK) Limited workforce quartiles percentage

The data shows a notable increase in men within the lower and lower middle quartiles. At the same time, there has been an increase in women progressing into the upper middle and upper quartiles. This shift indicates 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 key factor contributing to the reduction in the overall gender pay gap as pay is more evenly distributed across genders throughout the workforce.

## Workforce quartile



- Epson (UK) Limited female 2024
- Epson (UK) Limited male 2024
- Epson (UK) Limited female 2025
- Epson (UK) Limited male 2025

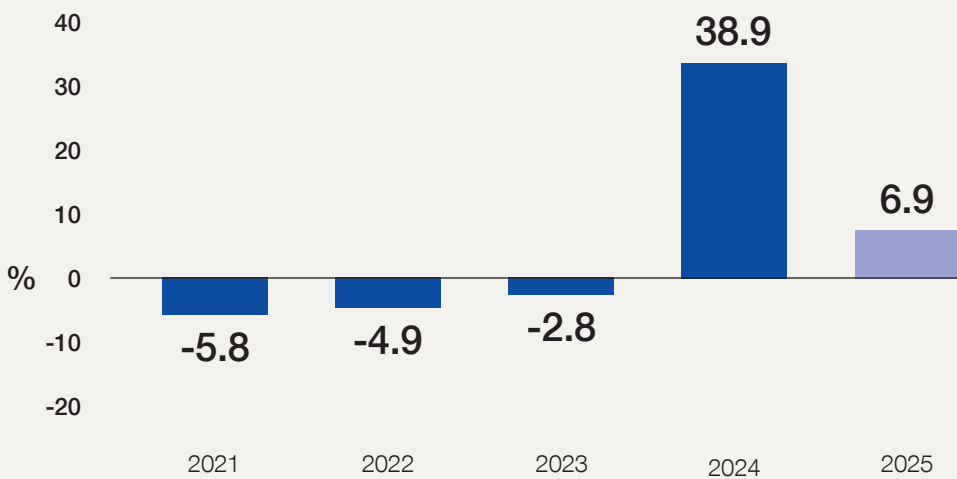
# Epson (UK) Limited bonus pay gap

Continuing to compare the 2025 mean and median bonus pay gap to 2023 shows that the mean bonus pay gap has increased by 9.7%, indicating that men, on average, received higher bonus payments than women. Similarly, the median bonus pay gap has increased by 20.7% over the same period, showing that the typical bonus received by men is higher than that received by women.

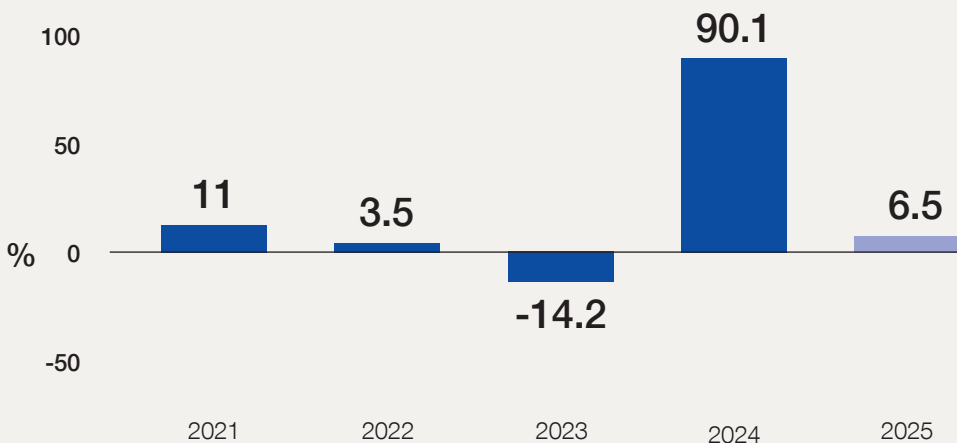
While a higher proportion of female employees received a bonus overall, the increase in the median bonus pay gap suggests that differences remain in the level of bonus payments awarded across genders, rather than in access to bonuses themselves.

These changes can largely be attributed to the gender composition of the workforce. The majority of EUL employees are male, and many occupy sales-based roles where bonuses form a significant proportion of total remuneration. This structural factor has a direct impact on bonus outcomes and, consequently, the reported bonus pay gap.

## Epson (UK) Limited employee gender bonus gap - mean



## Epson (UK) Limited employee gender bonus gap - median

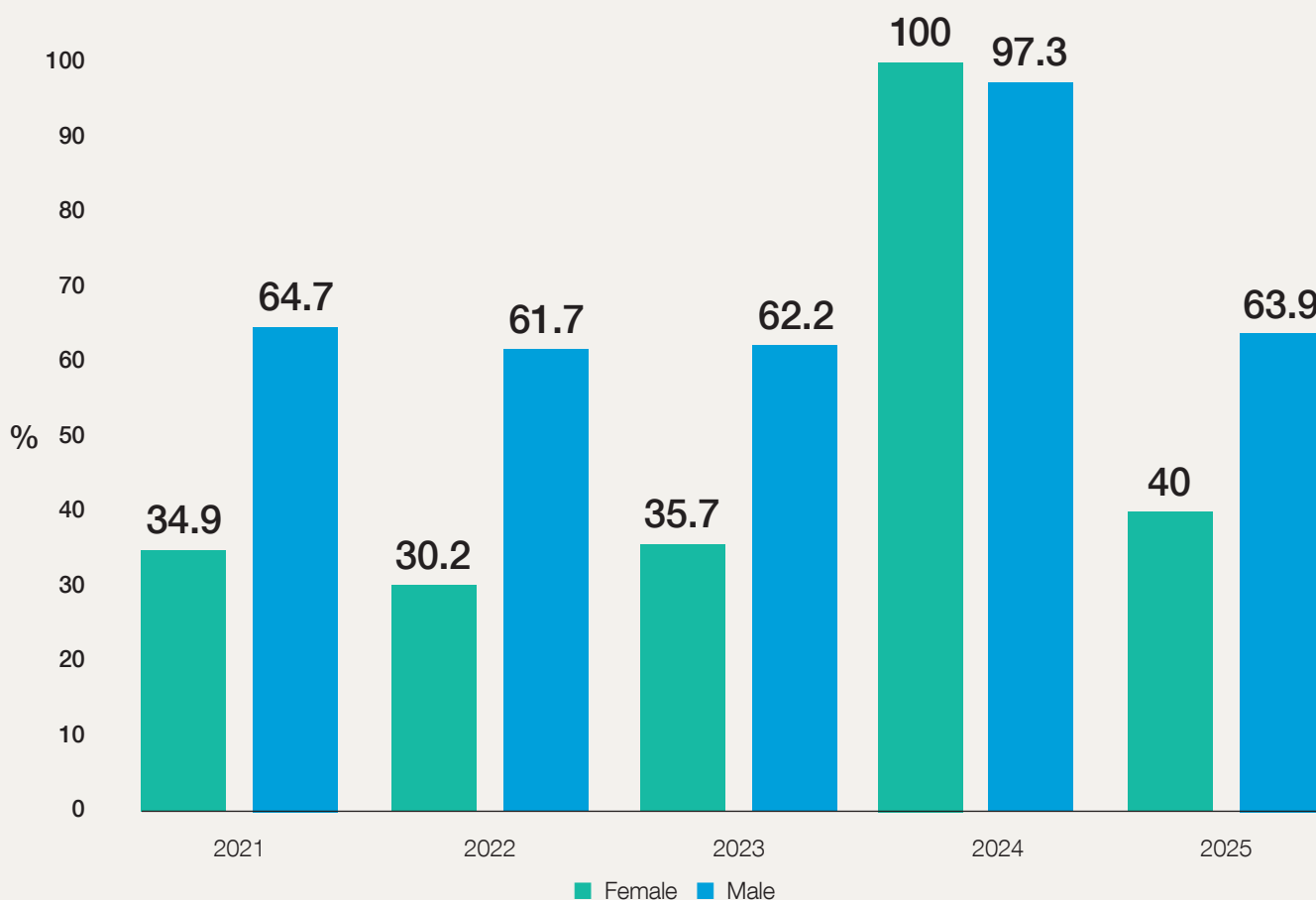


# Epson (UK) Limited percentage of employees receiving a bonus

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.

Since 2023, the proportion of female employees receiving a bonus has increased to 40%. Resulting in a 4.3% increase from 2023 and an 5.1% overall increase, reaching its highest level since 2021. This trend indicates both improved female representation within bonus-eligible roles and a more even distribution of bonus payments across the workforce.

## 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.



**Duncan Ferguson**  
Managing Director  
Epson (UK) Limited



**Nicola Isdale**  
Chief People Officer