



2019 Corporate Citizenship Report

Growing our capacity for good





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Growing our capacity for good

Milestones provide an opportunity for reflection. Now that we have celebrated our 50th anniversary, we're taking stock of our growth from both a quantitative and qualitative perspective. How do we define success? Outstanding client service and shareholder returns are essential, of course. But what about our capacity for good?

Our corporate citizenship mission

Invest in our employees.

Give back to our communities and society.

Serve our clients with integrity.

Create long-term value for our shareholders.

Minimize our impact on the planet.

ICF continues to grow—we've doubled in size every five years for the last two decades. But we don't simply measure our success by size. We also consider our increased capacity to drive innovation and address the most pressing challenges of our time. We see our purpose as building a more prosperous and resilient world for all, delivering solutions to issues across the globe.

To do this, we provide our clients with sustainable answers to some of the world's most difficult questions. How can we help utilities plan for an uncertain climate future, while keeping the lights on for customers? How can we work with both governments and businesses to fuel decarbonization initiatives? In what ways can we help governments track and respond to public health issues? When natural disasters strike, how can we make sure that communities are prepared?

We grow our capacity for good through our work with clients—and within our own walls. We promote and celebrate our mission-driven company culture in order to attract and invest in employees who share our desire to make big things possible, all while minimizing our carbon footprint. And we support the communities where we live and work—one 5k, bake sale, and charity auction at a time.

In 2019, we expanded our positive impact once again. This is the story of how we have grown our capacity for good.



Message from our Executive Chairman and CEO



We are proud of our accomplishments so far, but there is much more for us to do.

Growing Our Capacity for Good. When we devised this theme in early 2020, we were reflecting on ICF's impressive 2019 growth, and how this growth has allowed us to increase our positive impact. After all, the work we do across our core service areas—public health, disaster management, climate, energy, social programs and more—helps create a healthier, more sustainable, equitable, and just world. But then everything changed.

As we write this letter, the world is contending with two major challenges, one thrust upon us and another we have brought upon ourselves: the COVID-19 pandemic and the movement to address racism and further social justice. How should we, as a company, respond? How can we apply our passion, expertise, and mission-driven DNA to grow our capacity for good in the face of these monumental obstacles to prosperity and resilience?

With regard to COVID-19, our longstanding experience in public health and disaster management has enabled our teams to work directly with the world's leading public health agencies and state and local governments to not only fight the virus, but also help them navigate through a "new normal."

Additionally, we are making a concerted effort to listen to Black and other diverse voices in our community as systemic racism and injustice are magnified.

We are also taking action. We are evolving and accelerating a diversity and inclusion plan that is aligned with [our values](#).

"Now more than ever, it's time to keep growing our capacity for good."

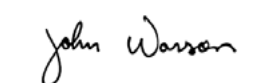
This plan will embrace, celebrate and grow diversity in all forms here at ICF. Our efforts won't be enough until all people are treated equally.

Both of these situations underline the important role businesses can, and should, play in tackling global issues. This responsibility is something we have always taken very seriously.





In 2006, we became the first professional services company to be carbon neutral, something we have proudly maintained ever since. Additionally, in January 2020, we joined the world's largest corporate sustainability initiative by [asserting our support](#) for the United Nations (UN) Global Compact's principles on human rights, labor, the environment, and anti-corruption. In fact, we supported this project since its inception. Over 20 years ago, we partnered with the UN to design and launch the Global Compact's website.

The theme of our report, *Growing Our Capacity for Good*, reflects our 2019 growth and progress toward corporate citizenship goals. Please read it to find metrics by which we measure our progress and hear the stories of several of our teammates who make a difference. We are proud of our accomplishments so far, but there is much more for us to do. Now more than ever, it's time to keep growing our capacity for good.


Executive Chairman


President and CEO

Corporate citizenship performance highlights of 2019

 <p>Investing in our people</p>	<p>Provided opportunities for all employees to develop and advance.</p>	<p>Leadership 53% female leaders</p> <hr/> <p>25% female board members</p>	<p>Pay equity no pay disparity across gender and race in the same roles, based on an external audit</p>	<p>Low turnover 15.4% turnover rate, as compared to 19.2% benchmark</p>
 <p>Making a sustainable commitment</p>	<p>Made progress on our carbon reduction goal and remained carbon neutral.</p>	<p>100% net renewable electricity for global operations via renewable energy certificates</p>	<p>31% reduction in greenhouse gas emissions per employee since 2013 baseline</p>	<p>Zero net zero carbon status since 2006 due to investments in high-quality carbon offsets</p>
 <p>Supporting important causes</p>	<p>Donated to causes important to our employees and communities.</p>	<p>\$433,500 corporate cash donations</p>	<p>\$200,000 employee contributions through our giving program</p>	<p>1 to 1 ICF matched employee donations</p>
 <p>Recognition</p>	<p>Climate Leadership: recognized by CDP (global environmental disclosure system) as a corporate pioneer against climate change, scoring A-</p> <p>MarCom Awards 2019: 2 gold awards for corporate citizenship reporting</p>			



About ICF

ICF is a global consulting services company with over 7,000 full- and part-time employees, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists, and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future.

Revenue**\$1.478** billion**Services**

- Advisory
- Analytics
- Climate and resilience
- Cybersecurity

Industries

- Consumer packaged goods
- Disaster management
- Education
- Energy

Recent awards and recognition:

- **America's Best Midsize Employers**, *Forbes* 2019 (2nd straight year)
- Recognized as a **"Fast Moving"** brand by *Government Executive* in 2019

Locations**70+**
across the globe

- Digital transformation
- Policy and regulatory
- Program implementation
- Research and evaluation

- Environment
- Financial services
- Health
- Hospitality

- **Ranked 6th** in the U.S. and **12th globally** in *PRWeek's* PR Agency Business Report 2020
- **Ranked 18th** in *Washington Business Journal's* Largest Government Technology Contractors in Greater D.C. 2019 list

Employees**7,000+**
full- and part-time

- Workforce and human capital
- Marketing and engagement

- International development
- Social programs
- Transportation

- Named *AdAge's* A-List **"Agency Standout"** 2020
- Named a **"Leader"** in loyalty technology platforms Q2 2019 and **"Strong Performer"** among loyalty service providers Q3 2019 by Forrester Research

Societal benefit**\$650+** million

Revenue derived from health, education, development, and social justice programs

\$550+ million

Revenue derived from energy saving, carbon reduction, and natural resource protection programs

ICF Values

ICF employees come from diverse backgrounds, but share common values, including:

Interact with Integrity

- Be honest.
- Be open.
- Be true to your word.
- Act and interact with dignity and respect.
- Say and do what's right, even when it's hard.

Work Together

- Communicate directly and listen keenly.
- Seek out and respect expertise.
- Debate openly and constructively.
- Approach challenges as opportunities.
- Focus on solutions.

Challenge Assumptions

- Question the accepted.
- Be curious.
- Learn and grow.
- Take smart risks.
- Get creative to get it done.
- Experiment.
- Anticipate change and adapt accordingly.

Embrace Differences

- Act inclusively.
- Invite all perspectives and backgrounds.
- Design diverse teams to achieve better solutions.

Bring Your Passion

- Have the courage to deeply care...and to show it.
- Speak up.
- Get involved.
- Make it personal.
- Leave your mark.

Be Greater Than

- Push yourself.
- And those you work with.
- Deliver something greater than expected.
- Aspire to excellence.
- Settle for nothing less.
- Strive for outcomes you and your clients can be proud of.

Growing our capacity for good, one project at a time

Every day, we strive to build a more prosperous and resilient world for all. We take on the world's toughest challenges—climate risk, unemployment, addiction, cyber threats—with passion and ingenuity to drive results for our clients (and our planet). This report is being published just as the COVID-19 pandemic has turned the world on its head, and we are once again striving to be part of the solution. The projects featured below showcase our efforts to help our clients navigate the pandemic, along with a few highlights from our pre-pandemic 2019 portfolio. Here are some examples of how we're growing our capacity for good.

Supporting global goals—in 2015, the United Nations adopted [17 Sustainable Development Goals](#) (SDGs) to promote health and education, end hunger and poverty, fight inequality and injustice, and tackle environmental challenges. The timeline to achieve the goals is 2030—and business plays an important role. Through our work and our philanthropy, ICF has supported nearly all of the SDGs. The following projects include just a few examples of how ICF is contributing.

› Measuring American behaviors and attitudes about COVID-19

How will mental health and substance use change as the COVID-19 pandemic evolves? Who do Americans trust for COVID-19 news? Given the impossible choice between public health and the economy, which do Americans favor? We found answers to these questions and others through an ambitious

rapid data collection effort called the [COVID-19 Monitor Survey of U.S. Adults](#).

Spearheaded by our survey research team and public health experts, this project seeks to understand how Americans feel about topics such as public health, economic and personal finance impact, mitigation strategies, and mental health in relation to COVID-19—and how their perceptions change over time. This foundational understanding of public sentiment provides officials with a helpful starting point as they shape their policy response.

We hope to spark ideas, provide insight, and inspire effective COVID-19 responses within the public health sector.

› Building utility resilience

We help utilities build infrastructure resilience by translating climate science into actionable information. We use a flexible adaptation pathway—an ICF approach derived from the academic literature on decision-making under uncertainty—to help utilities consider a multitude of actions and adjust to new information and circumstances over time. We used this approach to help Con Edison, one of the largest investor-owned energy companies in the United States, incorporate climate change projections into its planning processes. The utility is now able to develop an implementation plan that details priority actions needed over the next 5, 10, and 20 years.

Supports SDG 3:

Good health and well-being

Supports SDG 9:

Industries,
innovation, and
infrastructure

By employing a range of actions to address climate risks at a strategic level—and combining them in a flexible way—utilities are better equipped to manage risks at tolerable levels, even as the environment changes. A flexible adaptation framework is one tool in our broader toolbox to support utilities taking action to keep the lights on for the rest of us.

› Cutting congestion—and air pollution—in New York City

How do you generate mass awareness of alternative commuting options in one of the most congested traffic regions in the country—and then convince people to give up driving alone to benefit the greater good? This challenge was one that New York City was determined to solve.

New York State Department of Transportation (NYSDOT) officials wanted to reduce the number of single-occupancy vehicles causing road congestion, and selected us to help them do it. We reached out to businesses and the millions of daily commuters statewide with visually compelling infographics and videos from [511NY Rideshare](#), a program that helps people find carpool partners, plan a trip using public transportation, and improve their commute.

We helped position 511NY RideShare as a solution that makes sense economically, environmentally, and personally. More than 70,000 commuters signed up for carpools to save extra money, time, and precious air quality. As a result, the ridesharing program reduced traffic by 20%, lowered CO2 emissions by 12,100 tons, and took 3.7 million single-occupancy vehicles off the road.

When the COVID-19 pandemic hit in 2020, we had to [pivot the program](#) to help NYSDOT manage the crisis effectively while meeting the needs of both essential and non-essential employees. Because ridesharing goes against CDC's social distancing protocols, we needed to help 511NY Rideshare find new ways to support its now-housebound customers. To accomplish this goal, we developed robust telework services content to help employers and employees navigate the new remote work situation, and created a communications plan to support essential employees' continuing carpool needs.

Our partnership with NYSDOT has served as a useful reminder that, in the dynamic world of transportation, things move—and change—quickly, requiring us to develop creative solutions to the challenges our clients face.

Supports SDG 13: Climate action

› Improving child welfare through dynamic information

Our nation's child welfare professionals—social workers specializing in child abuse and neglect prevention, adoption, and foster care—work tirelessly and with limited resources to promote the safety, permanency, and well-being of children, youth, and families. They need support.

Since 1990, we have worked with the Children's Bureau, Administration for Children and Families, U.S. Department of Health and Human Services to get essential research into the hands of social workers through a nationwide clearinghouse known as the [Child Welfare Information Gateway](#).

As the nation's largest library dedicated solely to child welfare, the Information Gateway contains nearly 110,000 titles and receives over three million visits annually. It aids social workers in efforts to reduce the need for foster care, increase adoption, and prevent abuse. With these vital resources, they can better help children and families thrive. We provide access to print and electronic publications, websites, databases, and online tools for improving practice, including educational materials for families.

Ultimately, these insights help shape policy, identify trends, determine needs, and improve child welfare practices.

› **Modernizing a federal technology system**

Sometimes, growing our capacity for good happens behind the scenes. IT modernization is a perfect example of the hard work that happens in the background to enable and empower organizations to function at their best. And nowhere is this work more critically important than in the U.S. Government.

The Office of Facilities Management (OFM) of the U.S. General Services Administration (GSA) had a great business need for an improved standard maintenance system. Their existing regional systems were highly problematic and involved disparate data sets and manual paper- and email-based processes. The OFM [brought us in](#) to create a single, customer-facing system for standardizing all OFM service requests, work orders, analytics, preventive maintenance, and inspections. Our solution? We developed, deployed, supported, and enhanced the National Computer Maintenance Management System (NCMMS) to track over 1 million assets and 10 million work orders. This revolutionary

cloud-based system changed the game for how the OFM manages its exceptional workload.

The NCMMS enabled the retirement of a redundant, costly management solution and process. In fact, the NCMMS created an estimated \$2 million in annual savings.

The scope and scale of this project required us to bring our ingenuity to the job every day, and the results were well worth the effort. Supporting important federal agency missions through IT modernization is but one way we're increasing our positive influence in the world.

Supports SDG 9: Industries, innovation, and infrastructure

› **Tackling unemployment across the European Union**

Following the 2008 global economic crisis, the European Union faced soaring levels of unemployment. European public employment services (PES) needed to better connect jobseekers with employers despite shrinking budgets and technological barriers. Jointly with the European Commission, ICF created a structured and strategic environment to foster learning and cooperation between PES practitioners.

[The PES mutual learning activities](#) develop customized learning to address real-life challenges such as keeping pace with digitalization, engaging hard-to-reach jobseekers, and improving performance management. After participating in the learning activities, PES practitioners are encouraged to cascade the knowledge to stimulate changes within their respective organizations. As a result of this work, we normalized a culture of learning and support in which PES

**Supports
SDG 8:**
Decent work
and economic
growth

practitioners share experiences with each other to improve their organization's performance and deliver better employment outcomes. In fact, 86% exchanged useful information.

In the European public policy context, the spirit of cooperation has never been more important and mutual learning provides an avenue for European countries to work together across many policy domains. Our approach to mutual learning also reaches beyond Europe, with the potential to help countries across the globe collaborate and transfer knowledge and good practice for shared benefit.

Advancing public health with the right tools

Antibiotic resistance is a significant public health concern. Infections caused by antibiotic-resistant germs are difficult—and sometimes impossible—to treat. Antibiotic-resistant infections frequently require extended hospital stays, additional follow-up doctor visits, and costly and toxic alternatives.

With antibiotic-resistant bacteria on the rise, the Centers for Disease Control and Prevention (CDC) was looking for a way to combat and prevent life-threatening infections by raising awareness and changing public perception about the appropriate prescribing and use of antibiotics.

The CDC needed a public awareness campaign to address this challenge. But not just any public awareness campaign—this one had to cut through the digital noise and make a big impact on a large audience.

Working with the CDC, we launched the award-winning [Be Antibiotics Aware](#) campaign to send a memorable message to families and healthcare professionals about appropriate antibiotic prescribing and use. [The campaign](#) featured an Emmy-nominated public service announcement and targeted family bloggers as key influencers to help share our materials and information with their followers.

The campaign targeted consumers and healthcare professionals through a paid media strategy, exposing them to key antibiotics information right before and during the worst flu season the United States had seen in a decade. The campaign reached an audience of 30 million and resulted in 100,000 material downloads—giving Americans the tools and information they need to make smart health choices for their families.

Supports SDG 3:

Industries, innovation, and infrastructure



Investing in our people

Our people differentiate us. And our success is intimately linked to our culture. Attracting, retaining and growing the best talent is what sets us apart from our competition—and how we deliver outstanding results. We work hard to maintain an environment where everyone can thrive—as individuals and as a company.

In 2019, we delivered over a dozen new leadership development programs, implemented systems to guide career paths, provided new learning opportunities, and enhanced our parental leave benefit. We also introduced an employee recognition program to honor those who make ICF a successful business and positive place to work. And more.

We invite you to take a look at some of our most impactful initiatives and learn how our employees experience personal and professional growth as a part of ICF

Who we are

In the following pages, you will find snapshots of our culture and how we continue to support our employees in their growth.

Backgrounds

80
Homelands

70+
Languages

2,300+
Advanced degrees

70+
Offices worldwide

Geographic distribution

88%
The Americas

8%
Europe

3.5%
Asia and the Pacific

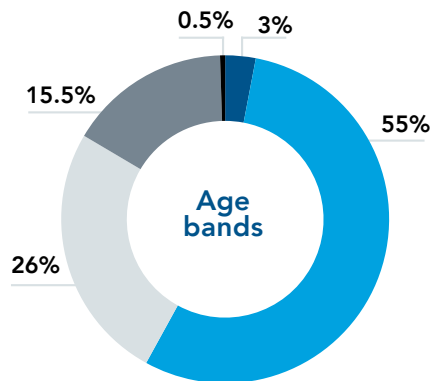
0.5%
Africa and the Middle East

Appreciative and appreciated

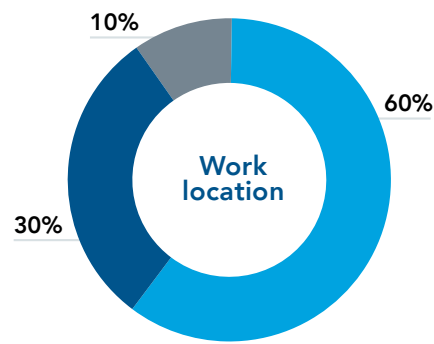
We launched You Matter, an employee recognition program.

4,500+ employees recognized

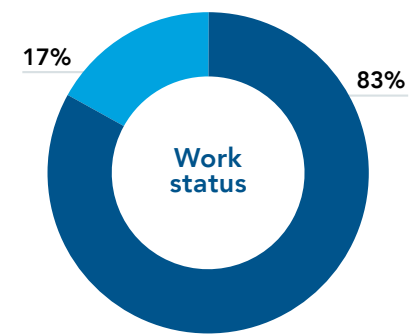
3,900+ received awards through the program



- iGeneration 1996 - current
- Millennials 1977-1995
- Generation X 1965 - 1976
- Baby Boomers 1946 - 1964
- Traditionalists 1945 - under



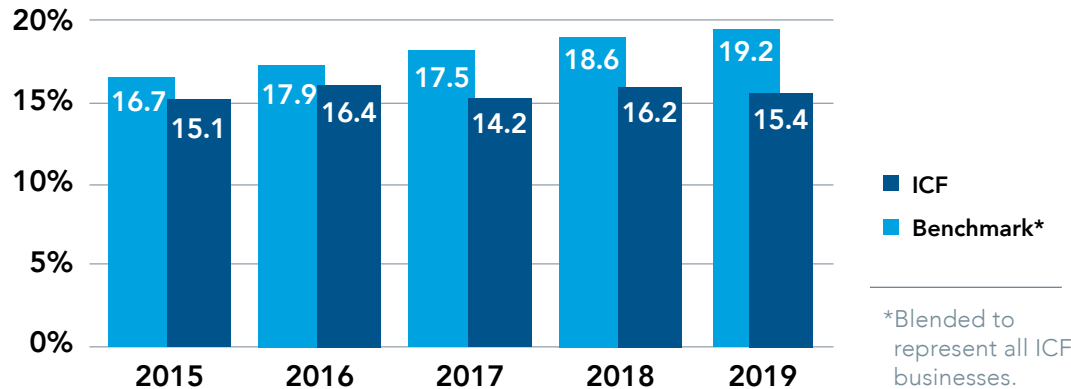
- ICF office
- Home office
- Client office



- Full time
- Part time

ICF's voluntary turnover is better than industry average, even in 2019 when we saw the hottest employment market in decades. High staff retention contributes to corporate and client stability, as well as leaders who are highly knowledgeable in our strategy, culture, and teams.

Voluntary turnover rate



Developing careers and leaders

Successful growth starts from within our walls. We bolster our employees' professional growth with training, mentoring, and experiences—providing the support every employee needs to succeed. Our comprehensive learning programs build knowledge and skill in leading one's self, leading others, and leading the business.

We encourage informal learning through centers of practice, panel discussions, and professional associations. Formal learning programs are tailored for managers at every skill level.

We also emphasize learning from experience using our Learning Experience Guide and Career Growth Plan, as well as job rotation, new project assignments, and other development experiences.

Our Mentor Connect program pairs employees with colleagues outside their industry and areas of expertise for learning and relationship building. [This approach](#) fosters cross-company collaboration while expanding both personal networks and knowledge to better support our clients.

Perhaps our most intensive leadership development program,

the Accelerated Leadership Challenge, prepares participants to lead for greater impact. Participants join innovation teams and compete in simulations that build business acumen, as well as critical and design thinking capability.

Our partnership with ExecOnline provides senior leaders with virtual learning experiences in partnership with Berkeley Executive Education, Yale School of Management, and the Columbia University School of Business to build enduring skills, such as leading strategic growth, leading through financial excellence, and effective decision making.

ICF's tenure is higher than industry average:

5.5 years compared to the benchmark* of 4.7 years

13.7 years average tenure of ICF officers

*Average for professional services firms, ADP 2019 State of the Work Force Report

Developing talent

34,700+ hours of learning completed

21,300+ online and instructor-led courses attended

1,000+ managers developed with tailored learning and experience

300 formal protégé/mentor relationships established

12.9% employees promoted (exceeding the 8.2% average promotion rate for U.S. companies)

90% eligible employees received performance reviews to guide professional growth

Fostering growth

ICF has a long history of filling leadership positions from within. Read how some of our senior leaders have grown their careers within ICF and why they believe ICF is one of the best places to work.

Associate to CEO



John Wasson, CEO and President

Drawn to leading-edge work at the intersection of technology and public policy, John joined ICF in 1987 as an entry-level associate right out of graduate school. Over the years, he found that he could evolve and grow alongside the company. From managing client accounts to integrating early acquisitions to leading the energy group to becoming COO, John attributes his success to ICF's investment in his passion for the work. Now serving as CEO and President, he cultivates a company culture that encourages employees to learn, grow, and create their career path.

"I serve as an example of the upward mobility and long tenures we often see here. I never felt I had to change my job because our company kept changing and reinventing itself. This has afforded me the opportunity to do the same. In fact, there is a running joke that ICF stands for 'It Changes Frequently!'"

Choose your own adventure



Anne Choate, Senior Vice President and Group Leader

Each time Anne nears the end of an initiative, she discovers a new opportunity to tackle. She's found that ICF nurtures employee passion projects as long as they make sense for the business—allowing her to build a portfolio that she's proud of, like the Climate Friendly Parks program for the National Park Service or the growing portfolio of energy resilience projects for utilities. From facing government shutdowns in the 1990s to the COVID-19 pandemic today, Anne has grown into one of ICF's pivotal leaders through both good and challenging times.

"I never imagined I would spend my whole career here. But, at ICF, you have the opportunity to 'choose your own adventure' in many ways. We have leaders who work very hard to support talented staff as they grow in their careers. For me, that's been the most satisfying part of my job beyond actual project work."

Make big things possible



Tia Augustin, Vice President, Internal Audit

Tia credits her formative career development to a mentoring relationship with a now-retired ICF leader. Her mentor helped her explore multiple avenues for success, and opened Tia's eyes to how her skills and personality could support various paths. Our variety in offerings afforded Tia opportunities to learn new areas of business and broaden her functional skill set, as well as her overall business acumen. She appreciates how ICF embraces different perspectives—allowing employees to challenge the norm and make big things possible.

"I started here as a manager and advanced to vice president within the same department. But, my area of focus has changed and broadened well beyond what I originally expected. ICF has a culture that rewards my natural curiosity, creativity, and desire to learn new things, and I've been able to leverage those characteristics for growth in my professional journey."

Promoting diversity, equality, and inclusion

Diversity is critical to maintaining a strong workforce. We are diverse in the roles we hire (from business analyst to communicators to researchers to industry experts and more) and in the people we hire.

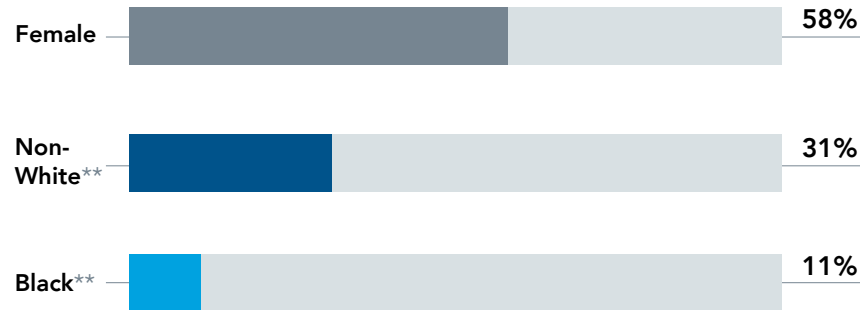
Not only do employees learn from the unique experiences of their peers, but they also identify with those who have similar backgrounds. We understand that representation matters so all employees know they can thrive at ICF.

Our approach to diversity, equity, and inclusion becomes increasingly more formalized each year. In 2017, we voluntarily conducted an external audit of compensation to ensure pay equity by race and gender across ICF. The now annual audit determined that comparable incumbents in the same roles were paid comparably by race and gender during each of the last three years.

In 2019, we began to focus on needed changes to policies and procedures that ensure we hire and develop diverse talent. Still in the early stages of this effort, our approach focuses on four activities:

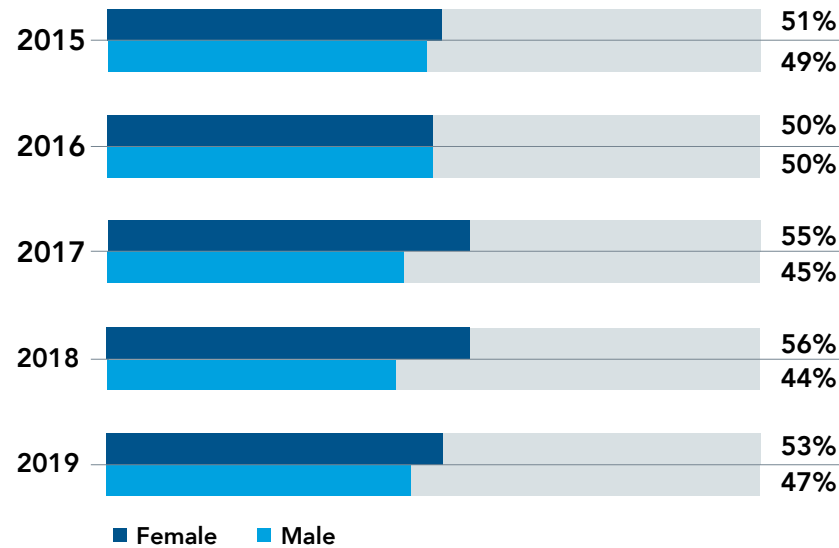
- Build a diverse talent pool of qualified candidates for hire. This includes revising our approach to sourcing, marketing, and interviewing.

Our employees*



*As of June 2020
 **U.S. employees only

Our leaders***



***Includes project managers and above

Pay equity

no pay disparity across gender and race for comparable incumbents in the same roles

39%

of our Executive Leadership Team (report to CEO) are women or minorities

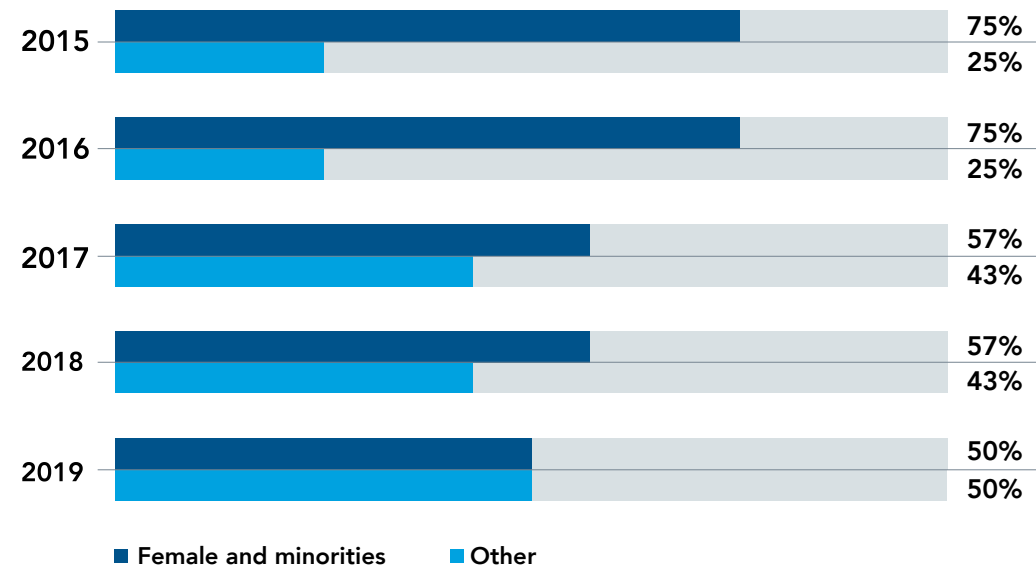
- Ensure our culture is one where everyone feels comfortable, committed, and capable as they are, who they are. This includes conscious inclusion training, forming affinity groups, and other supportive programs.
- Facilitate career growth and development for diverse employees. This includes mentoring programs and removing potential bias from the nomination process for other development programs and opportunities.
- Design inclusive policies, process, and procedures. This includes looking for and removing bias in the policies that guide us.

In the midst of an international civil rights movement, we are strengthening our commitment and accelerating our actions to better support our current and future employees.

Balancing life and work

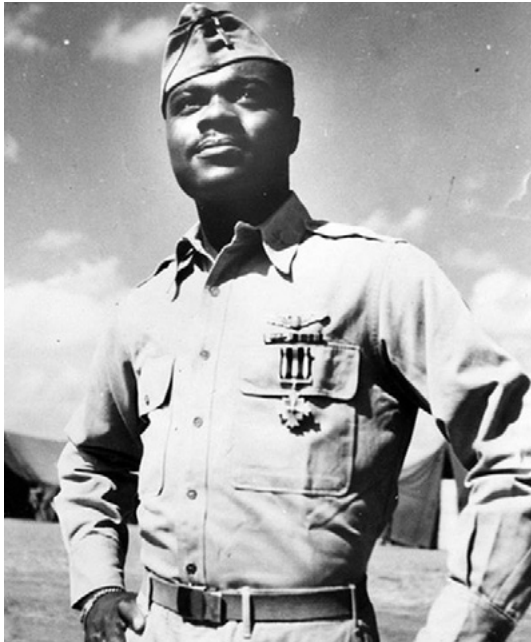
While our work is rewarding, most employees have additional expectations related to growth, balance, community, health, and wealth. ICF supports employees in a holistic manner. In 2019, we added a significant parental leave benefit—because caring for children is a shared responsibility. You can [read about all our benefits](#).

Our board of directors



Recognizing trailblazers

In 2019, to commemorate ICF's 50th anniversary, we introduced the Values Awards in honor of the [trail-blazing, innovative spirit of our founder](#), Colonel Clarence "Lucky" Lester, a Tuskegee Airman who flew over 90 missions during World War II.



Also known as The Luckys, the prestigious annual recognition is given to 7 employees who best embody our company Values. These awardees demonstrate an unwavering commitment to ICF's culture and collective success.



AI Blankenship, Disaster Management

Be greater than. Disasters are painful, complex, and not for the faint of heart. That's why AI is exactly the person you want in charge of a community's disaster recovery program. He delivers outcomes greater than expected. "ICF has some of the most brilliant and passionate people I have ever been around," said AI. "Being a part of this company is already something of an award."



Adriana Brockman, Recruiting

Bring your passion. Adriana's boundless energy and enthusiasm is infectious. Her "whatever it takes" mentality means Adriana is almost always the first to volunteer. Said Adriana, "It's easy to be passionate about what I do when our work has such a positive impact in the communities we serve."



Julien Etienne, Public Policy

Work together. Known for building partnerships that foster a collective responsibility for success, Julien leads with a compelling vision and clear direction. "As it takes two to tango, it takes brilliant ICF colleagues to do great teamwork," said Julien. "I've had the chance to work with great people from India, Europe, and the U.S.—and I look forward to meeting and working with others!"



Steve Fine, Commercial Energy

Challenge assumptions. Steve's reputation for skillfully tackling complex challenges means clients and colleagues seek his advice. "I've had the privilege to work on cutting-edge issues that are central to our environment and energy economy," said Steve. "And, I get to do so with an amazing cadre of dedicated and talented individuals and teams here at ICF."

**Rose Jones, Legal Affairs**


Interact with integrity. Faced with constantly changing regulations and a dynamic business, Rose provides expertise and a problem-solving style that causes others to seek her advice. *"I keep close a quote that reads 'An organization can never be something its people are not,'" said Rose. "ICF is a dynamic, diverse, and innovative organization, and that's a direct result of the people who work here."*

**Emily McMahon, ICF Next**

Be greater than. Known for deftly navigating critical conversations and acting with integrity, clients rely on Emily in difficult situations. Emily says, *"I'm grateful for the recognition and proud of the many other hard working ICFers who live out our values every day."*

**Michael "Whit" Whitaker, Client Services and Innovation**

Challenge Assumptions. Whit promotes innovation and collaboration across ICF. He is fearless and thrives on challenging issues. *"These awards demonstrate ICF's commitment to recognizing how we support and engage with each other to collectively grow,"* said Whit.



Minimizing our footprint on the planet

Climate change is a defining issue of our time. As global temperatures rise at an alarming rate, we see increased incidents of extreme weather, displaced populations due to drought and flooding, wildfires, and lost habitats. Global corporations play a significant role in advancing global solutions. ICF remains committed to doing our part—continuing to raise the bar in our efforts to reduce our carbon footprint.

Growing our business— not our footprint

A focus on sustainable growth

While our business grows, we continue to expand our work towards a better future for the planet. We advise governments on climate policy, help utilities run energy efficiency programs to keep millions of tons of carbon emissions out of the atmosphere, promote biodiversity initiatives that protect fragile ecosystems, and more.

Services supporting energy saving, carbon reduction, and natural resource protection programs represent 37% of our business—approximately \$550 million. But, with business expansion often comes an increase in emissions. That's why we previously set an aggressive carbon reduction target to **reduce by 60% absolute scope 1 and 2 emissions¹ by 2025, compared to our 2013 emissions²**. We are on track to achieve this goal.

In 2020, we're setting our sights even higher—setting a science-based target³. This target requires innovative ways of conducting business, such as continuing

remote work and collaboration that minimizes the fuel used for day-to-day activities.

Taking effective climate action

We're making substantial progress toward our targets. Since 2006, ICF has maintained a net-zero carbon status—including business travel and employee commuting. We achieved this through three critical actions:

- **Reduce.** Lease more efficient facilities. Maximize virtual tools to travel less. Engage our people to work sustainably. Purchase eco-friendly products.
- **Buy renewable energy.** Purchase renewable energy certificates equivalent to 100% of the electricity used by our global operations.
- **Buy carbon offsets.** After taking the measures above, we buy high-quality carbon offsets equivalent to the carbon emissions of our global operations—including those from business travel and employee commuting.

Understanding our impact

Every year, we conduct an inventory of the greenhouse gas emissions of our global operations, which is verified by an external auditor. We calculate the emissions of every office, our small fleet of vehicles, all business travel, and even our employees' commutes. It's how we gauge our progress and how we set goals for next year.

Our strategy to reduce emissions focuses on the primary sources:

- Facility-related emissions: 4% of emissions (after purchasing renewable energy certificates).
- Business-related travel: 54% of emissions.
- Fossil fuels used during our commutes: 42% of emissions.

ICF: the first services firm to go carbon neutral, 2006

¹ Definition: scope 1—direct greenhouse gas emissions from sources owned or controlled by ICF; scope 2—Greenhouse gas emissions from purchased electricity.

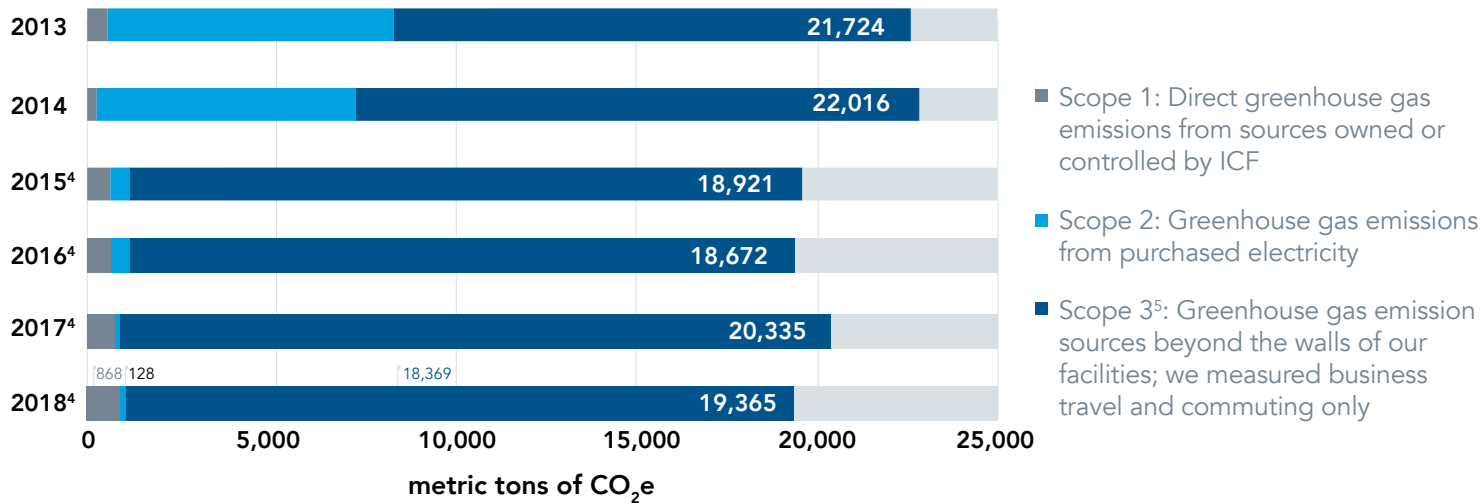
² This target equates to a 5% annual linear reduction and aligns with the [Science Based Targets Initiative](#) guidance to limit global warming to less than 1.5°C.

³ Greenhouse gas emissions reduction target that is in line with what climate science indicates is necessary to meet the goals of the Paris Agreement—to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

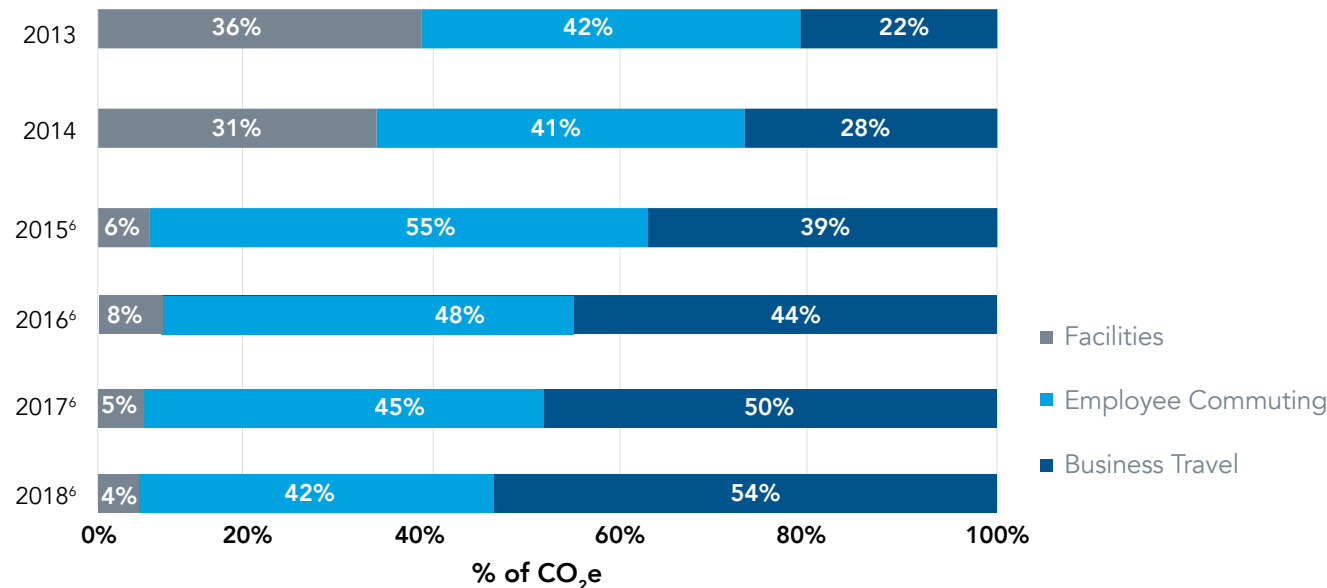
Trends in emissions over time

Thanks to our efforts to both reduce energy use and buy renewable energy, absolute emissions from facilities have decreased 90% since our 2013 baseline. We continue working to reduce impacts from business travel and employee commuting. We plan to publish data for our 2019 operations in the summer of 2020.

Emissions by Scope (metric tons of CO₂e) Indicates level of operational control



Emissions by Source (% of CO₂e)



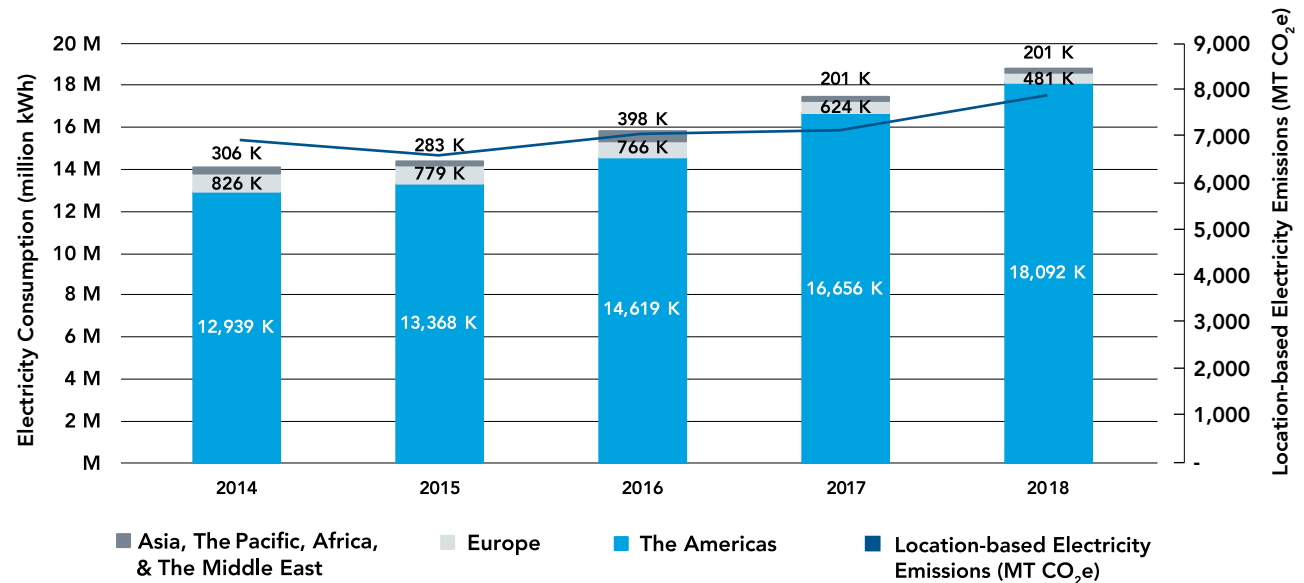
⁴Decrease in Scope 2 emissions due to the purchase of renewable energy certificates.

⁵While our inventory accounts for some of our most considerable Scope 3 sources, it does not consider upstream and downstream emissions from all relevant sources.

⁶Decrease in facilities emissions due to the purchase of renewable energy certificates.

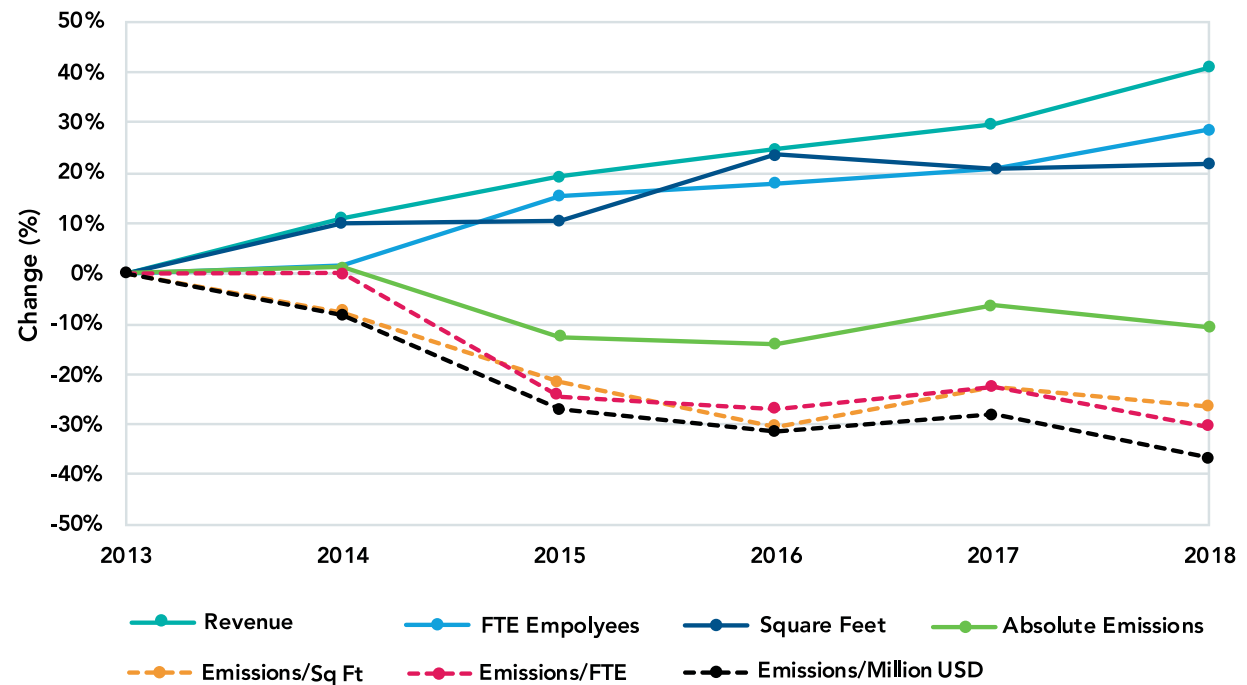
Electricity used by ICF's global operations

We take inventory of electricity used at the end of each year and purchase renewable energy certificates (RECs) equivalent to 100% of the electricity used by our global operations. As a tenant in all our facilities, buying green power directly from the grid is not an option—which is why we purchase RECs.



As we grow, emissions decline

Though ICF grew in revenue, number of employees, and facilities square footage since our 2013 baseline, absolute emissions and emissions intensity decreased after purchasing RECs. Emissions depicted in this graphic include scopes 1 and 2 emissions, plus a significant portion of scope 3 emissions (business travel and employee commuting). As the graph shows, we are making clear progress toward our goal.



Awards for environmental leadership

In 2019, ICF received the following recognition for innovative leadership in tackling environmental issues:

Climate Change Business Journal Industry Leadership Award 2019

For publishing Nature-Based Solutions for Coastal Highway Resilience, an implementation guide for transportation professionals.

Environmental Business Journal Business Achievement Award 2019

For forming a new practice supporting environmental projects with web applications for data visualization, analysis, and reporting all in one platform that flexes to fit evolving needs.

Environmental Business Journal Information Technology Award 2019

For developing a new tool to streamline the environmental and historic preservation review process for disaster recovery efforts in Puerto Rico.

Helping clients address climate risk

We draw upon 35 years of experience assessing climate risks and opportunities to provide an in-depth analysis of how to reduce potential risks to production, operations, supply chains, and markets due to threats from flooding, extreme temperatures, and other factors. Our advice aligns with the recommendations of the [Task Force on Climate-related Financial Disclosure](#). We also help clients mitigate potential future natural disasters through adaptation planning—factoring in both the costs and the lifecycle benefits.

Taking action

Our sustainability strategy begins with mitigation. We make our environmental footprint as small as possible without impairing client services. Key initiatives to achieve our sustainability goals include:

- Buying renewable energy.
- Reducing our facilities' environmental footprint.

- Minimizing emissions from business travel and employee commuting.
- Purchasing responsibly.
- Employing an environmental management system.
- Assessing our climate risk.
- Reducing waste to landfill and prioritizing reuse over recycle.
- Conserving water.
- Partnering for sustainability.
- Engaging employees in sustainable initiatives.
- Investing in verified carbon offsets.
- Reporting on sustainability performance.

Buying renewable energy

Guided by our renewable energy experts in 2019, ICF once again purchased Green-e certified renewable energy certificates (RECs in the United States; comparable certificates in other markets) equivalent to 100% of the electricity used at our offices worldwide.

A REC represents the environmental benefits associated with one megawatt-hour of energy generated from renewable resources. Purchasing RECs increases the demand for green energy and creates an incentive to expand the supply of low-carbon generation facilities⁷. We will purchase RECs for our 2019

electricity usage when we finish our inventory in the summer of 2020.

Reducing our facilities footprint

Leasing green facilities

When selecting office space, we seek and prioritize leases in sustainable buildings—facilities that use energy and water more

efficiently, are located near mass transit, and offer other health and lifestyle benefits. These criteria guided our choice for a new global headquarters in Reston, Virginia. Currently under construction and available in 2022, the facility will pursue LEED and ENERGY STAR certification.

Of our employees based in ICF offices, 50% work in sustainable facilities

City (alphabetical order)	ENERGY STAR Score	LEED Certification	Electric Vehicle Charging Stations
Chicago, IL W. Wacker Drive	86 (2019)	Building: Gold (2019)	
Chicago, IL W. Randolph Street	80 (2018)		
Fairfax, VA	79 (2018)	Interior: Platinum—conference center (2012) Gold—floors 3, 5, 9 (2015)	Y
Irvine, CA	77 (2019)		Y
Kansas City, MO	92 (2018)		Y
Los Angeles, CA, W. 5th Street	93 (2020)	Building: Gold (2017)	Y
Los Angeles, CA, Century Park East	81 (2019)	Building: Gold (2016)	Y
Minneapolis, MN	80 (2019)	Building: Gold (2019)	Y
New York, NY, 3rd Avenue	82 (2019)	Building: Silver (2019)	
New York, NY, Wall Street	75 (2018)		
Richmond, VA	80 (2018)		Y
Rockville, MD	83 (2019)	Building: Gold (2010) Interior: Platinum—floors 5, 6, 7, 8 (2012) Gold—floors 1, 2 (2014)	Y
Sacramento, CA	78 (2019)	Building: Gold (2015)	Y
San Diego, CA	82 (2019)	Building: Gold (2015)	
San Francisco, CA	89 (2019)	Building: Gold (2015)	
Seattle, WA	79 (2018)	Building: Platinum (2014)	
Tempe, AZ	87 (2019)		

⁷GHG Protocol Scope 2 Guidance, section 8.2.4, pg. 71

Influencing landlords' investments

For our long-term leases, we leverage our relationship with landlords to influence sustainable facility investments. For example, at our headquarters in Fairfax, Virginia, we significantly improved the efficiency of systems within the 30-year-old building—such as updating the conference center, so it is now certified to the LEED Platinum standard.

Consolidating offices

When feasible, we combine nearby offices into a single, more sustainable space. Over the last two years, we consolidated two offices in Brussels and three offices in London. Together, these moves reduced our physical footprint by 6,000 square feet—uniting more of our employees for collaboration while reducing our net vacant space.

Using HVAC systems efficiently

We work with landlords to ensure we use heating, ventilation, and air conditioning systems as efficiently as possible—and only during working hours. We installed thermostat controls to reduce energy use by an expected 10-30%. In some locations, we

also participate in utility demand response programs, temporarily decreasing our energy consumption during peak usage periods.

Employing lighting controls

Now a standard for all new ICF offices, we implemented electronic lighting controls to conserve energy in unoccupied spaces. Product specifications indicate an expected energy savings of 10-50%.

Applying green IT policies

ICF policies require all laptops to be EPEAT Gold certified and all IT equipment to be ENERGY STAR qualified. This optimized equipment uses 25% less energy than alternative equipment. EPEAT is a global rating system that rates computers based on energy conservation, materials selection, product longevity, packaging, end-of-life management, and other sustainability indicators. We also issue laptops with the power-management setting activated so computers enter sleep mode when not in use.

Training staff to be energy vigilant

Our facilities and security personnel search for unnecessary energy use as they make

their daily rounds. In locations where we have dedicated facilities staff, they follow a standard practice of morning and evening inspections.

Minimizing emissions from business travel

Leading organizations recognize that the largest emission sources often lie beyond the walls of our buildings—such as business travel and employee commutes. We acknowledge our responsibility for these emissions, and work to reduce emissions while maintaining critical client interactions.

Collaborating virtually as effectively as face-to-face

Communication technology enables us to collaborate on many platforms without leaving our home office. For meetings that require higher-quality presentations, we installed sophisticated cameras in approximately 80 conference rooms, providing a range of capabilities such as: high-definition images and audio; 360-degree view; active speaker tracking; pan, tilt, zoom, and split-screen views. We also use a variety of online tools to collaborate and manage projects.

Embracing tools to reduce our travel footprint

We encourage and train our employees on all aspects of remote collaboration – from facilitating and engaging participants, managing virtual teams, and choosing collaboration tools best suited for each project. Use of our online meeting platform continues to grow—with monthly average participation up more than 300% since 2015.

Monthly Average Use of Online Meeting Platform

Year	Conferences	Participants	Participant Minutes
2015	10,000	36,000	930,000
2016	23,000	76,000	2,300,000
2017	25,000	90,000	2,900,000
2018	32,000	114,000	3,800,000
2019	36,000	123,000	4,000,000
Growth since 2015	360%	340%	430%

Providing lower carbon alternatives to commuting

Understanding our commuting emissions

Each year, we survey employees’ commuting practices and preferences. The results inform our greenhouse gas inventory and mitigation. For example, a previous survey revealed that employees would be more likely to use public transportation if we increased the ceiling of the transit benefit—so we did just that.

Subsidizing mass transit

To reduce the emissions of our employee commuting, each year, we provide a subsidy for U.S. employees who take mass transit. In 2019, more

than 1,000 employees used this benefit—on which ICF spent \$470,000.

Supporting telecommuting

In 2019, our progressive telecommuting policy allowed for 30% of our employees to be based at home, while others work from home occasionally. Both populations reduce our commuting footprint.

Supporting our cycling commuters

We offer a bicycle subsidy to employees who regularly bike to work and promote local biking events, such as “Bike to Work Day”. Our cycling commuters use imaginative tactics to increase participation—holding

breakfasts, forming pelotons, mapping routes, and offering instruction on bike safety and maintenance.

Employees who registered for “Bike to Work Day” **243**

Miles traveled **1640**

CO₂ emissions avoided if biking replaces driving **0.75 metric tons**

Purchasing responsibly

We work with suppliers to measure, manage, and minimize our environmental footprint. We require all suppliers to certify their compliance with our [Code of Business Ethics and Conduct](#). On top of a commitment to follow laws and act ethically, our suppliers commit to awareness of their environmental impact while supplying products or services to ICF. For example, travel management vendors provide reports tailored for our greenhouse gas inventory. Car rental companies know we want fuel-efficient options. Preferred hotel chains need to demonstrate sustainable measures. Computers must be registered as EPEAT Gold. Office supply vendors must include sustainable products—the list goes on. Our expressed preferences serve as votes for more sustainable products and services.

Managing for continuous environmental improvement

We use an informal environmental management system to assess and improve the environmental performance of our global operations. We assign responsibilities, measure, manage, set goals, and then report on greenhouse gas emissions of our offices, business travel, and employee

commuting. Additionally, our London, Leeds and Birmingham, UK, offices have certified environmental management systems that adhere to the ISO 14001 standard. These offices have received certification since 2012.

Assessing our climate risk

Our climate experts conducted a climate and extreme weather vulnerability assessment of ICF's operations. The evaluation reviewed our facilities' risk factors such as flooding, sea-level rise, heat waves, cold snaps, storm surge, drought, wildfire, heavy winds, and winter weather (based on an assessment of each facility's exposure, sensitivity, and adaptive capacity to those specific events). The analysis addressed everything from our facilities, operations, office access, electricity supply, and water utilities to our IT systems, supply chain, package delivery, and ability to work remotely.

The analysis identified no significant short- or medium-term risks. The nature of our operations (consulting services), our limited physical assets (we lease all of our facilities), and distributed locations limit climate risk exposure. Additionally, our flexible telework policies and virtual collaboration tools enable almost all

employees to work remotely, and the dispersed locations of our personnel help mitigate our vulnerability to extreme weather events.

Partnering for sustainability

We partner with other organizations to drive industry toward more sustainable practices. We partnered with NSF International and other professional services firms to develop NSF 391.1, the new sustainability standard for professional services. As a member of the Professional Services Sustainability Roundtable and the Boston College Center for Corporate Citizenship, we collaborate with peers at leading companies to establish best practices, address challenges, and advance the field of corporate sustainability.

Growing a culture of sustainability

Our operations reflect the ethos of our senior leaders, the passion of our employees, and the expectation of many clients and other stakeholders. We communicate our sustainable commitments to engage employees, build awareness, encourage adoption, and cultivate a culture of sustainability. We foster norms that promote accountability and transparency, and we celebrate sustainability accomplishments.



Sponsoring Green Team

Our volunteer Green Team helps us identify and adopt sustainable practices. In response to a survey, Green Team chose to focus on waste reduction in 2019. The campaign, #WasteNot2019, included waste audits in February and March, an education and communication blitz during Earth Month (April), followed by waste audits to measure impact. Offices participating in the waste audits represent 35% of office-based employees. We saw a 30% reduction in total waste, although the number of audits was too few for confidence. Lessons learned: be more conscious of what we use and dispose.

Reporting on sustainability performance

While we publish our Corporate Citizenship report annually, many clients ask us to report our environmental performance more frequently as part of their supply chain. We disclose annually to CDP’s climate change and supply chain programs (formerly known as Carbon Disclosure Project)—the most rigorous and comprehensive of all climate reporting. Our [CDP reports](#) submitted in 2018 and 2019

both scored an A-, indicating climate leadership.

Prioritizing reuse over recycle

We keep a circular economy in mind, optimizing our use of resources. We maintain ICF-issued computers on a schedule to extend useful life. We stock recycled paper, purchase recycled printer cartridges, and, when possible, purchase products made with recovered materials. Duplex printing is the default setting on network printers. We print fewer copies of our promotional materials, preferring to drive traffic to our website. Many of our office kitchens replaced disposables with reusable wares. In some offices, our Green Team has helped ensure reusable options replace disposable catering supplies for office events.

Recycling and other measures to reduce waste to landfill

In most of our facilities, we are one tenant among many—which makes it challenging to measure our waste. Nevertheless, we work to reduce waste by reusing, recycling, and composting. In ICF offices where we have 30 or more employees, building management maintains recycling

programs. Several offices also have composting programs that redirect waste from landfills.

Reusing and recycling IT equipment

During 2019, we reused or recycled nearly 5,000 assets, weighing 43,000+ pounds. We engaged an e-Stewards certified partner to reuse or recycle expiring laptop components and dispose of unusable parts in an environmentally responsible way. The reuse and recycling of ICF’s retired computers saved the equivalent of:

\$230,000+

in resources saved

Electricity to power

182

U.S. households for 1 year

Removing

283

passenger cars from the road for 1 year

Conserving water

Our LEED-certified offices are constructed to include high-efficiency water fixtures. We also installed high-efficiency toilets and upgraded faucet aerators in some of our largest offices. We expect these devices to reduce water usage by up to 50% annually.

Guiding clients on a sustainable path

Beyond our internal practices as a company, we help clients plan and implement solutions that improve their environmental outlook, benefit stakeholders, and comply with regulations. These solutions include innovative scenario modeling and impact measurement, climate science expertise, engineering capabilities, natural resource management experience, and policy knowledge.

Making progress toward goals

With our 2018 inventory, we exceeded our emissions reduction goal having achieved a 31% reduction in emissions per employee compared to our 2013 baseline—including emissions from business travel and employee commuting. Our 2019 inventory will be available in the summer of 2020. In terms of absolute emissions, we reduced net emissions resulting from our facilities (scope 1 and 2 emissions) by 88% compared to our 2013 base year—all by taking the measures described above.

Investing in verified carbon offsets

In 2006, ICF was the first professional services firm to make and fulfill a commitment to maintaining a net-zero carbon footprint. We prioritize investments of time and money in the sustainable initiatives already described—activities that focus on reduction. After taking measures to reduce our carbon footprint, we purchase verified carbon offsets that remove emissions at a rate equivalent to what our operations generate. Our climate experts apply stringent criteria to ensure that the reduction would not have occurred without the carbon market.

We purchase offsets equivalent to all scope 1 and scope 2 emissions, plus all measured scope 3 emissions. We choose offsets that, in addition to reducing carbon emissions, offer other community benefits—such as investing in local job training or youth education programs.

	Scope 1 and 2: Emissions from powering ICF facilities		Scope 3: Emissions from business travel and commuting	Scopes 1, 2 and 3 combined			
	Metric tons of CO ₂ e	Change	Metric tons of CO ₂ e	Metric tons of CO ₂ e	Employees	Emissions/employee	Change
2013 Base year	8,134	Base year	13,590	21,724	4,744	4.58	Base year
2018	996	-88%	18,369	19,365	6,105	3.17	-31% Emissions/employee

Our 2019 inventory will be available in August 2020.



Supporting our communities

The charitable efforts of our employees are the driving force behind our contributions to a safer, healthier, and more resilient world.

How we give back

Growing our capacity for good extends to the volunteer work and donations of our employees. In 2019, we amplified the charitable contributions of our employees by matching their donations 1-to-1. We also celebrated volunteerism with a three-month campaign to donate \$10 for each hour of time given. Altogether, employee cash donations and volunteer hours exceeded \$200,000. We matched those gifts one-to-one and supported additional causes for total cash giving of \$433,500.

\$200,000

in employee cash
donations

\$433,500

cash support for
additional causes

Extending ICF's reach

Every year, we expand our reach to hundreds of nonprofits that take on the most challenging community needs worldwide. Here are just a handful of the leading charities we partnered with during 2019.

Growing our giving traditions

A big part of our culture is our philanthropic traditions. Many of our offices have longstanding giving traditions, as do offices that join ICF through acquisitions. We embrace the traditions of our new colleagues and cheer their generosity. Here are some of the traditions we celebrated during 2019.

Charity/non-profit Organization	Link	Mission
World Central Kitchen	↗	Creating smart solutions for hunger and poverty.
Wikimedia Foundation	↗	Providing an essential infrastructure for free knowledge.
Twin Cities Public Television	↗	Giving the state of Minnesota premiere public access television.
Tides Foundation	↗	Accelerating the pace of social change and working with innovative partners to solve society's toughest problems.
Suicide Prevention and Crisis Service	↗	Ensuring free and confidential support and resources for people in distress and offering best practices for counselors.
School on Wheels (Toronto)	↗	Tutoring and mentoring children from kindergarten through twelfth grade living in shelters, motels, vehicles, group foster homes, and on the streets in Southern Canada.
San Francisco AIDS Foundation	↗	Promoting health, wellness, and social justice for communities most impacted by HIV, through sexual health and substance use services, advocacy, and community partnerships.
Renaissance Youth Center	↗	Teaching leadership skills through music to youth in underserved communities in New York City.
Refugee and Immigrant Center for Education and Legal Services	↗	Offering legal services for immigrants to the United States.
Puerto Rico Community Foundation	↗	Developing the capacity of communities to achieve social and economic transformation by stimulating community philanthropic investments.
Plan International	↗	Striving for a just world that advances children's rights and equality for girls.

1 Making strides at Blenheim for Bloodwise

Our 38 Blenheim triathletes in Europe spent the day swimming, biking, or running for [Bloodwise](#), a blood cancer charity. Last year, we fielded **14 mixed teams** in the sprint team relay, raising an impressive **£1,700**.

2 Growing a Sacramento giving tree

For the last two decades, we have sponsored a holiday giving tree for the Sacramento Children's Home to create special memories for the area's most vulnerable families. Over the years, staff has fulfilled holiday wishes of over **600 children and families**. We contribute to an annual snow trip so children living at Sacramento Children's Home have the opportunity to unplug, spend time in nature, and bond with each other. Our volunteers also held a back-to-school event to collect backpacks filled with school supply donations. In 2019, we donated 49 backpacks to the home.

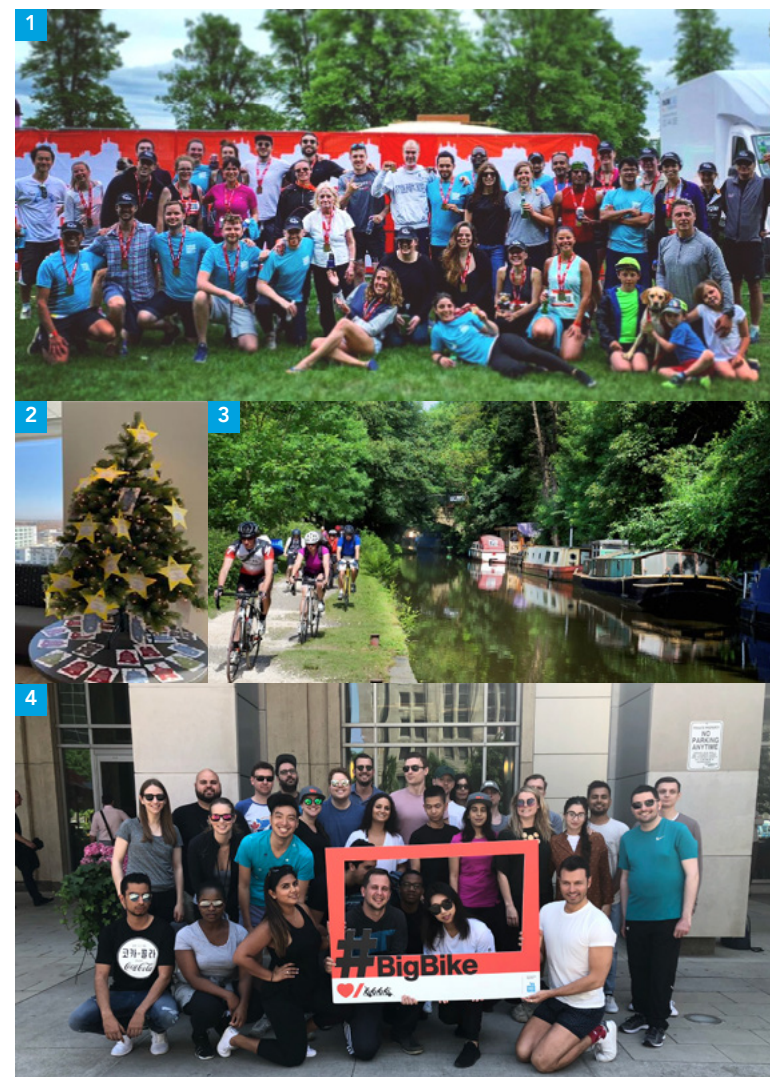
3 Bringing awareness to children's cancer in Yorkshire, England

Our teams voted to support [Candlelighters](#), a nonprofit that

supports families with children who have cancer. Beyond a number of fun fundraising activities that we organize around the office—including raffles, Easter egg hunts, and "dress down" days—we provide critical funding for research, equipment, family support, and more. We continue to support Candlelighters by curating their annual awards ceremony, creating a film to communicate their all-important messaging, and raising money through athletic events like cycling and running challenges. Combined, our efforts raised **£2,000+** in 2019.

4 Taking a major ride in Toronto for heart and stroke research

Each year, Big Bike teams across Canada rally together to ride a "gigantic bike" to raise funds for life-saving heart and stroke research. We have participated in the [Big Bike Ride for the Heart and Stroke Foundation](#) since 2015, in honor of a colleague who passed away suddenly due to a cardiac arrest. Over the past 5 years, we raised over **\$23,000** for heart and stroke research.



5 Seeing the good we can do in a week in Minneapolis, MN

Impact Week is a program that launched after a company executive, John Olson, passed away. As a nod to his life-long commitment to community service, our teams volunteered at:

Second Harvest Heartland—

Repackaged bulk foods into family sized packages, sorted food from food drives, and labeled canned goods. We supplied nearly **3,000 meals** to families in need.

The Cookie Cart—Worked side-by-side with at-risk teens baking and packaging cookies at this non-profit bakery.

The BrandLab—Hosted a design sprint workshop for local youth.

BrandLab was founded to inspire teens from diverse communities to pursue careers in marketing and advertising.

House of Charity Food Centre—Served lunch to nearly **350 guests** in need of a meal in one day.

6 Auctioning for charity in Fairfax, Virginia

We hosted our 27th annual charity auction that raised more than **\$45,000** (with ICF's match) and supported scores of nonprofits. This volunteer-led fundraiser includes virtual, silent, and live auctions, which allow employees to participate from around the world. Winners chose the charities that benefit from their donation and a 1:1 match by ICF.



2019 Volunteer Award winners



- 1 Nick Yohannes** provided nearly 1,000 hours of service to help people impacted by natural disasters in partnership with the [Red Cross](#) and [Team Rubicon](#). In response to Hurricane Michael, Nick went to the Florida Panhandle for eight days and repaired roofs, cleaned water-damaged homes, and cleared debris. He currently leads the National Capital Region's Disaster Technology services team and maintains the responsiveness of satellite, radio, computer, and other communications equipment.
- 2 Clare Lynam** contributed more than 1,000 hours and raised over \$100,000 to fight pediatric cancer. Clare's efforts were donated via [Ben's Run](#), a charity she formed with her spouse following the loss of their 11-year-old son to cancer. For each of the last nine years, Ben's Run has donated about \$100,000 to clinical trials at [Children's National](#)—totaling nearly \$1 million to date.

Clare's efforts drew 1,000 registrants and raised \$101,500 for research that benefits the sickest children in the oncology and bone marrow units at the Center of Cancer and Blood Disorders at Children's National.

- 3 Joseph Altendahl** spends much of his free time supporting the [Superior Hiking Trail Association](#) (SHTA). He serves on the board, maintains trails, builds bridges, fundraises, and provides technical expertise for procurements. As a longtime trail runner, Joe's insight helped guide the board's decisions regarding maintenance, reroutes, and bridge construction. Last year, Joe helped design a campaign and organized a fundraiser for a capital campaign to replace a major bridge on the trail.
- 4 Samantha Heitsch** co-chaired our annual charity auction and engaged employees throughout the Washington, D.C. metro

area to raise over \$44,000 for many worthy nonprofits. Samantha helped recruit a team of more than 20 volunteers and organized volunteer committees. Her team gave much of their personal time to produce a successful event that benefited more than 70 charities.

- 5 Megan Haley** provided husbandry services for [Atlanta Botanical Garden's](#) amphibian conservation program and the critically endangered species lab. Every weekend, Megan cares for the amphibian collection—feeding the animals and cleaning their environments. Last year, Megan recommended the program grow the animals' food on the grounds, instead of sourcing externally—a more sustainable solution from both an environmental and economic perspective.

Saluting our local heroes

Our employees support their local communities in meaningful and creative ways. Here are just a few stories about our local projects.



Corona/San Diego/Los Angeles, CA—Donated funds, gifts, and holiday meals to underserved families.



Columbia, MD—Collected professional clothing for [Success in Style](#), benefitting underserved adults as they re-enter the workforce.



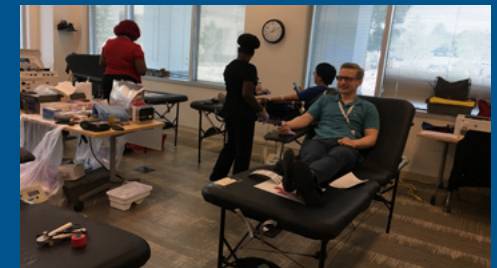
Durham, NC—Gave dozens of gifts and donations for the [Big Brothers Big Sisters \(BBBS\) of the Triangle](#) toy drive.



London, UK—Raised funds for the [Shelter](#) and [Mind](#) to help fight homelessness and empower those with mental health concerns.



Arlington, VA—Raised money for the [AFCEA STEM Educational Foundation](#) through a chili cook-off.



Maryland/Virginia—Held blood drives in partnership with the [American Red Cross](#) where we collected **150 units of life-saving blood**, helping approximately **450 patients in need**.

Middletown, PA—Contributed \$450 to programs for the [Merakey Allegheny Valley School](#), which educates individuals with integrated developmental and behavioral health needs.



Durham, NC—Partnered with the [Salvation Army of Wake County](#) to refill their depleted food pantry.



Wall Street, NY—Fulfilled the wishes of 25 less fortunate New Yorkers through a **\$685 donation** to [Winter Wishes](#), a fundraiser run by [NYCares](#).



Fairfax County, VA—Gave the [Fairfax County Department of Family Services](#) gifts for over **60 children** and youth in the local foster care program.



Wall Street, NY—Raised **\$1,000+** to help the [Annual Bronx River Flotilla](#) keep canoeing accessible to **1,000 Bronx families** and conserve the city's only freshwater river.



Washington, DC/Durham, NC—Helped fund breast cancer research and patient services with **\$3,200 in donations**; participated in events like the 5K Making Strides Against Breast Cancer walk.

Ensuring value through governance

Growing through trust and governance

Trust is the foundation for our relationships. [Our Code of Business Ethics and Conduct](#) embodies our commitment to build and sustain trust with clients, each other, shareholders, business partners, and other stakeholders. Governance—our corporate policies and structure—helps us operate ethically and in compliance with the law.

Governance framework

While governance involves the actions and behaviors of all employees, it is a particular responsibility of ICF’s leaders as they guide the firm in accordance with our values. Below we describe some of our governing bodies.

Board of Directors—Guides the management of the firm, oversees strategies and priorities with the best interests of shareholders, customers, and employees in mind.

Audit committee—Oversees the Corporate Compliance Committee and receives regular reports from the Chief Ethics and Compliance Officer.

Executive leadership team—Determines our business strategy and corporate priorities.

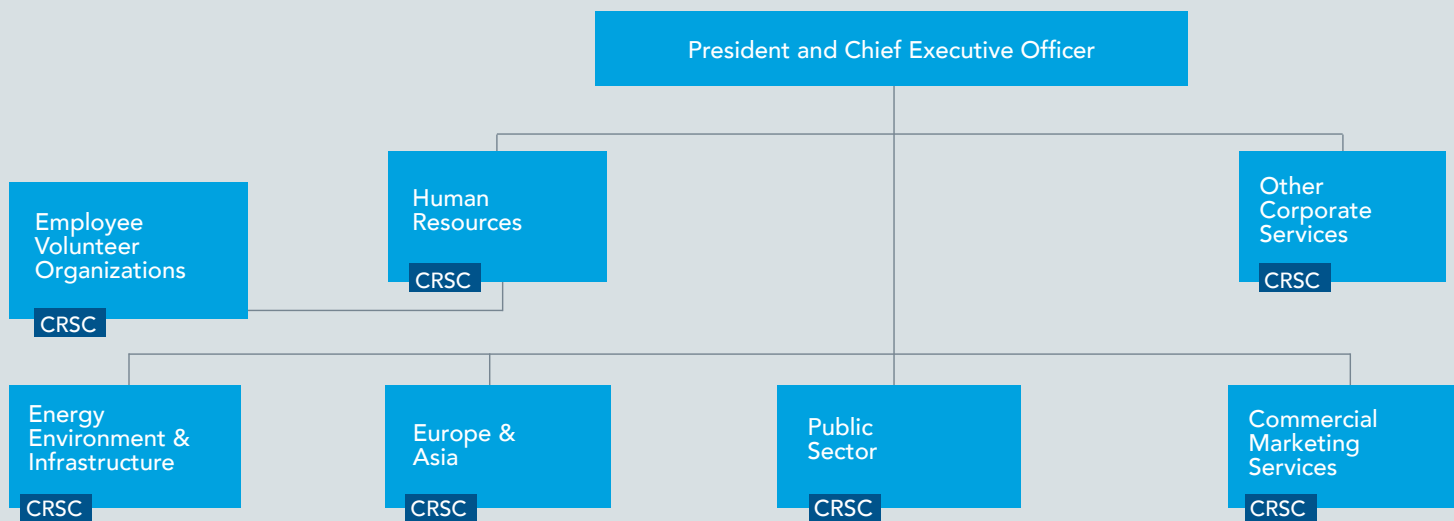
Corporate compliance committee—Manages our Compliance and Ethics Program, creating awareness of the **Code of Business Ethics and Conduct**, promoting a culture of ethical conduct, and ensuring corrective measures if any improper conduct occurs.

Global data protection officer (DPO)—Manages our Global Data Protection and ePrivacy Program to ensure we comply with data protection and ePrivacy regulations and

provides guidance regarding related best practices across the globe. Our DPO is subject to European Economic Area regulators’ oversight and reports compliance findings to our executives and board.

Corporate project management office—Ensures we follow management best practices to maintain accountability, transparency, and fairness in our relationships with stakeholders.

Corporate responsibility steering committee—Recommends strategies, policies, and initiatives that will enhance corporate citizenship.



CRSC
Indicates representation on the CR Steering Committee

Putting our values into practice

Our [Code of Business Ethics and Conduct](#) outlines our shared responsibilities and commitment to respect each other, build trust with clients and partners, build and protect ICF value, and work responsibly.

Ethical business training

Beginning with orientation, our employees learn about our corporate policies governing conduct related to diversity and inclusiveness, harassment, fair employment, anti-corruption, conflicts of interest, timekeeping, security awareness, data privacy, and procurement. Eligible employees also take an annual refresher course to determine where they can improve their understanding of ICF's [Code of Business Ethics and Conduct](#).

We maintain a secure ethics hotline, including an international phone line and website—available in more than 20 languages—to gather confidential feedback from all stakeholders.

We publicize these channels across our intranet, training, email, and as posters in high-traffic office spaces to increase visibility.

Data security and privacy

Data privacy by design is a primary goal at ICF. [Our Global Data Protection and ePrivacy Program](#) follows best practices and complies with regulatory frameworks across the globe—such as the European Union's General Data Protection Regulation (GDPR) and California's landmark privacy legislation (California Consumer Privacy Act). ICF institutes [data privacy](#), data security, and ePrivacy measures that safeguard employee, client, partner, and others' personal and sensitive data. This ensures we honor data subject's rights and follow through on our privacy commitments.

We also align our internal procedures, data systems, documentation, and supplier relationships to comply with

globally recognized data protection and ePrivacy. Annually, we conduct mandatory training for all employees to raise data protection awareness and subject our sub-processor to data protection supplier assessment reviews. We use the National Institute of Standards and Technology, the International Organization of Standards, Auditing Standards Board, and similar robust standards as a baseline for information security policies and procedures. And, we keep pace with the constantly-evolving international landscape for security, including the implications of events like Brexit.

Every year, we undergo independent third-party audits to maintain certifications for ISO 27001, which validates its information security management as well as Statement on Standards for Attestation Engagements #16 and Service Organization Control #2, which validates our core corporate systems.

100%

Eligible staff completed training on our code of conduct, prevention of harassment and discrimination, timekeeping, security awareness, data privacy, procurement, and anti-corruption policies.

Human rights and fair labor practices

Our [Code of Business Ethics and Conduct](#) specifies how we maintain a safe and respectful workplace, procure with integrity, work responsibly, and ensure no retaliation for expressed concerns of unethical conduct. The code applies to ICF employees, subcontractors, and consultants. [Our policy against human trafficking](#) outlines

specific prohibitions—also applicable to our employees, subcontractors, or consultants.

Ethical procurement

We maintain a dedicated procurement team, along with a set of policies and procedures to govern our procurement process. We use management controls, such as training and internal audits, to ensure we follow policies, regulations, and laws. We actively seek

diverse and small business suppliers and ask our suppliers to commit to the same guiding principles we follow.

Objective advice

We present data-driven, non-partisan, unbiased advice to clients. Our impartiality makes us a reliable resource for advocates on either side of any issue.

Project highlight: Harnessing research to end child labor and forced labor

We gained a deeper understanding of human rights and fair labor practices through our client work. Around the world, over 152 million youths are victims of child labor, and 25 million people are trapped in forced labor. We worked with the [U.S. Department of Labor](#) to create solutions to educate both businesses and consumers, empowering them to root out these abuses.

We developed [two anti-trafficking apps](#) to help achieve this goal:

Sweat and Toil: This application allows users to easily find child labor data, check a country's efforts

to reduce child labor, and see which goods to avoid. With it, consumers can make socially conscious choices—and build a case to demand change.

Comply Chain: This application provides businesses with eight steps to reduce child labor and forced labor, including why (and how) to assess risks and remediate violations.

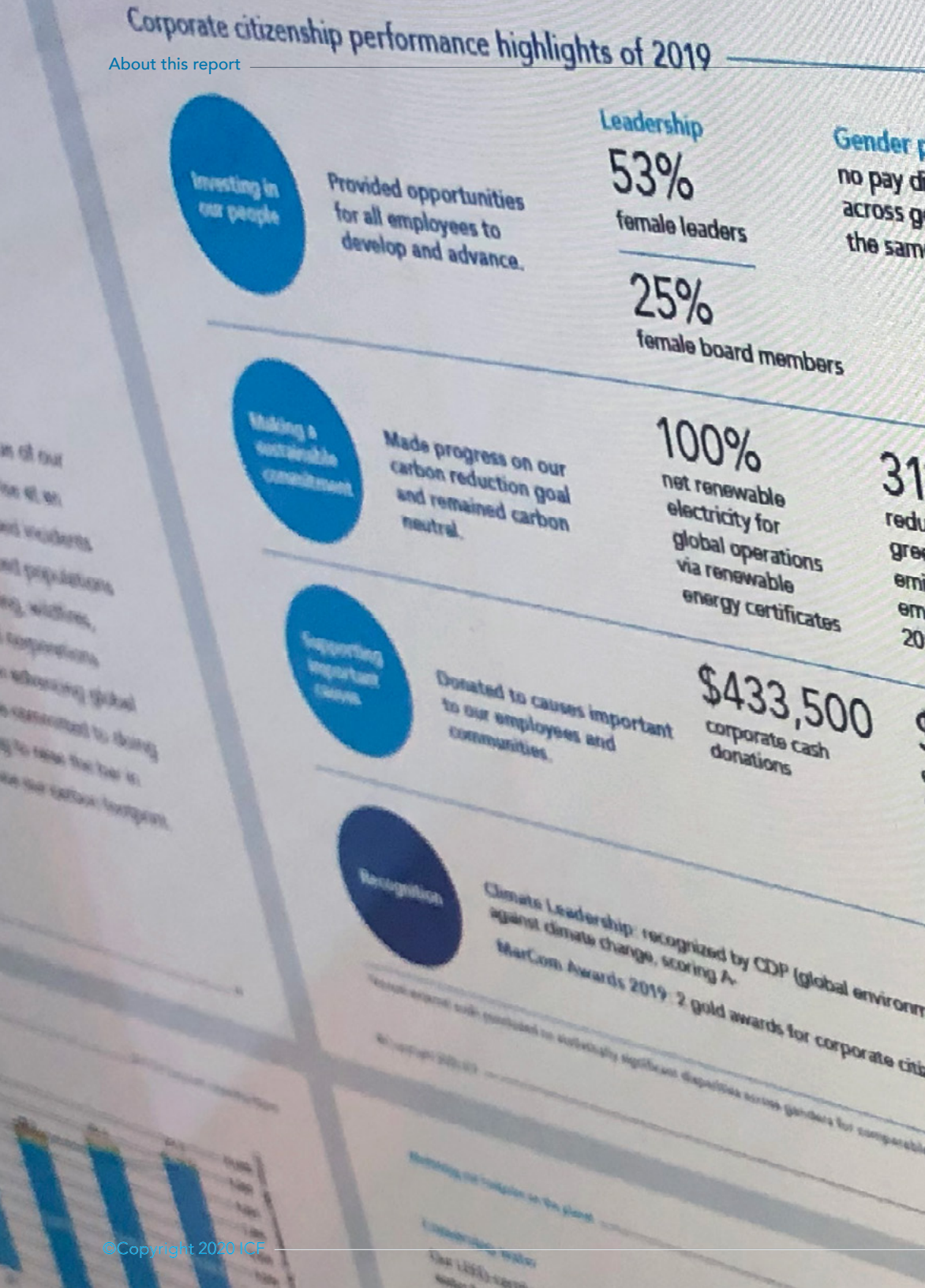
Together, these apps are helping eliminate the worst forms of child and forced labor by providing widespread access to critical data.

Governance factors

Here we present some key factors of our accountability and governance

Key Factors	2019	2018	2017	2016	2015	2014
Revenue (U.S.\$ millions)	\$1,478	\$1,334	\$1,229	\$1,185	\$1,132	\$1,051
Employees	7,000+	6,000+	5,000+	5,000	5,000	5,000
Board of Directors	8	7	8	8	8	8
Independent Directors*	6 of 8	6 of 7	7 of 8	7 of 8	7 of 8	7 of 8
Women on Board	2	2	2	3	3	3
Board/Committee Meetings Held	26	26	25	24	24	25
Corporate Political Contributions	0	0	0	0	0	0

* Independent board members are not employees of the company, do not receive any remuneration from the company except for their compensation, and are not directly related to any of the company's executives.



About this report

Organized around our stakeholders, this report addresses ICF’s citizenship performance during calendar year 2019.

ICF as employer—providing careers to over 7,000 full and part-time employees.

ICF as solution creator—helping clients navigate change and shape the future.

ICF as community contributor—investing where we work and live.

Read more about ICF’s roles and impact on [Page 46](#).

Making progress toward goals

Each year we set goals to advance our performance with stakeholders. Here is an overview of our progress.

ICF's emissions data account for emissions generated by our operations through 2018. Our 2019 emissions data will be published during the summer of 2020.

All financial data is presented in U.S. dollars unless noted otherwise.

Goals	Timeline	Progress		
		More to Do	On Track	Achieved
Investing in our Employees				
Conduct a companywide mentorship program to foster leader development.	Annually			✓
Update career paths and a corresponding career growth framework to guide employee development.	2019			✓
Expand leadership, people management training, and development programs.	2019			✓
Implement a new recognition tool to acknowledge and reward employee contributions to ICF's growth.	2020			✓
Survey full-time employees and act upon feedback to enhance culture and employee experience.	Biannually		✓	
Minimizing Our Footprint on the Planet				
Reduce absolute scope 1 and 2 emissions by 60% by 2025, compared to our 2013 baseline.	2025		✓	
Conduct an inventory of carbon emissions resulting from ICF operations—including emissions from facilities, business travel, and employee commuting.	Annually			✓
Purchase renewable energy certificates to offset 100% of electricity used at ICF's U.S. facilities.	Annually			✓
Remain carbon neutral through investments in high-quality carbon offsets.	Annually			✓
Provide a transit subsidy to encourage employees' use of mass transit.	Annually			✓
Recycle e-waste through a vendor-certified providing end-to-end accountability to ensure data security; health and worker safety; and no exporting, prison labor, dumping, or incineration.	Annually			✓
Making a Difference in Our Communities				
Increase employees' philanthropic engagement by 5%, year over year.	Annually			✓
Increase the number of offices participating in ICF's volunteer program, GiveForward.	Annually			✓
Recognize employees' outstanding volunteerism with annual awards.	Annually			✓
Ensuring Value for Our Clients and Shareholders				
Hold 100% of eligible staff accountable for required compliance training on: code of conduct, harassment and discrimination, timekeeping, security awareness, data privacy, procurement, and anti-corruption policies.	Annually			✓
Conduct customer surveys to better understand clients' interests and continue to align our services with their missions.	Annually			✓

ICF's roles and impact

ICF's daily operations affect all of our stakeholders in varied, fundamental ways.

ICF's Stakeholders	ICF's Impact as:		
	Employer	Solution Provider	Community Contributor
Employees	For our 7,000+ talented full- and part-time employees, we provide a respectful environment that welcomes divergent views and encourages staff at every level to flourish. We provide leadership opportunities for staff at all levels. As a result, we maintain better than average employee turnover rates (13+ years among senior staff).	Our motivated employees are able to pursue their passions and become thought leaders in areas important to them. We provide training, development opportunities, challenging assignments, an extensive set of online resources, management coaching, and leadership development programs.	We support our employees' philanthropic passions and multiply their efforts by matching their donations. Employees enjoy leadership opportunities and engage with communities by participating in ICF's volunteer organizations: Green Team and GiveForward.
Clients	Our clients benefit from ICF's ethical culture, which mitigates risk and safeguards against mismanagement. On day one, employees learn about corporate policies governing conduct, and each year they take a refresher course to improve their understanding. ICF rigorously enforces our code of ethics. Clients can trust our solutions to be impartial and aligned with our commitment.	Together with our clients, we develop solutions to some of the most challenging concerns related to public health, climate change, disaster recovery, and cybersecurity, among other vital areas. We apply engagement techniques that make a difference for essential brands and government programs. What's more, we are a positive part of our clients' supply chains. Because we offset our own carbon emissions, we contribute net zero emissions to our clients' carbon footprints.	Our clients live and work in communities that can benefit from corporate philanthropy. Many of our clients run community programs—both government and nonprofit. ICF supports our clients' constituents and communities with donations and services.
Planet	We recognize our company's activities have an environmental footprint. We work in facilities that use natural resources and generate waste. Our employees commute to and from their offices, and they often travel to meet client needs. When we calculate our carbon emissions each year, we consider their totality. We know that measuring is the first step in managing, but we don't stop there. We work to reduce and offset our emissions by purchasing renewable energy certificates and investing in high-quality carbon offsets.	Many of ICF's projects benefit our planet. We tackle issues such as energy efficiency, climate change, climate resiliency, natural resource conservation, transportation demand management—and more.	A portion of our giving targets environmental causes including land and wildlife conservation, initiatives to slow climate change, and clean energy programs. We engage employees in these efforts through the Green Team, our volunteers who help us work and live in a more sustainable way.
Communities	ICF is a local employer and an active member of the communities where we have offices. The jobs we provide enable commerce, investment, and stability. We pay taxes that benefit schools, roads, and other infrastructure. And we purchase goods and services that support the local economy, including small businesses.	ICF designs and implements programs that strengthen families and communities. Areas of focus include housing assistance, justice-related youth programs, fatherhood programs, workforce development, victim services for those affected by crime or natural disasters, and business and process improvement for governments and nonprofits.	ICF gives back to our communities—supporting health programs, the environment, disaster response, veterans, and more. Our employees' volunteerism and giving help leverage corporate donations.
Shareholders	ICF shareholders benefit from all that we do as an employer, service provider, and responsible corporate citizen. The outcome for shareholders is long-term value.		

Upholding and promoting the UN Global Compact Principles

In January 2020, ICF became a signatory to the UN Global Compact (UNGC). This report serves as our Communication on Progress to the UNGC. The table below identifies where in this report we addressed our support for each of the UNGC Principles.

UN Global Compact Principles	Location in this report
Human rights	
1. Support and respect the protection of internationally proclaimed human rights.	Governance
2. Ensure non-complicity in human rights abuses.	Governance
Labor	
3. Uphold the freedom of association and the effective recognition of the right to collective bargaining.	Governance
4. Elimination of all forms of forced and compulsory labor.	Governance
5. Effective abolition of child labor.	Governance
6. Elimination of discrimination in respect of employment and occupation.	Governance
Environment	
7. Support a precautionary approach to environmental challenges	Planet
8. Undertake initiatives to promote greater environmental responsibility.	Planet
9. Encourage the development and diffusion of environmentally friendly technologies.	Planet
Anti-corruption	
10. Work against corruption in all its forms, including extortion and bribery.	Governance

Supporting the Sustainable Development Goals

Across our work, our corporate sustainability efforts, and our philanthropy, ICF supports nearly every Sustainable Development Goal set forth by the United Nations. The following table identifies where we address selected goals in this report.

Goals						
Location in the report	Supporting our communities	Supporting our communities	About ICF Supporting our communities	Supporting our communities	Investing in our people	Supporting our communities
Goals						
Location in the report	About ICF Supporting our communities	Supporting our communities	About ICF Minimizing our footprint on the planet	Supporting our communities	Ensuring value through governance	

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Looking ahead

To continue making a positive impact through our professional services and corporate citizenship, we welcome your feedback. Please email your recommendations or comments to our Corporate Responsibility Steering Committee at:

CorpResponsibility@icf.com.

Thank you for your interest in our progress.





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ICF (NASDAQ:ICFI) is a global consulting services company with over 7,000 full- and part-time employees, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future. Learn more at **icf.com**