



2025 GENDER PAY GAP

GRAY & ADAMS LIMITED*

WOMENS HOURLY RATE IS	
79.0% <i>HIGHER</i> (Mean)	-16.4% <i>LOWER</i> (Median)
WOMENS BONUS PAY IS	
14.5% <i>LOWER</i> (Mean)	0.0% <i>HIGHER</i> (Median)
WHO RECEIVED A BONUS	
88.6% OF MEN	91.8% OF WOMEN
PAY QUANTILES	
Top Quartile	
92.8% MEN	7.2% WOMEN
Upper Middle Quartile	
94.4% MEN	5.6% WOMEN
Lower Middle Quartile	
96.0% MEN	4.0% WOMEN
Lower Quartile	
77.4% MEN	22.6% WOMEN

* Fraserburgh facility only

GRAY & ADAMS HOLDINGS LIMITED*

WOMENS HOURLY RATE IS	
57.7% <i>HIGHER</i> (Mean)	-8.9% <i>LOWER</i> (Median)
WOMENS BONUS PAY IS	
1.2% <i>LOWER</i> (Mean)	29.8% <i>SAME</i> (Median)
WHO RECEIVED A BONUS	
89.5% OF MEN	94.1% OF WOMEN
PAY QUANTILES	
Top Quartile	
93.5% MEN	6.5% WOMEN
Upper Middle Quartile	
92.4% MEN	7.6% WOMEN
Lower Middle Quartile	
95.1% MEN	4.9% WOMEN
Lower Quartile	
82.2% MEN	17.8% WOMEN

* Includes Fraserburgh, Dunfermline, Doncaster and Ireland group companies