

Gender Pay Gap Report: 2025

Reporting Year: April 2024-2025

THG is home to some of the world's most recognised beauty and sports nutrition brands, including LOOKFANTASTIC, Myprotein and Cult Beauty — with a vision to be the global online leader in both sectors.

This report sets out our gender pay gap figures for 2024/25. We are committed to transparency on this issue and to taking meaningful action to close the gap. The figures cover our mean and median pay and bonus gaps, the distribution of men and women across our four pay quartiles, and bonus receipt by gender.

The gender pay gap figures in this report compare the average pay between all men and women within each reportable entity. This is not the same as Equal Pay, which deals with a difference in pay between men and women who perform work of equal value. The factors influencing the gender pay gap include the distribution of males and females between roles, experience, tenure and geographic location.

Pay quartile representation		
Pay band	Female	Male
Lower quartile (Q1 – lowest paid 25%)	57.50%	42.50%
Lower middle quartile (Q2)	53.00%	47.00%
Upper middle quartile (Q3)	60.00%	40.00%
Upper quartile (Q4 – highest paid 25%)	55.50%	44.50%

The hourly pay data in this report is reflective of snapshot date of 5th April 2025, and the bonus data is reflective of the period from April 2024 to April 2025. Our largest entities include Acheson & Acheson Limited, THG Beauty Limited, THG Nutrition Limited, and THG Shared Services Limited. These are the only entities within the Group that currently meet the employee threshold required to publish gender pay gap figures, which are detailed at the end of this document. However, our commitment to gender equality applies across all our business units.

Statutory figures	
Metric	2024 / 25
Mean hourly pay gap	9.11%
Median hourly pay gap	-2.29%
Mean bonus pay gap	11.20%
Median bonus pay gap	-55.00%
Proportion of women receiving a bonus	13.10%
Proportion of men receiving a bonus	10.42%

Behind the Gap

The median is the pay of the middle person if we lined up everyone from lowest to highest paid. Because women are the majority of colleagues at every level of our business, the woman in the middle earns slightly more than the man in the middle. This is reflected in our median hourly pay (in favour of women by 2.3%)

The mean is an average across everyone's pay. A small number of men in our most senior roles earn very high salaries, and these few high earners pull the male average up. This is the main reason our mean hourly pay gap (9.1%). Men are also more concentrated at the very top of our salary range, which has a meaningful effect on our mean figures.

The Reportable Group

We have produced a combined view of all reportable entities, referred to as the "Reportable Group". You can find a detailed breakdown of pay gap information across all individual entities further down in this report.

Statutory figures						
Metric	Mean hourly pay gap	Median hourly pay gap	Mean bonus pay gap	Median bonus pay gap	Proportion of women receiving a bonus	Proportion of men receiving a bonus
Acheson & Acheson Limited	0.69%	3.49%	100.00%	100.00%	0.00%	1.17%
THG Beauty Limited	24.97%	20.26%	49.13%	8.82%	18.54%	19.75%
THG Nutrition Limited	11.12%	1.48%	-25.85%	-5.00%	11.80%	11.52%
THG Shared Services Limited	22.24%	5.39%	55.68%	-50.00%	17.37%	11.64%

Company	Upper Quartile		Upper Middle Quartile		Lower Middle Quartile		Lower Quartile	
	Male	Female	Male	Female	Male	Female	Male	Female
Acheson & Acheson Limited	42.71%	57.29%	50.52%	49.48%	46.39%	53.61%	36.08%	63.92%
THG Beauty Limited	22.12%	77.88%	14.91%	85.09%	14.04%	85.96%	8.70%	91.30%
THG Nutrition Limited	62.67%	37.33%	56.95%	43.05%	58.94%	41.06%	53.64%	46.36%
THG Shared Services Limited	63.27%	36.73%	51.02%	48.98%	51.02%	48.98%	50.00%	50.00%

Our actions to close the gap

- Increasing female representation in our most senior roles, where mean pay is most influenced.
- Supporting career development and progression pathways for women into our highest-paid positions.
- Continuing to review our reward and bonus frameworks to ensure they remain fair, transparent and consistent.

Statement

We confirm that the information provided in this report is accurate and is in line with the statutory requirements.

Konrad Hill

Konrad Hill
Chief People Officer