



Gender Pay Gap Information

2025 Report
(reporting as of April 2025)

Gender Pay 2025

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 Rehlko, thus belonging to a much larger network of nearly 7,400 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 84% male and 16% 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 Rehlko 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.

Kyle Quinn, President

Lynsey Merryweather, Group HR Director

Gender Pay 2025 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 2025. Ordinary pay includes basic pay, allowances, pay for piecework, pay for leave and premium shift pay.

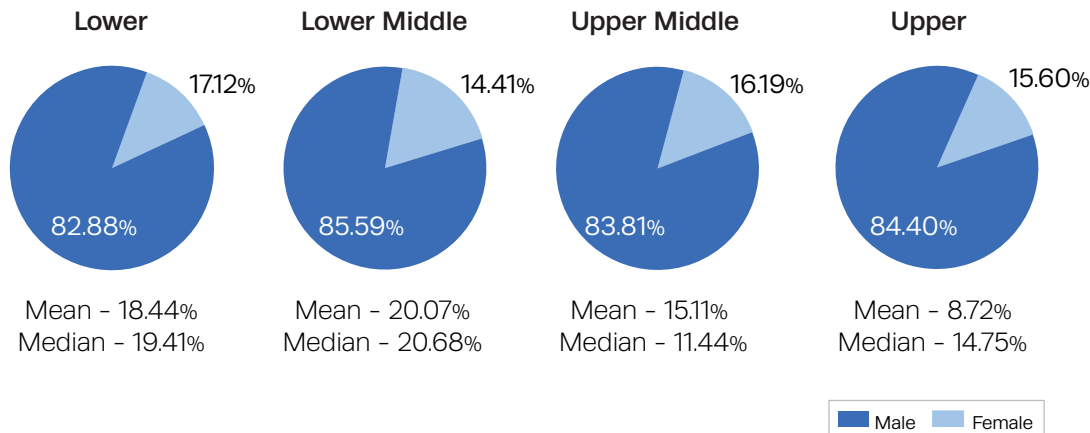
| | Mean | | Median | |
|-------------------|--------|--------|---------|---------|
| | 2024 | 2025 | 2024 | 2025 |
| Gender hourly pay | 13.63% | 14.92% | 17.34% | 18.23% |
| Gender bonus pay | 38.20% | 38.42% | -10.00% | -20.00% |

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.

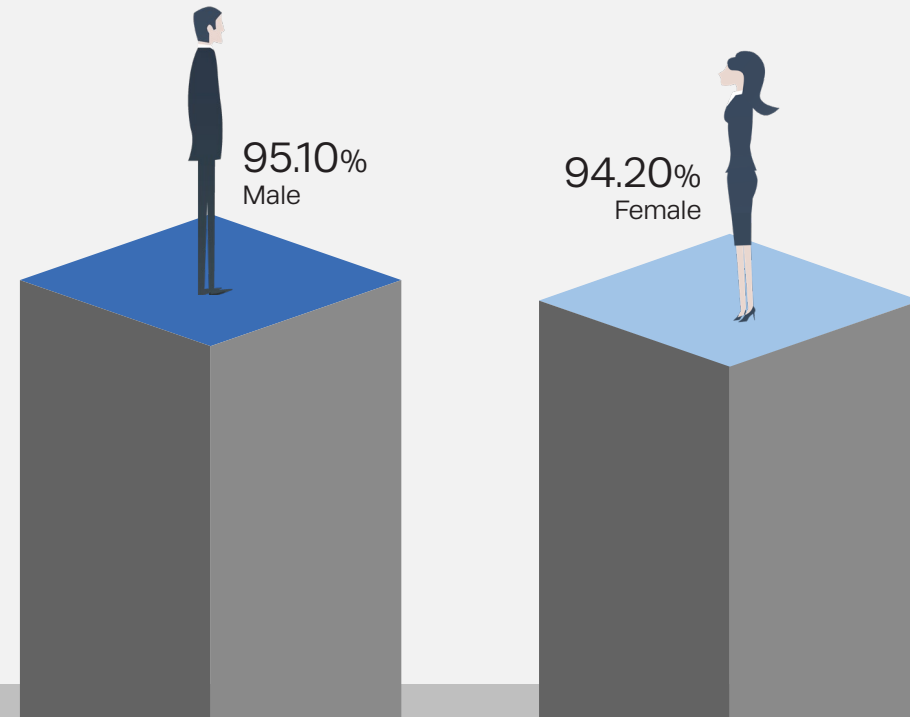
| | Bonus Received | |
|--------|----------------|--------|
| | 2024 | 2025 |
| Male | 94.60% | 95.10% |
| Female | 95.10% | 94.20% |

Gender Representation and Pay Gap by Workforce Quartile

The gender pay gap calculations for the bonus pay relate to the 12 month period 6th April 2024 to 5th April 2025 inclusive. Pay quartiles are calculated by dividing the relevant workforce into four equal bands. The amount of females and males within each quartile is shown below as a percentage. Also shown below is the gender pay gap within each quartile.



Proportion of males and females awarded a bonus in the 2025 bonus pay period.



| Gender Pay 2025

The Gender Pay Gap results for 2025 are broadly consistent with our 2024 figures. The data does not indicate unequal pay for equal work but rather reflects the structural gender imbalance within Clarke Energy's UK workforce, particularly across engineering led roles.

Women currently represent 16% of our UK workforce, an increase from 15% in 2024. While progress remains gradual, this upward movement is important and reflects deliberate action rather than natural drift.

As a business operating in the engineering and energy sector, Clarke Energy's workforce composition is heavily influenced by the availability of qualified engineering talent. Over 50% of our UK employees are in mechanical, electrical, field service, overhaul, and commissioning roles — occupations which continue to be male dominated across the UK labour market. This imbalance directly impacts our overall pay gap, as these roles typically sit within higher pay quartiles.

Pay Quartiles and Progression

The distribution of men and women across pay quartiles continues to be uneven. Women remain more heavily represented in the lower and lower middle quartiles, while men continue to dominate the upper quartiles. This distribution — rather than pay inequality — is the primary driver of our gender pay gap.

That said, there are clear and positive indicators of progress:

- Female representation in the upper quartile has increased from 12.6% to 15.6%, a 3 percentage point increase year on year.
- This improvement builds on a consistent multi year trend, demonstrating that women at Clarke Energy are progressing into more senior and higher paid roles.
- While the upper quartile pay gap has widened, this is attributable to changes in senior leadership roles and responsibilities during the reporting period, rather than regression in opportunity or access.

We recognise that increased representation alone is not sufficient. Our focus must now shift to accelerating progression, not just participation.

Recruitment, Skills and Structural Challenges

Clarke Energy competes in a labour market facing a significant and well documented engineering skills shortage. Demand continues to increase, driven by the UK's energy transition and growth in renewable and low carbon infrastructure.

Industry data published in October 2025 highlights a projected shortfall of up to 1 million workers by 2030, with an annual requirement for 124,000–173,000 engineers. This shortage disproportionately affects efforts to improve gender balance, given the historically low participation of women in engineering education and careers. We are not using this context as an excuse — but it is an essential reality that shapes our approach.

Our Response and Commitment

Clarke Energy is actively addressing these challenges through sustained, long term action rather than short term fixes.

Talent Pipeline

We continue to invest heavily in apprenticeship and early career programmes across:

- Field Service Engineering
- Electrical Engineering
- Mechanical Engineering
- Civil Engineering

These programmes are central to securing future capability and improving diversity over time. We are actively working to increase female participation, including targeted engagement with schools, colleges, and universities.

We are encouraged by the presence of a female Field Service Engineer apprentice, who is already acting as a visible role model for what is possible within our business.

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Closing the Gap – Clear Actions

Our focus is deliberate and sustained. Over the coming period we will:

- Identify, develop, and retain high potential female talent, with clear accountability for progression.
- Proactively target female candidates for engineering and technical roles, ensuring balanced shortlists wherever possible.
- Strengthen relationships with engineering focused universities and colleges, expanding work experience placements, internships, and early career pathways.
- Increase pay transparency by encouraging salary disclosure in recruitment, supporting informed decision making and equitable outcomes.
- Leverage flexible working as a standard practice, reinforcing inclusion and widening our talent pool – particularly for those with caring responsibilities.
- Strengthen progression into the upper middle and upper quartiles, supported by our performance management framework, objective goal setting, and clearer development pathways.

Our Position

We are not satisfied with slow progress, but we are confident in the direction of travel. Closing the gender pay gap at Clarke Energy requires structural change, sustained investment, and discipline – and we are committed to delivering all three.

