



2021 GENDER PAY GAP

GRAY & ADAMS LIMITED*

WOMENS HOURLY RATE IS

-22.1%	-18.7%
<i>LOWER</i>	<i>LOWER</i>
<i>(Mean)</i>	<i>(Median)</i>

WOMENS BONUS PAY IS

-69.3%	20.0%
<i>LOWER</i>	<i>HIGHER</i>
<i>(Mean)</i>	<i>(Median)</i>

WHO RECEIVED A BONUS

87.6%	88.1%
<i>OF MEN</i>	<i>OF WOMEN</i>

PAY QUARTILES

Top Quartile

92.6%	7.4%
<i>MEN</i>	<i>WOMEN</i>

Upper Middle Quartile

96.7%	3.3%
<i>MEN</i>	<i>WOMEN</i>

Lower Middle Quartile

96.7%	3.3%
<i>MEN</i>	<i>WOMEN</i>

Lower Quartile

79.5%	20.5%
<i>MEN</i>	<i>WOMEN</i>

* Fraserburgh facility only

GRAY & ADAMS HOLDINGS LIMITED*

WOMENS HOURLY RATE IS

-18.6%	-15.1%
<i>LOWER</i>	<i>LOWER</i>
<i>(Mean)</i>	<i>(Median)</i>

WOMENS BONUS PAY IS

-63.2%	0.0%
<i>LOWER</i>	<i>(Median)</i>
<i>(Mean)</i>	

WHO RECEIVED A BONUS

90.9%	90.3%
<i>OF MEN</i>	<i>OF WOMEN</i>

PAY QUARTILES

Top Quartile

91.9%	8.1%
<i>MEN</i>	<i>WOMEN</i>

Upper Middle Quartile

96.8%	3.2%
<i>MEN</i>	<i>WOMEN</i>

Lower Middle Quartile

95.7%	4.3%
<i>MEN</i>	<i>WOMEN</i>

Lower Quartile

82.2%	17.8%
<i>MEN</i>	<i>WOMEN</i>

* Includes Fraserburgh, Dunfermline, Doncaster and Ireland group companies