

PORTMEIRION GROUP

Gender Pay Gap Report 2026



PORTMEIRION GROUP

About us...

At Portmeirion Group, our commitment to heritage and community is the cornerstone of our purpose-driven business. We embrace responsibility toward our employees, customers, communities, and those who invite our products into their homes. This commitment permeates throughout all of our operations.

Our business and brands boast a global reach steeped in a rich history rooted in family values, craftsmanship, and the creation of enduring products passed down through generations. We strive to evolve this heritage, blending the best of the past with today's innovations to create a positive legacy for the future.

Our people are our core asset. The Group prides itself on being a good and caring employer, with a workforce that mirrors the diversity of the communities in which we operate.

Building and maintaining an inclusive workplace is key to realising our strategic vision, playing a crucial role in our growth strategy and attracting the talent of today and beyond. We continue to enhance our people practices to further solidify our commitment to creating a workplace that not only values tradition but also embraces progress.

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Our Brands...

Portmeirion Group has six major brands – Portmeirion, Spode, Royal Worcester, Pimpernel, Wax Lyrical and Nambé. Collectively, these brands have been favoured by our customers for more than 750 years, and we continue to invest and grow these brands via both line extensions to existing ranges and new complimentary lines.



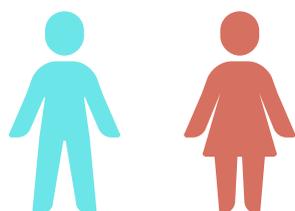
Our Gender Pay Gap

We are committed to fostering a transparent and fair working environment, rewarding employees based on their performance. We strive to eliminate any gender bias in our pay and remuneration systems and understand that equal pay between males and females is a moral obligation and a legal right in accordance with the Equality Act 2010. As a business we regularly monitor equal pay internally to ensure that both male and female employees are remunerated appropriately.

We have conducted the analysis below in accordance with the Equality Act 2010 Gender Pay Gap Information Regulations which came into effect in April 2017 (the “Regulations”).

Portmeirion Group UK Limited is the main operating subsidiary of Portmeirion Group PLC. It is the only UK Company within the Portmeirion Group that employs over 250 people and therefore the only company required to report under the Regulations. The statements and figures in this report relate solely to Portmeirion Group UK Limited (the “Company”).

Pay gap based on 5th April 2025 snapshot data



Mean: pay gap 12.68%
Median pay gap -0.30%

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Our gender pay gap data (based on 5th April 2025 snapshot date)

	2017	2018	2019	2020	2021	2022	2023	2024	2025	UK Average 2025
Mean pay Gap	6.82%	13.9%	12.4%	24.5%	-4.9%	7%	9.38%	11.64%	12.37%	12.8%
Median Pay Gap	6.82%	6.68%	4.9%	18.1%	-3.4%	9.26%	5.65%	5.51%	-2.5%	3%

† Office for National Statistics provisional 2025 data from the Annual Survey of Hours and Earnings and based on full-time and part-time figures.

www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables

It is important to note that the pay figures used in the calculations are recorded after deductions for any salary sacrifice arrangement, as stipulated by the Regulations.

There is some flexibility in the level of salaries paid to employees particularly in management roles, as this is dictated by knowledge, skills and experience, as well as market conditions. Gender is never a factor in how much we pay our employees.

What affects our gender pay gap?

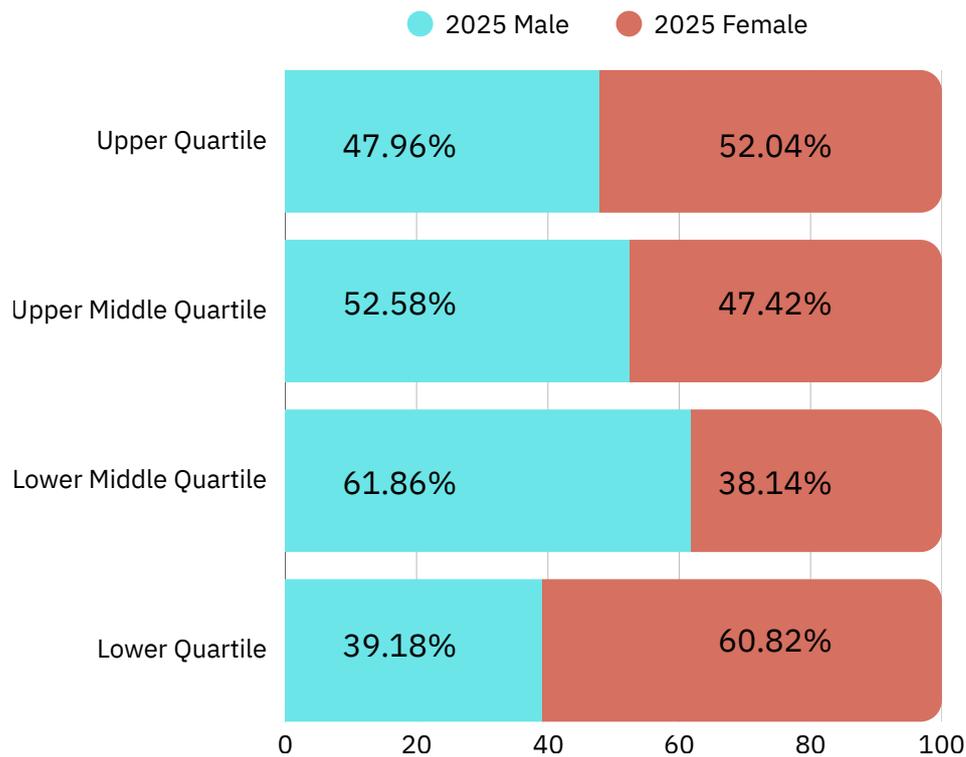
We employ almost 100% female colleagues in our retail division which tends to be in roles which are paid at national minimum wage rates and have more flexibility in terms of working hours.

Enhanced premiums are paid in addition to base pay rates for shift patterns that include unsociable hours as standard i.e. night shift patterns and those that include weekend working - this is a significant element of overall pay; these roles are predominantly occupied by male colleagues.

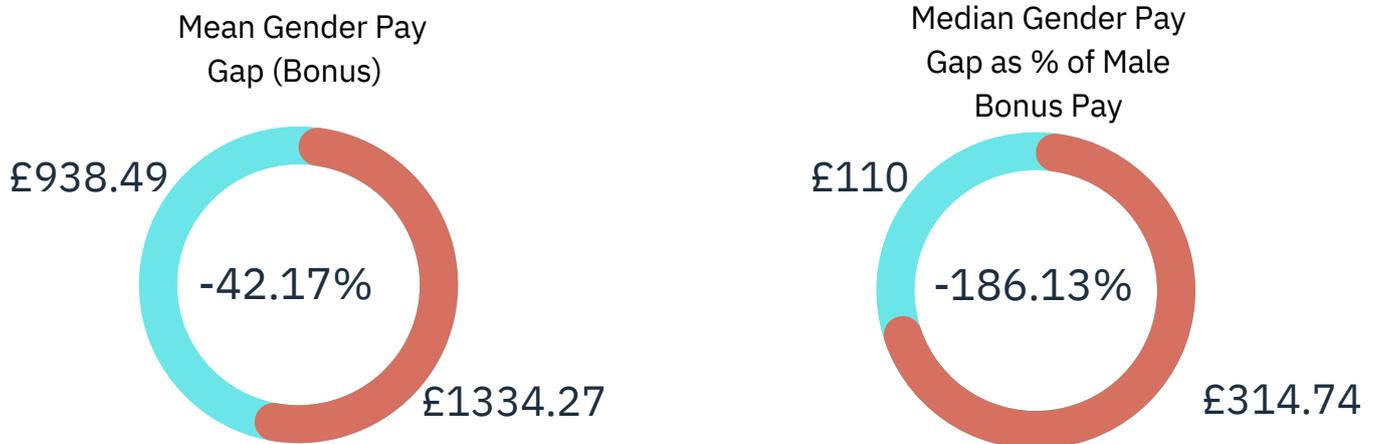
The Company gives employees the option to enter into salary sacrifice agreements for tax- efficient pension savings. The effect is that the pay used for the purposes of calculating the gender pay gap is significantly reduced for employees electing an element of salary sacrifice.

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Proportion of male and female employees by quartile pay



Bonus gap based on 12 months preceding 5th April 2025

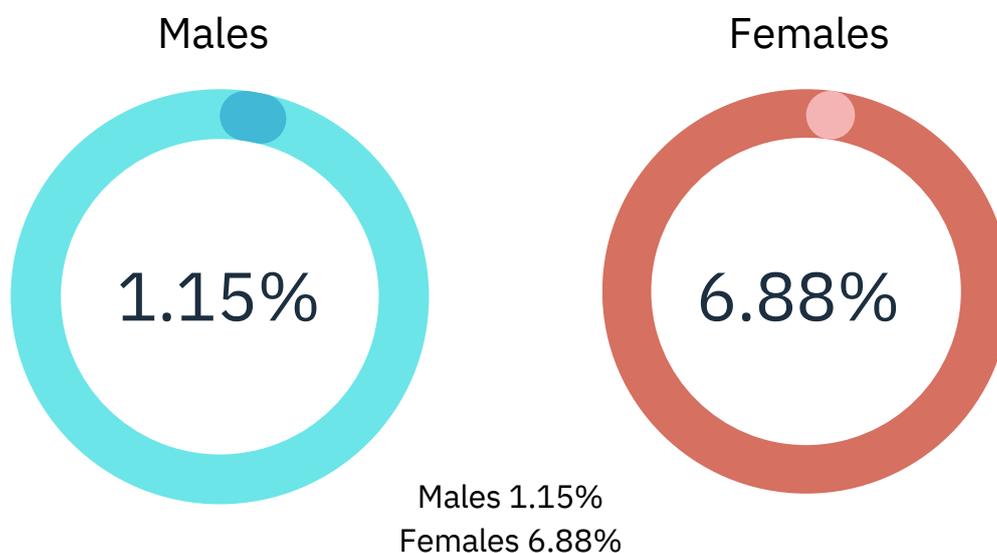


In this reporting year the vast majority of bonus payments made were to our retail division of which 95% of colleagues are female.

The provision of certain welfare benefits for our team members is key to our remuneration policy and therefore every employee is eligible for a significant level of life cover, health care, and employer pension contributions, and all receive annual holiday entitlement in excess of their statutory entitlement. Annual incentives, on which the bonus gap reporting is based, are only one element of our employee reward package.

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Proportion of employees receiving a bonus

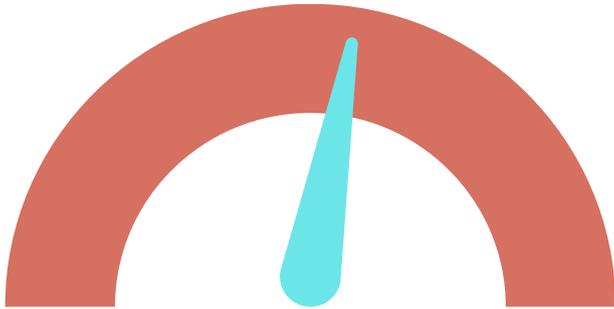


Our commitments

Portmeirion Group prides itself as being a company with an open culture, putting its people at the forefront of everything it does, with high employee engagement and a consultative approach. This is demonstrated by the high levels of innovation that take place across the organisation.

As a Group we recognise and value all forms of diversity in our employees and endeavour to promote a culture of inclusiveness in our workplace to enhance the success of our business. To this effect we have a Diversity Policy complementing our Equal Opportunities Policy. It is important to us that we monitor that diversity within our workforce is at least reflective of our local communities and that without exception our recruitment procedures and employment practices are supportive of ethnic minority groups. Our managers are required to undergo unconscious bias training where this is appropriate.

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55%

In 2025, 55% of managerial positions held throughout the Group were held by female colleagues.

Recognition and engagement are key to the retention of our employees as is recognising and rewarding their hard work. Our reward strategy aims to provide a package that offers competitive pay and distinctive benefits.

We are committed to paying the National Living Wage and all of our employees are offered membership to our Group personal pension plan, which provides employer contributions for all members. In addition all employees are included in generous life cover and healthcare policies.

We regularly review our diversity metrics and strive to improve any gender imbalance and our remuneration policy is reviewed annually. We will continue to review our Company policies, procedures and practices to ensure that, so far as possible, we offer flexible working hours, shift patterns and opportunities for part-time working.

Our Diversity and Inclusion Policy can be requested from our Human Resources Department.

We have a robust recruitment policy which stipulates that the Company will recruit, train and reward based on merit and provide opportunities for our employees to fulfil their ambitions regardless of gender or any other protected characteristic.

This statement confirms that the published information is accurate at the time of publishing.

Samantha Pearce



Group Chief Operating Officer– Portmeirion Group UK Limited
12th March 2026