



READY

2019 SUSTAINABILITY REPORT



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Clarke's 2019 Sustainability Report is our ninth report dedicated to sharing the initiatives that are driving progress toward our aspiration to be an **Agent of World Health Benefit** and to create a sustainable and flourishing culture.

This year's theme, "**Ready**", reflects the strategic processes we undertook and progress made in 2019 in product discovery, service delivery, emergency response, aquatics management, as well as in people leadership and community contributions. Together, our initiatives have set the stage for the next decade of innovation, action and stewardship.



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This report, along with our previous sustainability reports, is available in PDF format at <http://www.clarke.com>.
Comments or questions about the report can be directed to Julie E. Reiter, VP, Human Resources and Sustainable Development, at jreiter@clarke.com.



AN INTERVIEW WITH J. LYELL CLARKE, OUR PRESIDENT AND CEO

We spoke with J. Lyell Clarke, our President and CEO, and asked him to reflect on 2019 and what the future holds for Clarke.

Lyell, as we begin our conversation, the world continues to face a pandemic of proportions never seen before. As the CEO of a public health company, how have you directed Clarke's response to this crisis?

Our priority, first and foremost, has been to take care of the health and safety of our coworkers. The COVID-19 pandemic is unprecedented in its impact on global health and in the economic challenges it presents and, while it's not a vector-borne illness, it does remind us of how critical public health is and the vital role Clarke plays in disease prevention globally. I am proud of our coworkers, who continue to serve our customers and communities throughout this time, and under very challenging conditions.

As we approach the end of Clarke's five-year strategic plan, what are your thoughts on the progress made in 2019?

Five years ago, we developed new strategic initiatives and set ambitious goals. Although we've struggled with some initiatives and others have been delayed, we are excited by the progress made in accelerating our international business, expanding our Natular® product line and growing our aquatics division. Our "greener chemistry" products are changing our industry, and, in 2019, they positioned us as the partner of choice in the fight against Eastern Equine Encephalitis. Overall, we've invested a tremendous amount of hard work and resources to prepare Clarke for an exciting and impactful future.

You define Clarke as a flourishing public health company. What does this mean to you?

It would be easy to define a company like ours simply in terms of the work we do. But for Clarke, it's more purposeful than that. Thinking of ourselves as a flourishing public health company prompts us to reflect on what it means to take care of the health of our coworkers, the health of our communities and the health of our planet – in addition to the health of the business. It's about providing our coworkers with resources to care for their physical and mental health, giving back to our communities through our volunteer programs, and taking care of our environment by, for example, generating renewable electricity. It's also about responding to our customers' and the public's preference for innovative products and services with reduced environmental impact. Focusing on this sense of public health purpose allows us to extend our reach and influence as we aspire to be an Agent of World Health Benefit.

How has your vision to be an Agent of World Health Benefit progressed?

I believe we are well on our way to becoming an Agent of World Health Benefit. This vision arose out of our 2016 Clarke+ Summit, where we encouraged coworkers to think and act bigger, braver and bolder. It was then brought to life in our work to stop Zika in Florida later that year. In 2019, we solidified our position as a public health provider in our efforts to help combat Eastern Equine Encephalitis in the United States. Internationally, we secured a contract with the Brazilian government to combat the dengue outbreak, and we were invited to provide counsel on vector-borne diseases in Puerto Rico and the Cayman Islands. And now, with this Agent of World Health Benefit mindset, we are connecting our initiatives to the United Nations Sustainable Development Goals (SDGs).

Tell us a little bit more about how the SDGs tie into Clarke's work?

Simply put, so many of the SDGs are connected to public health – for example, Goal 3, Good Health and Well-being, and Goal 6, Clean Water and Sanitation. The SDGs also connect us to and remind us of our responsibilities to serve the global community, including Goal 7, Affordable and Clean Energy; Goal 9, Industry, Innovation and Infrastructure; Goal 11, Sustainable Cities and Communities; Goal 13, Climate Action; Goal 14, Life Below Water; and Goal 15, Life on Land.

Any final thoughts on the future of Clarke?

I'm optimistic. In 2021, we will celebrate our 75th anniversary. Thanks to the hard work of each and every one of our coworkers, we find ourselves ready to serve our customers, ready to serve our communities and ready to meet the challenges and opportunities that lie ahead in the next 10 years and beyond.

“ We find ourselves ready to serve our customers, ready to serve our communities and ready to meet the challenges and opportunities that lie ahead.”

2019 HIGHLIGHTS

12 products and services in our Next Gen portfolio

32% uptick in the use of Merus, Natular and other Next Gen products

7 new international registrations, including our new adulticide Cielo in Brazil, which was selected by the Brazilian Ministry of Health for dengue control

100% carbon neutral for Scope 1 and Scope 2 emissions

15,000 kilowatt hours delivered to grid from the Flourishing Garden solar installation

100% of municipal catch-basin services delivered by bicycle

100% of new coworkers participated in inaugural, Campus-based, weeklong, rotational onboarding program

78% of coworkers participated in Biometrics Screening program

24 community projects supported during annual Day of Caring

Expanded the mandate of Clarke Cares Foundation to include support for clean water and sanitation programs

Throughout Clarke's history, we have been called upon to provide emergency public health services.

2019 was no exception. From August through October, we assisted with the response to outbreaks of the dangerous mosquito-borne virus, **Eastern Equine Encephalitis**, in three U.S. states. In his signature sign-off to the post-mission emails to our customers, Clarke's Vice President of Service Operations, Clark Wood perfectly summarized the team's commitment to service:

“ It has been an honor to serve the communities in Michigan, Massachusetts and Rhode Island affected by EEE outbreaks. We stand ready to serve whenever you need us.”

WHO WE ARE

Established in 1946, Clarke is a family-owned business with a public health focus in mosquito control and aquatic habitat management.

Our mission is to make communities more livable, safe and comfortable. We do this by controlling nuisance and disease-vectoring mosquitoes, and controlling invasive vegetation, algae and the quality of water in inland waterbodies. **We proudly serve customers in the governmental, commercial and residential sectors and international ministries of health.**

Readying for trial to prove 95% efficacy at lowest use rate for new mosquito adulticide.

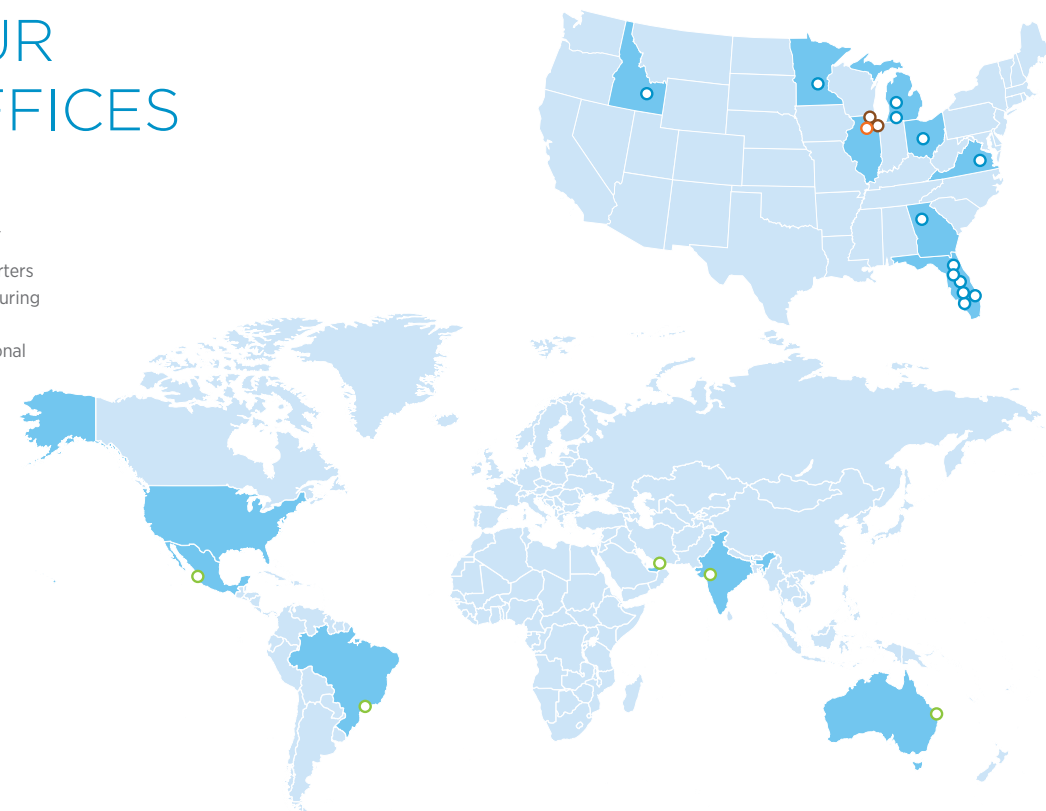


Clarke values water management that balances recreational and water fowl and wildlife habitats. Peaceful Waters, FL



OUR OFFICES

MAP KEY
 ● Headquarters
 ● Manufacturing
 ● Regional
 ● International



UNITED STATES

- St. Charles, IL
- Roselle, IL
- Schaumburg, IL
- Clearwater, MN
- Rigby, ID
- Niles, MI
- Nunica, MI
- Columbus, OH
- Richmond, VA
- Atlanta, GA
- Ft. Myers, FL
- Labelle, FL
- Kissimmee, FL
- Putnam, FL
- Wellington, FL
- Leesburg, FL (Villages)

INTERNATIONAL

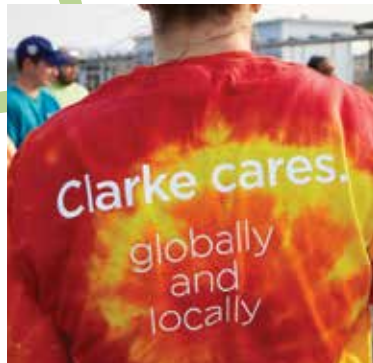
- Guadalajara, Mexico
- São Paulo, Brazil
- Dubai, United Arab Emirates
- Mumbai, India
- Brisbane, Australia

HOW WE WORK

In 2009, we pivoted our company to focus on sustainability, and we launched our vision to **“create an organization that reaches around the world to help make the lives of more than 660 million people more livable, safe and comfortable.”**

We knew from the outset that our success rested on every action, every person and every voice in our organization. We entrusted our coworkers, no matter their role, to bring innovation from every corner of the organization – to develop greener, Next Generation products and services, reduce our environmental impacts, foster an engaged workplace culture of health and wellness, and, in tandem with the Clarke Cares Foundation, focus on giving back to our communities.

On our Day of Caring, coworkers around the world volunteer in the communities we serve.



Lyell Clarke kicks off a Day of Caring with coworkers.



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 coworker 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 the 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.

OUR WORK

INNOVATING THROUGH IMMERSION

Blending Appreciative Inquiry with the concepts of Lean production, we invited a diverse team of stakeholders to participate in an immersive learning experience to gain firsthand knowledge and understanding of our manufacturing processes. The team included coworkers from accounting, quality, product development, marketing, IT and service operations. Their mission was to apply their collective knowledge and experience to enhance the quality, safety and efficiency of the manufacturing process of one of our high-volume products.

Team members immersed themselves by working on the plant floor to learn the operations. Next, they mapped the manufacturing processes and identified multiple opportunities to enhance coworker safety, improve efficiencies and enable seamless delivery to the customer. And, they found an estimated \$100,000 in available annual savings by reducing scrap material waste. Other project outcomes included:

- Production line enhancements to improve bulk material loading and reduce risks
- Equipment and manufacturing process improvements to reduce scrap
- Development of training videos for improved coworker training and onboarding
- Collective team understanding of a core component of Clarke operations

PROGRESS AGAINST OUR 2020 GOALS

As we wrap up work on our 2020 goals, we look to the future to build on our accomplishments, address challenges and set ambitious new 2025 targets.

Here’s a snapshot of our progress at the end of 2019:

2020 GOALS		2019 PROGRESS	
Products and Services	Generate 30% of revenue from Next Gen products and services	25% of revenue came from Next Gen products and services	
	Implement label transparency program for all Next Gen products	Under review	
	Establish full portfolio of OMRI (Organic Materials Review Institute) Listed® products for mosquito control market	7 OMRI® Listed products	
Coworkers	Achieve annual coworker retention rate of 95% or better	ACHIEVED: 96% annual coworker retention rate	
	Reduce coworker Health & Safety (EH&S) incident rate by 80% from 2014 baseline	73% reduction from baseline year	
	Reduce occurrence of injuries resulting in lost time by 15% a year	ACHIEVED: 57% reduction in injuries resulting in lost time compared to 2018	
Environment	Carbon	Reduce carbon footprint by 25% compared to 2014 baseline	6% reduction
	Energy	Become 100% carbon neutral for Scope 1 and Scope 2 emissions	ACHIEVED: 100% carbon neutral
		Source 10% of total electricity from on-site renewable energy (solar or wind)	ACHIEVED: 16% sourced from on-site renewable energy
Waste	Reduce total waste by 25% compared to 2014 baseline	ACHIEVED: 43% reduction	
	Reach 80% repurpose/recycle rate company-wide	62% repurpose/recycle rate	
Community	100% coworker engagement in volunteer activities	93% coworker engagement	
	Donate average of 10 hours of volunteer time per full-time coworker per year	ACHIEVED: 3,188 volunteer hours, valued at \$108,615, an average of 18.5 hours per full-time coworker	
	Donate 1% of annual revenue from Next Gen products to environmental causes	ACHIEVED	

READY TO DELIVER



Financial Planning Manager Sarah Seby, a 2019 Operational Immersion participant, "dips" for larvae in standing water.



Tommy Purdom, Aquatic Applicator, takes water sample for analysis, part of Clarke's water health monitoring program.

Clarke is committed to delivering mosquito and aquatic solutions, products and services designed for a healthier world.

We harness innovation from every part of our business to address the public health needs of our customers and their communities, while meeting growing public preferences for environmentally responsible solutions.



2019 HIGHLIGHTS

In 2019, we took steps to evolve and elevate our approach, and to advance our offerings. We stand ready to respond to public health emergencies in the decade ahead.

Highlights of our work included:

- In product development, **we improved process efficiencies and accountability to increase speed to market**, reduce costs and enhance the customer experience.
- In our international mosquito market, **we contracted with Brazil's Ministry of Health to supply Cielo™**, our new adulticide, to help combat the mosquito-borne dengue virus.
- In our mosquito public health services, **we earned a new EarthRight® service contract** with Franklin County, Ohio.
- In our emergency response efforts, **we provided critical public health mosquito control in response to Eastern Equine Encephalitis outbreaks** in Massachusetts, Rhode Island and Michigan.
- In our domestic aquatics services, **we invested in our people, refreshed our vision and re-focused our strategic growth plan.**

Progress Against Our 2020 Goals

2020 GOALS	2019 PROGRESS
Generate 30% of revenue from Next Gen products and services	25% of revenue came from Next Gen products and services
Implement label transparency program for all Next Gen products	Under review
Establish full portfolio of OMRI® (Organic Materials Review Institute) Listed products for mosquito control market	7 OMRI® Listed products



EarthRight®

Clarke's community mosquito control service that incorporates low carbon footprint application methods and products labeled for use in and around organic crops and gardens.



DELIVERING OUR NEXT GENERATION PORTFOLIO

As we round the decade mark of the launch of Natular®, our first ever Next Generation product, we continue to build on the green concepts that are at the core of our discovery and delivery processes. Our Next Gen portfolio now boasts 12 products and services, and generates 25 percent of our revenue.

To enhance collaboration among our team and communication with our customers, in 2019 we aligned the talents and resources of our product development and field sciences groups into a single, integrated department. Our unified Product Innovation and Field Sciences team is capable of driving innovative formulations through our Product Delivery Roadmap to bring our next generation products to market faster and more efficiently.



Merus 3.0 is the only adulticide labeled for use in and around organic crops, by ground or aerial application.



Our refreshed focus contributed to significant milestones, including:

MERUS® 3.0

The only OMRI® Listed, domestically available wide-area adulticide labeled for use in or around organic crops. Also meeting the USDA's National Organic Program standards, Merus was launched in 2018 and, in 2019, was the treatment of choice to manage Michigan's Eastern Equine Encephalitis outbreak and, through our EarthRight® service contract, to meet the public health and public preference demands in Franklin County, Ohio.

CIELO™ ULV

The first new mode of action for the control of adult mosquitoes in over 30 years. With a reduced environmental footprint, in 2019 Cielo was launched for use in Mexico, registered with the World Health Organization (WHO) as a vector-control product and commissioned for countrywide use against mosquito-borne disease by Brazil's Ministry of Health.

DUET® HD

An applicator- and equipment-friendly aerial adulticide, well accepted by the public for its favorable environmental profile. As mosquito control programs in the United States sought alternative products for aerial applications, in 2019 Duet HD adoption swelled in key programs, including those in Beaufort County, South Carolina, and Collier County, Florida.

NATULAR® SC

A new addition to our award-winning Natular portfolio of Next Gen larvicides. Building on our 2016 Zika containment success, our field science team optimized Natular SC for wide-area liquid larviciding applications in 2019, readying it for U.S. EPA approval and launch in August 2020.

*** 100% of the new products Clarke now brings to market are designed to the principles of Green Chemistry.**

SPOTLIGHT

QUALITY ASSURANCE



The culmination of a half-decade of effort, we achieved ISO 9001:2015 certification at all Clarke manufacturing facilities and ISO/IEC 17025:2017 at our quality analytical lab in Schaumburg, IL.

Our quality assurance platform supports our expansion into international markets, including WHO pre-qualification requirements for vector-control products. It also promotes continuous improvement, consistency and customer satisfaction, setting the stage for the long-term growth of our Next Gen product pipeline.

“Beyond compliance, our ISO programs make us accountable for issues that stakeholders care about, because they oblige us to continuously ask, “how might we do this better?”, and by compelling us to always do the right thing even when it’s hard.”

Karen Larson, Vice President of Regulatory Affairs

EXPANDING OUR INTERNATIONAL IMPACT

Through ongoing engagement with ministries of health, global and regional organizations, and local distributors, we are expanding the number of countries where our products are registered. In 2019, we added seven more registrations for our proprietary products in three new countries (and one country where Clarke had previously registered products).

SUPPORTING DENGUE PREVENTION

The incidence of dengue, for which there is no vaccine or specific treatment, has grown dramatically around the world in recent decades. In 2016, Brazil alone recorded approximately 1.5 million cases, including 1,032 deaths. The country now uses Cielo, our new adulticide space spray, to help fight dengue. Cielo's novel chemistry was designed specifically to help manage resistance that mosquito populations have developed to older chemistries.

“I was honored to represent Clarke in a workshop held by RBM (Roll Back Malaria) Partnership to End Malaria, a UN-endorsed global platform of 500 partners. The focus was on how international relief agencies, donors, academia and industries can work together to provide vector control in humanitarian emergencies. Clarke’s work is integral to the process. We have the ability to develop products specifically for challenging environments, such as tent cities, and for conditions conducive to mosquito breeding and disease transmission that arise unexpectedly. We have the opportunity to do more on a global scale.”

Nandita Chowdhury, Global Regulatory Lead

COLLABORATING TO BUILD CAPACITY

We collaborated with Unidad Colaborativa para Bioensayos Entomológicos (UCBE), a respected university lab in Mérida, Mexico, to support the expansion of the university's Good Laboratory Practice (GLP), helping researchers build the protocols accepted by the WHO. With GLP protocols in place, UCBE, known for its entomological research, qualified as an independent testing lab – the first in Mexico – allowing it to undertake the required regional testing for Clarke's Cielo registration in Mexico and Brazil.

TRANSFORMING OUR PUBLIC HEALTH SERVICES

For the past decade, we've aimed to build better ways to deliver public health mosquito services by reducing costs, waste and environmental impacts. Our EarthRight® and catch-basin-by-bike programs are just two of the ways we've transformed how we work.

In 2019, we continued to seek ways to infuse innovation and efficiency into our surveillance, mapping, analytics and emergency response platforms. We updated our training and performance measurements and standardized these programs across the organization. In addition, we further distinguished our services, and fueled a 32 percent uptick in the use of our Next Gen products and services like Merus®, Natular® and EarthRight.

In May 2019, we were awarded a contract with Franklin County, Ohio to provide integrated mosquito services to the 36 cities, villages and townships within the county limits. Upon learning of our EarthRight program, Franklin County's Department of

Public Health jumped at the chance to provide this environmentally responsible option to its 1.3 million sustainability-minded citizens. Over the course of the season, we treated more than 250 acres, 3,200 miles and 6,500 catch basins using Natular and

Merus, both OMRI® Listed products, applied almost exclusively using bicycles and electric and hybrid vehicles.



We now treat 100% of our service customer catch basins by bicycle.

OUR WORK

RESPONDING TO EASTERN EQUINE ENCEPHALITIS



Eastern Equine Encephalitis is a devastating disease, fatal in 40 percent of cases and leaving many survivors with long-term neurological damage.

When we got the call from the Michigan Department of Health and Human Services about an outbreak, there was an urgency to get mosquito control efforts in place quickly. It had been 40 years since Michigan had done aerial mosquito control applications so, not unexpectedly, there was some resistance from the community. The operation had to be designed in compliance with the state's "opt-out" regulation, which allowed property owners to request an exclusion from aerial spray programs.

Clarke processed resident opt-outs on a rolling schedule and blocked every exclusion request on the planned treatment maps. The GIS files were loaded into the aircraft's onboard application systems to ensure all resident requests were honored.

Between September 30th and October 8th, when our spraying concluded, **we treated 557,000 acres** and accommodated all of the opt-out requests.

AMPLIFYING OUR AQUATICS MANAGEMENT PRACTICES

We are pioneering environmentally responsible aquatic services that promote healthy waterways critical to the economic health, vitality and overall safety, livability and comfort of our communities.

In 2019, we invested in new leadership, a dedicated team and a refreshed vision that, together, are leveraging our expertise, energy and passion to re-focus our preventive and prescriptive fresh-water management approach, expand our reach and ecosystem portfolio, and drive growth.

PARTNERING ON DE-ICING PROTECTION

Over the past several years, the Great Lakes region has experienced high water levels that, when frozen during the winter months, put shoreline homes, docks and electricity sources at risk. At The Moorings Marina in New Buffalo, Michigan, we collaborated with Easy Pro Pond products in a de-icing solution to install 72 compressor cabinets, over 600 diffuser heads and nearly 25,000 feet of tubing to keep the rising lake water circulating – protecting the six-acre property from expensive damages.

RESTORING AQUATIC HEALTH

In September 2019, Clarke's Aquatics Services team was commissioned by the Des Plaines Park District to inspect algae blooms in Lake Opeka, a popular recreational lake not far from our Illinois facilities. Our analysis confirmed the presence of a harmful algal bloom (HAB), with toxicity levels well beyond the safe limits for drinking water and recreational use. The lake was shut down to the public, and our team worked to implement a successful treatment plan, which quickly returned the lake to health while minimizing stress to aquatic species.



Clarke Aquatics treating harmful algae bloom at Lake Opeka. The lake was ready for public use just 7 days after first treatment.



SPOTLIGHT

GIVEWATERLIFESM

Clarke Aquatics' new branding, Give Water Life, reflects a foundational understanding that healthy waterbodies and ecosystems are active, alive and ever-changing. The Give Water Life brand serves as a north star for coworkers, connecting our aquatics business to our company's broader commitment to public health and to making communities around the world more livable, safe and comfortable.

READY TO SERVE

Brenda Francis, Sales Support Analyst, spends a day as an aquatics technician, sampling and analyzing water quality.



Operation Immersion allows Laxmi Shanmugam, Associate Biologist, to learn the ins and outs of setting a mosquito surveillance trap.



Our people define who we are. It is through the contributions of our coworkers and their efforts, day in and day out, that we are able to serve our communities.

Honoring those contributions and efforts, we remain committed to cultivating an inclusive workplace that focuses on coworker wellbeing and safety and fosters innovation and industry leadership.

2019 HIGHLIGHTS

We added talent to increase organizational capacity and drive expansion in new markets.

We also continued to implement programs to immerse, train and develop our coworkers and to give them the tools they need to excel at work, to stay safe and to be well.

Highlights of our work included:

- In our coworker attraction and retention programs, **we enhanced our onboarding activities** to include a week-long immersion at our St. Charles headquarters for all new hires.
- In health and wellness, **through our Healthy Strides initiative**, coworkers walked 46,747,698 steps, and 78% of our coworkers participated in our annual biometric health screening program.
- In safety, **we reduced the number of injuries resulting in lost work time** by 57% compared to 2018.
- In benefits, **we introduced a service sabbatical of up to three weeks paid time off** for community service for fulltime coworkers, and extended our paid time off and holiday pay benefits to eligible part-time coworkers.

Progress Against Our 2020 Goals

2020 GOALS	2019 PROGRESS
Achieve annual coworker retention rate of 95% or better	ACHIEVED: 96% annual retention rate
Reduce coworker Health and Safety (EH&S) incident rate by 80% from 2014 baseline	73% reduction from baseline year
Reduce occurrence of injuries resulting in lost time by 15% a year	ACHIEVED: 57% reduction in injuries resulting in lost time compared to 2018

“Talent is like a little seed; when nurtured, it will flourish.”

Matshona Dhillwayo, Author

Fitbits have turned walking for wellness into a daily routine at Clarke.



Good safety practices and habits start in onboarding orientation.



NURTURING OUR COWORKERS' SKILLS AND DEVELOPMENT

In 2019, we grew our domestic, core workforce by nearly 10 percent. More than ever, we recognized the importance of equipping our teams with the education and skills they need to succeed. Our programs include job- and industry-specific training, annual sales and service team retreats, and leadership development programs to ready and nurture our next generation of leadership.

In 2019 we remained committed to:

- Supporting continuous learning through our Education Assistance Program
- Equipping our frontline leaders through the Instant Impact supervisory skills development training program and the Managers Boot Camp
- Offering the Peak Performers Leadership Coaching Program, with a 360-degree feedback review and a year of development coaching



An annual pre-season operations meeting focuses on ways to further improve efficiency, safety and customer satisfaction.

CLARKE BELIEVES IN CREATING A WORKPLACE THAT FOSTERS AND EMBRACES RESPECT, CIVILITY, INTEGRITY AND DIVERSITY

We do not discriminate based on race, color, creed, religion, sex, marital status, age, national origin, citizenship status, physical or mental disability, veteran status, sexual orientation, gender identity or expression, genetic information, or any other status protected by law.

INVESTING IN ONBOARDING

We expanded new hire onboarding, hosting new coworkers from outside Illinois at our Campus facility in St. Charles for a week-long, rotational and mentorship program that enhances collaboration, knowledge-sharing, cultural inclusion and engagement in order to drive innovation across our teams.

“ Spending time at our Illinois locations was a great experience. Having the opportunity to meet the team in person and see up close what they do, gave me a better understanding of the company and allowed me to fully experience the Clarke culture. Our locations are physically remote and distinct from each other, but when we get the opportunities to connect personally, we realize the similarities, and it reinforces the “one Clarke team” mindset.”

Eric Fishman, Operations Supervisor, Wellington, Florida

OUR WORK

IMMERSING IN OUR SERVICE OPERATIONS

Launched in 2018, our **Operational Immersion Program** provides coworkers who work in roles not directly involved in our service operations, such as human resources, accounting, customer care and marketing, with a hands-on learning experience in all aspects of Clarke's service. They learn about mosquito control and aquatic habitat management and come to appreciate the complexity of the work and the importance of the services that we provide. Participants – 10 in 2018 and six in 2019 – spent seven days working in the field performing mosquito surveillance work, riding bikes with our catch-basin-by-bike crew, treating waterways for algae and invasive vegetation, and working in the laboratory sorting, counting and identifying the mosquitoes breeding in the local community. This program provides a rich opportunity to connect with coworkers and to learn about what it takes to serve our customers.



During Operational Immersion, non-operational employees get to learn the service field business.

CLARKE ANNUAL SERVICE AWARDS

One of our most popular coworker events is our Annual Service Award Dinner, which recognizes the tenure and contributions of coworkers celebrating a milestone anniversary. In the past, these occasions featured a formal cocktail hour and sit-down dinner, along with presentations. In 2019, we mixed it up a little with a visit to the zoo in Brookfield, Illinois. Honorees, their guests and managers were treated to a tour of the zoo's exhibits, a visit with some of its most interesting residents and a more casual dinner and presentation format. The relaxed and playful atmosphere was well received, with participants appreciating the connections to animals and nature, and the mixture of activities that invited unique opportunities to socialize and to honor the service and contributions of our amazing coworkers.



Recognition of 10, 15, 20 and 45 year coworkers began with an afternoon at the Brookfield Zoo with dinner and presentations that evening.

THE GIFT OF LIFE

We held six blood drives (our highest number ever) at our Campus and Garden facilities and exceeded our annual goal by 100 percent. Partnering with the Red Cross, we collected 101 pints of blood thanks to 143 Clarke and community donors.

CFO Gordon Anderson giving his gift of life at one of 6 Clarke hosted blood drives.

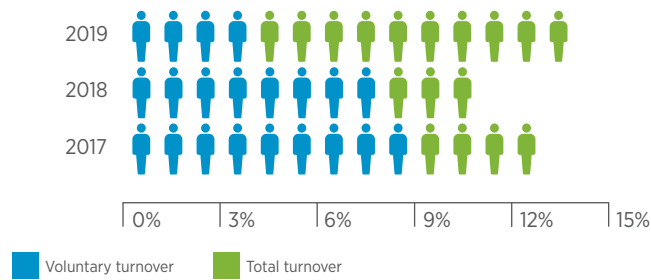


* 2019 was a very abundant year for our vegetable gardens at our Campus and Garden facilities thanks to the green thumbs of our dedicated coworkers.

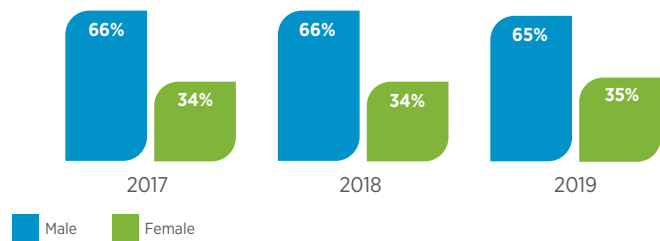


A summertime visit to Clarke HQ campus always means something fresh can be enjoyed from on-ground garden and orchard.

COWORKER TURNOVER (U.S. CORE WORK FORCE)

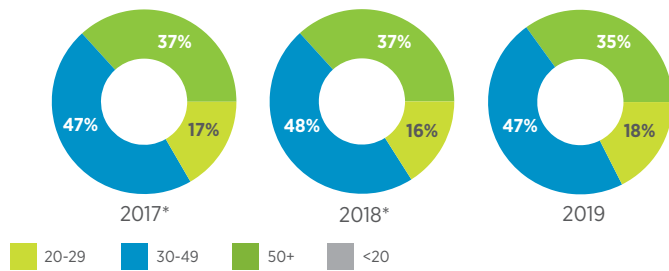


COWORKERS BY GENDER

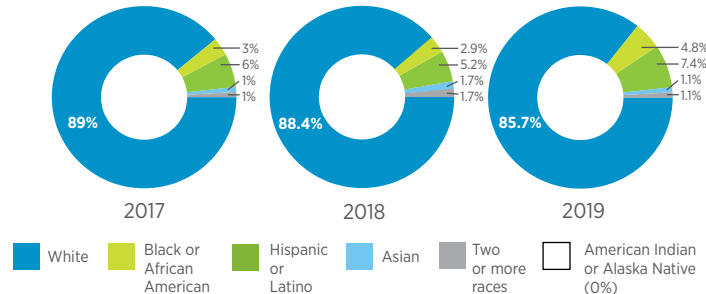


COWORKERS BY AGE

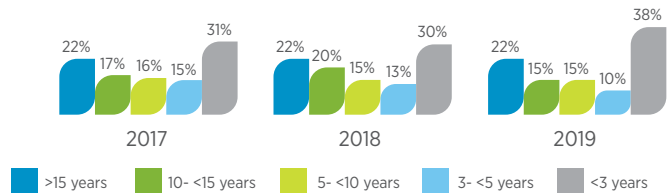
**Numbers do not add up to 100 due to rounding.*



COWORKERS BY ETHNICITY



COWORKERS BY TENURE



PROMOTING OUR COWORKERS' HEALTH AND WELLNESS

At Clarke, fostering extraordinary health and happiness is a vital component of our culture.

We encourage coworkers to aim for optimal health through 14 wellness programs and activities, including biometric screening, fitness challenges and healthy eating blogs and programs. **Our Wellness Incentive Program (WIP)** provides cash rewards to coworkers who participate in their age- and gender-specific health screenings, engage in physical fitness activities and who adopt healthy lifestyle habits. These programs have contributed to consistent year-over-year improvements in coworker health metrics, which we're proud to say, collectively, are better than the national average.

In 2019, only 78 percent of our coworkers participated in our annual **Biometric Screening Program**, significantly short of our 90 percent participation goal. In our year-end review, we discovered that we had failed to fully engage our newest coworkers in this important program. We know that knowledge and timely information are among the most important things that we can provide to our coworkers regarding their health and wellness, and we endeavor to close this gap in our engagement.

*** We exceeded our retention rate goal of 95% in 2019.**

SPOTLIGHTS

STEPPING UP

Since 2015, we've encouraged coworkers to take up to **5,000 steps a day** toward optimal health through our Healthy Strides program. In 2019, Clarke coworkers participated in four walking challenges in service of their health and fitness goals, together tracking 46,747,698 steps, about the equivalent of circling the earth at its equator. We distributed nearly \$10,000 in reward gift cards to the participants of our Wellness Incentive Program.



SMOKING CESSATION

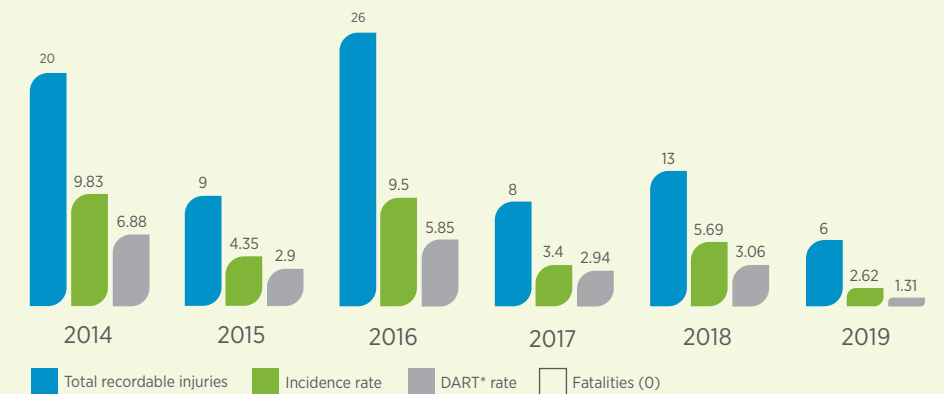
In 2019, we introduced a **tobacco-user health insurance premium surcharge** to encourage coworkers to rethink, reduce and ultimately cease their use of tobacco products. While we maintain strict confidentiality about this program, anecdotal information from coworkers who have quit their tobacco habit or taken advantage of smoking cessation programs, suggest that this program is having an impact.

PRIORITIZING OUR COWORKERS' SAFETY

The health and safety of our coworkers remains a top priority, and we are proud of the steady reduction in incident rates and lost time over the past several years, including ending 2019 with all-time low safety metrics.

To achieve this milestone, we:

- Built consistency in safety awareness and training across departments, offices and geographies
- Updated and standardized safety policies and enhanced access to training to help ensure 100 percent safety training compliance for all full-time coworkers, whether working in offices, manufacturing facilities or in the field
- Continued to see tremendous benefits from our nurse triage program, which contributed to a reduction in lost time from 102 days in 2018 to 27 days in 2019



* Days Away, Restricted Duty or Transfer

*** We had just six total recordable injuries, an all-time low number and a 54% reduction over 2018.**

READY TO FLOURISH



Our new Operations and Manufacturing center, which opened in 2018, uses less energy than it captures from solar and hydrothermal wells.



For more than a decade, Clarke has set bold objectives to drive sustainable practices across our company.

2019 HIGHLIGHTS

In 2019, we marked the completion of our second set of five-year environmental goals. We were successful in achieving some, and less so with others. Still, we remain firmly committed to building on what we have learned as we visualize a Clarke future where our operations are more regenerative than reliant.

Our 2019 efforts culminated in success in a number of areas as well as lessons that have readied us to set bold new five-year goals.

Highlights of our work included:

- In renewable energy, **we exceeded our 2020 goal**, sourcing 16 percent of the electricity we use from on-site renewable.
- Related to our carbon footprint, **we achieved our goal to be 100 percent carbon neutral in Scopes 1 and 2** and our Garden facility is on target to be energy net positive.
- In operational efficiency, **we transformed 100 percent of catch-basin treatments nationwide** to bike application.
- In Zero Waste, **we conducted waste analyses at our sites** as we renewed our focus on the core elements of our program.



To minimize packaging waste from product manufactured by Clarke and used in our own service operations, reusable / refillable pails serve up a sustainable solution.

Progress Against Our 2020 Goals

ENERGY

2020 GOALS	2019 PROGRESS
Reduce carbon footprint by 25% compared to 2014 baseline	6% reduction
Become 100% carbon neutral for Scope 1 and Scope 2 emissions	ACHIEVED: 100% carbon neutral
Source 10% of total electricity from on-site energy (solar or wind)	ACHIEVED: 16% sourced from on-site renewable energy

WASTE

2020 GOALS	2019 PROGRESS
Reduce total waste by 25% compared to 2014 baseline	ACHIEVED: 43% reduction
Reach 80% repurpose/recycle rate company-wide	62% repurpose/recycle rate

GREENING OUR ENERGY PORTFOLIO

In 2015 we announced new 2020 goals to transform our energy portfolio. In the five years since, we have invested in renewable energy, increased operational efficiency and achieved carbon neutrality through the purchase of Green Power contracts and carbon offsets.

At the end of 2019, we had:

- Commissioned our Flourishing Garden's 130,000-kilowatt solar array in July, delivering 15,000 excess kilowatt hours from it to the grid, and exceeding our 2020 renewable energy goal by sourcing 16 percent of our electricity from on-site renewable energy.
- Increased operational energy efficiency by finessing our routing and service delivery technology platforms and transitioned the last remaining vehicle catch-basin treatments to bicycle.
- Achieved our goal to be 100 percent carbon neutral by 2020 by offsetting the emissions that we could not eliminate with:
 - 1) renewable energy credits from our excess on-site solar production (returned to the grid) and green power contracts totaling 438 tonnes of CO₂e and,
 - 2) the purchase of 1,790 tonnes of CO₂e offsets through our partnership with Carbonfund.org.



* Clarke is now 100% Carbon Neutral in Scopes 1 and 2.



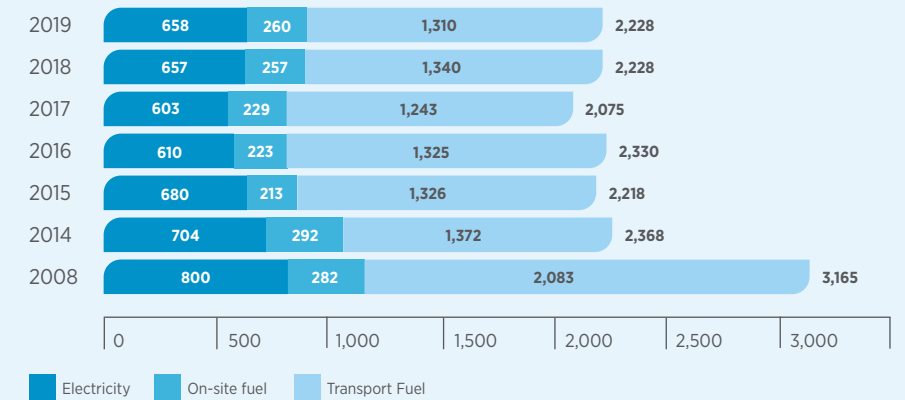
An interior view of our Flourishing Garden operations and manufacturing center, located on Garden Avenue in Roselle, IL.

SPOTLIGHT TRANSPORTATION INNOVATION

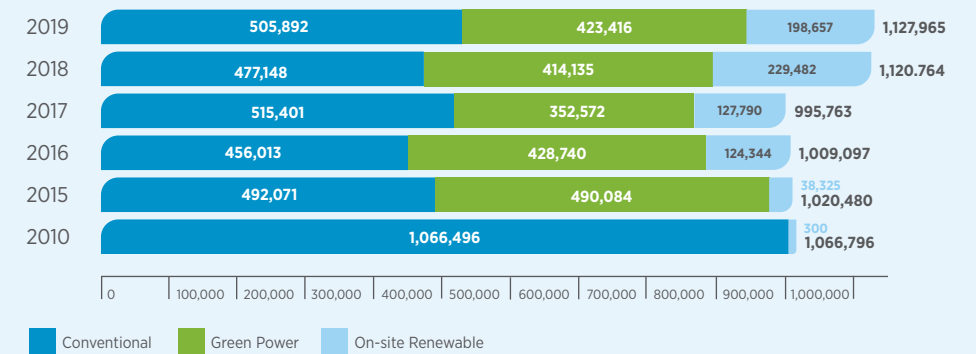
We celebrated a dozen years of progress on our transportation innovation efforts in 2019, completing the conversion of our municipal catch-basin services from fossil fuel vehicle to bicycle. Since 2008, our innovative approach – and one of our very first sustainability programs – has replaced 18 Chevy Silverado trucks with nine hybrid vehicles, reduced annual fuel consumption for the program by 92 percent, cut annual operational costs by \$42,200, and avoided 151.4 tonnes of carbon emissions. Together with continued innovation in routing efficiencies and the 2019 introduction of regional distribution warehouses, we are optimizing our transportation services to reduce fossil fuel consumption, lower our carbon emissions and maximize customer service.



TOTAL CARBON FOOTPRINT (Tonnes, CO₂e)



ELECTRICITY BY SOURCE (Kilowatt Hours)



ELECTRICITY RETURNED TO GRID (Kilowatt Hours)

	2010	2015	2016	2017	2018	2019
Returned to grid		(3,187)	(11,600)	(6,905)	(54,980)*	(14,640)*
Net Total		1,017,293	997,497	988,858	1,065,784	1,113,326

* Solar arrays were commissioned at our Flourishing Garden facility in 2018, but remained offline for seven months in 2019.

CATCH-BASIN TREATMENTS

	2007	2015	2016	2017	2018	2019
Bike		324,720	351,343	370,150	342,823	397,532
Truck	439,815	106,652	146,829	38,049	45,176	5,666
% by Bike	0%	75%	71%	91%	88%	100%*

* Clarke undertook a small portion (1.4%) of its total catch-basin treatments by truck early in 2019. Over the course of the year, the last of our truck service was phased out, and by year-end, we had completed conversion of 100 percent of our catch basin service to bicycle.

REDUCING OUR WASTE IMPACT

Since 2009, Clarke's Zero Waste initiatives have been designed to help us decrease the waste we produce, divert the waste we can't eliminate and send what we can't divert to waste-to-energy.

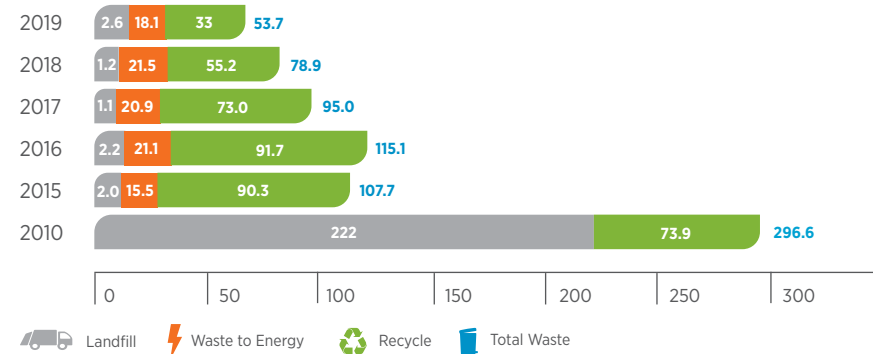
A decade in, 2019 was a challenging year for our programs as we saw a continuing downward trend in our recycling/reuse rate. We attribute the decline in performance to a combination of changes in the U.S. recycling industry, making it increasingly difficult to find partners for waste that, just a year or two ago, was easily recyclable, and to internal organizational changes that destabilized some of the foundational elements of our program. In response to these challenges, we asked the waste champions at each of our locations to conduct comprehensive waste assessments to identify and familiarize themselves with the most common materials in their waste streams, their



Nothing like a good ol' dumpster dive to see how well waste is being properly sorted.

processes for waste management and opportunities for improvement. A key outcome of our analysis was the realization that we had lapsed in the tracking of our waste diversion efforts – a critical component in our Zero Waste efforts and crucial to reaching our goals. We have now renewed our focus on the core elements of our program – waste stream assessments, consistent data collection, a back-to-basics discipline and coworker engagement – and we are determined to rebuild our efforts to minimize the impacts of waste in our operations.

WASTE DISPOSAL BY METHOD (Tonnes)



SPOTLIGHTS

PACKAGING WASTE

We recognize we have much work still to do to reduce our product-packaging waste, a 2020 goal. We are building on what we've learned over the past five years as we engage organizations outside of our industry, such as the **Agricultural Container Recycling Coalition**, to explore common solutions that meet the logistical, reliability and cost considerations critical to our customers.



PRAIRIE RESTORATION

As folks who work in and with nature every day, the importance of biodiversity is in our bones. The prairie restoration projects at our Campus and Flourishing Garden facilities were conceived by Clarke coworkers as outdoor spaces to foster creativity, discovery, community partnerships and environmental stewardship. After a deliberate re-start of our Campus prairie in 2017 to balance out the dominating species of switchgrass, our prairies flourished in 2019, becoming diverse ecosystems supporting a rich variety of plant, pollinator and animal life, and in harmony with our vision.



We continue to experience increasing participation in our returnable/refillable container program, offered free of charge to customers.



READY TO BENEFIT

During the 2019 holiday season, one of our Florida teams bagged up over 1,000 lbs of cereal to be shipped to Haiti, which had been devastated that year by Hurricane Matthew.



Our 2019 Day of Caring organized 24 teams around the world to volunteer in the communities we serve. Here, fresh bark is spread on city park trails by CEO J. Lyell Clarke and Director of Product Innovation, Yemi Bullen-McClain.



Giving back to the communities where we live and work continues to be a cornerstone of Clarke's social responsibility engagement.

In support of our mission to make communities more livable, safe and comfortable, we are committed to benefiting the lives of our coworkers and communities close to home and around the world.

2019 HIGHLIGHTS

In 2019 we broadened and deepened our approach to our philanthropy, focusing on initiatives that provide tangible, direct and high impact results.

Highlights of our work included:

- In volunteerism, **coworkers clocked an average of 18.5 hours per full-time coworker, exceeding our 2020 goal of 10 hours.** In total, we donated 3,188 annual volunteer hours to the communities in which we work.
- In engagement, **we participated in 78 volunteer events during the year**, with 93% coworker participation.
- During our **Day of Caring, we supported 24 community projects.** Half of the projects were suggested by customers, making a good first step in engaging external stakeholders in our annual event.

*** We achieved 93 percent participation in Clarke-sponsored volunteer activities in 2019, with our coworkers contributing 3,188 hours – equal to over \$100,000 in payroll. Clarke coworkers also supported 19 other volunteer efforts during their personal time, ultimately giving an additional 1,200 hours to our communities.**

Progress Against Our 2020 Goals

2020 GOALS	2019 PROGRESS
100% coworker engagement in volunteer activities	93% coworker engagement
Donate average of 10 hours of volunteer time per full-time coworker per year	ACHIEVED: 3,188 hours valued at \$108,615; an average of 18.5 hours per full-time coworker
Donate 1% of annual revenue from Next Gen products to environmental causes	ACHIEVED

VOLUNTEER HOURS



BENEFITING OUR COMMUNITIES CLOSE TO HOME

Clarke coworker volunteerism engages around three main initiatives: our company-wide Day of Caring, our team-oriented community engagement, and our year-round giving projects.

We believe volunteerism helps not only the communities we support, but our coworkers and our business. We support our coworkers' efforts through our volunteerism policy, which offers 20 hours a year of paid work time to participate in volunteer activities that enhance and serve the communities in which we live and work. We also encourage coworkers to contribute to the causes they care about through our "Matching Gifts" program. Clarke matches coworker contributions of \$25 or more to qualified organizations to a maximum of \$50 per coworker per calendar year. In addition, we support up to five coworker-sponsored fundraising drives each year. Through these, individual coworkers commit to match 50 percent of the contributions made by fellow coworkers to a maximum of \$500, with the company making an equivalent contribution.

“Volunteering has become part of the fabric of who we are at Clarke.”

Kim Schulke, Director, Human Resources, Operations and Manufacturing

BROADENING OUR CLARKE DAY OF CARING IMPACT

During our eighth annual Day of Caring, we continued to broaden our impact by growing our movement of social generosity one person at a time. We had more events with more recipients than ever before. Participants who helped make our Day of Caring a success included partners and customers such as Central Life Sciences, the Franklin County Department of Public Health and the Cayman Islands Mosquito Research and Control Unit. In fact, 11 of the 24 projects we took part in during 2019 were customer directed.

2019 NATIONAL SERVICE TRAINING

As part of our 2019 National Service training, 55 Clarke coworkers on our operations team spent Valentine's Day at the Circle B Bar Reserve near Lakeland, Florida removing Caesar Weed, an aggressive invasive species that can grow to a height of seven feet and can overtake anything in its path.



Operational coworkers volunteered at the Circle B Bar Reserve during National Service Training.

SPOTLIGHT

CLARKE GIVING YEAR ROUND

At Clarke, volunteering is not something that happens just once a year. Throughout 2019, coworkers supported the following organizations:

UNITED STATES AND PUERTO RICO

- Adopt-a-Highway, Illinois
- Adopt-a-Stream, Illinois
- ADOPT Animal Shelter, Illinois
- Battelle Darby Creek Metro Park, Ohio
- Bedmats for Veterans, Illinois
- Cinderella's Closet, Illinois
- Circle B Bar Reserve, Florida
- City of Clearwater (Lakes), Minnesota
- Clearwater Food Shelf, Minnesota
- Cook County Forest Preserve, Illinois
- Easter Seals, Illinois
- Feed My Starving Children, Illinois
- Fish Habitat Building Project, Michigan
- Fossil Rim Wildlife Center, Texas
- Friends of the Fox River, Illinois
- Give Kids the World, Florida
- Grassy Lake Forest Preserve, Illinois
- Humanitarian Service Project, Illinois
- Keep Brevard Beautiful, Florida
- Lombard Prairie Path, Illinois
- Mid-Ohio Foodbank, Ohio
- Midwest Food Bank, Florida
- Nature Conservancy, Virginia
- Ned Brown Forest Preserve, Illinois
- Northern Illinois Food Bank, Illinois
- People's Resource Center, Illinois
- Puerto Rico Beach Cleanup, Puerto Rico
- Salvation Army, Illinois
- San Elijo Lagoon Nature Preserve, California
- SCARCE, Illinois
- Snake River Cleanup, Idaho
- Spring Valley Nature Center, Illinois
- The Talkin' Monkeys Project, Florida
- Trees Atlanta, Georgia
- Trout Lake Nature Center, Florida
- Village of Island Lake - Eastway Park, Illinois

INTERNATIONAL

- Queen Elizabeth II Botanic Park, Cayman Islands
- Sunshine and Fraser Coast Department of National Parks, Queensland, Australia
- Tree Planting Project, Puebla, Mexico

BENEFITING COMMUNITIES AROUND THE WORLD



The Clarke Cares Foundation exists to make a difference in the lives of others around the world.

In recognition of the expanded scope of Clarke's businesses, we broadened the mandate of the Foundation and restated its purpose to reflect a more comprehensive mission that includes helping those suffering from both mosquito as well as water-borne diseases and to positively impact and enrich the lives of those around us.

PURE WATER FOR THE WORLD



In support of the expanded Clarke Cares Foundation mandate, we partnered with **Pure Water For the World**, a non-profit dedicated to providing access to safe water and sanitation where none exists.

In November 2019, our paddle boarding fundraiser in Florida raised approximately **\$4,500** to provide water and sanitation systems to 30 children at the San Marquitos de Yamales School in Trojes, Honduras.

SWING FOR THE NETS

We've been told that our golf outing is one of the best fundraisers around. So it was no surprise that **2019 was our second highest fund-raising event, with nearly \$40,000 in net revenue.** This enabled us to purchase 20,000 insecticide-treated bed nets in support of the **Carter Center's program to eradicate mosquito-borne diseases in Nigeria.** We are proud of our ongoing work with the Carter Center. Over our 10-year partnership, we have delivered over 260,000 nets to help prevent Nigerians from contracting lymphatic filariasis and malaria.



“You can't imagine how happy I am my children and grandchildren will never have to go through this.”

Rahab Joshua, business owner and mother of six in Plateau State, Nigeria. She is one of 120 million people around the world suffering from lymphatic filariasis.

GIVING BACK

Launched in 2014, our One for Tomorrow initiative supports organizations doing important environmental protection and restoration work at the grassroots level by providing grants equal to 1 percent of the annual sales from Clarke's Next Gen products.

Each year, Clarke coworkers nominate and vote for the One for Tomorrow grant recipients. Seven organizations from around the world are chosen for their efforts in addressing climate change, environmental education, food demand and quality, land and water conservation, pollution and wildlife protection.

The 2018 recipients included:

- Young At Heart, Illinois
- Virginia Nature Conservancy, Virginia
- Wild Sheep Foundation, Montana
- Fossil Rim Wildlife Center, Texas
- Queen Elizabeth II Botanic Park, Cayman Islands
- Burrumbuttock Hay Runners, Australia
- Operation Blessing, Honduras

SPOTLIGHT

HAIL THE BURRUMBUTTOCK HAY RUNNERS

The Burrumbuttock Hay Runners in Australia, a 2018 One for Tomorrow award recipient, used Clarke's \$26,440 donation in January of 2019 to fuel a convoy of 150 truck delivering hay to drought-stricken farmers in Queensland. Mark Jones of Clarke's Pacific Biologics rural business, participated in the three-day, cross-country trek from Darlington Point, New South Wales to Quilpie, Queensland, meeting Clarke customers and farmers and distributing donations of goods and toys en route.



Clarke's Liam Grantham (R) presents the Hay Runners' founder Brendan 'Bumpa' Farrell (L) with donation.

This report was printed on FSC® Certified 100% recycled paper manufactured from sustainable raw materials and processed chlorine free. By utilizing 100% recycled paper, we saved the following resources:

- 0.918 tons of fresh (green) wood, equivalent to 5.51 trees.
- 440 gallons of water, enough to operate a clothes washer for 3.84 months.
- 2.31 million BTUs, enough energy to power 2.76 residential refrigerators for a year.
- 19 pounds of solid waste, enough to fill .067% of a garbage truck.
- 2,380 pounds of CO2, equivalent to a car operating 2.5 months.

Note: Calculations based on an environmental impact audit report provided by Neenah Paper, Inc.

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We would like to thank, and honor, the following individuals and organizations who have (either directly or by serving as a reference point for benchmarking purposes) inspired us, educated us, and worked with us in our efforts toward becoming a company with greater purpose.

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- EPA's Wastewise • Fossil Rim Wildlife Cente • Fritz Geiger • Fritz Landscaping • Green Manufacturer Network • Green Screen® for Safer Chemicals
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- Responsible Industry for a Sound Environment (RISE) • School and Community Assistance for Composting and Recycling Education (SCARCE)
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- William McDonough • Young at Heart Pet Rescue

COWORKERS

- Adam Slater • Alan Mancilla • Alex Boyd • Alexandria Vukovic • Alfredo Chavez • Amy Kay • Amy Rogers • Andrea Levey
- Andres Lopez • Andrew Gentes • Andrew Rivera • Angie Gaul • April Topel • Ashlee Haviland • Austin Robak • Bernn Jules
- Betty Vargas • Bill Gooch • Bill Jany • Bill Quinn • Brandon Holloway • Brian Deenihan • Brian Erickson • Brian McGovern
- Brianna Garza • Bryce McGowan • Carlos Moncada • Carrie Aitken • Cherrief Jackson • Chris Reed • Chris Novak
- Chris Quanstrum • Christopher Burns • Christopher Dembowski • Christopher Rysso • Clark Wood • Crystal Challacombe
- Crystal Davis • Dan Kenneally • Daniel Fachel • Daniel Fischer • Danny Meyers • Darrel Bagiotti • Dave McLaughlin
- Dave O'Brien • David Boggs • David Pullins • David Walker • Debbie Morton • Deborah Schoening • Derek Dillard
- Derek Drews • Doug Carroll • Elizabeth Bolivar • Emily Glasberg • Emily Spoeri • Eric Fishman • Eric Goebel • Eric White
- Erin Akstins • Erin Estrada • Ernie Leonard • Fabio Magro • Fernando Rivera • Frances Kanouse • Frank Clarke
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- James Griffin III • James Le May • James Stewart • Jamie Dunn • Jamie Kutzke • Jeff Paul • Jeff Hottenstein • Jeff Larson
- Jennifer Biancalana • Jeremiah Stoltzner • Jerry Owens • Joanna Tyszko • Joel Fruendt • Joel Haufle • Joel Naro
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- Tommy Purdom • Tonya Sellers • Tracy Hutson • Travis Grana • Trevor Shanders • Vickie Lubas • Victoria Hyczyk
- Wade Weikart • Wally Terrill • Wes Gruenberg • Wesley Hawk • William Crawford • William Michaels • William O'Connell
- Wyatt Windham • Yemi Bullen-McClain



Making communities around the world more livable, safe and comfortable.

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The World Needs



Mosquito Control

