Journey to Flourishing
A story of transformation through Sustainability & Engagement of the Whole

Julie Reiter – V.P., Human Resources & Sustainable Development, The Clarke Group, Inc.
Chapter 1: Pent-up desire

This is who we were.
This is what we were.

This is what we were known for…
This is where we were.

- Significant market share
- Leader
- Respected

Pent-up desire for a company with greater purpose.
Five major factors...

1. Self-awareness

IF YOU DON'T DO
SOMETHING
DIFFERENT,
YOUR GOING TO WIND
UP WHERE YOU'RE
HEADED"
2. Making a difference

3. Product innovation
4. Sustainable business model

5. The next generation
"I want you to take a leap of faith with me."
Chapter 2:
Setting off on the journey
What we were…
What we aspired to be…
Our mission is to make communities around the world more livable, safe and comfortable.
Mission: To be your trusted partner in mosquito control

Mission: To make communities more livable, safe and comfortable

INNOVATION Introducing revolutionary ideas
COMMUNITY  Helping people near and far

SUSTAINABILITY  Lessening our impact on the earth
The Clarke Eco-Tier™ Index

This framework guides our development for future offerings, and allows our customers and their communities to understand that they have options.

CONVENTIONAL  ADVANCED  NEXTGEN

CHARACTERISTICS
> Old science and technology
> Gas powered
> Oil-based ingredients
> 20+ Years old / end of life

CHARACTERISTICS
> Smarter science and technology
> Electric powered
> Synthetic ingredients
> 15 Years old / mid-life

CHARACTERISTICS
> Cutting edge science and technology
> Human, renewable energy powered
> Organic and / or Natural ingredients
> Less than 5 years old / new life

2009 proprietary and confidential

Change didn’t happen overnight.
Not everyone believed. Some chose to leave

Keys to success

• Authentic commitment (inspired by greater purpose)
• Senior leadership was willing to challenge old paradigms and take a risk
• We asked ourselves some tough questions
• We sought out and invited input from subject matter experts, thought leaders and outside experts
Chapter 3: Making it stick

Engaging All Employees
Making it ours...
875 over ideas
Sustainability goals (by 2014)

- Reduce our **Carbon Footprint** by 25%
- Utilize 20% of energy from **Renewable Energy** sources
- Reduce **Waste Stream** by 50%
- Attain **LEED certification** for all new facilities
- Generate 25% of revenues from **Next Generation Products/Services**
- Incorporate a “**cradle to cradle**” design philosophy in all product/service development efforts
- Donate or **Volunteer 2080 employee hours** to assist the communities in which we serve

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**MEMORANDUM**

TO: All Clarke Employees  
DATE: January 19, 2009  
FROM: Lyell Clarke  
SUBJECT: Formation of a Sustainability Leadership Team

I am looking for 4 to 7 people who would be willing to work with me on a sustainability team. Ideally, the team would represent a cross-section of the Clarke organization.

The goal of the team is to help me in driving this change to a more sustainable enterprise. I am looking for volunteers who have or are willing to develop knowledge in sustainability, are interested, motivated and passionate about developing a new sustainable business that is profitable yet is fully accountable to the environment and social impact it has on the world.

The assignment could be 1-3 years in length. It will require work above and beyond your existing job.

If this is something you might be interested in, please respond back by email. In your response please outline two things:

1. Why you would want to be considered for this assignment
2. If you were a member, what would be your first steps? In other words, what would be your 30, 60, 90 day plans.

Selection for this team will be based on a number of criteria, including your answers to the above questions, your availability, the need for a diverse function group and the approval of your manager.

I need some people passionate about this topic to help in this endeavor. I can promise you this, it will be a rewarding and fulfilling experience.

I thank you in advance for your consideration on this matter.
From Sustainability Teams to Embedded Sustainability

Project Greater Purpose gave us the **organizational focus** to execute with purpose and in teams.
## Major initiatives

### Sustainable Business
- Carbon Footprint Tracking & Reporting
- Transformational Energy – Facilities & Fleet
- Green Power
- Sustainable Packaging
- Cradle to Cradle / Design for the Environment
- Zero Waste

### Good Earth
- Earth Day Events
- Composting & Rain Barrels
- Recycling Drives

### Social Responsibility
- Charity Golf Outing & Fundraisers
- Volunteerism Events
- Annual Day of Caring

### Communication, Awareness & Education
- Sustainability Report
- Appreciative Inquiry Summit
- Speakers Program & Training
- Internal Communications
- External Communications
- Appreciative Inquiry Summits

### Extraordinary Health & Happiness
- Wellness Incentive Program
- Health Risk Assessment & Biometric Screening
- Health Care Benchmarking
- Health & Wellness Awareness
- Employee Safety Programs
- Healthy Strides Walking Program
- Community Supported Agriculture Program

- **Leadership engagement**

- **Participation in Sustainability efforts was built into job descriptions, performance reviews and bonus goals**

- **78% of employees actively participating in one or more committee/initiative**
• Change is a contact sport – we got everyone involved.
• The executive leader and leadership team was very visible and clearly articulated the new direction
• Purpose and vision is built into management processes, operations and performance expectations
• We provided a broad array of opportunities – maximizing the opportunities for employees to get involved and to engage

Keys to success

We’d made remarkable progress.
(But we still felt there was more.)
Chapter 4:
Change at the scale of the Whole

Appreciative Inquiry

• A strengths based approach to organizational change
• Identifies what works within an organization and leverages those strengths to intensify energy and vision for the future

“The task of leadership is to create an alignment of strengths—making a system’s weaknesses irrelevant.”

~ Peter F. Drucker

Pioneered by Dr. David Cooperrider and Dr. Ronald Fry of Case Western Reserve University’s Weatherhead School of Management
Appreciative Inquiry Summit

- The Whole System
- Employees, Customers, Partners
- Everybody matters

The 4-D Process
- Discovering our strengths
- Dreaming of what’s possible
- Designing our future
- Preparing for our Destiny

Discovery
“What gives life?”
The best of what it is.
Appreciating

Design
“What be—the ideal?”
Co-constructing

Destiny
Create “what will be”
Sustaining

Dream
“What might be”
Envisioning
Results / Impact

Affirmative
Topic or Theme

CLARKE+
ACCELERATING SUSTAINABILITY
2012
Clarke+ Opportunity Areas

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Net Zero Waste

Zero Waste

- Automation to reduce/eliminate paper
- Process improvements
- Return/Refillable Packaging
- Waste Champions
- Waste Stations
- Dumpster Dives
- Employee training
- Vendor & Service Provider training
Zero Waste
Waste-To-Energy (less bad)

From **245** tons to **4** tons
64% waste stream reduction

>80% materials recycled
Transformational Energy Solutions

(energy efficiency/carbon footprint)

Transformational Energy

- Facility & Lighting Improvements
- Fleet Routing Systems & Operational Improvements
- Conversion to hybrids and low impact fleet vehicles
- Green Power Contracts (Renewable Energy Credits)
- On-Site Solar Energy
Making communities around the world more livable, safe and comfortable.

25% carbon reduction
How Clarke Cares

Love the Earth. Not mosquitoes.

$679,550 saved
Clarke Campus of the Future
BIGGER, BRAVER, BOLDER.

- Leverage our strengths and dreamed bold dreams
- Engaged employees in goal setting
- Established practices and processes to ensure follow-through on innovative ideas
- Leadership got out of the way!
Chapter 5: The next level

Sustainable to Flourishing

Where business prospers, employees thrive, and nature flourishes
Igniting our passion and imagination to realize a prosperous and flourishing world.

• Create spaces and systems that empower a fully and euphorically engaged workforce
• Establish a community of beliefs that guide our growth, our purpose and our contributions to the world.
• Illuminate our dynamic and signature strengths to bring the “heart of Clarke” to the world in a manner that inspires and transforms others.

How might we?
New Opportunities

Agent of World Health Benefit
Culture of Euphoric Engagement
Exceptional Customer Brand Experience
Guiding Principles
The Heart of Clarke
International Market Opportunity
Movement of Social Generosity
National Leader in Aquatic Habitat Management
Pervasive Innovation
Voice for our Industry

BIGGER, BRAVER, BOLDER.
The “Flourishing” Garden

- Illinois Service Center, Roselle, IL
- October, 2017
- A Regenerative building, projected to be first Net Positive commercial facility in IL
- Designed by employees and Serena Sturm Architects

This is who we were.
- Period expenses
- Costs
- Turnover
- Environmental impact
Key takeaways

- Finding our purpose gave us clarity and alignment
- Engaging employees made it ours – not top down, not bottom up
- Creating a deliberate structure with diverse opportunities helped to embed sustainability
- The journey from simply being Sustainable to Flourishing has sparked increased innovation and elevated performance