

**Clarke  
Energy**®

A KOHLER COMPANY

Engineer - Install - Maintain

## Gender Pay Gap Information

2022 Report  
(reporting as of April 2022)



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# Gender Pay 2022

## Introduction to Clarke Energy

Clarke Energy is a multinational specialist in distributed energy generation solutions. Its capabilities range from the supply of a gas fuelled power generation engine, through to the turnkey installation of a multi-engine power plant. Clarke Energy is an authorised distributor and service provider for Jenbacher reciprocating gas engines with a strong focus on aftersales support. It forms part of Kohler Co. specifically Kohler Energy Group, thus belonging to a much larger network of nearly 40,000 associates across 6 continents.

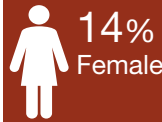
## What is the Gender Pay Gap?

The gender pay gap shows the difference between the average (mean or median) earnings of men and women. The mean is the average and the median is the middle number when hourly rates are placed in order from lowest to highest; both calculations are expressed as a percentage of male earnings.

The gender pay gap is not the same as equal pay. Equal pay deals with the differences in pay when members of the opposite sex are paid differently but they carry out the same work, similar work or work of equal value. We are committed to supporting equality through fair pay and we strive to ensure that men and women are paid equally for doing equal work. We recognise that the market is continually changing. For that reason we continue to use external benchmarking against the market, to ensure that we are offering the correct levels of pay for the role rather than for the individual.

## Gender Representation at Clarke Energy, UK

The gender representation within the business is 86% male and 14% female.



Despite industry challenges, we are committed to playing our part in trying to change that in order to achieve a better gender balance and recognise the immense benefits of having a workforce that truly represents society. Kohler Co. has a long-standing commitment to pay equality and diversity, and our employment decisions are based on principles of equal opportunity.

The company is making progress on its diversity and inclusion strategic plan objectives which are to:

- Attract and retain the best talent which is increasingly diverse.
- Build a strong talent pipeline to support the goal to promote from within.
- Achieve a gender balance across Kohler Co. at all levels, including senior levels.
- Create a culture of inclusion to optimise team performance and drive results globally.

## Our Commitment

We welcome the continued UK Government Gender Pay reporting initiative and support any action designed to highlight gaps in pay. Despite the challenges we face in the recruitment of females into technical and senior roles we will work to ensure that women are given the opportunities at Clarke Energy to progress from entry to boardroom level.



Jamie Clarke, President



Lynsey Merryweather, HR Director

# Gender Pay 2022 Summary

## Overall Mean and Median Gap

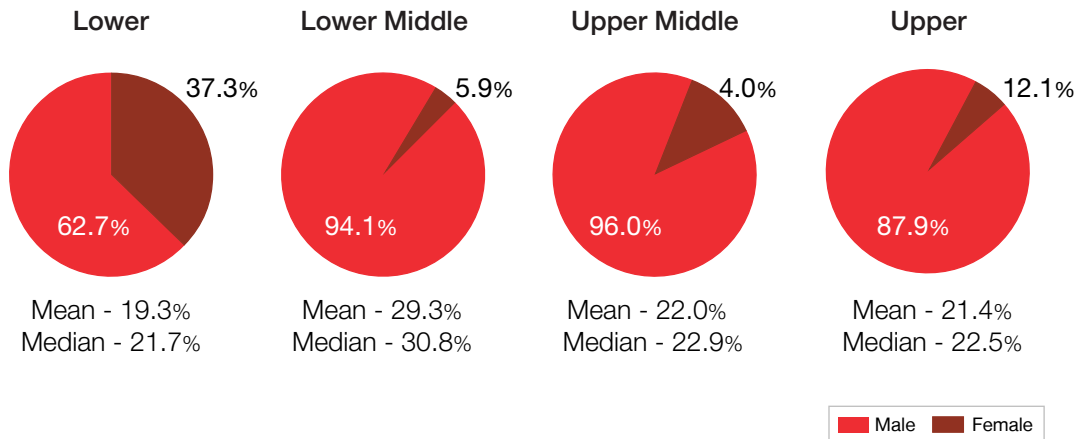
The table below shows our overall mean and median gender pay gap based on the hourly rates of ordinary pay on the 5th April 2022. Ordinary pay includes basic pay, allowances, pay for piecework, pay for leave and premium shift pay.

	Mean		Median	
	2021	2022	2021	2022
Gender hourly pay	18.1%	18.1%	22.0%	22.7%
Gender bonus pay	34.1%	46.8%	5.9%	0.0%

Our gender pay gap results are a reflection of our gender imbalance rather than a pay imbalance.

## Gender Representation and Pay Gap by Workforce Quartile

The gender pay gap calculations relate to the 12 month period 6th April 2021 to 5th April 2022 inclusive. Pay quartiles are calculated by dividing the relevant workforce into four equal bands, in Clarke Energy's case this is 86 associates per quartile. The amount of females and males within each quartile is shown below as a percentage. Also shown below is the overall mean and median gender pay gap within each quartile, based on the hourly rates of ordinary pay on the 5th April 2022. Ordinary pay includes basic pay, allowances, pay for piecework, pay for leave and premium shift pay.

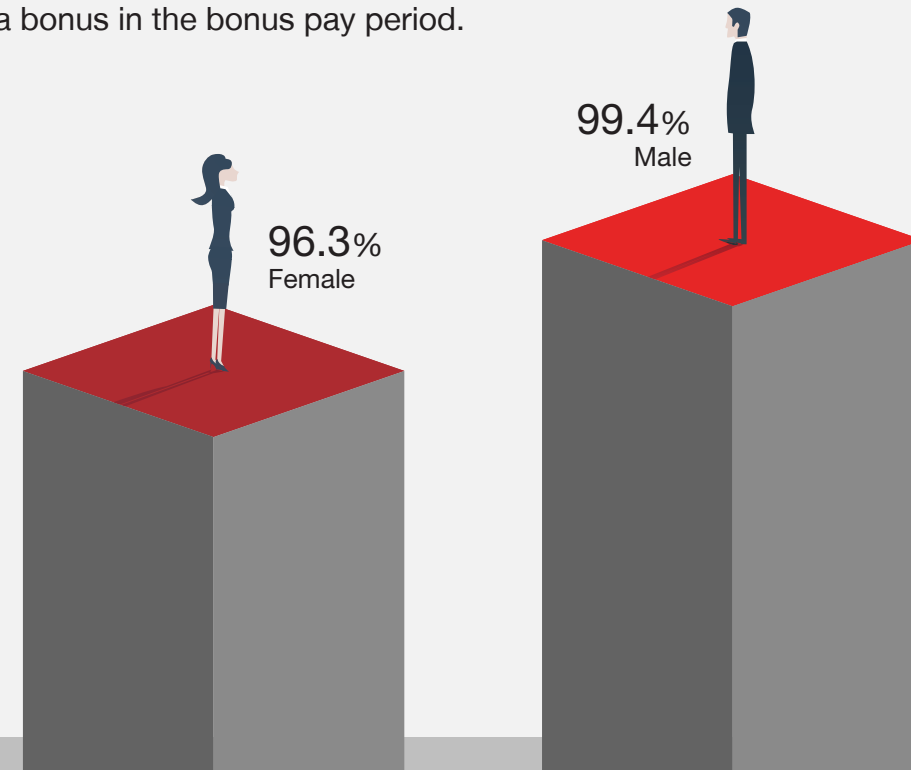


## Bonus Payments

All associates received a bonus in December and, thereafter, new hires that met eligibility prior to the end of the reporting cycle. Results correlate to the consistent female and male associate populations.

	Bonus Received	
	2021	2022
Male	95.7%	99.4%
Female	96.3%	96.3%

Proportion of males and females awarded a bonus in the bonus pay period.



# Gender Pay 2022

**The Gender Pay Gap calculations show similar results to the 2021 report and reflect not an issue with pay but a reflection of the gender balance within Clarke Energy.** Females make up only 14% of our UK workforce and typical of a company within the engineering sector, a high percentage of these are in the lower quartiles where there are significantly more women in lower paid roles across the business compared to men.

However there have been some highlights, reflecting the opportunities for women that work at Clarke Energy. In the upper quartile there remains a good representation of women in senior, decision-making roles and there has been an increase to 12.1% representation of women in this quartile. We have seen an increase in women taking roles in the lower quartile with men making up a higher proportion of the lower middle and upper middle quartiles. This is reflective of the types of roles recruited with an increase in areas such as Project Management and Engineering which are typically male dominated.

It is also important to note some differences between the mean and median pay gap in the lower quartile. Typically, we would expect women to have a higher hourly rate which has explained the lack of a gap in previous years. However, due to the Covid pandemic, we were unable to recruit our yearly intake of apprentices in Field Service and Overhaul, which again are male dominated but on a lower hourly rate. With the absence of these roles in this quartile, this has caused a higher hourly rate for men, ultimately creating a gap. As things have now returned to normal, we have a steady influx of apprentices and expect this to close the gap again next year.

Clarke Energy's workforce is predominantly made up of mechanical and electrical engineering roles which are critical to the success of the business, with more male-oriented field service, overhaul and commissioning engineers making up over 50% of headcount. Even in career areas that are more balanced in attracting both genders, such as project management, business development and commercial sales, a background and qualifications in engineering are essential.

This, plus a small pool of female talent choosing engineering as a career, makes 50:50 gender representation more difficult to achieve. The UK currently suffers from a shortage of engineers. In 2018 the Guardian reported that 1.8 million new engineers and technicians are needed by 2025 to keep up with new innovations and projects, yet in 2020 research conducted by the Royal Academy of Engineering and WISE has found that just 12% of engineers in the UK are women.

We continue to make Clarke Energy an inclusive workplace and in the last year we have also launched a Menopause policy and provided employees with awareness and information training whilst also offering managers training in relation to how support employees through the menopause.

Change needs to happen within early educational years so that women see engineering as a career for them and Clarke Energy can play its part in this by offering work experience opportunities and engaging with local schools and colleges to support career awareness for pupils.

## Closing the Gap

- We will continue to identify, develop and retain talented women in the business.
- We will continue to pro-actively find qualified female candidates when we have engineering vacancies.
- We will continue to build upon our Science, Technology, Engineering and Math initiatives and early years career programmes that aim to engage both males and females in engineering at an early age.
- We will examine our benefits, policies and processes to ensure that they attract and retain female associates and portray a environment where women want to work. We will also look at our careers website, social media and recruitment activity to make sure that we are attracting female talent and are an employer of choice for women.
- We will continue to promote and celebrate diversity and inclusion within the business and the wider community as part of our stewardship initiatives.