

VISION TO PURPOSE

THE CLARKE 2014 SUSTAINABILITY REPORT



Dear Friends,

2014 marked the end of our first sustainability goal period and the six year anniversary of our visionary journey to “do it different”. As in most organizational change endeavors, our early efforts were both exciting and frustrating as we made progress on the, relatively, low hanging fruit opportunities while struggling to get traction on the more challenging, and more impactful, issues.

In 2010, with the creation of our Sustainability Advisory Board and employee led committees, we established an organizational structure that helped to guide our actions and engaged our employees in our efforts with a greater sense of purpose.

And then in 2012, our first Appreciative Inquiry Summit propelled us forward.

Inspired by the collective strengths and energy of all of our stakeholders (employees, customers, suppliers and strategic partners), we envisioned 10 areas of opportunity to **Accelerate a Sustainable Clarke**.

With this vision and with great purpose, we pursued **transformational energy** initiatives, established a **zero waste program**, elevated our wellness efforts to **extraordinary health & happiness**, imagined and then created a new corporate **campus of innovation**, and pushed ourselves to become a **bold catalyst for change** in our industry and within our communities. I won't spoil the reading. But I will say here that by the end of 2014 we achieved four of our first seven ambitious goals!

Our journey continues to be remarkable. More important though is the cultural ‘shift’ occurring as we begin to see and understand how one mid-sized company can make a difference. Within our industry and within the communities in which we work — both near and far. The sense of a flourishing environment has been ignited. And I am confident that it has the power to propel us beyond our goals, perhaps even redefine who we are. With that I say, ‘stay tuned.’

J.Lyell Clarke,
President and CEO





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Natural lighting floods the lobby of the employee aspired new Clarke headquarters, designed and renovated to LEED Silver standards.



ABOUT THIS REPORT

REPORT SCOPE AND BOUNDARY

Welcome to Clarke's 2014 Sustainability Report, *Vision to Purpose*. Here, we share the progress we made in 2014 as we completed work on our first set of five-year sustainability goals. We reflect on and celebrate how far we have come on our purposeful and transformative journey. We also look to the future, with a statement of bold new 2020 goals and our vision of continuing our transformation through sustainability and innovation.

In this, our sixth annual report, we report our environmental, social and economic performance across Clarke's global operations and subsidiaries, including 21 sales, service and manufacturing facilities. This includes our new Corporate and Research headquarters in St. Charles, Illinois, and three new service locations in Florida. We have no restatements of information from Clarke's 2013 report, nor have we experienced any significant organizational changes in ownership or scope.

This report, along with previous sustainability reports, is available in downloadable PDF format at www.clarke.com/filebin/PDF_Docs/clarke2014SR.pdf. The complete GRI index for this report can be found at www.clarke.com/filebin/PDF_Docs/clarke2014GRIindex.pdf.

MEASUREMENT AND TRANSPARENCY

At Clarke, we measure progress on our goals and initiatives through our:

- Sustainability dashboard;
- Quarterly Sustainability Advisory Board meetings;
- Management and initiative committee meetings;
- Employee performance management systems; and our
- Corporate bonus structure, which includes incentives for volunteerism and employee engagement in sustainability initiatives.

Results of our efforts are posted quarterly to the company's electronic communication board and reported formally in this annual sustainability report, published for all internal stakeholders and key external stakeholders.

Lyell Clarke, the company's President and Chief Executive Officer, provides updates on Clarke sustainability efforts and initiatives, and reports on the progress that we are making toward our sustainability goals during his quarterly company reviews to employees and at our annual all-employee town hall meeting of the Sustainability Advisory Board.

We use the Global Reporting Initiative (GRI) framework for reporting. GRI promotes the use of sustainability reporting as a way for organizations to become more sustainable and contribute to sustainable development. Our 2014 sustainability report has been prepared in accordance with the GRI G3.1 Guidelines to a B Level to ensure high-quality reporting. In 2015, we will be transitioning to the GRI G4 Guidelines.

FEEDBACK

Comments or questions about this report can be directed to Julie E. Reiter, Vice President Human Resources and Sustainable Development, at jreiter@clarke.com.

ABOUT US

2008

Natular® larvicide

2012

ProMist® Dura Electric Sprayer

Conserve™ Aquatic Application System

EarthRight™ Community Mosquito Control Program

2013

CocoBear® Larvicidal Oil

Merus® Adulticide

All-Trace™ Nutritional Trace Elements for Cattle

2014

Solar Aquatic Aerator

SUSTAINABLE PRODUCTS AND SERVICES

Following the introduction of Natular® larvicide in 2008, we set out aspirational guidelines to develop new products, services, and application methods that reduce environmental impact as compared to conventional technologies. We think of them as a different class of offerings, which we call our “NextGen” portfolio. Our goal is to generate 30 percent of our revenue from these innovative products and services by 2020.

WHO WE ARE

Clarke is a privately held global environmental products and services company. We make communities around the world more livable, safe and comfortable by pioneering, developing and delivering environmentally responsible public health mosquito control products and aquatic services. Our services help prevent disease, control nuisances and create healthy waterways. Clarke strives to pioneer and deliver the most advanced environmentally responsible mosquito control and aquatic services available. Our customers include governments, commercial and residential groups, and international ministries of health.

Clarke is a global solutions provider, growing and evolving from a small family business established in 1946. The Clarke Group, Inc. and its core business units serve the spectrum of market needs from mosquito control products, services, and application equipment to aquatic habitat services and technology.

WHAT WE DO

Clarke Mosquito Control Products, Inc., provides public health mosquito control products and equipment, with headquarters in St. Charles, Illinois, and sales offices throughout the U.S.

Clarke Environmental Mosquito Management Inc. provides public health mosquito control services to government, commercial and private entities from 10 locations in the United States.

Clarke Aquatic Services Inc. provides professional aquatic habitat management solutions to control invasive vegetation, algae and the overall health of aquatic habitats from 10 locations in the United States.

Clarke International, LLC, provides public health mosquito control products and equipment, with offices in Mexico, India and Brazil.

Pacific Biologics, Pty., LTD, distributes public health mosquito control and animal health products in Australia, New Zealand and the Pacific Islands.

WHERE WE OPERATE

2,3 Clearwater, MN
 3 Spring Lake, MI
 3 Niles, MI
 HQ St. Charles, IL Headquarters
 2 Rigby, ID
 MFG Schaumburg, IL
 MFG,2,3 Roselle, IL
 2 Philadelphia, PA
 2 Manassas, VA
 3 Richmond, VA
 2 Atlanta, GA
 2,3 Putnam, FL
 3 Leesburg, FL
 1,2,3 Kissimmee, FL
 2,3 Hendry, FL
 3 Ft. Myers, FL
 1,2,3 Wellington, FL
 4 Maharashtra, India
 4 Guadalajara, Mex
 4 Sao Paulo, Brazil
 5 Brisbane, AU

Key

HQ	Headquarters	4	International Offices
1	Products	5	Pacific Biologics
2	Mosquito Services	MFG	Manufacturing
3	Aquatic Services		

GOVERNANCE AND ETHICS

Clarke is governed by a two-person board of directors comprised of Clarke family members. Day-to-day management and long-range direction is led by our executive leadership team with guidance from an external advisory board of independent business leaders. Advisory board members provide representation from the legal, business, banking, consulting and industry arenas, vetted through an internal review process. They act in accordance with the policies that guide the Clarke organization.

In addition to our board of directors and advisory board, Clarke has a corporate compliance committee. This committee includes key members of the management team and provides oversight and direction regarding regulatory, environmental and workplace compliance in all Clarke operations and activities. The corporate compliance committee also provides guidance on Clarke's Code of Conduct and ethics policy. We have established a confidential ethics hotline for employees should they have an issue to report and follow up immediately on reported issues.

The Company has established a robust program for business planning and regular review and monitoring of operational and financial performance—including an annual long-range and strategic planning retreat, quarterly strategic initiative reviews, and regular executive team and business unit meetings to review key performance metrics.

SUSTAINABILITY GOVERNANCE

Our sustainability progress is measured and guided by our Sustainability Advisory Board (SAB), made up of our executive leadership team and employee representatives from each focus area. Established in 2011 as part of our Project Greater Purpose initiative, the SAB meets quarterly and monitors progress towards our sustainability goals.



Clarke purchased bed nets being distributed.

OUR VISION

Create an organization that reaches around the world to help make the lives of more than 660 million people more livable, safe and comfortable.

OUR MISSION

Together, we help make communities around the world more livable, safe and comfortable. We are doing this by:

- Pioneering, using and championing the most eco-responsible and advanced products, services and business practices possible;
- Providing support to as many communities as we can through the Clarke employee volunteer programs and through the Clarke Cares Foundation;
- Living our mission through our words and actions;
- Supporting our customers, partners and each other in this endeavor, and inspiring others to join us.

OUR VALUES

Clarke's core values guide all our steps:

Caring for the Planet

In every aspect of our behavior and actions, we hold ourselves accountable for making responsible decisions and finding ways to lessen our impact on Earth.

Caring for People

We are respectful and considerate of one another, our customers and our partners, and do all we can to positively impact and enrich the lives around us.

Being Passionate about What We Do

We work hard because we love what we do. We take pride in our work and the difference we make in the world.

Doing the Right Thing Even When It's Hard

Honesty and integrity drive our everyday actions and are reflected in our common belief to do what's best for our industry, and the people and communities we serve.

STAKEHOLDER ENGAGEMENT

Stakeholder relationships are integral to Clarke's continued success. We recognize that we cannot reach our vision and purpose, carry out our mission or live by our values without engaging in open and accountable relationships with those who share our journey, even when those interactions are challenging.

The textbook definition of stakeholders—people and groups, both internal and external to an organization, who are affected by and/or have influence on or interest in its business—doesn't do justice to how Clarke views our stakeholders. When we created Project Greater Purpose in 2011, we envisioned our stakeholders as integral partners in the practical and purposeful matter of achieving our sustainability goals.

They are still that today.

We also aspired to engage our industry peers, partners and customers with the goal of becoming “a bold catalyst for external change.” We are proud to report that some of our stakeholders have joined us as collaborators in deeper and more meaningful conversations about the sustainability issues that will help shape the future for the Company, our customers and our employees.

In 2015, we will take a more formalized approach to stakeholder engagement in preparation for reporting in accordance with the GRI-G4 framework. The GRI-G4 requires companies to engage their stakeholders in the identification of the most important environmental, social and economic issues that impact both the company and its stakeholder groups. In our 2015 sustainability report, we will update on the outcomes of this work.

OUR STAKEHOLDERS: WHY AND HOW WE ENGAGE

We have identified employees, customers, suppliers, government regulators and agencies, and communities as our main stakeholders.

We engage them in a variety of ways. These include:

- Our quadrennial Appreciative Inquiry Summit;
- Our speakers program and training;
- Internal communications for employees (“The CLOG”);
- National, regional and local industry meetings and events;
- Customer and supplier meetings;
- Community engagement;
- Input to federal agency regulatory dockets and proposed regulations;
- Industry, regulator and non-governmental organization (NGO) work groups, task forces and coalitions;
- Meetings with federal and regional environmental regulators and stewards; and
- Connecting Clarke's upstream regulators with downstream stakeholders and user communities.

In the table below we identify a selection of key issues and some of the ways we responded in 2014.

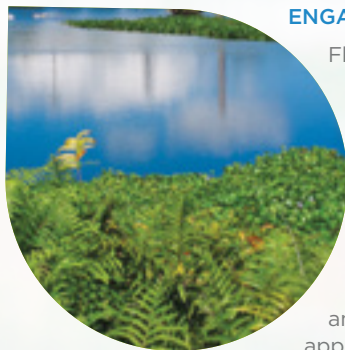
Stakeholder	Issue	How We Engaged
Employees	Engaging employees in decision-making	In November, all Clarke employees were invited to participate in the second annual full-day town hall Sustainability Advisory Board meeting, where their input on 2014 achievements and 2015 planning across all of Project Greater Purpose was welcomed.
Customers	A customer service model, which was specific to products and services, was not serving our customers efficiently	We created a single Customer Care team to speed response time and accuracy with customer requests and orders. It was built on inter-company collaboration, cross-departmental training and accountability.
Suppliers	Excessive handling and waste associated with the bulk packaging of our product	We worked with one of our customers to source and customize a unique returnable/refillable large-volume “tote” that streamlines the operational handling of dry granular product and eliminates packaging waste.
	Ambitious waste-reduction goals	Our Roselle facility teamed up with one of our suppliers to establish a closed-loop drum container return/reuse program for one of our raw materials. Previously, the drums were not reused and a third-party recycler disposed of them. Now the product supplier picks up the empty drums, cleans and reuses them, resulting in both packaging and cost reduction.
Government regulators and agencies	Concern over the safety of endangered species in the waterways we service	Through consultation with the Illinois Department of Natural Resources and engaging local forest preserve district management in preparation of aquatic area treatment plans we have developed operational protocols to ensure our services do not negatively affect endangered species and valued resources. By identifying areas with protected resources in our geographic information system database, we provide a visual and timely reminder of these measures to our applicators when making treatments. We've also introduced training, monitoring and transparency measures to ensure that we are complying with stakeholder requirements.
Communities	Bold catalyst for external change	We met with representatives from the City of St. Charles to review Clarke's sustainability programs and discuss how a sustainability model could boost the city's economic development.

MEMBERSHIPS AND ASSOCIATIONS

American Mosquito Control Association (AMCA)
American Society for Quality
American Society for Testing & Materials
American Society of Safety Engineers (ASSE)
Aquatic Ecosystem Restoration Foundation (AERF)
Aquatic Plant Management Society (APMS)
Chicago Wilderness Society
Entomological Society of America (ESA)
European Mosquito Control Association (EMCA)
Global Collaboration for the Development
of Public Health Pesticides (a working group
of the WHO)
Illinois CPA Foundation
Mosquito Control Association of Australia (MCAA)
National Safety Council
National Fire Protection Association (NFPA)
North American Pollinator Protection Campaign
(work-group member)
Responsible Industry for a Sound
Environment (RISE)
Society for Human Resources Management (SHRM)
Society for Vector Ecology (SOVE)
The Millenium Reserve
U.S. Environment Protection Agency
WasteWise Partner

AWARDS AND RECOGNITION

Best Natural Landscaping, Village of Schaumburg, IL
(for Lunt Ave. manufacturing facility)
Community Development Award, City of
St. Charles, IL
Community Partner of the Year, Reston
Community Association, VA



ENGAGING TO RESTORE PEACEFUL WATERS

Florida utilizes perhaps the most sophisticated water management system in the United States. For example, Peaceful Waters in Wellington, FL, is a 26-acre man-made wetland comprised of a series of “cells” that filter the village’s waste water before it is ultimately used for irrigation. In addition, the wetland is a sanctuary to more than 50 bird species, including white pelicans and sandhill cranes.

When Clarke began managing the site in 2012, high nutrient levels and aggressive exotic plant species had caused the shallow ponds to become choked with vegetation. Through an ongoing exchange with the customer and hobbyist birders at the site, Clarke introduced a process to restore the appropriate balance of open water and vegetation for effective filtration while protecting important bird habitats. Using Clarke’s Conserve™ application system, our specialists collaborated with local ornithologists to understand the location of bird habitats as well as breeding and nesting patterns in order to manage applications safely and with the least disturbance. Using this approach and through collaboration with stakeholders, we have helped transform the waters over three years into a TripAdvisor destination nature sanctuary in South Florida.

PARTNERING WITH THE GATES FOUNDATION

In 2012, Clarke received a grant from the Bill & Melinda Gates Foundation to develop and commercialize attractive toxic sugar bait as a new and unique intervention tool for use in malaria-endemic countries. This was no small task. A new active ingredient was needed, and it needed to be formulated to last at least six months under extreme environmental conditions. In addition, the delivery method needed to be very inexpensive and not have any functional use other than that for which it was designed. After collaborating with a team of experts in an array of industries, Clarke is on track to place more than 2,000 pilot units in 2015.

Peaceful Waters—where seemingly disparate interests came together to preserve wildlife habitat.

PROJECT GREATER PURPOSE

CLARKE'S SUSTAINABILITY STRATEGY: PROJECT GREATER PURPOSE

In 2011, we formed Project Greater Purpose. It was designed to establish a formal organizational structure around our sustainability efforts and to create processes that maintain progress in, and attention to, key environmental and social priorities. It has done just that.

Today, Project Greater Purpose is a driving force in what we do and how we're able to get it done. In effect, Project Greater Purpose serves as our sustainability strategy and management system. It has driven engagement, understanding and ownership in the greater purpose that we aspire to through our sustainability vision.

MAJOR INITIATIVES

Sustainable Business

- Carbon Footprint Tracking & Reporting
- Transformational Energy—Fleet
- Transformational Energy—Facilities
- Green Power
- Sustainable Packaging
- C2C & Design for the Environment
- Responsible Purchasing Policies & Vendor Programs
- Zero Waste

Communication, Education & Awareness

- Sustainability Report
- Appreciative Inquiry Summit
- Speakers Program & Training
- Internal Communications—The CLOG
- Outreach & Education

Project Greater Purpose is made up of a Sustainability Advisory Board (SAB) and five committees:

- Communication, Education & Awareness
- Extraordinary Health & Happiness
- Good Earth
- Social Responsibility
- Sustainable Business

The SAB meets quarterly to provide guidance and direction to the committees and project teams, reinforcing Clarke's commitment to its sustainability goals. Every Clarke employee is invited and encouraged, within the scope of his or her job and through bonus objectives, to participate on one or more of the five committees. In 2014, more than 60 unique projects, big and small, were initiated by Clarke employees under Project Greater

Purpose and 74 percent of Clarke's employees participated in one or more sustainability activity, representing a 4 percent increase over 2013 and a 10 percent increase since we first launched the program.

Our November SAB meeting includes all employees in a town hall format. Employees are invited to actively participate and provide feedback. In 2014, we invited a delegation of local business leaders to participate in our town hall event with the purpose of engaging them in our sustainability story and, we hope, inspiring them to adopt a sustainability mindset in their companies.

Social Responsibility

- Swing for Nets Golf Fundraiser
- Volunteerism Events
- Day of Caring

Good Earth

- Earth Day Events
- Composting, Rain Barrels & Recycling
- Solar Panels

Extraordinary Health & Happiness

- Wellness Incentive Program
- Health Risk Assessment & Biometric Screening
- Health Care Benchmarking
- Health & Wellness Awareness
- Weight Watchers at Work
- Employee Safety Programs

PERFORMANCE UPDATE

In 2009, Clarke established a set of ambitious goals to be achieved by the end of 2014. These goals influence every aspect of our business—from product development and supply-chain management to the vehicles we drive and the buildings in which we work.

	2014 Goal	2014 Performance	Status
Carbon	Reduce carbon footprint by 25% against 2008 baseline	25% reduction	Achieved
Energy	Acquire 20% of energy from renewable resources	40% of energy consumption was offset by green power contracts and 0.1% from on-site solar	Achieved
Waste	Reduce waste stream by 50% against 2010 baseline		Achieved
Products & Services	Generate 25% of revenue from products ranked as NextGen on the Clarke Eco-Tier™ Index	18% of revenue came from products and services classified as NextGen	In Progress
	Incorporate a cradle-to-cradle design philosophy in all product/service development efforts	Work is under way to develop a product design and development protocol that aligns with cradle-to-cradle principles	
Facilities	Attain LEED certification at all new facilities	Clarke Campus was designed to LEED guidelines; scheduled to apply for certification in 2016	In Progress
Community	Donate or volunteer 2,080 employee hours to assist the communities in which we work	3,499 hours donated in 2014 (valued at \$99,210)	Achieved

Openness greets all at Clarke Campus.

RE-IMAGINING CLARKE FROM VISION TO PURPOSE

2020 GOALS

Carbon

Reduce carbon footprint by 25% against 2014 baseline
Achieve 100% carbon neutral

Energy

Source 10% of total electricity from on-site renewable

Waste

Reduce waste stream by 25% against 2014 baseline
Repurpose/recycle rate of 90%
Zero Waste to landfill certified at all Illinois locations
Reduce downstream waste impact by 5%

Water

Constrain water consumption at Illinois locations to no more than proportionate allocation of available watershed

Products & Services

Generate 30% of revenue from NextGen products and services
Implement Label Transparency Program for all NextGen products
Establish full portfolio of OMRI-certified products for mosquito control market

Community

Donate an average of 10 hours of volunteer time per full-time employee per year
Donate 1% of annual revenue from the sale of Next Gen products and services to environmental causes annually

Extraordinary Health & Happiness

Reduce EHS incident rate by 80% compared to 2014 baseline year

New home to Clarke administration, R&D and Bioassay labs.

At the first-ever all-employee meeting held in October 2008, Lyell Clarke proposed a new Clarke—a new way of doing business, a new way to think. And so, we began: to change the way we see ourselves. Change the way the world sees us. Minimize the impact we have on the Earth. Revolutionize an industry that hasn't really changed in over 50 years. *The Clarke 2009–2010 Sustainability Report*.

Looking back and facing forward, here's what we see: We've launched a sustainable evolution at Clarke that has caused a true cultural shift.

We've set goals, created structure and strategy, engaged employees, contributed to communities, collaborated with customers, and deepened the conversations we are having with just about everyone. We've also tracked our journey—accelerating, aspiring, taking action—and now, with this, our sixth annual sustainability report, reflecting on our re-imagined Clarke, from the bold vision that we embraced with such anticipation to the deliberate and intentional journey that carried us to 2014.

It's been quite a ride, one that's given us cause for celebration as we achieved goals and established break-through partnerships. But it's also been sobering. We knew sustainability would be hard work, and it has proven so. We've missed the mark in some really important areas, notably our ambition to achieve 25 percent of our revenue from our NextGen portfolio and our desire to incorporate a cradle-to-cradle design approach in our product development efforts. We have yet to realize our aspiration to establish robust strategies and goals to manage our impacts on water, though we know this is a critical area of global concern.

These and other vital issues will inform our work in the next five years and the new bold goals we've set for 2020. We're headed there with a greater purpose, aiming for sustainability where business prospers, nature thrives and employees flourish.

SUSTAINABLE BUSINESS

Since 2009, we have been transforming Clarke's business by applying a sustainability lens to everything we do. From how we manage our operations to the products and services we deliver to customers, we hold a deep commitment to reducing our environmental impact.

We began with our five-year goals (see table on page 10) to reduce our carbon footprint, to use energy and resources more efficiently and to advance a portfolio of "better-for-the-environment" customer offerings. We are energized by the success we've achieved in some areas and humbled by the work still to be accomplished in others.

It hasn't always been easy to do the right thing, yet we are undeterred. At the end of 2014, we set our second set of ambitious five-year goals to drive our efforts in the areas of energy, waste, water and product development to 2020. We know that the path ahead will take us into new, more complex territory and that progress will be harder. In this section, we reflect on both the successes and challenges we've faced over five years and highlight the initiatives we advanced in 2014 that are propelling us forward.

CLARKE+ AND APPRECIATIVE INQUIRY

In 2012, we conducted our first Appreciative Inquiry Summit (dubbed "Clarke+"), attended by all employees and 60 external stakeholders—customers, suppliers, partners and sustainability thought leaders. Employing Appreciative Inquiry, a strengths-based change management methodology, Clarke+ created a platform to identify opportunity areas and action plans to accelerate our efforts to become a more sustainable company. These opportunity areas, described in the table below, have guided our public transparency efforts and are the key programs we report against in this report. As we begin our journey to our new 2020 goals, we are looking forward with anticipation to our second Summit in February 2016.

ENERGY ACHIEVEMENTS

2008

Established a baseline carbon footprint using the GHG Protocol
Identified operational efficiencies and renewable energy as primary areas of focus

2009

Initiated Operational Efficiency Improvement Project (dubbed “Project Prius” in a nod to the early alternative energy icon)
Formalized Project Catch Basin
Introduced electric Club Cars with electric sprayers for residential service

2010

Began optimizing fleet
Installed solar panels on Natular® production facility
Purchased first Green Power contracts

2012

Purchased first offsets (for 2011 CO2 emissions) from Carbonfund.org

2013

Introduced driver-behavior program
Installed energy-efficient lighting at Roselle, IL facility
Converted operational spray equipment and vehicles from gas to electric
Installed solar panels on electric Club Cars to power electric sprayers

2014

Introduced electric sprayers in Aquatics services
Opened Corporate Campus (remodeled site to LEED Silver level)
Launched electric carpooling option for employees

Encouraging electric—8 car charging stations available to employees and guests.

TRANSFORMATIONAL ENERGY

Clarke's business is energy-dependent, to manufacture our products, deliver our services and to provide heat, air conditioning and light to 21 facilities and offices in five countries. Seven years ago, we established our baseline greenhouse gas (GHG) emissions. Since then, through our transformational energy initiatives, we have committed to improving our fleet and operational efficiency to reduce our carbon footprint and to increase our investment in renewable energy through the development of on-site solar energy and the purchase of Green Power contracts and carbon offsets.

Since 2008, we have reduced our carbon footprint by **25%**.

TUNING UP FLEET PERFORMANCE

Our global sales and service teams cover nearly two million miles each year, and every dollar we invest in fleet efficiency results in energy and cost savings.

Since 2008, through Project Prius, we've integrated customized tools into our service operation to streamline scheduling, field data collection and routing. The result has been an increase in productivity and a reduction in the miles we drive to perform our services.

In 2010, we began to shift our sales fleet to hybrids and low-mileage vehicles. While we continue to maintain a small number of heavy-duty vehicles to meet the needs of staff in rugged regions, we moved from a 50:50 ratio of low- to high-efficiency vehicles in 2010 to a ratio of 30:70 by the end of 2014, with a growing majority of vehicles averaging 35 miles per gallon or better. We plan to retire 10 additional high-footprint vehicles in 2015.

Historically, Clarke's residential mosquito control services have been delivered using a fleet of 12 gas powered all-terrain vehicles (ATVs) equipped with gas-powered sprayers. In 2009, we started replacing worn-out ATVs with electric Club Cars equipped with electric sprayers. To maximize the operational range of the vehicles and reduce our use of electricity, in 2013 we fitted our electric cars with solar panels to charge the spray equipment. In 2014, we added an additional Club Car to our six-car fleet. Our goal is to convert three more of our gas-powered ATVs to electric in 2015. We estimate total annual CO2 reductions of 941 kilograms and fuel cost savings of \$376.

In 2013, we began exploring methods of monitoring driver performance and providing feedback to our operators on their driving behaviors, with the goal of achieving optimal fuel efficiency in our fleet along with increased driver safety. While the overall performance of our service vehicles, as measured in average miles per gallon, has improved over the past five years, our performance in 2014 declined. In 2015, we plan to implement more robust driver-monitoring measures and programs to inform ongoing operator feedback and training. The U.S. EPA estimates that educating operators on their driving habits and correcting them in a timely manner can increase fuel efficiency by between 10 and 30 percent.

ENERGY PERFORMANCE

We achieved our goal of a 25 percent reduction in our carbon footprint compared to our 2008 baseline. However, in 2014, we generated 2,368 metric tonnes of carbon, an increase of 2 percent compared to 2013. This increase in emissions is primarily due to increased electricity consumption during the transition to our new campus facility and from an increase in operations at our Schaumburg, IL manufacturing facility.

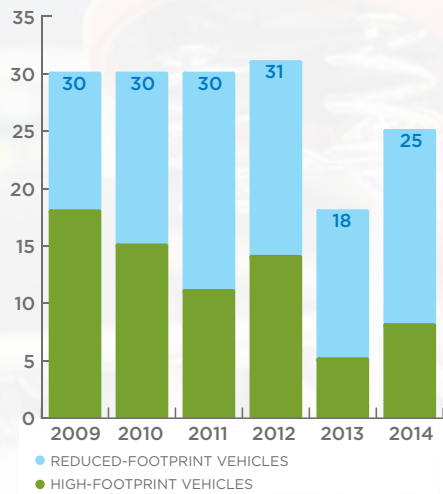
With the release of the Fifth Assessment Report of the International Panel on Climate Change in November 2014 affirming the human influence on climate change, we recognize that Clarke, along with companies around the world, has the responsibility of reducing the carbon impact of our business activities. To do that, we've set bold 2020 goals:

- Reduce our carbon footprint by an additional 25% against a 2014 baseline;
- Offset carbon from our energy use by 100%;
- Source 20% of our total energy use from renewable sources produced on our sites.

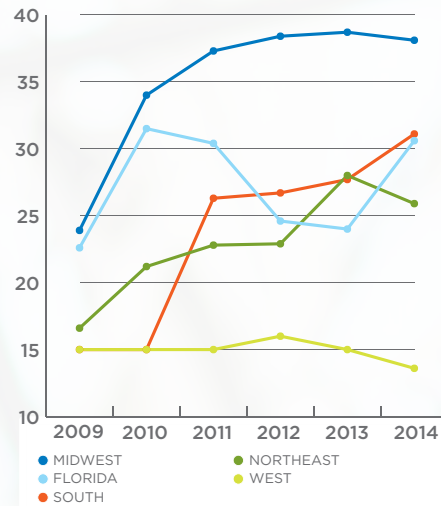


TRANSFORMATIONAL ENERGY

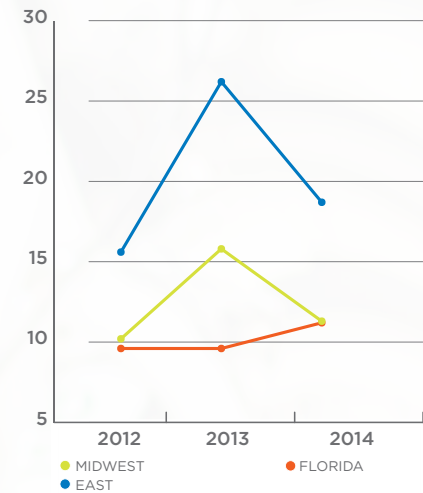
**SALES FLEET MIX
NUMBER OF VEHICLES**



**SALES FLEET FUEL EFFICIENCY
AVERAGE MILES PER GALLON**



**SERVICE FLEET FUEL EFFICIENCY
AVERAGE MILES PER GALLON**



In 2014, to further our goal of decreasing our carbon emissions and fossil fuel use, our Aquatics services business division completed the conversion of all gas-powered backpack sprayers to electric-powered sprayers. The Aquatics division also successfully piloted electric variable-flow application pumps in our Conserve precision aquatic application system and auxiliary vehicles, such as Gators and smaller boats. In 2015, we plan to begin the conversion of gas-powered pumps to electric in all regions.



CATCH BASIN BY BIKE

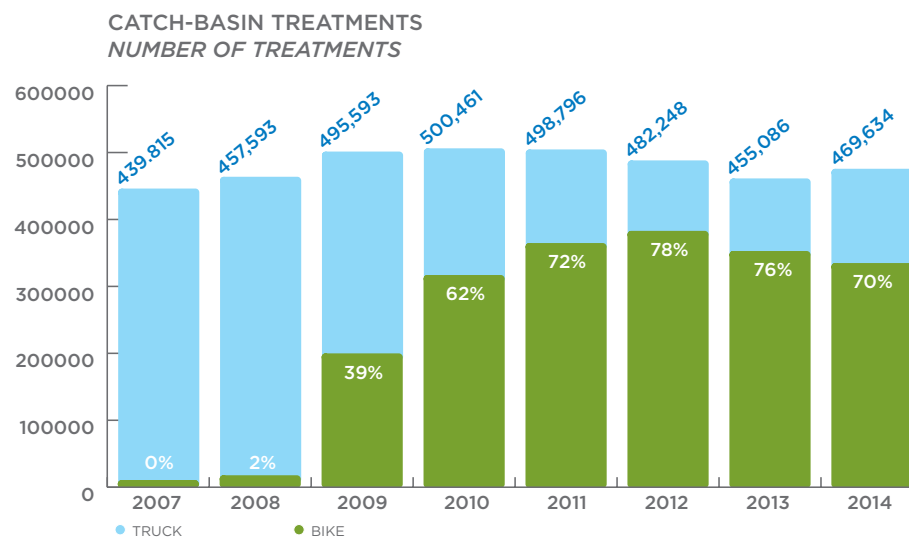
One of our most innovative and successful initiatives, first piloted in 2008, has been our transition to treating catch basins by bike instead of by pickup truck. Catch-basin treatments reduce the emergence of adult mosquitoes that breed in storm sewers.

In 2014, 70 percent of the total 469,634 catch basins we treated were serviced by pedal power. Using this innovative approach, we have transformed our U.S. catch-basin service fleet from 20 small- and medium-duty trucks in 2008 to just three, the others replaced by a fleet of nine Prius hybrids and two dozen bicycles. We estimate that this innovation reduces fuel use by 95 percent and cuts annual costs by \$18,000, based on historic records and average fuel costs. An unexpected benefit of this innovation has been that it's also elevated the seasonal bike-jockey jobs to among our most popular summer employment opportunities.



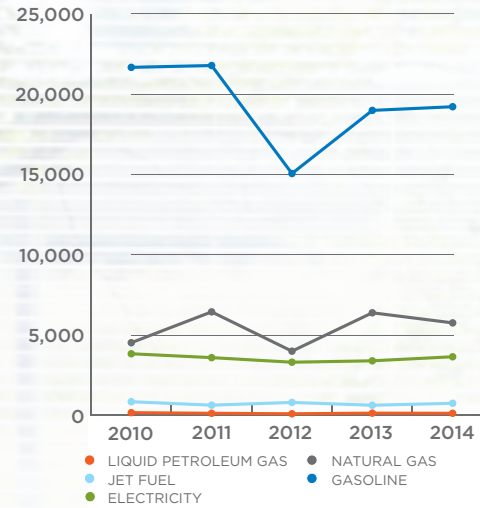
ELECTRIC COMMUTER CAR-SHARING PROGRAM

In 2014, Clarke extended our commitment to reducing our carbon footprint by introducing an electric commuter car-sharing program for employees. Created by our Extraordinary Health & Happiness Committee, the program enabled three employees, who were already car-pooling together, to drive a corporate-owned Nissan Leaf (affectionately known as "Zero") for their daily commute. The Leaf has an 80-mile range and can be recharged in three hours. To complement this program, we installed an electric-vehicle charge station at our corporate campus for use by employees and visitors. Although we don't typically track Scope 3 carbon emissions, we estimate that through the electric commuter car-sharing program, we avoided 4.33 tons of carbon emissions from employee commuting.

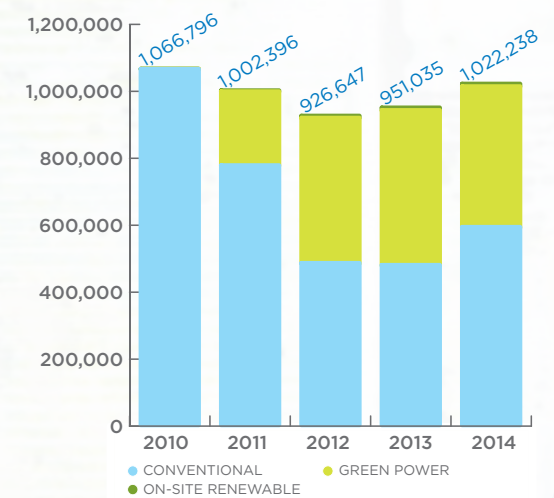




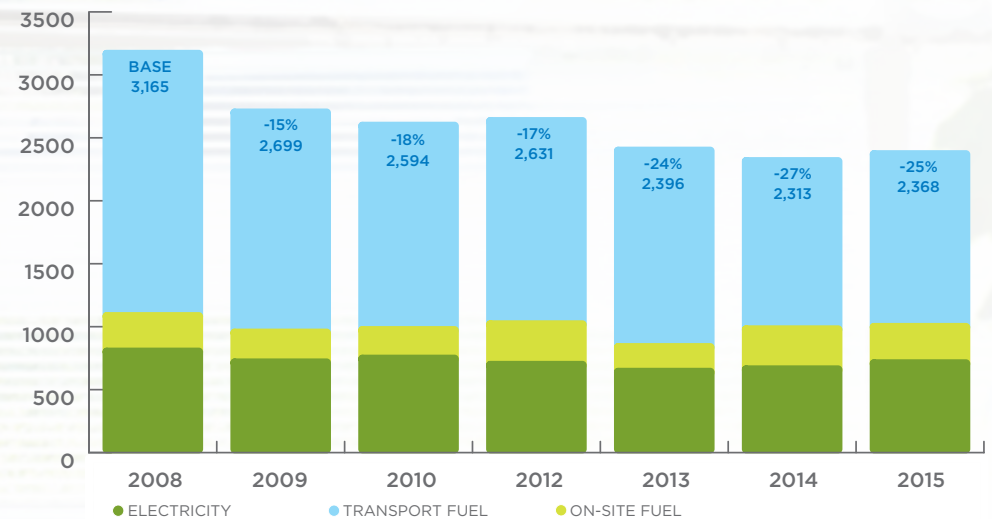
**TOTAL ENERGY BY ENERGY TYPE
GIGAJOULES**



**ENERGY BY SOURCE
KILOWATTS**



**CARBON FOOTPRINT REDUCTION
TONNES, CO₂ E**



LEED® Silver renovation fully utilized south-facing exposure allowing natural light to replace artificial, reducing energy needs.

*Leadership Energy and Environmental Design

TRANSFORMATIONAL ENERGY

IMPROVING LIGHTING EFFICIENCY

Our new campus facility is purposefully designed to optimize natural light in the work space regardless of location in the building, giving all employees a view to the outdoors. Office areas are open, with white work surfaces and walls that bounce southern-exposure light 60 feet into the spine of the building. These design features reduce the need for artificial lighting. More than 200 inefficient box fluorescent light fixtures were removed in the renovation and replaced with 80 daylight-harvesting fixtures. The new fixtures sense natural light levels, automatically adjusting interior lighting to maintain uniform light levels on the work surfaces. To bring natural light into the building's long central corridor, solar tubes were installed.

In 2013, we replaced outdated light fixtures and ballasts with more efficient models at our manufacturing and service facility in Roselle. Together with newly installed automatic-off systems, this initiative resulted in 2014 savings of 8,000 kWh and five tons of CO₂, a 4 percent reduction.

SUSTAINABLE DEVELOPMENT (SD) PAYS

Reduction Program Initiatives	Net SD Pays in \$ (2012-2014)
Transformational Energy—Fleet	679,550
Sustainable Packaging	75,844
Zero Waste	55,133
E-everything	4,037
Transformation Energy—Lighting	(8,277)
Total Savings from SD Initiatives	806,337

INVESTING IN RENEWABLE ENERGY

In 2009, we set a goal to obtain 20 percent of the energy we use from renewable sources. We surpassed our goal in 2014, with on-site solar and Green Power contracts offsetting 40 percent of Clarke's total energy consumption.

Since 2010, we have received a small portion of our electricity from photovoltaic panels installed at our Natular® manufacturing facility in Schaumburg, IL and at our distribution facility in Brisbane, Australia. In 2014, the array in Illinois produced 3,533 kWh, while the panels in Australia produced 4,187 kWh—enough to cover nearly 100 percent of the distribution facility's energy needs. Our solar production represented 0.77 percent of our total 2014 energy consumption, falling just short of our 2014 goal of 1 percent.

Looking forward to 2020, we have set a goal of achieving 10 percent of our electricity from on-site solar sources. To this end, we established a plan in 2014 to install solar panels on our new campus facility. With installation completed in 2015, we anticipate 20 percent of the campus energy needs and 8 percent of our company-wide energy use to be generated by these solar panels.

In addition, we began planning for a new facility to replace our Roselle manufacturing and service facility. With construction anticipated for 2016 and the subsequent installation of a solar array, we are working purposefully toward our 2020 goal.

For the traditional energy use we cannot eliminate, we purchase renewable energy certificates and carbon offsets. In 2014, we offset 58 percent of our total annual electricity use at four of our five Illinois locations. We also continued our long-term partnership with Carbonfund.org, purchasing carbon offsets equal to 651 metric tonnes, which represents our net electricity and on-site fuel use in 2013 and approximately 28 percent of our 2013 emissions. Carbonfund.org supports third-party-validated renewable energy, energy efficiency and reforestation projects around the world that reduce carbon dioxide emissions.

SUSTAINABLE DEVELOPMENT (SD) PAYS

Clarke has been measuring the financial impact of our reduction initiatives since 2012. As the table (left) indicates, we have saved more than \$800,000 since 2012 as a result of our efficiency initiatives. Tracking the expenses and savings of key initiatives helps us plan future programs. At the same time, we acknowledge that not all of the sustainability initiatives we introduce yield financial returns. Our cultural and giving programs, including employee Health & Happiness initiatives, volunteerism, gardens, and Clarke Cares fundraising contributions, have resulted in a net "loss" when measured by financial inputs and outputs. Still, we are convinced that the intangible value of these programs—in employee productivity and community wellness—more than pays for them.

WATER RESOURCES MANAGEMENT

“Without artificial influences, nature evolves ecosystems in water bodies as they age. We look to mirror those conditions when we help manage water assets for our customers.”

Brett Bultemeier, PhD
Water Resource Manager, Clarke LLC

- **2010**
Began development of application technology to target and optimize aquatic herbicide applications
- **2011**
Hired our first Water Resource Manager
- **2012**
Launched Conserve™ precision aquatic application system

In 2014, Clarke's water resource management team articulated its mission statement: To enhance the water resources in all of Clarke's functional areas by reducing water consumption, promoting native plant restoration and exploring ways to utilize renewable energy in Clarke aeration systems.

Clarke has been providing aquatic services for more than 30 years. During that time, the issues affecting the lakes and ponds we treat, and the stakeholders who are interested in how they are treated, have shifted significantly. So, too, has the way we go about our work. In 2011, we hired the company's first water resource manager, who introduced a long-term view of water wellness to our aquatic services program and who helped launch a novel, environmentally proactive water management system called "Conserve™".

Today, the conversations we are having with customers are different from what they were a decade ago. Increasingly, we are discussing integrated approaches to aquatics management, approaches that are mindful of long-term ecosystem stewardship that balances the interests of multiple stakeholders who often have competing interests.

This encourages us and drives us forward. As we reflect on our progress and look ahead to the next five years, we are excited about the opportunities before us as we continue to evolve and strengthen the aquatics services program and stakeholder partnerships that we describe in the stories that follow.

TREATMENT BY PRESCRIPTION

Healthy water bodies live within and contribute to ecosystems that are sustained through long-term regenerative processes. This is the underlying principle behind our prescriptive "right time, right product, right amount" methodology to aquatics management. While traditionally water management has utilized a "treat and repeat" approach, we prefer the long view—rebalancing and rotating the controls we use to treat invasive plant species over a five-year horizon and in a manner that minimizes overall environmental impact.

CONSERVE™ AQUATIC MANAGEMENT SYSTEM

Conserve, our precision aquatic application system introduced in 2012, is an integral technical component of our prescriptive approach. Conserve's advanced sonar mapping technology, coupled with cloud-based aerial visualization data, lets us "view" aquatic vegetation below the water's surface to pinpoint with GPS accuracy where treatment is required. We can then overlay mapping of endangered species and other aquatic characteristics, for example, to create a complete ecological picture of the water system. With this information, we are able to prescribe an optimal

treatment plan using the most appropriate herbicide at the most effective application rates. We're able to make applications more precise by using variable-depth deployment lines, thereby increasing efficacy and optimizing product usage. As the application is made, all data—where, what, and how much—are captured in real time for integration with pre- and post-mapping to satisfy regulatory requirements and to facilitate transparent communication and accountability by our customers to their stakeholders.

Conserve is opening the door to conversations with our customers and collaborators that lead us to a longer, more sustainable management view. It focuses us on opportunities grounded in an integrated water-management approach that reaches beyond herbicide treatments, including shoreline planting of native species to ward off invasive species and other holistic management methods.

MANAGING STAKEHOLDER EXPECTATIONS

Water is a cherished natural resource and its stakeholders—the communities that hug its shorelines, governments that regulate it, birders, fishers, boaters, swimmers and more—are passionate about protecting it. At Clarke, we know that to be successful at our work in controlling invasive species and algae growth, we must engage in dialogue with our stakeholders—and encourage dialogue among them—about their interests and the long-term stewardship of the body of water we're treating.

OUR OPERATIONAL FOOTPRINT

We know that our relatively small operational water footprint is not an excuse for our inaction, and we must make a reduction in our water use a greater priority in 2015. As we tackle this, we will gain inspiration from the conservation measures included in the design of the Clarke campus. These include low-flow toilets, motion-sensor faucets and a water fountain that refills reusable water bottles. Outside, the conversion of 71% of the existing turf (1.44 acres) back to native prairie grasses is improving soil health, decreasing rainwater run-off and reducing water consumption. In the future, we plan to install rain barrels as a simple rain-water recovery program. Our long-term vision calls for the installation of a gray-water cistern that will allow us to capture waste water generated from hand-wash basins for use in landscaping, our vegetable gardens and, possibly, our research mosquito larval pools.

REDUCING OPERATIONAL WATER USE

Since 2013, Clarke has measured water usage at 10 facilities where data are available. In 2014, the total water consumed at these locations was just over 400,000 gallons.

This represents a 31 percent increase compared to 2013. The increase is primarily the result of our move to the new campus facility where, unlike our prior leased corporate space, we are able to measure our water use.

APPLYING LONG-TERM THINKING TO AQUATICS MANAGEMENT

How do you keep nearly 60,000 retiree households and a property management group happy with the aquatic health of more than 1,000 acres of ponds spread across 20,000 acres? That was the task put before Clarke for The Villages in Florida, a planned community that spans three counties and three zip codes. Hydrilla, a common invasive species, in the ponds of The Villages was posing a perennial problem for the property management group and six homeowner boards. In 2014, Clarke took a three-pronged approach to successfully turning performance around to the satisfaction of the property owners.

Working closely with the property management firm, Clarke first verified whether there was resistance to the primary aquatic herbicide being used. Then, having determined there was, we educated the property managers on alternative treatments. The important third step focused on redefining monitoring, treatment and reporting protocols to better communicate progress. We put in place weekly inspections with maps and photo reports on pond conditions, including before and after photos where treatments had been made. The reports were distributed weekly to the six property management field managers, providing them with the information they needed to speak knowledgeably with residents.

ZERO WASTE

2009

- Set goal to reduce total waste by 50% by 2014
- Began conversion to electronic billing and payment
- Introduced recycling at Roselle, IL facility
- Adopted recycled-content procurement policies, including 100% recycled-content office paper

2010

- Introduced returnable/refillable drum program to customers for bulk liquid product shipments on a voluntary basis

2011

- Launched Operation Starve Oscar, an employee-driven waste-reduction program
- Conducted company waste audit
- Launched recycling and reuse programs, introduced employee 3Rs training
- Explored upstream and downstream implications of cradle-to-cradle design

2012

- Advanced “E-Everything” Paperless Initiative to replace paper document storage with electronic storage
- Committed to use only Sustainable Forestry Initiative-managed stock for corrugated packaging

2013

- Committed to zero waste to landfill at 20% of facilities
- Transitioned returnable/refillable drum program to standard service to customers
- Achieved zero waste to landfill through waste-to-energy program at three of four Illinois locations (which generate more than 75% of Clarke’s total waste)

2014

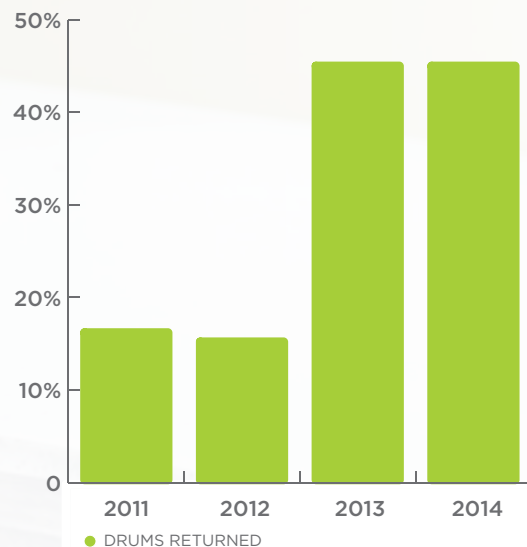
- Conducted “dumpster-dive” waste audit at Roselle, IL facility
- Created returnable/refillable packaging progress upstream, downstream and internally

Recycling stations are prominent throughout Clarke facilities.

In 2010, we launched a bold effort to reduce our waste by 50 percent by 2014, even as we were expanding our operations and global reach. Since then, we have implemented programs and monitoring systems to decrease the waste we produce; divert the waste we can't eliminate; and send what we can't use to energy-to-waste, with the long-term objective of zero waste to landfill.

Our efforts started modestly in 2010 with the unconventionally named "Operation Starve Oscar" (after the garbage-loving Sesame Street character) and included employee-driven repurpose, recycling and composting initiatives. By the end of 2014, our newly dubbed "Zero Waste" program had grown into a mainstream component of our environmental platform, monitored and measured across all operations and strategically expanded to continuously minimize the impact of our operations.

(%) DOMESTIC DRUMS RETURNED



2020 ZERO WASTE GOALS

Despite our successes, we still have work to do to reach our 2020 goals:

25% reduction of waste from 2014 baseline

Repurpose/recycle **90% of total waste**
Achieve Zero Waste-to-Landfill certified at all Illinois locations through the U.S. Zero Waste Business Council

5% reduction in downstream waste impact.

By 2014, we'd exceeded our 50 percent waste-reduction goal by every measure:

- Cutting total waste by almost 64 percent, from 327 tons in 2010 to 117 tons in 2014
- Achieving a company-wide recycling/return rate of 81%
- Reducing waste to landfill from 245 tons in 2010 to four tons in 2014, an 18 percent improvement over 2013

REDUCING WASTE

We believe it's better to prevent waste than to manage it. We've made good progress with our "E-Everything" initiative, shifting from paper to electronic delivery and storage our invoicing, payments, filing, work orders and, new in 2014, our site mapping for our Aquatics and residential mosquito service teams.

In 2014, we also made strides in eliminating packaging waste, an area of significant challenge that we are committed to tackling. We highlight some of our packaging initiatives:

Downstream

Since 2010, we have provided a returnable/refillable program to customers for bulk liquid shipments

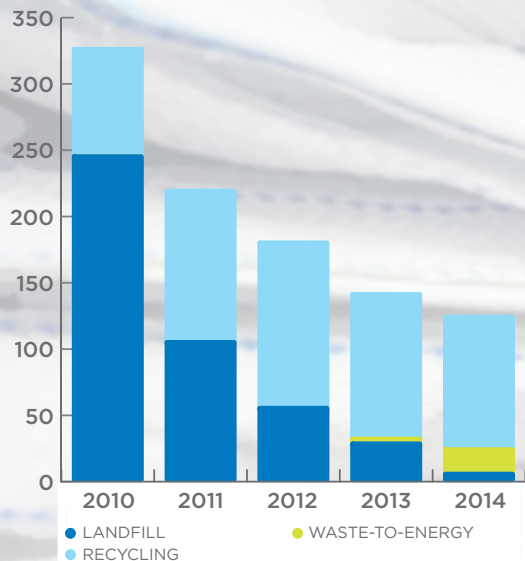
delivered in 30- and 55-gallon HDPE drums. The returned drums are washed to prevent any cross-contamination then refilled, repeating the cycle for a minimum of five times. At the end of life, the drums are cleaned and recycled in HDPE recycle streams. In 2013, we shifted this program from an 'opt in' model to a standard service provided at no charge to our customers. This change resulted in increasing our capture rate, from approximately 15 percent to 45 percent. But we know we can do better and so, in 2014, we began overhauling the program with the goal of increasing our return rate to 85 percent by 2020.



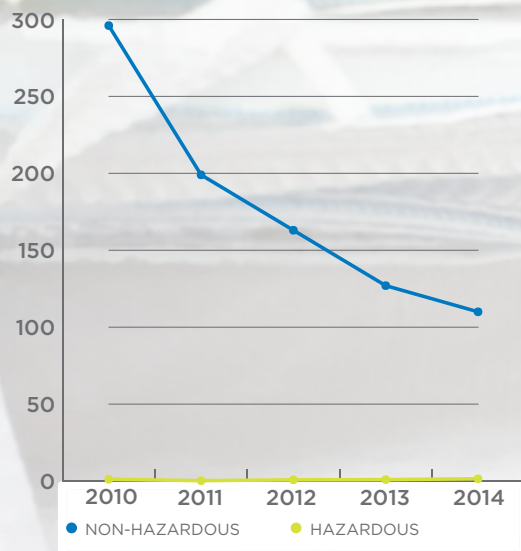
Prior to 2014, Clarke had established returnable/reusable programs for 220-gallon steel totes for liquid products. Granular products have been a bit more challenging. The woven poly "super sacks" capable of holding up to 1,600 pounds of granular product are the common package solution for large volume customers and we provide recycling services for them. Yet they present operational challenges due to their bulkiness and are difficult to unload without specialized equipment. As an alternative, granular product is typically shipped in 40-pound, poly-lined kraft bags, 50 per pallet. These require more time to open and are non-recyclable, ending in a landfill.

Through a collaboration with Metropolitan Mosquito Abatement District (in Minneapolis, MN), one of our largest customers, we developed a more user-friendly, bulk, dry-product reusable tote. The key to success was looking outside our industry to source a plastic tote with an iris-valve side discharge for easy and controlled dispensing. The result was a win-win solution. For the customer, it means faster unloading times vs. bags. For Clarke, we save time and manpower on the manufacturing floor filling a single tote instead of dozens of bags. And once empty, the totes are returned to be refilled. For the environment, this effort, in just a pilot year, kept over 1200 bags (our highest-volume downstream packaging SKU)—out of the waste stream. This is the kind of success we want to carry into our packaging-reduction efforts in 2015 and beyond.

WASTE DISPOSAL (METRIC TONNES) 1 TONNE = 1.10 US TON



TYPES OF WASTE (METRIC TONNES) 1 TONNE = 1.10 US TON



Upstream

In 2014, our Roselle based service team worked with one of our suppliers to establish a closed loop return/reuse program for granular product used in our service operations. Now, instead of receiving product in 40-pound non-recyclable polyethylene bags, which had to be sent to landfill, Clarke receives it in 1,300-pound reusable/recyclable super sacks. In doing so, we eliminated 130 bags/65 pounds from landfill. When the woven poly super sacks have reached their end of life, they are upcycled into various durable products such as three-ring binder covers.

Also at our Roselle manufacturing facility, some component ingredients were being received in steel drums, which we tripled-rinsed and then sent to a recycler. In 2014, our service team worked with the supplier to implement a new program. Now the supplier picks up the empty drums when delivering new material to our plant, triple-washes them and returns them full with our next shipment. This simple shift resulted in a 7 percent reduction in packaging material at our facility and savings for our supplier, who was able to reduce the stock of drums it carries.

INTERCOMPANY

During a 2013 waste assessment, we noticed that we were collecting and recycling corrugated packaging waste that originated from intercompany product shipments. One of the larvicides used in our mosquito control service operations is a Clarke-manufactured product, made just 1½ miles from our Illinois service center. It was a quick decision to develop an intercompany returnable/refillable bucket container for this product to replace the corrugated boxes. Even though the solution required EPA approval, a label change and storage-stability studies, it paid off. This new container will reduce our service operation's waste by an estimated 362 pounds a year and save our manufacturing operation approximately \$3,000 in packaging costs. We plan to extend this packaging system to intercompany sales throughout the U.S. in 2015.

THE 80:20 PACKAGING CONUNDRUM

Clarke uses six types of packaging to ship our product to customers. We have return/reuse programs in place to keep three types—the HDPE drums, Super Sacks and totes—out of the waste stream. However, while they deliver high volume, they represent less than 5 percent of the package units shipped. The challenge is the other 95 percent of packaging shipped that still ends up in the waste stream. In 2015, we are engaging our customers so we can understand how we can serve their needs while eliminating packaging waste.

Our hope is that, together, we can design and implement solutions that build on the programs and innovations Clarke already has underway, that provide seamless service to customers and that are better for the environment.

DIVERTING WASTE

Beginning in 2011, we formalized our repurposing, recycling and composting programs and, in 2012, we announced a new 2014 goal of achieving zero waste to landfill at all of our Illinois facilities. These include our three largest waste-producers, which account for 80 percent of the waste we produce. We appointed "waste champions," introduced formal sorting stations and signage at all facilities, and developed employee training programs. As an EPA WasteWise Partner, we developed benchmark waste-generation and waste-reduction data, and standardized tracking at all facilities. Waste champions and managers review metrics monthly with a view to identifying opportunities to continually improve our performance.

Folded poly super sacks stacked for re-use.

In 2014, we upgraded our data-measurement system, installing weigh scales at all locations. Through improved data and transparency, we are driving improvements by shifting accountability to facility managers. In October 2014, we conducted a “dumpster dive” waste audit at our Roselle facility. The results were eye-opening: 23 percent of the dumpster waste could have been reused or recycled. Together, our waste champions and facility managers were able to identify and implement tools and training to improve performance.

For 2015, we are planning a waste audit at our new campus so we can understand why our repurpose/recycling rate in our first nine months of occupancy dipped below 60 percent despite the recycling, repurpose and composting stations we purposefully included in the facility design and development.

90.7% 2014 diversion rate at our
Roselle facility

81% Company-wide repurpose/recycle rate

Through the Good Earth Committee’s leadership and coordination and with the help of every employee, we recycled more than 18,000 pounds of paper and mixed recyclables and donated 1,250 pounds of office supplies to our long-time reuse partner SCARCE (School Community Assistance for Recycling and Composting Education). While some of our office furniture was repurposed internally, we estimate that more than 5,000 pounds of furniture was donated, with some of our premium office furniture going to a local animal shelter (Anderson Animal Shelter).

In addition, the committee continued its monthly Earth Awareness Campaigns to divert specialty items to local non-profit agencies. These included:

- **January:** 800 greeting cards to St. Jude’s
- **February:** 836 writing instruments to SCARCE and Terracycle
- **April:** 197 pairs of shoes to SCARCE and Terracycle
- **May/June:** 4 garden tools to Easter Seals
- **July/August:** 850 safety pins and 4031 buttons to SCARCE
- **September:** 28 pounds of crayons to SCARCE
- **October:** 13 Halloween costumes to People’s Resource Center
- **November:** 34 coats/winter garments to People’s Resource Center
- **December:** 4 boxes of holiday lights to SCARCE

THE MOVE

In 2014, Clarke’s Good Earth Committee headed up coordination of our repurpose and recycle initiatives as we prepared for our move from three leased locations to a newly renovated Clarke Campus, housing all corporate administration and support along with our Product Development and Bioassay labs in St. Charles, IL. Although our waste stream increased significantly as we purged and downsized in preparation for the move (from 9,600 pounds of waste in 2013 to 39,000 pounds in 2014), we launched a concerted effort to reduce, reuse and recycle as much of that waste as possible.

ZERO WASTE

In 2014, Clarke employees at our campus facility adopted a 1.5-mile stretch of road in Kane County, IL, as part of the county’s Adopt-A-Highway program. In August, a team of Clarke employees collected litter along the highway as part of their two-year commitment to helping keep the highway clean.

ZERO WASTE TO LANDFILL CERTIFICATION

With strong repurposing, recycling and composting programs in place at all of our facilities, we initiated a waste-to-energy program for our Illinois locations in 2013. With the opening of our campus facility in 2014, all of our Illinois locations are participating in this program.

While we believe that waste-to-energy is an acceptable diversion methodology and a preferred alternative to landfill, we know that it is only a “less-bad” solution. Our 2020 goal is to have all of our Illinois facilities certified as zero waste to landfill by the U.S. Zero Waste Business Council. Certification requires 90 percent overall diversion from landfill and incineration for non-hazardous waste.

Because certification is site-specific, we are implementing the necessary systems for measurement and transparency. That’s why our 2020 goal presses us to further reduce the waste we produce by an additional 25 percent compared to our 2014 baseline. For detailed waste data on our Roselle, IL facility, please visit our website.

ACCELERATE NEXTGEN

2008

Launched Natular® larvicide

2011

Introduced the “Barn Doctrine,” a set of principles for informing product design and manufacturing

2012

Adopted ProMist® Dura Electric Sprayer

Launched Conserve™ Aquatic Application System

Introduced EarthRight™ Community Mosquito Control Program

2013

Developed CocoBear® Larvicidal Oil

Introduced Merus® Adulticide

Launched All-Trace™ Nutritional Trace Elements

2014

Piloted Solar Aquatic Aerator

“We’re all concerned about what’s going on in the environment, especially with mosquitoes. EarthRight™ products are effective, much friendlier to the environment, and they use hybrid cars and bicycles for the applications.”

George Franco

*Village Director of Public Services,
Hinsdale, IL*

The concept of Next Generation (NextGen) products and services emerged from our early rebranding and revisioning in 2009, and was kick-started by our launch of Natular®, the first mosquito larvicide designed from “green” concepts. Since then, Clarke has introduced a suite of eight NextGen products and services that have been created with sustainability in mind.

Green chemistry is at the core of our product and service design. We want to create products that are better for the environment and better for human health—in our manufacturing plants and in the places where they are applied. Applying this principle is one of the hardest challenges that we face. To put it in the most basic terms, our mosquito and aquatic applications must meet a performance objective, which is to kill mosquitoes or invasive aquatic plants, while meeting sustainability criteria. It’s an industry-changing notion that requires discovery in areas without precedent. So with the degree of difficulty high, progress is slow and that makes us impatient.

In 2014, we generated 16 percent of our revenue from NextGen products. Though we didn’t achieve our goal of generating 25 percent of revenue from these products, we have gained a keen understanding of the challenges ahead to advance NextGen in the marketplace. We also came to appreciate the value of collaboration and partnerships. It’s these relationships, combined with the foundations that we have in place, that will ground our efforts toward our 2020 goals:

- Generating 30 percent of revenue from NextGen products and services
- Implementing a label transparency program for all NextGen products
- Establishing a full portfolio of OMRI (Organic Materials Review Institute) Listed products for the mosquito control market
- Donating one percent of revenue from NextGen products and services to organizations that are committed to environmental preservation or restoration.

The Eco-Tier Index groups our products into three broad categories: Traditional, Advanced and NextGen. These categories reflect an evolutionary process that guides us in developing products with a smaller environmental footprint.

LAYING THE GROUNDWORK FOR FUTURE BREAKTHROUGHS

Since 2012, we've introduced new products, engaged our customers and adopted and adapted tools to ultimately help us shift our development focus from one of doing less harm to one of being regenerative.

GREENWERCS™

Through a series of integrated workgroups launched in 2013, we introduced the GreenWerCS™ Formulation Profiling Tool, subscription-based software that provides comparisons of the health and environmental impacts of the ingredients in our products. Using this tool, we are able to make informed selections in new product design as well as prioritize the replacement of raw materials in exiting products.

THE GREENSCREEN FOR SAFER CHEMICALS®

Following participation in the Clean Production Action (CPA) Networks pilot Green Screen Practitioner Program in 2013, Clarke's registrations specialist achieved certification in 2014. The GreenScreen for Safer Chemicals® methodology allows for comparative chemical hazard assessment to identify chemicals of high concern and safer alternatives. This enables us to make better stewardship choices in early product development stages. In the future, our goal is to use this tool to identify and prioritize chemicals in existing products that we want to re-engineer, a necessary step towards our goal of introducing a labeling transparency program.

NATULAR: THE FIRST REDUCED-RISK LARVICIDE

Features an innovative mode of action and a new class of chemistry

First reduced-risk larvicide registered by the EPA

Five commercial formulations are OMRI Listed

Earned 2010 EPA Presidential Green Chemistry Challenge Award

THE BARN DOCTRINE

In November 2013, we created an aspirational set of principles and values to help us guide product and packaging design. The guidelines recommend:

- It is better to prevent waste than to treat it or clean it up.
- Production processes are designed to use substances with little or no toxicity to health or to the earth along the full lifecycle.
- Chemical products shall be effective and necessary while minimizing toxicity and environmental impact and shall not persist beyond their useful life.
- The use of auxiliary substances shall be made unnecessary.
- Raw materials shall be renewable wherever possible.
- Process resource requirements are recognized for their environmental and economic impact and are minimized.

Through the Barn Doctrine guiding principles, we have explored cradle-to-cradle packaging management and have identified our aspirations around product development.

ENGAGING OUR CUSTOMERS

EarthRight™ is Clarke's mosquito control service that uses only products made from naturally derived active ingredients and which are applied using earth-friendly methods, such as bicycles and all-electric sprayers. In 2014, our sales team engaged customers in a series of "listening sessions" to better understand the value proposition of this unique service from their perspective. We discovered that value was defined in different ways by different customers. We also heard a common theme: our customers wanted to meet the needs of their customers and constituents by creating healthy and livable communities. These sessions were instrumental in transitioning us from a service provider to an active and engaged partner.

PILOTING SOLAR-POWERED AERATORS

When it comes to ponds, fountains and aerators provide aesthetic and functional value in helping to keep oxygen levels at desired levels. Yet the electricity they require adds installation time and cost, along with an increased energy bill. In 2014, Clarke sourced a solar-powered aerator and placed it in our test pond to determine how these devices could effectively be incorporated into our aquatic services. For smaller-volume bodies, they are proving to be a reliable, cost-effective solution, operating at 1/10th the cost of an electrical option.



COVE

"I am continually amazed at what happens when you encourage and listen to employee voices. Nothing short of magic happens."

Lyell Clarke
President & CEO

2010

Began offering free annual biometrics screening

2011

Introduced Wellness Incentive Program

Launched Health & Wellness Program

Launched Weight Watchers at Work & Incentive Program

2012

Introduced Wellness at Work

2013

Introduced our enhanced Extraordinary Health & Happiness Committee

2014

Held first employee blood drive at St. Charles campus

Even conference rooms are designed to reinforce openness and transparency.

SUSTAINABLE WORKPLACE

If ever there was a purpose to our vision and a reason for why we invest in a sustainable future, it is our people. Our people are our story, and the momentum we've achieved in our sustainability initiatives is the product of our shared passion and commitment.

Since our shift to a sustainability mindset in 2009 and the exuberant launch of our Extraordinary Health & Wellness committee in 2013, we have deepened our commitment to fostering a workplace that cares for people and embraces diversity, is spurred by collaboration, and where our employees evolve, thrive and, indeed, flourish. We believe we've made real progress. As one of our newer employees reflected in 2014, "There's a distinct vibe coming from everyone who works here. A quiet confidence, competence and resolve that's alive in everyone I meet. It is present in the good work we do every day."

Now, we are looking ahead with greater purpose. We believe that in order to attract and retain talented, passionate and purpose-driven employees, we must create a culture where the "whole person" is invited to flourish. This is a hard concept to describe let alone create. Yet we see it happening and we want to build it further.

At the end of 2014, we established our first goals related to workplace, setting 2020 targets to attain an employee retention rate of 95 percent or greater and to reduce our Environment, Health and Safety (EHS) incident rate by 80 percent.

CASE STUDY: THE CLARKE CAMPUS OF INNOVATION

In April 2014, we moved into our new headquarters, a renovated 27,000-square-foot single-story building on a four-acre industrial park site in Saint Charles, IL.

The new facility was intended to improve efficiency by combining Clarke's administrative offices and labs for research and development. However, it was our

employees who envisioned the new campus to be more than that. They wanted a space that would represent the kind of business Clarke was evolving into—a company that is not only on the cutting edge of technological advancement, but also fosters creativity, discovery, environmental stewardship, advocacy, community partnerships and humanitarian effort. We believe we've achieved just that: the workspace is infused with a tangible collaborative energy that gives our employees permission to work differently and do more, and that will propel our collective sustainability efforts forward for years to come.

Working with Serena Sturm Architects, Clarke wanted both the physical layout and the construction of the new campus to be an embodiment of our commitment to doing the right thing and doing things right. The result is a workplace that is environmentally efficient through the use of natural light, is conducive to productivity with every employee having a view to the outdoors, and that promotes creativity and interdepartmental collaboration through open and airy workspaces, many small collaborative workspaces and a large shared kitchen. The space also supports employee health and wellness, with honor-system healthy snacks, an exercise room with shower facilities, and four Clarke-branded bikes for employee use.

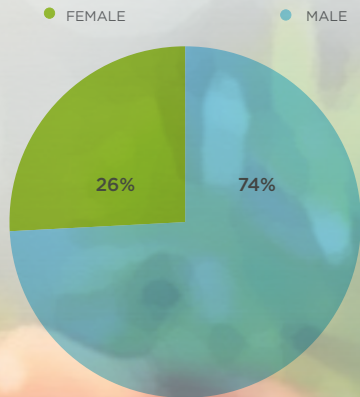
The people-oriented design extends to the outdoors where six raised beds sprout an organic vegetable garden that provides food for use by all in the company kitchen and a place to take a green-thumb break during the day. The grounds wrapping the building are now a restored native-prairie landscape that evolves and changes throughout the seasons. The prairie provides an ecosystem that supports a rich variety of both plant and animal life for public enjoyment. With walking paths meandering through the prairie we encourage our employees and neighborhood residents to experience the prairie and to learn about the plants, wildlife and pollinator habitats.

From a seed planted at our 2012 Clarke+ Summit, a team of more than two dozen employees drafted a Clarke Campus of the Future aspiration statement, describing a "conservatory of innovation" that would stand as "an expression of our commitment to foster creativity, discovery, and environmental stewardship through our actions."

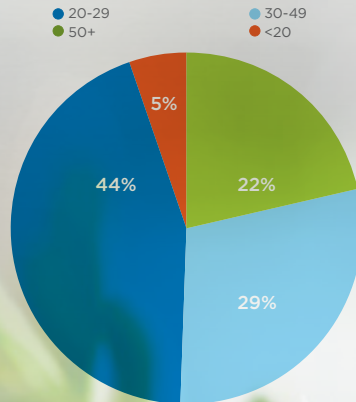


The Clarke campus garden provided more than \$1,000 in savings to employees through the production of 384 pounds of produce. More than that, it encouraged campus staff to roll up their sleeves and experience valuable hands-on learning about food production, personal development and a sense of community. You could say that, at Clarke, we are flourishing in so many ways. As one participant noted, “It’s been a splendid learning experience and extremely gratifying. Perhaps we didn’t expect it to be perfect but, for me, our garden was the most beautiful masterpiece.”

EMPLOYEES BY GENDER



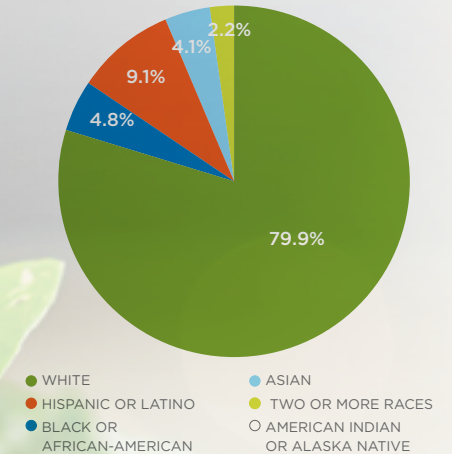
EMPLOYEES BY AGE



OUR PEOPLE



EMPLOYEES BY ETHNICITY



Fresh herbs and produce from employee garden.

SUSTAINABLE WORKPLACE



EMPLOYEE OF THE YEAR: MICHELLE ANDERSON

In 2015, we selected technical support supervisor, Michelle Anderson as our 2014 Employee of the Year—an individual who truly embodies the core values of Clarke: People, Planet, Passion and Doing the Right Thing.

In her 14-plus years of service with the company, Michelle has gained a reputation as someone who makes things happen. From updating file servers and installing and upgrading phone systems to managing and organizing our computer network and hardware systems, Michelle has been instrumental in the evolution of our communications technology.

In 2014, Michelle focused her talents on coordinating the move of our corporate and research and development facilities to St. Charles, IL. Throughout, Michelle naturally assumed a leadership role. She coordinated every aspect of the move, including the relocation and set-up of information technology and phone systems, the physical move of furniture and office equipment, and helping coordinate the donations of excess furniture.

When things got stressful, Michelle was a reassuring and calming presence. She had everyone so well prepared that we completed the move from three locations to the new facility in just four hours (starting at 5 a.m. on a Friday). To top it off, all of our IT services were back up and running by mid-day the following Monday!

TRAINING AND EDUCATION

Training and education are at the heart of a work force that is equipped with the tools to perform their jobs safely and with confidence. In 2014, our employee training and education programs included formal management training through the Management Association of Illinois as well as through our customized leadership coaching and development “Peak Performers” program. Employees also participated in job-specific training, including safety training, computer and software skills development, and mosquito industry training through the Florida Mosquito Control Association. Additionally, three percent of our employees received tuition assistance for college courses.

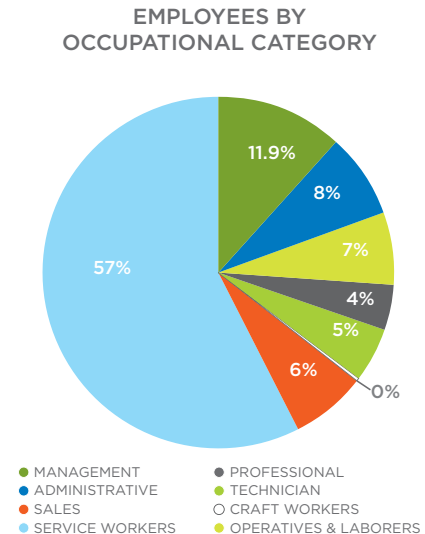
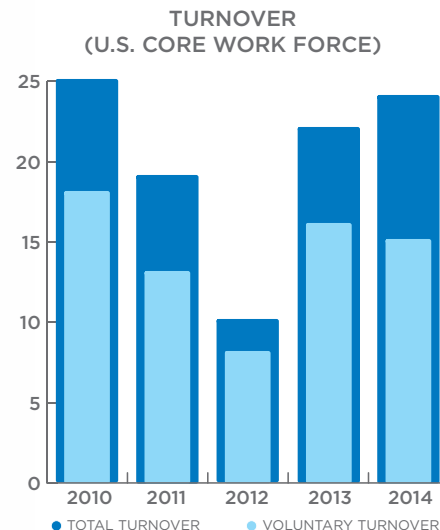
REWARDING OUR PEOPLE

To attract and retain the very best talent, Clarke provides competitive compensation and employee benefit packages. Benefits offered to our full-time work force include a medical and dental plan, 401(k) retirement program, paid sick and vacation leave, and incentive programs.

We link individual and company sustainability performance by including formal sustainability objectives into our corporate bonus program, which is available to all non-seasonal Clarke employees.

Beyond compensation and benefits, we believe in recognizing our people for extraordinary work. Clarke’s annual service recognition awards program allows us to express our gratitude to employees who dedicate their time, energy and spirit. At our popular annual awards banquet (established in 2008), we recognize employees who are celebrating milestone anniversaries and we acknowledge their contributions to Clarke’s growth and success. We also honor one exceptional individual through our Employee of the Year program. Nominated by their peers, the Employee of the Year is selected based on outstanding performance in customer service, commitment to sustainability, a focus on philanthropy and special achievements.

We strive to support the communities in which we operate by hiring locally. In 2014, 24 percent of Clarke’s full-time work force began as seasonal employees, who typically are from the local community.



EXTRAORDINARY HEALTH & HAPPINESS



Clarke employees keeping balance with pre-work yoga.

BIOMETRIC SCREENING

In 2014, we continued to have success with ongoing initiatives, such as our biometric screening and wellness incentive programs, both in their third year. The biometric screening program continues to be a great way for employees to get an annual assessment of their health and direction on the health-related improvements they might want to focus on in the year ahead. And, in each year of the program, we learn about at least one employee who received critical information about an unknown health condition. In 2014, 92 percent of our work force participated in the program, surpassing our five-year goal of 90-percent participation. From a company perspective, the results of the 2014 screening revealed that we could all do better in three areas: waist circumference, blood glucose levels and blood pressure.

“Clarke offers a comprehensive, exciting, socially engaging wellness program that has positively affected lives, corporate culture and the company’s bottom line.”

So says the mission statement of the exuberantly named Extraordinary Health & Happiness Committee. That statement also reflects our 2014 performance. We believe that, in order for people to give their best, they have to be at their best. And we know that when employees are motivated by something or someone, making healthy changes happens more quickly, has more impact and is, well, a whole lot more fun.

In 2014, we introduced a number of new health and wellness programs. We describe some of these in “The Clarke Campus of Innovation” case study on page 28. In addition, our Extraordinary Health & Wellness committee:

- Promoted health through the employee intranet with a wellness calendar, recipe board and health-related inspirational employee stories; and
- Held our first blood drive, collecting 22 units of blood to support the sick and injured in the communities where we live and work.

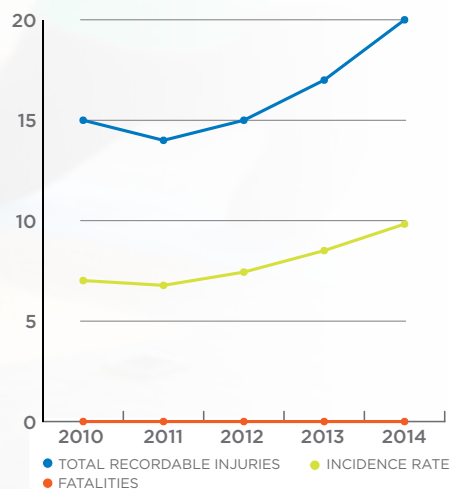
Review Board, comprised of Executive Management and other key management representatives, meets on an “as needed” basis to investigate incidents resulting in serious injury or damage to property.

Despite our efforts, we experienced an increase in total recordable injuries and incident rates in 2014. This, and stagnant performance metrics in recent years, prompted us to purposely make investments for a transition to a Clarke “Culture of Safety” that aligns with the transition we’ve been experiencing in our company. A Culture of Safety is more than a collection of policies and programs. It is the aggregate of the beliefs, practices and attitudes of the organization. As such, at mid-year 2014, we brought in a new Environmental, Health and Safety Manager to help Clarke integrate the values and attitudes of the organization into measurable safety performance success.

Our 2020 goal requires an 80 percent drop in incident occurrence over 2014. As a vital first step, we conducted onsite and in-field observations to address specific workplace hazards collaboratively with stakeholder crews, migrating from an ethos of safety management and enforcement to one of safety leadership. A framework for incident assessment was established across all operations. Monthly and quarterly management meetings include an honest dialog on safety performance as well as celebrations of success.

Preparations began in 2014 for a safety recognition program, which will broadly celebrate the contributions of individuals and teams and broadcast moments and behaviors that contribute to a Clarke culture of safety. This new cultural approach to safety builds on the foundation of program and policy already in place and adds deliberate investments in the development of leaders at all levels of the organization, open and broad communication of performance, and an appreciative celebration of success.

EMPLOYEE SAFETY INCIDENTS



Employee Safety

A healthy and safe workplace for our employees is a core value to the Clarke organization: Caring for People includes creating a work environment that is considerate of one another and that keeps employees safe while at work.

In recent years, Clarke has implemented a number of policies and training programs in response to a growing and diversifying operation that rapidly establishes new crews in new locations and increasingly includes hot, physical work in challenging habitats. Crews receive daily, weekly and monthly safety messages (“tailgate talks”) that are guided by supervisors trained in identifying relevant topics and appropriate measures to correct them. Training programs are continuously reviewed and updated, hazard assessments are conducted for new services and equipment, and vulnerabilities are corrected through both local and centralized analysis of near-miss, incident and injury data. A formal incident

SUSTAINABLE COMMUNITIES

2009

Established The Clarke Cares Foundation and our partnership with The Carter Center.

Adopted volunteerism policy to provide employees with 20 hours per year of paid work time to participate in volunteer activities.

2010

Set goal to achieve 2,080 hours of employee volunteerism per year.

2012

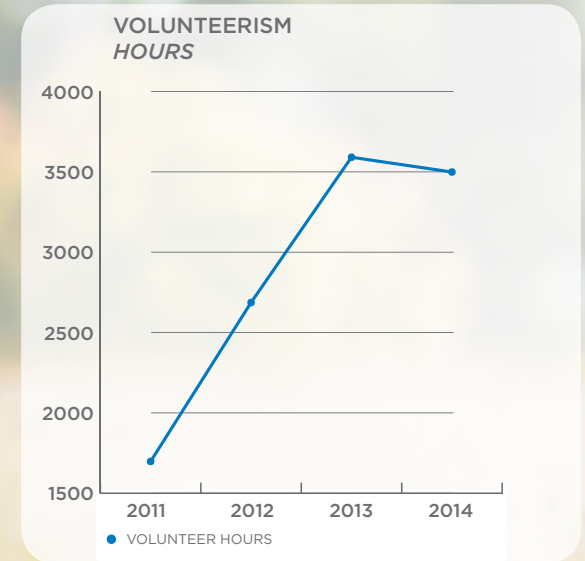
Held first annual Day of Caring.

Surpassed goal of 2,080 hours of employee volunteerism.

2014

Donated mosquito nets to protect 264,000 people since 2010 through The Clarke Cares Foundation

Volunteered 3,499 hours of employee time to our local communities—valued at \$99,210



Restored native prairie at Clarke Campus provides an inviting transition between residential homes on one side of the street and an industrial park on the other.

From the moment we re-envisioned Clarke's mission—to make communities around the world more livable, safe and comfortable—we understood that our commitment compelled us to embrace not only the development of sustainable products and services, but also our ambition to actively support communities, both near and far.

We have embedded this tenet in our values. We believe that by “caring for people,” we can positively impact and enrich the lives of our employees and of those around us. In 2009, Clarke created our social responsibility committee and founded our charitable partnership, setting the groundwork for giving “near”—in the communities where we work and live—and “far”—in Nigerian communities where mosquito-borne diseases have a devastating effect.

We support these efforts through our volunteerism policy. Employees are offered up to 20 hours per year of paid work time in order to participate in volunteer activities that enhance and serve communities in which we live and work. In 2014, we surpassed our goal of achieving 2,080 hours of employee volunteering—the equivalent of one full-time employee's time.

We also encourage employees to contribute to the causes they care about through our Matching Gifts program. Clarke matches employee contributions of \$25 or more to qualified organizations to a maximum of \$50 per employee per calendar year. In addition, we support up to five month-long, employee-sponsored fundraising drives each year. Through these, individual employees commit to match 50 percent of the contributions of fellow employees to a maximum of \$500, with the company making an equivalent matching contribution. In 2014, we introduced a program that profiles the important volunteer work that our employees contribute outside of Clarke on our intranet.

We are proud that today Clarke is defined by people who are passionate about helping others. We share some of their stories below.

Clarke employees are offered up to 20 hours per year of paid work time in order to participate in volunteer activities that enhance and serve communities in which we live and work.

COMMUNITY GIVING: DAY OF CARING

Since 2012, Clarke's Day of Caring has spearheaded our community caring initiatives. In July of 2014, a total of 237 Clarke employees around the world paused from their regular work to spend a day contributing their labor to environmental causes in their local communities. Collectively, we contributed 1,906 hours to projects that ranged from trail clearing and litter pick-up in four Illinois forest preserves to conservation of flora and fauna for a state park in Brazil and wildfire recovery in the Mississippi wetlands.



COUNTDOWN TO ZERO: DEFEATING DISEASE

Early in January 2015, Lyell Clarke, Pat Hallahan and Bill Jany were proud to represent Clarke at the launch of Countdown to Zero: Defeating Disease. The exhibit at New York's American Museum of Natural History was designed to highlight global efforts that have helped contain, eliminate or eradicate debilitating global diseases. Developed in collaboration with The Carter Center, it included initiatives directed at eliminating the effects of mosquito-borne diseases, with The Clarke Cares Foundation's contributions to supply bed nets among those showcased. Since 2009, The Clarke Cares Foundation has supported The Carter Center's efforts in mosquito-borne disease eradication and elimination in Nigeria. The Foundation, with matching funds from Clarke, has raised enough to purchase bed nets to protect more than 275,000 people. We were humbled to be acknowledged at this prestigious scientific, educational and cultural institution.



"\$99,000 spent on our caring programs is a big number for a mostly intangible product. The practical side of our brains knows there are other places where we might invest that. But how do you put a dollar figure on caring for people, on caring for the planet? And how do you put a dollar figure on employees who are passionate about what they do? You can't. And you don't."

Kim Schulke

HR Manager & Project Greater Purpose Committee Chair (Social Responsibility)

CARING YEAR-ROUND

In addition to our annual Day of Caring, Clarke sponsors employee volunteer efforts with a variety of agencies. In 2014, on the day of our move to our new campus facility, 17 of our St. Charles employees contributed a portion of their workday volunteering with SCARCE, the Humanitarian Service Project and the DuPage County Forest Preserve.

In November 2014, the Good Earth Committee adopted a stream near our Roselle operations facility. Eight committee members spent the day collecting waste and cleaning up the area around the stream.

SWING FOR NETS GOLF TOURNAMENT

In September 2014, Clarke, in partnership with The Clarke Cares Foundation and The Carter Center, hosted the fourth annual Swing for Nets Golf Tournament to raise funds for bed nets in communities in Nigeria's Plateau and Nasarawa states, where lymphatic filariasis and malaria are endemic. With a commitment from Clarke to match donations, the event raised enough funds to protect 25,000 people from the devastating effects of these mosquito-borne diseases. Since the program's inception in 2009, Clarke has donated enough nets to protect 275,000 lives.



SUSTAINABLE COMMUNITIES

CARING YEAR-ROUND

Throughout the year, we support the following organizations:

United States

City of Encinitas Parks Department, California
American River Parkway, California
Bunche Beach, Florida
Heavenly Hooves, Florida
Limestone Creek Natural Area, Florida
Mounts Botanical Gardens, Wellington, Florida
Osceola Council on Aging, Florida
Osceola County Book Drive, Florida
Second Harvest Food Drive, Florida
Water Works Environmental Education, Florida
Piedmont Park, Georgia
Snake River, Idaho
Bloomingdale Parks, Illinois
Cinderella's Closet, Illinois
Conservation Foundation—Adopt a Stream program, Illinois
DuPage Country Forest Preserve, Illinois
Humanitarian Service Project, Illinois
Kane County Forest Preserve, Illinois
Kane County, Illinois – Adopt a Highway program
Lake County tire collection and recycling, Illinois
Northern Illinois Food Bank, Illinois
Phil's Friends, Illinois
Spring Valley Nature Center, Illinois
Village of Lombard Trail Cleanups, Illinois
Walter and Connie Payton Foundation, Illinois

Bloomingdale Parks Foundation (gift-wrapping fundraiser in Stratford Square Mall, Illinois)

Grand River, Michigan

Lefglen Nature Sanctuary, Michigan

City of Clearwater, Minnesota

Ducks Unlimited, Mississippi

Frenchtown Pond State Park, Montana

Chautauqua, New York

Access, Oregon

Comanche Peak Wildlife Management area, Texas

Cobb Island, Virginia

Reston Association, Virginia

International

Currimundi Dunes, Australia

Xixova Japui State Park, Brazil

Juhu Beach, India



In November 2014, Clarke announced a new philanthropic initiative, One for Tomorrow, which will award an amount equal to 1 percent of annual sales from our NextGen products to nonprofit organizations that focus on environmental protection and restoration. Beneficiary organizations, one from each of Clarke's five U.S. and two international sales regions, will be selected by Clarke employees. The first awards will be presented in 2016, based on 2015 NextGen sales. Clarke produced its first NextGen product, Natular® larvicide, in 2008. Since then, it has grown its NextGen portfolio to include eight products and services. For more information, see the NextGen section of this report.



*Clarke's Manassas office named
2014 Community Partner of the Year*

Early in 2015, Clarke's mosquito management team in Manassas, VA, was honored by the Reston Association for its 2014 contributions to the community. For three consecutive years, more than a dozen employees have given back to the community during our annual Day of Caring, removing invasive species from woodlands and collecting debris along Reston's streams and natural areas. We're proud of our Manassas team, who so clearly exemplify the contributions of every employee.

OUR EMPLOYEES



Carrie Aitken	Mary Robertson Clarke	Peter Gleason	Heather Kubinski	Chris Novak	Adam Slater
Erin Akstins	Robert Clarke	Martin Gonzalez	Jamie Kutzke	Rob Olson	Gary Snorek
Juliana Ambriz	Lori Clemence	William Gooch	James Lapinskas	Jon Ostrowski	Amy Solis
Gordon Anderson	Jilayne Collura-Petruzzi	Jimmy Graham	Jeffrey Larson	Patrick Patterson	James Stewart
Michelle Anderson	Mariann Cumbo	Megan Gray	Karen Larson	Laura Phillips	Jeremy Stoltzner
Erin Arnott	Nicolette Davis	John Greene	Lauren Lavezzi	Terry Phillips	Sue Stout
Darrel Bagiotti	Brian Deenihan	Jay Griffin III	Jacqueline Lindeman	Chris Quanstrum	Joseph Strickhouser
George Balis	Pete Deglomine	Sylvia Griffin	Wynonah Little	William Quinn	Bryan Tazbier
Ronald Banks	Christopher Dembowski	Wes Gruenberg	Griffith Lizarraga	Christopher Reed	Wally Terrill
Jennifer Biancalana	Ryan Dengler	Patricia Hallahan	Vickie Lubas	Julie Reiter	Jack Thennisch
Grant Black	Christopher Desch	Richard Harbaugh	Jane Lynn	Aprille Richter	April Topel
David Boggs	Jennifer Dopke	Jacob Hartle	Paul Lysy	Hector Rios	Joanna Tyszko
Liz Bolivar	Derek Drews	Joel Haufle	Kevin Magro	Fernando Rivera	James Ulrich
Alex Boyd	Patricia Driscoll	Mitchell Haynes	Fabio Magro	Jorge Rivera	Rajeev Vaidyanathan
Lucas Britton	Kimberly Dunn	Joseph Head II	Shyamal Majumdar	Maldalena Rivera	Betty Vargas
Yemi Bullen-McClain	Brian Erickson	Jeff Hottenstein	Pete Mantas	Steve Rizzi	John Vasquez
Brett Bultemeier	Larry Erickson	Drew Hunter	Sammy Matias	Stephanie Rodriguez	Nancy Voorhees
Steven Bunkley	Alicia Fachet	Donna Hunter	Kevin McCurley	Amy Rogers	Rich Voss
Shawn Calay	Daniel Fachet	Brian Irby	David McLaughlin	Mindelyn Romanus	David Walker
William Calvano Jr.	Brian Fackler	William Jany	Pete McNeil	Robert Rosier Jr	Tom Wawrzyniak
Nivaldo Carlucci	Eric Fanelli	Nancy Jimenez	Danny Meyers	Andrew Ruiz	Scott Westney
Douglas Carroll	Mohamed Farouk	Mark Jones	Lou Miceli	Carolyn Russo	Dante Wolff
George Cerese	Brenda Francis	Frances Kanouse	Julia Moore	Robert Santana	Clark Wood
Crystal Challacombe	Joel Fruendt	Brian Keely	Michael Muldoon	Marie Saunders	Cheri Zaras
Alex Chara	Tim Gardner	Linda Kidd	Trenten Mulholland-Pacey	Kim Schulke	
John Lyell Clarke III	Andrew Gentes	Jaime Korbecki	Sevil Mursalova	Sarah Sebbby	
Frank Clarke	Susan George	Michael Kroll	Joel Naro	Michelle Selander	
Mary Kemp Clarke	Emily Glasberg	Niels Kruse	Christopher Norris	Gabriela Simone	

Clarke helicopter coming in for a landing at Roselle, IL operations center.

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Connie Payton Foundation
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Dow AgroSciences
EPA's Wastewise
FairmountSantrol
Fritz Geiger Productions
Fritz Landscaping
Green Manufacturer Network

IL EPA Pollution Prevention & Energy Efficiency
Internship Program (P2E2)
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Interface Flor
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Raj Sisodia
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Village of Roselle, IL
William McDonough
Ron Fry
Kathrin Bohr
Katherine Partridge
Bantampoint Creative

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