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# 2020 Corporate Citizenship Report: Building our shared future

September 2021

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# Building our shared future

**“We all share one planet and are one humanity; there is no escaping this reality.”**

—Wangari Maathai, Ph.D.

First African woman and environmentalist Nobel Peace Prize Laureate (2004)

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Public health. Social equity. Climate change. The tremendous challenges of 2020 also gave rise to tremendous opportunity. Like so many organizations worldwide, we are using this moment to reimagine our approaches, solutions, systems, and infrastructure so we can better prioritize people and our planet as we build our shared future.

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Our purpose as a company is to build a more prosperous and resilient world for all. It is the “why” behind what we do and a measure of the impact of our work. Through our purpose-driven spirit, we’re contributing to a healthier planet, more resilient communities, economic development and growth, and more.

The focus of this corporate citizenship report is “how” we conduct our business, support our employees, operate sustainably, and contribute to our communities. We are reporting our performance against goals that account for the finite resources we all share.

We are one humanity and one planet, with one shared future—and this is our story.



## Message from our CEO



This past year, organizations worldwide have been met with tremendous change and have faced unprecedented challenges. In addition to navigating the COVID-19 pandemic, evolving social, economic, and political dynamics have created an environment unlike anything we've ever seen. And as a 50+ year old company, we've seen a lot: natural disasters, acts of terrorism, government shutdowns, market dips, technical advances, and more.

But what has made 2020 truly exceptional is not just the difficulties we've all faced. It's the shared focus for the future that we all now have.

Companies big and small. Private and public. Across various industries, markets, and regions. We are all reimagining our approaches, solutions, and infrastructures to meet the moment of today. We are asking ourselves: How do we create a healthier planet? Build more resilient communities? Protect natural resources? Spur economic growth? Develop more sustainable ways of doing business? Create more equity?

And while many are new to this conversation, at ICF, we've been asking these questions since our founding. Then and now, we've worked to bring transformative projects to life and tackle some of the most complex global challenges of our time. ICF has always been a collection of people who care deeply about improving lives and making the world a better place. Both in our work and in our actions. For our clients and for ourselves.

And in this incredible and extraordinary year, we doubled down on these efforts. We strengthened our already strong values. We reinforced our partnerships. We brought a high degree of expertise and skill to our work—and an even higher degree of passion and drive to our approach. The result? Meaningful and tangible progress.

Throughout this report, you'll read about that progress. How we held ourselves accountable by building our inclusivity acumen and listening to our employees' diverse experiences to better understand and meet their needs. How we deepened our commitment to sustainability by setting a science-based carbon reduction target to maintain our carbon neutral status that we've held since 2006. How in partnership with our employees we invested in making our communities more equitable, healthy, and resilient. And much, much more.

I couldn't be prouder of our collective and shared efforts this year. They are a reflection of our thousands of teammates, clients, and partners worldwide who are helping ICF meet this moment. Together, we are striving for bigger impact, more reach, and an increased ability to make good on our purpose of building a more prosperous and resilient world for all.

Chairman, President, and Chief Executive Officer

## Corporate citizenship performance highlights of 2020

### Investing in our people

#### Leadership

**53%**

female leaders<sup>1</sup>

**42%** female and minority executive leadership team members<sup>3</sup>

**37%**

female officers<sup>2</sup>

**50%** female and minority board members

### Pay equity

We have identified no meaningful pay disparities across gender and race in the same roles.

### Making a sustainable commitment

**100%**

net renewable electricity for global operations via renewable energy certificates

**86%**

reduction in greenhouse gas emissions per employee since 2013 baseline

**Carbon neutral**

since 2006

**Science-based**

greenhouse gas reduction target approved by SBTi

### Supporting important causes

**\$714,000**

corporate cash donations

**\$515,000**

employee donations through our giving program

**1 to 1**

match of employee donations

### Earning recognition

- Forbes 2021 America's Best Management Consulting Firms List
- Forbes 2021 America's Best Employers for Diversity List
- Top 9% of Global Climate Disclosers: recognized by CDP<sup>4</sup> as a corporate pioneer against climate change, scoring A- for the third consecutive year
- MarCom Awards 2020: 4 platinum awards for excellence in corporate citizenship reporting

<sup>1</sup> Project managers and above

<sup>2</sup> Vice presidents, senior partners, senior vice presidents, and chief officers

<sup>3</sup> Report to the chief executive officer

<sup>4</sup> Global environmental disclosure framework

## About ICF

ICF is a global consulting services company with approximately 7,500 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.

**Our purpose**

To build a more prosperous and resilient world for all

**Our values**

Interact with integrity  
 Challenge assumptions  
 Bring your passion

Work together  
 Embrace differences  
 Be greater than

**Our services**

We combine traditional consulting expertise with cutting-edge digital agency services to serve our customers in a holistic way.

- |                        |                         |
|------------------------|-------------------------|
| Analytics              | Program implementation  |
| Cybersecurity          | Research                |
| Digital transformation | Strategy and innovation |
| IT modernization       | Workforce               |
| Policy                 |                         |

**Our industries**

- |                        |                           |                 |
|------------------------|---------------------------|-----------------|
| Aviation               | Environment               | Public health   |
| Climate and resilience | Financial services        | Public sector   |
| Consumer products      | Healthcare                | Retail          |
| Disaster management    | Hospitality               | Social programs |
| Education              | International development | Transportation  |
| Energy                 |                           |                 |

**Recognition**

- |  |  |  |
|--|--|--|
| <p><b>Forbes:</b> America's Best America's Best Management Consulting Firms and America's Best Employers for Diversity Lists</p> | <p><b>Government Innovation Awards:</b> Industry Innovator</p>     | <p><b>Washington Business Journal:</b> Top 20 Largest Government Technology Contractor</p> |
|  | <p><b>Washington Technology:</b> Top 100 Government Contractor</p> | <p><b>Northern Virginia Technology Council:</b> Tech100 Honoree</p>                        |

**Employees**

**7,500**  
 full- and part-time

**Locations**

**70+**  
 across the globe

**Revenue**

**\$1.51** billion  
 in 2020

\$670+ million of our revenue comes from services delivering positive **social impact:** health, education, development, social justice programs.

\$615+ million of our revenue comes from services creating positive **environmental impact:** reducing energy consumption, managing carbon footprints, protecting natural resources.

# Helping our clients tackle critical issues

Given the tremendous challenges of the past year, our clients are reimagining their approaches, solutions, and infrastructures to create healthier, more resilient communities, spur economic growth, and develop more sustainable ways of doing business. They are looking for more meaningful engagements and more robust data, analytics, and technology. Here are a few examples of how we are helping them tackle their most complex challenges—followed by a chart to show how our work supports the United Nations Sustainable Development Goals.

## A healthier future

When the Centers for Disease Control and Prevention required a more modern IT infrastructure, plus analytics and visualization tools, we applied our public health and digital transformation expertise. [BioSense](#) is a nationwide cloud-based syndromic surveillance platform that helps detect disease outbreaks, including COVID-19, in close to real time.

When the U.S. Department of Housing and Urban Development needed [access to timely information](#) to help vulnerable communities prepare for and prevent the spread of COVID-19, we shared best practices and guidance to strengthen connections among public health authorities, homeless service systems, and local community partners.

## A cleaner future

When the New York City Mayor's Office of Sustainability and the region's major electric utilities wanted to understand how to put the city on a [path to carbon neutrality](#), we applied our expertise in energy, climate and resilience, decarbonization, and advanced analytics. Taking into account the need for clean, reliable energy for all residents, regardless of income, our analysis concluded that reducing New York City's emissions by 80% or more is feasible with bold and immediate action.

When Presidio Trust and the U.S. National Park Service needed to [restore tidally influenced marsh habitat](#) in the San Francisco Bay Area, they called upon our expertise in habitat conservation, water resource management, and aquatic science. In this highly urbanized setting, our team of scientists and engineers restored the marsh and accommodated a popular pedestrian route nearby, resulting in the quick return of aquatic organisms and terrestrial species.



## A more sustainable future

The United Nations adopted 17 Sustainable Development Goals to help the world achieve a future where extreme poverty is eliminated, inequality and injustice are overcome, and our planet is well-protected by 2030. Much of our purpose-driven work addresses and advances the UN's goals—here are a few examples.



Building economically sustainable communities following disasters



Addressing malnutrition, hunger, and food insecurity through data



Measuring behaviors and attitudes about COVID-19 to inform policy



Supporting learning across a lifetime



Supporting better health strategies with gender data



Protecting, ensuring, and planning for clean, safe water into the future



Achieving development goals through clean energy



Harnessing research to end child labor and forced labor



Building utility resilience in a rapidly changing climate



Addressing poverty reduction, sustainable infrastructure, gender, and inclusion, economic development, and resilience



Developing climate action plans for regions, cities, and businesses



Helping emerging markets achieve clean development goals



Building a sustainable and low-carbon future



Managing the most pressing fish and water-related issues



Protecting, conserving, and preserving natural resources and biodiversity



Powering public services, from economic impact to environmental justice



Helping development organizations and their beneficiaries measure impact and improve effectiveness

# Our corporate citizenship approach

Founded in 1969 as the Inner City Fund to finance minority-owned businesses, we were built to be a different kind of company—one with a strong culture, filled with smart people making a difference. Then and today, we balance profitability with social responsibility, ambition with compassion, and individual success with teamwork.

Our approach to corporate citizenship focuses on environmental, social, and governance (ESG) issues that are most relevant to our people, our stakeholders, and our operations—and that inform our strategy, targets, and reporting.

This report addresses our corporate citizenship performance during calendar year 2020. It is organized by our key responsibilities: our employees, the planet, our communities, and governance. It also aligns with the following reporting frameworks: Sustainability Accounting Standards Board, Task Force on Climate-Related Financial Disclosure, and the UN Global Compact. A summary of each of these frameworks is at the end of this report.

We use materiality assessments to identify key issues through our ongoing engagements with stakeholders and sustainability reporting frameworks recognized by leading organizations globally. Here are some of the ways we engaged with our stakeholders in 2020, as well as the frameworks we used to identify and report on material issues.

## Corporate citizenship mission

- Invest in our employees and ensure a diverse workplace where we can all do our best work
- Serve our clients and manage suppliers with integrity, while contributing to a low-carbon value chain
- Minimize our impact on the planet by reducing our carbon footprint and growing our leading climate consultancy
- Give back to our communities and society, both philanthropically and through innovative service to social agencies
- Create long-term value for our shareholders through solid management, including managing climate risks and opportunities

## How we engage our stakeholders

Stakeholders	Engagement channels	Examples of ESG information shared
<p><b>Employees</b></p>	<p>All-hands meetings, listening sessions with the CEO and other senior leaders, employee community networks, a collection of well-being resources and tools, COVID-19 resource hub, learning and development programs, mentoring programs, recognition programs, newsletters, social media, blogs, volunteer organizations (e.g., Green Team and GiveForward), engagement survey</p>	<p>Employee engagement was a critical piece of our diversity and inclusion (D&amp;I) strategy. A listening tour with 20+ large town halls and smaller focus groups helped us better understand employee needs. We then accelerated our D&amp;I plan, bolstered recruiting for diverse candidates, launched a diversity metrics dashboard for transparency and accountability, and launched seven employee community networks.</p>

Stakeholders	Engagement channels	Examples of ESG information shared
<b>Clients</b>	Co-creation of innovative solutions through frequent and transparent dialogue, client surveys, corporate reports, research, supply chain questionnaires	We included our ESG performance in our annual report.
<b>Investors</b>	Quarterly earnings calls, investor conferences, presentations, reports, meetings	We included information on our ESG performance in our 2020 proxy statement and our standard presentation to investors.
<b>Suppliers</b>	Supplier code of conduct, supplier diversity program, mentor-protégé program	We revised our supplier code of conduct to include information about measuring and reducing carbon emissions.
<b>Partners and affiliates</b>	Contribute to research, participate in working groups and conferences	We shared our approach for measuring the carbon emissions of our employees' commuting practices with the Professional Services Sustainability Roundtable.

## The ESG reporting frameworks we use

<b>Environmental issues</b>	<b>CDP (formerly the Carbon Disclosure Project)</b> Environmental reporting to build a sustainable economy by understanding and managing environmental impact	<b>Task Force on Climate-Related Financial Disclosure (TCFD)</b> A framework to help public companies more effectively disclose climate-related risks and opportunities
<b>Social and governance issues</b>	<b>Sustainability Accounting Standards Board (SASB)</b> Industry-specific disclosure standards across social and governance topics	<b>UN Global Compact</b> A call to companies to align strategy and operations with universal principles on human rights labor, environment, and anti-corruption

# Our key areas of corporate citizenship focus

## Employee experience

- Maintain a stimulating, supportive, respectful, and equitable environment that attracts and retains top talent who represent the diverse communities and clients we serve
- Provide our employees with development opportunities to achieve their professional goals

## Integrity and ethics

- Foster a culture of integrity, transparency, and accountability
- Fulfill our shared responsibility to respect each other, develop trust with clients and partners, build and protect ICF values, and work responsibly

## Data security and privacy

- Safeguard employee, client, partner, and others' personal and sensitive data
- Honor data subjects' rights and follow through on our privacy commitments

## Climate leadership

- Anticipate, plan, and adapt to risks and opportunities brought about by climate change
- Achieve carbon reduction targets





## Investing in our people

The success of our people drives the success of ICF. When a person is supported, respected, empowered, and inspired, they thrive, create, and innovate. ICF is the product of relationships forged while working together on issues we believe make a difference. The value we deliver to each other, our clients, and the communities we serve are generated by our people. Alignment of our culture with our purpose and values is key for attracting, developing, rewarding, and supporting the best talent.

## Who we are

We are business analysts and policy specialists working alongside digital strategists, data scientists, and creatives, united by a culture that values diversity and opportunity. We are a purpose-driven team.

### Our people

80

Homelands

70+

Languages

2,500+

Advanced degrees

### Geographic distribution

86%

The Americas

9%

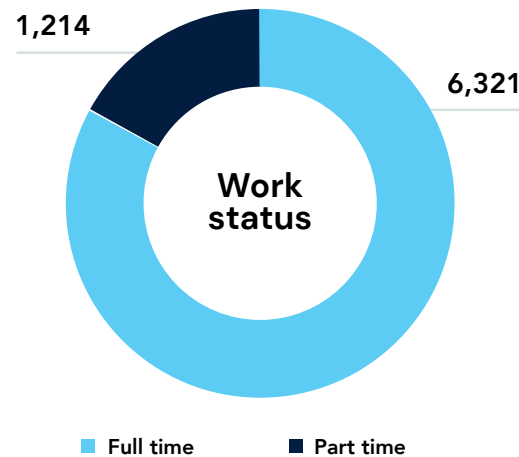
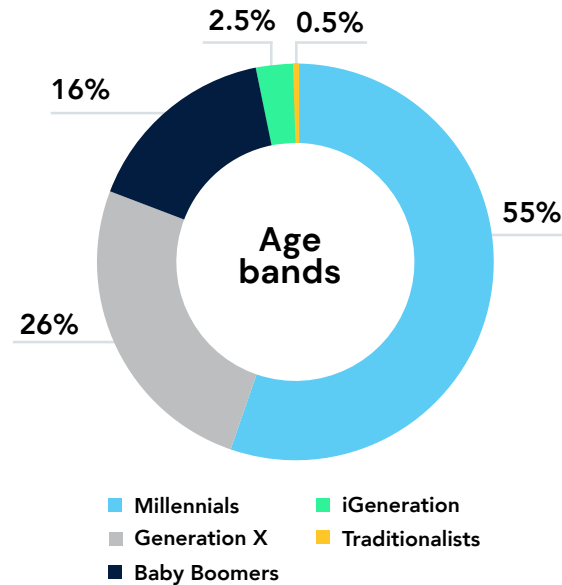
Europe

4%

Asia and the Pacific

1%

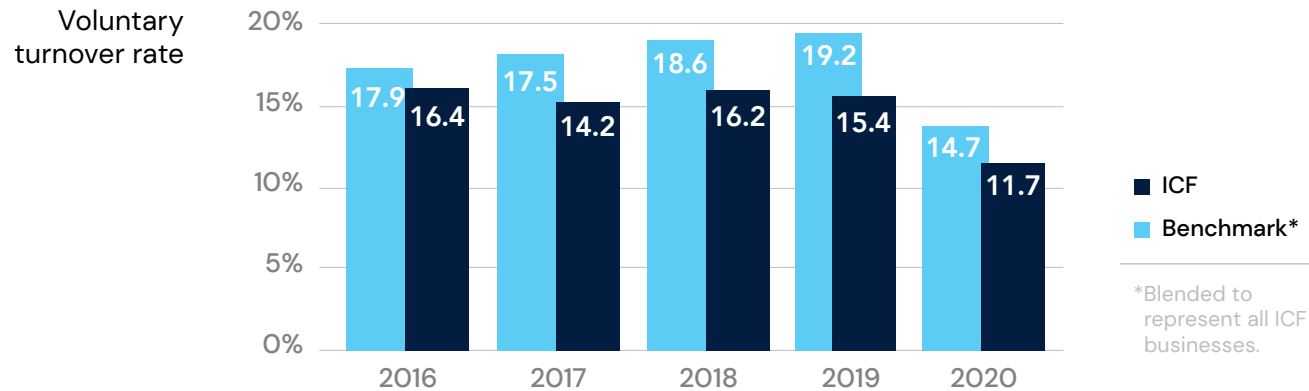
Africa and the Middle East



“We are more successful when people of different backgrounds, experiences, and points of view come together to find solutions. We actively create opportunities for open, honest discourse and ensure we are driving tangible actions to embrace, celebrate, and grow diversity.”

— Caryn McGarry, chief human resources officer

## Low turnover and long tenures



Low turnover and long tenure are among the strongest indicators of employee engagement, opportunity for growth, satisfactory compensation and recognition, vibrant corporate culture, and a comfortable workplace. Our voluntary turnover is consistently better than industry average, year after year.

Our high staff retention contributes to our corporate and client stability, as do our leaders who are highly knowledgeable about our strategy, culture, and teams. Longer-tenured employees represent how to advance and achieve, setting an example for all.

## Promoting diversity, equity, and inclusion

We are at our best when all members of our team feel respected, included, and heard; can show up as themselves; and do their best work every day.

In 2020, we reaffirmed our commitment to diversity and inclusion (D&I) and accelerated

aspects of our program. This included setting goals, bolstering D&I governance and accountability, and welcoming a new D&I leader who brings leadership and best practices to our companywide initiatives.

ICF's tenure is higher than industry average:

**5.6** years compared to the benchmark\* of 4.7 years

**14.2** years average tenure of ICF officers

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



"Our commitment to inclusion requires continued focus. We learn from our experiences and each other."

— Demola Sholagbade, vice president of diversity and inclusion



## Hearing the calls for justice

In response to the calls for racial and social justice, and in continuation of our evolving D&I strategy, we deployed an employee-focused response and [made our stance public](#).

Our priority was to hear the experiences of our employees and better understand their needs to help inform our actions. We took a “listening first approach” and convened town halls and listening sessions for employees to voice their stories, questions, and concerns. This included 13 large executive listening sessions and 12 smaller focus groups with a total of over 6,700 participants. We also administered an inclusion survey to all employees for feedback and to validate our focus areas.

We encouraged dialogue. We equipped managers to engage in difficult conversations. We held a companywide meeting to give voice to Black employees’ experiences and convey our leaders’ response and support. We also supported employees’ passion for important causes by removing the cap on our matching program for financial gifts that support racial justice, inclusion, and community building.

## Inclusive culture and community building

Our Employee Community Networks (ECNs) connect us by common characteristics, interests, and goals. More than just a place for networking and support, they foster our professional development, community outreach, and business impact.

In 2020, we launched networks for Asian, Black, Hispanic/Latinx, LGBTQIA+, and women employees, as well as those with diverse abilities. These networks are open to all employees, including allies and advocates. Each network has an executive sponsor and formal leadership structure.

These networks offer our leadership an additional resource for D&I advice, strategy, and feedback. They contribute programs, initiatives, and events that reinforce our inclusive culture and promote workforce diversity.



## Asian Employee Community Network



*"The ECNs, for me, are a continuation of the very spirit in which ICF was first founded as the Inner City Fund—to engage with communities and support them to reach beyond their grasp."*

—Ripin Kalra, technical director, urban development and resilience

## Black Employee Community Network



*"I hope members will ultimately feel like they can bring their entire self to the work they lead and support at ICF. In doing so, I believe ICF will truly be able to benefit from all of the diverse skills, talents, and capabilities of all ICF staff."*

—Kary James, senior managing director, child welfare and education

## Diverse Abilities Employee Community Network



*"I believe that building awareness and education is one of the first steps in enabling change. And there is so much that we can learn from one another to help establish and sustain an ICF culture where everyone is valued and can thrive authentically in the workplace."*

—Brandee Hicks, manager, research science

## First Nations and Indigenous Peoples Employee Community Network



*"The ECNs are an excellent forum to celebrate the diversity among our ICF family, and provide important, safe learning environments for us to grow and learn from each other. It's our collective appreciation of our differences that contributes to a deeper, more meaningful understanding of ourselves and our clients."*

—T. M. Bull Bennett, senior hazard mitigation specialist, disaster management

## Hispanic/Latinx Employee Community Network



*"ICF does a lot of interesting, meaningful work that makes a positive difference, one project at a time. I hope that members feel supported and motivated to do more great work that is rewarding on many levels."*

—Pablo Topete, lead research scientist

## LGBTQIA+ Employee Community Network



*"...if we continue creating the support channels and resources necessary for LGBTQIA+ employees to excel in their professional lives, the positive impact will ripple throughout ICF."*

—Jason Clevenger, lead community development specialist

## Women Employee Community Network



*“ECN is a collaborative platform, where women at ICF can network, exchange their inter-sectoral knowledge, share their experiences and ideas, and encourage each other.”*

—Shivali Dwivedi, senior energy analyst, renewables

### Learning and career growth for all

As we engaged with employees, we heard very clearly that there was a desire for more training to help eliminate bias at all levels of the company. As we launched our companywide learning journey in 2020, we emphasized that to truly see change, we needed to go beyond training to effect behavior change and action. The feedback we collected during our D&I listening tours and focus groups, plus input and support from our leaders, informed the training strategy, content, and delivery.

Our in-depth training sessions covered managing unconscious bias, inclusive leadership, and hiring practices. We built a community of 150 D&I learning champions to participate in train-the-trainer sessions, equipping them to model desired behaviors and facilitate D&I discussions in standing meetings and emergent opportunities. In partnership with Imperative, a career development platform, we created custom peer coaching conversations to align to our organization’s four pillars of inclusion. This structured approach has provided an ongoing platform for employees, leaders, and learning champions to reflect on what they have learned in training courses, to be vulnerable and transparent with others, and to hold each other accountable for taking action.

We partnered with Paradigm, a D&I training and solutions provider, on an inclusive leadership course that we required all people managers to complete. In addition, all employees were required to take extensive D&I training as part of our annual compliance training. We also introduced quarterly micro-learning sessions on the four pillars of an inclusive culture.

We are exploring the launch of a new executive leadership mentor program for diverse, mid-career employees.

### Recruiting for diverse talent

Our recruiting strategy and process is designed to support a fair and equitable hiring process. We use technology and demographic data to increase our reach into underrepresented and minority communities.

Internally, we launched **diversity debriefs** that compare employee representation within each of our business groups with labor market supply and peer company representation. The analysis informs our diversity recruiting strategies by providing clarity where there is minority and female underrepresentation in our workforce. For example, we used a data-driven strategy when increasing the diversity of our talent pools reached through campus recruiting.

We leverage **technology and engagement strategies** to promote our open positions to 400,000 high-value prospects whose diversity includes social identity, affiliations, and backgrounds. We send them a steady flow of engagement communications designed to increase their interest in working at ICF. Our D&I-focused newsletters—which reach over 100,000 people each month—showcase our culture of inclusion and clearly state our values and what we stand for.

We have transformed our processes to ensure an **inclusive recruitment experience** for managers and candidates. All of our recruiters received training on inclusive hiring and unconscious bias in hiring in 2020.

We are now hiring a more diverse workforce than ever. Based on U.S. population representation, we have increased our hiring from underrepresented groups by 16% in one year.

**Promoting accountability and transparency**

We are continually measuring and monitoring our D&I progress, using data to drive our strategy.

**Demographic data**

Our internal “diversity dashboard,” which includes detailed demographic information about our workforce, is available to all employees and updated monthly. We use the dashboard as a mirror to both encourage self-awareness and help us track our progress.

**Employees by gender**

	Female	Male
All ICF	55%	45%
Leaders*	53%	47%
Officers**	37%	63%

\* Project managers and above

\*\* Vice presidents, senior partners, senior vice presidents, and chief officers

**D&I focused outreach to candidates**

100,000+

people receive our communications showcasing our inclusive culture each month.

52%

open our communications, well above the industry average.

13,000

visited our website to learn more, resulting in nearly 500 new applications in the first three months.

**The result:** Our new hires are more diverse, on average, than our broader employee population.

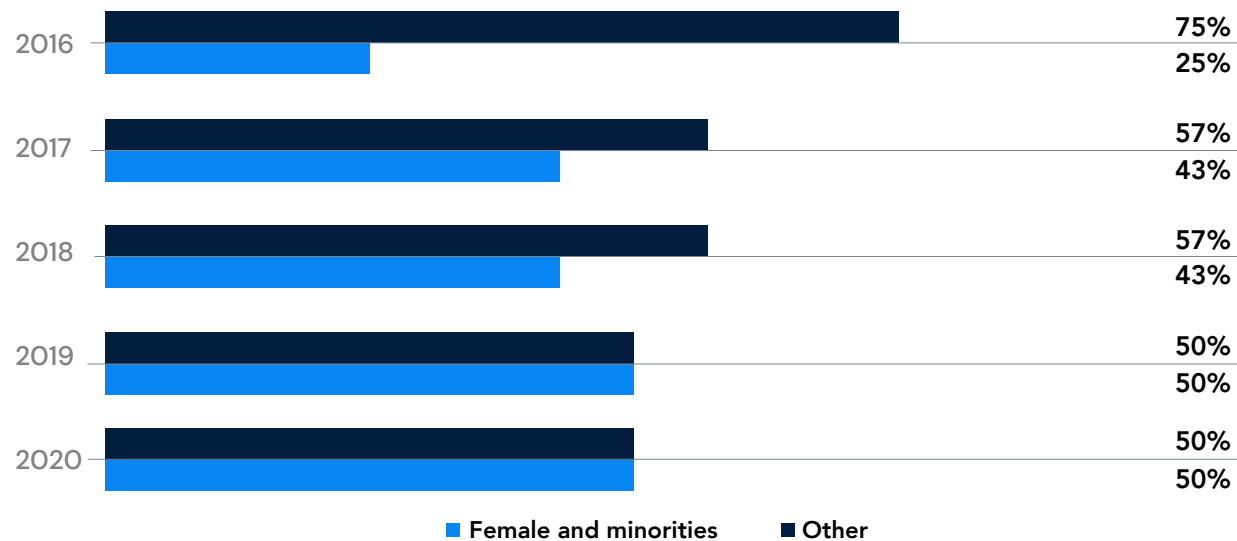
### Employees by race

	Asian	Black	Hispanic	White	Other	Not specified**
All ICF	9%	10%	7%	55%	4%	15%
Officers*	5%	6%	3%	76%	1%	9%
New Hires	10%	11%	9%	48%	7%	15%

\* Vice presidents, senior partners, senior vice presidents, and chief officers

\*\* Employee chose not to self-identify race/ethnicity or resides in a country where the collection of such data is prohibited

### Our board of directors



# 42%

of our executive leadership team, who report to our CEO, are women or minorities.

## Pay equity

Every year, we examine our employee compensation to ensure we maintain pay equity. We have not identified any meaningful pay disparity across gender and race for comparable individuals in the same roles.

## Public commitment

Our president and chief executive officer, John Wasson, is now part of the CEO Action for Diversity. This public pledge and commitment will help us continue to foster an environment where we encourage complex—and difficult—conversations about diversity and inclusion; offer unconscious bias education for all employees; and learn from our efforts and use them to inform our strategic inclusion and diversity plans.

## Pay equity

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



## Developing careers and leaders

As a professional services company, our people and their talents are at the heart of what we do. Our long tenure and low turnover show how employee development and career growth has contributed to our success.

While the world around us and the industries we support are constantly changing, the skills of our people are evolving with them. We support employee growth through training, mentoring, and experiences that help them achieve their professional goals.

### Career planning tools

Our career planning tools outline pathways to allow employees to reach their potential.

- We encourage **informal learning** through centers of practice, panel discussions, and professional associations.
- We tailor **formal learning** programs for employees at every skill level and path. Our development program helps employees—whether technical/administrative, experts/individual contributors, or people managers—succeed in their current roles and prepare for the next challenge.
- We encourage **experiential learning** through 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 around our capabilities and services to better support our clients.

### Technology training

Our training focuses on the skills we need to support our clients' growth, sustain our enterprise-wide IT modernization growth strategy, and foster our current technology talent.

- We partner with industry-leading training providers LinkedIn Learning and Udemy to ensure access to quickly evolving technical training.
- We leverage certification training from industry partners such as AWS, Appian, Google, ServiceNow, and others that share best practices and deep industry knowledge.
- For learning needs not addressed by other programs, we use our Education Assistance program to secure training.

In addition, our **Technology Learning Steering Committee** develops a learning strategy for all of our technologists companywide.

### Business development training

Supporting growth is a shared responsibility—from those responsible for setting strategy to those who are closest to the daily needs of our clients. Our **Business Development Exchange (BDX)** panel discussions are open to all employees.

### Talent development

# 36,000

hours of learning completed

# 1,000

managers developed through tailored learning and experiences

# 410

formal mentor-protégé relationships established with 11,000 hours invested

# 88%

of employees received performance reviews to guide their growth

They cover topics across the business development life cycle: identifying leads through finding opportunities, capturing the work, and delivering results that lead to more work.

### Project management training

Our project management learning continuum spans fundamentals for new project managers to advanced certifications for our more seasoned leaders. We recently added courses for building financial acumen that include project financials, budgeting, forecasting, and reporting.

Our **Project Management Exchange (PMX)** webinar series teaches project management techniques through interactive question-and-answer sessions.

### People management training

Building our people management skills is a priority.

Our **Managing People Exchange (MPX)** offers guidance and real-world examples from exemplary managers who prioritize employee engagement in powerful ways.

**Managing Others**, a program for new managers, is designed to build the skills, behaviors, and habits needed to manage others effectively in a growing organization.

### Leadership training

Building a pipeline of leaders is important to our long-term growth.

Our **Exceptional Leader Program**, which was fully virtual in 2020, is a three-day, interactive learning event for high-potential leaders. The program sharpens participants' engagement, team effectiveness, and strategic leadership skills.

Perhaps our most intensive leadership development program, the **Accelerated Leadership Challenge**, prepares participants to lead for greater impact. They join innovation teams and compete in simulations that build business acumen, as well as critical and design thinking capability.

Our partnership with **ExecOnline** provides our 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.

### New tools and resources

While we offer a robust set of long-standing programs and offerings, we are always incorporating new tools and platforms. Here are a few highlights.

Spark Labs is our strategy offering that accelerates problem solving through collaboration with our domain experts. Our **Innovation through Spark Labs toolkit** brings methodologies of design thinking and agility into how we approach our work.

As part of our diversity and inclusion program, we developed an **inclusive language guide** to put people first, rather than descriptors. We also developed a **D&I interview guide** to ensure hiring managers are prepared to speak about our culture and diversity goals with candidates.

Our **change management toolkit** brings a structured approach and set of tools, templates, and resources to our projects.

# Supporting health and wellness

While our work is rewarding, most employees also seek growth, balance, community, well-being, and stability. This was especially true with the challenges of 2020, which took a heavy toll on so many.

Our employee support is holistic—encompassing resources to address urgent needs arising from the pandemic and those to encourage long-term well-being. Though our benefits vary **by location**, we routinely monitor the marketplace to ensure we're offering quality benefits that reflect best practices and the latest changes in our environments around us.

## Pandemic-related resources

As our employees navigated unprecedented challenges around the world, we took meaningful steps to address their immediate needs.

**Enhanced health offerings:** We bolstered our health and wellness offerings to include enhanced sick leave benefits, free mental health support tools, and a deductible credit for care related to COVID-19. We also expanded health benefits to include virtual consultations.

**Financial support:** As needed, we provided furlough status to protect the benefits coverage availability for employees. We also led the way with subsidizing COBRA coverage for former employees, a year before the U.S. government requirement was in place. And when COVID-19 cases were surging in India, we provided local business credits for our colleagues that they could use for groceries and food delivery.

**More flexibility:** As the majority of our teams shifted to remote work, we also extended greater work flexibility. Always looking out for each other, some of our employees donated their vacation hours to colleagues in urgent need of time off.

**Assistance for families:** Many parents struggled to balance remote work with child care and home schooling. In response, we provided access to a range of family support services, including webinars, online summer camp sessions, child care search support and discounts, elder care resources, and more. We also took steps to make sure families had access to prior child care savings funds when their child care resumed.

## Foundation for long-term well-being

Throughout, we offered new ways for employees to become more resilient and intentionally focused on their long-term well-being.

We provided all employees access to a collection of global resources focused on collaboration, resilience, and working remotely. We developed a people manager's employee engagement toolkit with resources and tools to measure, address, and boost employee engagement during periods of uncertainty. To show our appreciation for the flexibility, adaptation, and resiliency our employees showed, we sent each of them a year-end care package that included credits to select a meaningful gift of their choice from hundreds of options.

We also curated a well-being hub on our intranet that gave employees easy access to a variety of global resources on topics such as mindfulness, home life, and self-care. We offered a series of webinars focused on well-being topics such as emotional health, nutrition, and COVID-19 prevention strategies for kids returning to the classroom. Finally, we promoted physical wellness through our annual virtual walking challenge.



"I can't emphasize enough how important it is to step away from work when you can, immerse yourself in activities that bring you happiness, and prioritize your mental and physical health."

— John Wasson, chairman, president, and chief executive officer, in a message to employees included with their year-end care packages



## Best place to work for parents

We are proud Parents@Work named us as one of the Best Places to Work: for [moms](#), for [dads](#), and for [parents working remotely](#). Our employees agree. Here are the top reasons they enjoy being working parents at ICF.

- Flexible schedules
- Remote work options
- Gender-neutral parental leave policy
- Adoption benefits
- Career development and mentoring
- Parental communities
- Preferred service providers for child care and elder care



Fatherly • *Scary Mommy*



Fatherly • *Scary Mommy*



Fatherly • *Scary Mommy*

## Celebrating our culture champions

In 2019, we created the annual ICF Values Awards program to honor one of our founders, [Colonel Clarence “Lucky” Lester](#), a Tuskegee Airman and war hero. These prestigious annual recognition awards—which we affectionately refer to as the “Luckys”—honor a very small group of employees who best embody [our values](#) and exemplify the innovative spirit of Lucky Lester and his fellow founders. Handpicked by our executive leadership team, the recipients of the Luckys have the powerful and unique qualities needed to push industries, clients, teams, and themselves forward. They truly represent the best of ICF.

In 2020, we honored eight exemplary employees as they lived our values and inspired their teammates to do the same.

### Interact with integrity. Michele

**Stein** manages our work for the Head Start program, under the U.S. Department of Health and Human Services’ Administration for Children and Families. This notable program provides early childhood education, health, and other critical services to low-income families. She displays passion and dedication to her work, strong advocacy for her team, and savvy business acumen.



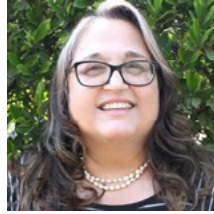
*“Transparency, integrity, and respect are the only ways that we can continue to ‘be greater than’ during these unprecedented times.”*

— Michele Stein, vice president, public sector

# 97%

of eligible fathers and 100% of eligible mothers took leave in 2020.

**Bring your passion.** A 15-year employee and a 30+ year veteran of disaster management, **Dolores Acurso** is routinely deployed by our U.S. state and local disaster response clients to support communities and build resilience. There, she must constantly balance doing things right with doing things quickly.



*"I have an obligation to continue to mentor the next generation with the message: Bring your passion while never losing sight of those who have been impacted."*

— Dolores Acurso, senior director, disaster management

**Challenge assumptions.** **America Anguiano** has a passion for client service. In 2020, she made a major push to work with our clients to identify the right data and metrics, and use that information to better understand how to build more effective campaigns.



*"A teamwork environment, like we have at ICF, fosters friendship and loyalty that benefits both the organization and the individual."*

— America Anguiano, senior marketing analyst, ICF Next

**Bring your passion.** **Erin Sprinkle** is a customer service senior manager at one of our call centers. Erin never stops looking for ways to address a problem or drive improvement. In 2020, this included finding ways to make clients feel their projects remained secure as we shifted our teams to work remotely.



*"Most of the credit goes to our operations management team, who do whatever it takes to meet our project goals."*

— Erin Sprinkle, senior manager, consolidated business operations and support services

**Bring your passion.** **Amel Saebi** runs integrated marketing campaigns for our European-based clients. In 2020, she proposed a virtual event for the European Union's annual Sustainable Week. This event had previously been held in person. In only six weeks, Amel steered others to invent, develop, test, and implement the entire event online—with 4,600 daily attendees.



*"I am grateful and proud to work with a devoted and passionate team in these unprecedented times."*

— Amel Saebi, partner, ICF Next

**Work together.** Part of our corporate facilities team, **Sherry Mason** is the very embodiment of teamwork as she is passionate about providing excellent service to all. During the pandemic, she was instrumental in providing masks, sanitizer, and cleaning supplies in our offices and keeping our business operations on track as we transitioned to a primarily remote work environment.



*"I am grateful to work with such a diverse team that is passionate about what we do, approaches all challenges as learning opportunities, and aspires to accomplish something we can all be proud of."*

— Sherry Mason, director of business services

**Be greater than.** A first responder and emergency preparedness practitioner, **Meghan Treber** has led our Assistant Secretary for Preparedness and Response, Technical Resources, Assistance Center, and Information Exchange (ASPR TRACIE) project for seven years. Part of our U.S. Homeland Security and National Resilience Emergency Preparedness portfolio, the project provides technical assistance to U.S. healthcare workers and is the go-to source for information on health care system COVID-19 pandemic operations.



Under Meghan's leadership, we released a hospital operations toolkit for acute care hospitals' COVID-19 response. She also helped our disaster management team develop a podcast series for public officials to deliver critical information about available resources.

*"2020 has been a challenging year for everyone, but its intense focus on public health emergencies has allowed me to bring my passion in a renewed way to my work and to my clients."*

— Meghan Treber, senior director, public sector

**Bring your passion.** **Amanda Vargo** is a climate resilience specialist passionate about creating a more equitable and resilient future. She drives projects forward with decisiveness, including leading a first-of-its kind climate risk assessment for British Columbia. Amanda provides a rigorous quality control lens on all her projects. She creates space in conversations to get input from others and demonstrates an awareness of the value of gaining different perspectives.



*"I'm grateful to have found a home at ICF where every day I get to work with the best colleagues in areas I'm passionate about, like climate."*

— Amanda Vargo, climate resilience specialist

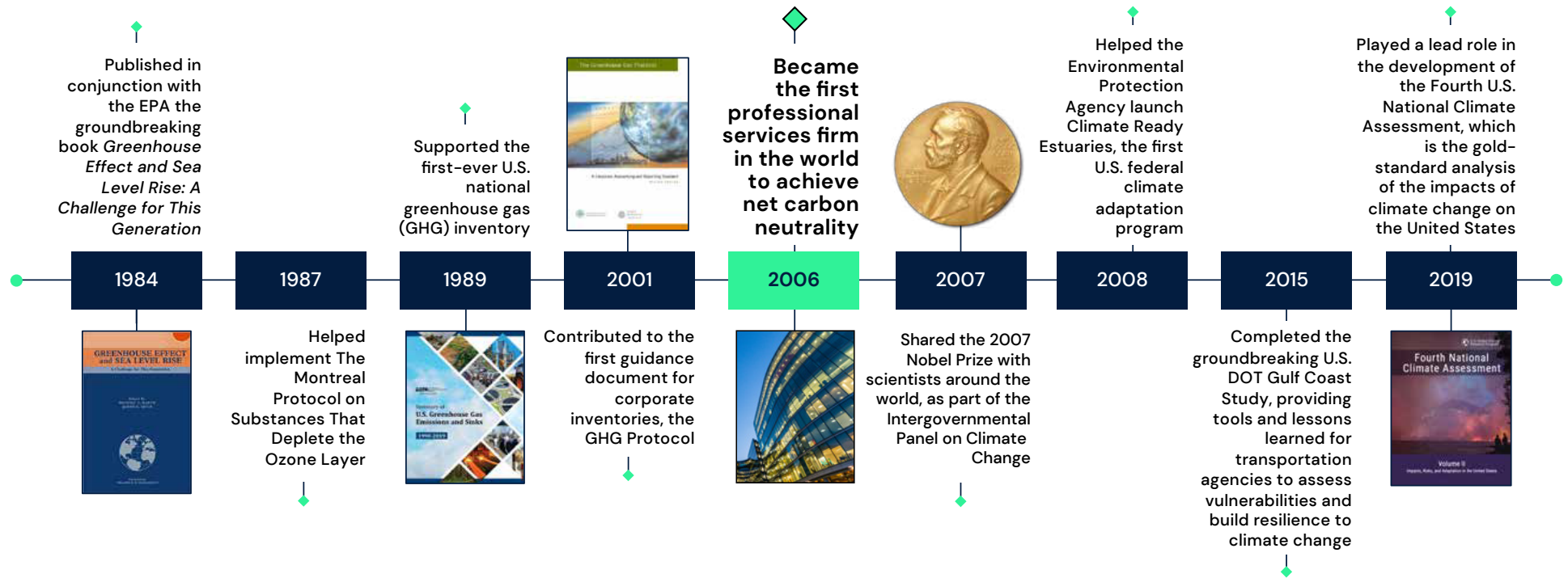


## Minimizing our footprint on the planet

Climate change is an urgent global priority. In the past year, we've seen heat and wildfires scorch the western U.S., extreme storms thrash nations across Asia, and heavy flooding inundate large parts of Europe. At ICF, we are committed to a shared future defined by ambitious actions, radically reduced greenhouse gas emissions, and CO<sub>2</sub> removed from the atmosphere. In the race to address climate change, we recognize that we are all in this together, so we must approach this challenge in a way that respects all people and nature. We are doing our part to curb climate change through the services we provide to our clients and by reducing our own carbon footprint.



## Our history in environment and climate



We are one of the largest climate consultancies in the world, with a 40+ year history of working with business, government, and nonprofit organizations to design and implement programs and policies that drive low-carbon transitions and build resilience against the effects of climate change. We have been at the forefront of many monumental global moments that led to transformative change as climate impacts intensify.

## Stewarding shared resources

The United Nation’s Decade of Action is focusing the world’s attention on making progress toward all 17 of the Sustainable Development Goals. Urgent action to halt climate change is integral to successfully

achieving these goals because the impacts disproportionately burden the most vulnerable communities and people.

We help clients combat climate change and achieve their decarbonization targets. We advise governments on climate policies that are equitable and build resilient communities. We help utilities run energy efficiency programs to keep millions of tons of greenhouse gas emissions out of the atmosphere. We are promoting biodiversity initiatives that protect fragile ecosystems, designing clean transportation strategies, and more. Our services supporting energy savings, carbon reduction, and natural resource protection programs represent 41% of our business—or approximately \$615 million annual revenue in 2020.

## Carbon neutral

Since 2006, we’ve measured, reduced, then offset carbon emissions—including emissions from our business travel and employee commuting. We were the first professional services firm in the world to do so.

## Making sustainable commitments

As a leader in climate change consulting, we recognized long ago our responsibility to reduce our impact on the climate. We are proud that we have been carbon neutral for 15 years, but we are committed to further reducing our greenhouse gas (GHG) emissions. To drive our progress, we set ambitious GHG reduction targets for 2025.

### Aggressive

Reduce by 60% absolute scope 1 and 2 emissions<sup>5</sup> by 2025, compared to our 2013 emissions.<sup>6</sup> With our 2020 emission inventory, we have reduced these emissions by 93% since 2013.

### Science-based increased ambition

- Reduce absolute scope 1 and 2 GHG emissions 23% by 2025 from a 2018 base year
- Continue annually sourcing 100% renewable electricity through 2025
- Reduce scope 3<sup>7</sup> GHG emissions 30% per benefits-eligible employee by 2025 from a 2018 base year

Our target (with its three components) is based on the concept of a global carbon budget that will limit global warming to well below the internationally recognized target of 2°C. In March 2021, the Science Based Targets Initiative approved our target, adding ICF to the list of pioneering companies driving change to a zero-carbon economy.

### Reduction is the first step

Since 2006, we have maintained our carbon neutral status—including emissions from business travel and employees' commutes. Our strategy to remain carbon neutral involves three vital activities:

#### Reduce

- Lease more energy efficient facilities
- Maximize virtual tools to travel less
- Provide a generous benefit to incentivize our commuters to use mass transit
- Engage our people to work sustainably and use less energy
- Purchase eco-friendly products

#### Buy renewable energy

- Purchase renewable energy certificates (RECs) equivalent to 100% of the electricity used by our global operations

#### Buy carbon offsets

- After taking the measures above, buy high-quality emission offsets equivalent to the GHG emissions of our global operations (including those from business travel and employee commuting)

### Public commitment and alignment

We engage with organizations and initiatives, both in our corporate reporting and in support of our clients' climate strategies. We firmly believe transparent sustainability disclosures that align with globally recognized organizations, initiatives, and frameworks are needed to push the global economy toward a shared zero-carbon future.

## Science-based

We set science-based targets—an approach to a zero-carbon economy that boosts innovation and drives sustainable growth.

<sup>5</sup>Definitions: scope 1—direct GHG emissions from sources owned or controlled by ICF and scope 2—GHG emissions from purchased electricity and steam

<sup>6</sup>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

<sup>7</sup>Definition: scope 3—GHG emission sources beyond the walls of ICF facilities

- Boston College Center for Corporate Citizenship
- CDP (formerly the Carbon Disclosure Project)
- Global Resilience Partnership
- Greenhouse Gas Protocol
- International Organization for Standardization (ISO) 14001
- Professional Services Sustainability Roundtable
- Science Based Targets Initiative
- Sustainability Accounting Standards Board (SASB) Standard for Professional & Commercial Services\*
- Task Force for Climate-Related Financial Disclosures\*
- United Nations Global Compact\*
- United Nations Framework Convention on Climate Change
- U.S. Global Change Research Program

\* See our disclosures at end of this report

## Understanding our impact

Every year, we conduct an inventory of the GHG emissions across our global operations, which is then 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 is how we gauge our progress and how we set our future goals.

Our strategy to reduce emissions focuses on the primary sources of those emissions. In 2020, the primary sources of emissions include:

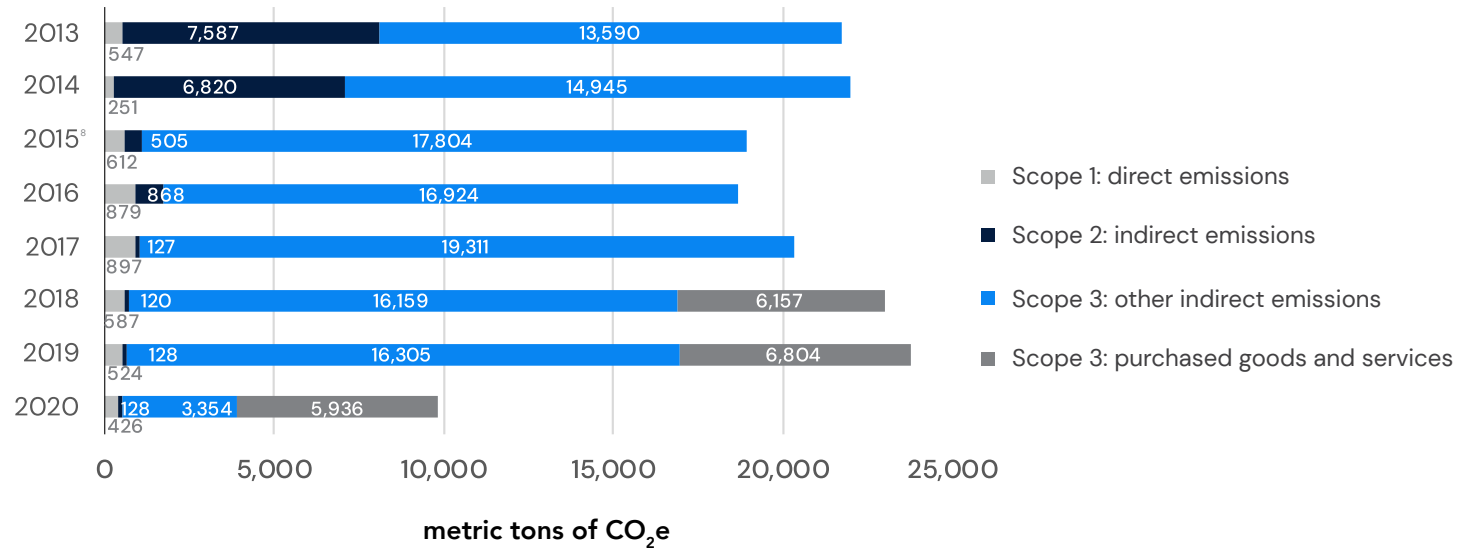
- Facility-related emissions: 4% (after purchasing renewable energy certificates)
- Business travel-related emissions: 20%
- Emissions generated by our commutes: 16%
- Emissions embedded in our purchased goods and services: 60% (our second year reporting this data; represents a significantly larger proportion of total emissions due to reduced business travel and commuting during the pandemic)

For comparison, in a typical year, emissions from our business travel and employee commutes represent about 70% of our GHG footprint.

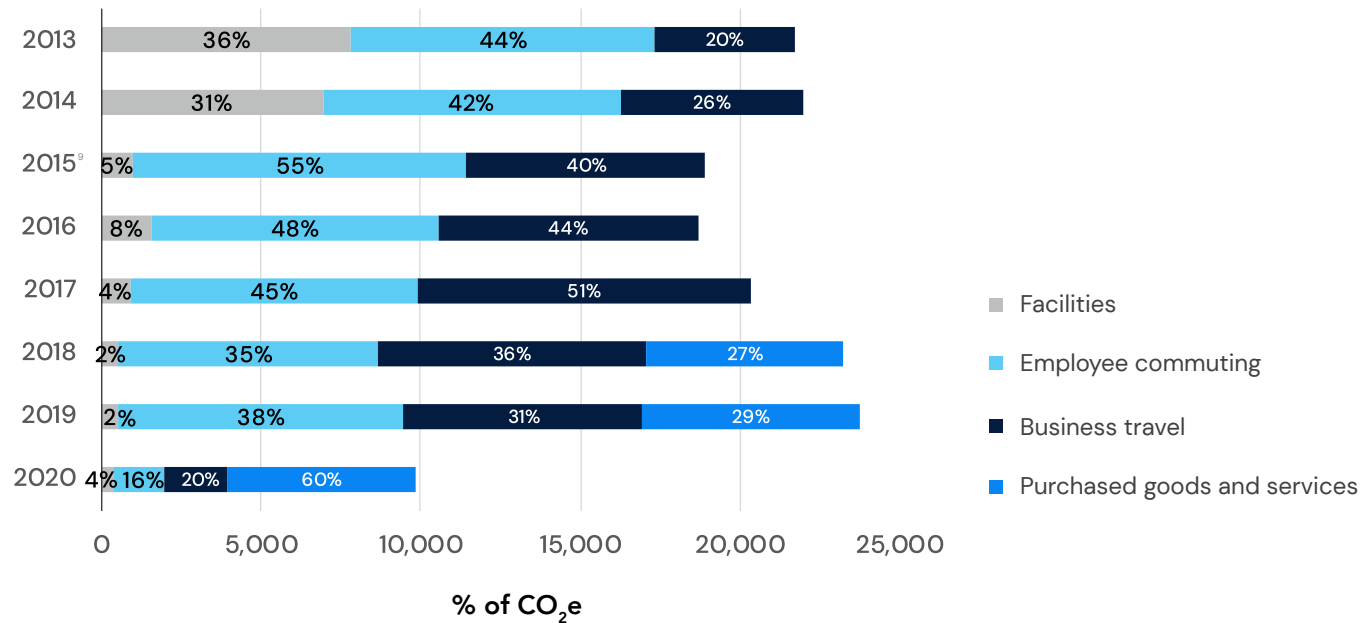
## Trends in emissions over time

Thanks to our efforts to both reduce energy use and buy renewable energy, absolute emissions from ICF facilities have decreased 93% since our 2013 baseline.

Emissions by scope (metric tons of CO<sub>2</sub>e)  
Indicates level of operational control



Emissions by source (% of CO<sub>2</sub>e)



<sup>8</sup> Decrease in scope 2 emissions is due to the purchase of renewable energy certificates.

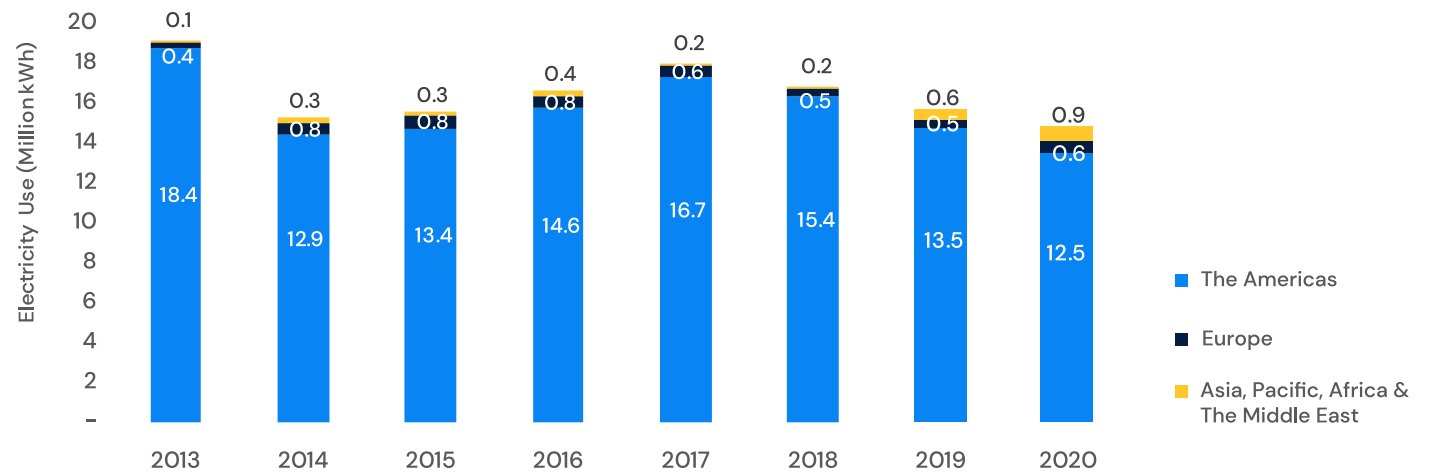
<sup>9</sup> Decrease in facilities emissions is due to the purchase of renewable energy certificates.



### Electricity used by our global operations

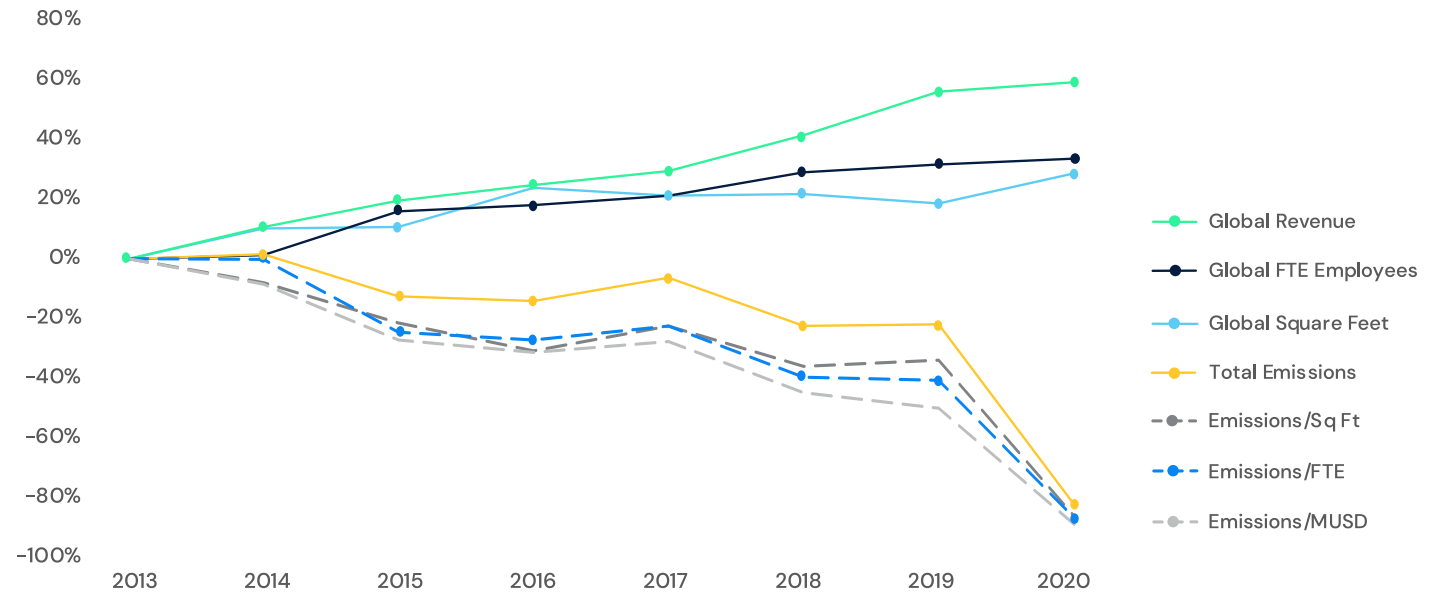
We tally our electricity use at the end of each year and purchase renewable energy certificates (RECs) equivalent to 100% of the electricity used by our global operations. As a tenant in all of our facilities, buying green power directly from the grid is not an option, which is why we purchase RECs.

Electricity use by geography



### As we grow, emissions decline

Since establishing our baseline emissions in 2013, we have shrunk our carbon footprint by every measure: in absolute terms, as well as emission intensity per employee, revenue, and leased space. This graph depicts scope 1 and 2 emissions, plus calculated scope 3 emissions (business travel and employee commuting).



# Taking action

Our sustainability strategy begins with mitigation. We make our environmental footprint as small as possible while serving our clients with excellence. Key initiatives to achieve our sustainability goals include:

- Buying renewable energy
- Reducing our facilities footprint
- Minimizing emissions from business travel and commuting
- Purchasing responsibly
- Prioritizing reduction and reuse over recycling
- Conserving water
- Managing for continuous environmental improvement
- Assessing our climate risk
- Assessing our climate opportunities
- Partnering for sustainability
- Growing a culture of sustainability
- Sponsoring an internal, employee-led “Green Team”
- Reporting on sustainability performance
- Guiding clients on a sustainable path
- Investing in verified carbon offsets

Our commitment to these initiatives helps us meet our environmental objectives, reduce costs, and inspire confidence in our people that we act upon our principles.

## Buying renewable energy

As a tenant in all of our office locations, we do not control the selection of energy providers. Therefore, to ensure we put renewable energy into the grid equivalent to what we use, we purchase renewable energy certificates (RECs in the United States and comparable certificates in other markets).

A REC represents the environmental benefits associated with one megawatt-hour of electricity generated from renewable resources. Guided by our renewable energy experts in 2020, ICF purchased Green-e certified RECs equivalent to 100% of the 2020 electricity used at our offices worldwide.

Purchasing RECs increases the demand for green energy and creates an incentive to expand the supply of low-carbon generation facilities.<sup>10</sup> We will purchase RECs for our 2021 electricity usage when we finish our next inventory in the summer of 2022.

## Reducing our facilities footprint

During most of 2020, the vast majority of our employees were working remotely due to the pandemic. Yet our work continued smoothly as we transitioned to home offices and virtual collaboration. We are proud of how well we continued collaborating, maintaining productivity, and growing the business.

Now we are granting employees greater flexibility to work remotely, which will help decrease our future facility footprint. In fact, this year we were able to reduce the square footage of our leased space by 6% by closing and consolidating offices to optimize our use of space.

<sup>10</sup> GHG Protocol Scope 2 Guidance, section 8.2.4, pg. 71



Rendering of our new headquarters in Reston, Virginia opening in 2022

## Leasing green facilities

When selecting office space, we seek and prioritize leases in sustainable buildings 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 our new global headquarters in Reston, Virginia. Currently under construction and opening in 2022, the facility is being designed to achieve LEED and ENERGY STAR certification.

**50% of our employees based in ICF offices work in sustainable facilities.**

City (alphabetical order)	ENERGY STAR Score	LEED Certification	Electric Vehicle Charging Stations
Chicago, IL (W. Adams Street)	86 (2019)	Building: Silver (2019)	
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)	✓
Irvine, CA	77 (2019)		✓
Kansas City, MO	92 (2018)		✓
Los Angeles, CA, W. 5 <sup>th</sup> Street	93 (2020)	Building: Gold (2017)	✓
Los Angeles, CA, Century Park East*	81 (2019)	Building: Gold (2016)	✓
Minneapolis, MN	80 (2019)	Building: Gold (2019)	✓
New York, NY, 3 <sup>rd</sup> Avenue	82 (2019)	Building: Silver (2019)	
New York, NY, Wall Street*	75 (2018)		
Richmond, VA	80 (2018)		✓
Rockville, MD	83 (2019)	Building: Gold (2010) Interior: Platinum—floors 5, 6, 7, 8 (2012) Gold—floors 1, 2 (2014)	✓
Sacramento, CA	78 (2019)	Building: Gold (2015)	✓
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)		

\*Closed as of the fourth quarter of 2020

## 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. This included updating the conference center, so it is now certified to the LEED Platinum standard.

## 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. During the 2020 period of extended remote work, the HVAC systems were adjusted accordingly for reduced occupancy.

## Employing lighting controls

Now a standard for all of our new offices, we use electronic lighting controls to conserve energy in unoccupied spaces. Product specifications indicate an expected energy savings of 10%–50%. During 2020 and our period of extended remote work, these controls ensured electricity was not wasted illuminating unoccupied space.

## Applying green IT policies

Our policies require all laptops be EPEAT Gold certified and all IT equipment be ENERGY STAR qualified. This optimized equipment uses 25% less energy than alternative options. 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 and employee commuting

Some of the largest emission sources often lie beyond the walls of our buildings. We acknowledge our responsibility for emissions from business travel and employee commutes, and work to reduce them while still maintaining critical client and colleague interactions.

In 2020, most of our collaboration took place virtually due to the pandemic. Our travel policy advises employees to first consider whether a virtual meeting will meet the objectives of the planned meeting. We expect some collaborations that previously required in-person meetings will transition to virtual as the norm, which will help minimize future emissions.

## Collaborating effectively virtually

All employees have access to communication technology to collaborate from a computer or mobile device. We use technology to connect with each other; manage projects; capture free-form brainstorming; create data visualizations, sophisticated visual presentations, and videos; and collect feedback through surveys.

We have upgraded approximately 80 of our conference rooms to accommodate higher-quality virtual presentations for when we return to our offices, post pandemic. We installed sophisticated cameras with high-definition images and audio; 360-degree view; active speaker tracking; and pan, tilt, zoom, and split-screen views.

Virtual platforms and enhanced collaboration tools not only allow us to telework more effectively but also help us replace business travel with virtual meetings, where feasible.

## Purchasing sustainable aviation fuel

While our business travel was greatly reduced during the pandemic, we developed a new long-term avenue to address our staff's travel emissions by purchasing sustainable aviation fuel certificates from British Airways. The certificates represent carbon reduction through clean fuel—in this case, refined cooking oil. The certificates enabled the purchase of enough sustainable aviation fuel to power over 90% of the distance traveled by our employees on British Airways flights during a typical year of travel. Purchasing these certificates also provides essential funding for the development of clean fuels for flight—supporting a future where we can all travel sustainably.

## Understanding our commuting emissions

Each year, our Earth Month initiatives include an annual survey of employees' commuting practices and preferences. Survey responses inform our GHG inventory and mitigation efforts. For our 2020 inventory, we calculated commuting emissions based upon our time in ICF offices—extrapolating from the 2019 survey. To calculate commuting emissions during our extended period of remote working due to the pandemic, we used data from cardkey entries at all our offices. We will resume our annual commuter survey in 2022.

## Subsidizing mass transit

To reduce the emissions of our employee commuting, each year, we provide a subsidy for U.S. employees who use mass transit. In a typical year, more than 1,000 employees used this benefit—an investment of approximately half a million dollars.

## Supporting our cycling commuters

We offer a 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 Peloton teams, mapping routes, and offering instruction on bike safety and maintenance.

## Purchasing responsibly

We work with suppliers to measure, manage, and minimize our environmental footprint. Our requests for emissions data and expressed preferences for more sustainable products and services promote transparency, accountability, and carbon-reducing action. For example, our furniture suppliers provide us a report of embodied carbon (CO<sub>2</sub> emitted in producing the materials). Our computers must be registered as EPEAT Gold. Our travel management vendors provide reports tailored for our GHG inventory. Car rental companies know we want fuel-efficient options. Preferred hotel chains need to demonstrate sustainable measures. Office supply vendors must include sustainable products. And the list goes on.

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 when supplying products or services to ICF. We encourage our suppliers to measure, set targets, and reduce the impact of their operations on the environment, including setting a carbon reduction goal. We further encourage our suppliers to publicly report their performance.

## Prioritizing reduction and reuse over recycling

We keep a circular economy in mind, optimizing our use of resources. We maintain company-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.

## Reusing and recycling IT equipment

During 2020, we reused or recycled 6,700 assets, weighing 46,000+ 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 our retired computers benefited the environment in several ways.

Saved **\$300,000+**  
in resources

Saved energy equivalent to  
electricity used to power

**231** U.S. households for one year

Avoided GHG emissions  
equivalent to removing

**376** passenger cars  
from the road for one year

### Reducing 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 sent to landfill by reusing, recycling, and composting. In our offices where we have 30 or more employees, building management maintains recycling programs. Several offices also have composting programs that redirect waste from landfills.

### Conserving water

Our LEED-certified offices are constructed to include high-efficiency water fixtures. We have also installed high-efficiency toilets and upgraded faucet aerators in some of our largest offices. Many of these fixtures use up to 50% less water than conventional fixtures.

### 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 GHG emissions of our offices, business travel, and employee commuting. Additionally, our UK offices in London, Leeds, and Birmingham have certified environmental management systems that adhere to the ISO 14001 standard. These offices received annual certification from 2012–2019. The planned ISO audit for 2020 was postponed until we return to our offices.

## Assessing our climate risks and opportunities

In March 2021, we announced support for the Task Force for Climate-Related Financial Disclosures' (TCFD's) recommendations for transparent climate-risk management. We embrace TCFD's pillars, taking into consideration climate-related risks and opportunities in our governance, strategy, risk management, and monitoring. We consider the physical risks (such as a disruption of operations) and transition risks (such as policy constraints on emissions, imposition of a carbon tax, or market shifts). The Governance section of this report describes our senior management's role in managing and incorporating these considerations into our overall risk management and corporate strategy. Below we describe some risks and opportunities we have begun to assess and our plan for a more detailed analysis.

### Opportunities posed by climate change

Transition to a low-carbon future creates opportunities for innovation, growth, and efficiency. Here are some opportunities on our horizon.

**Expanded services and markets.** Many of our clients face significant regulatory risks associated with climate change, including mandatory caps on GHG emissions, changes in regulation that change relative prices of energy and material inputs, and changes in regulation associated with new and existing construction and transportation. Our portfolio of services and the markets we serve may expand as more organizations assess and manage relative risks, adapt to changes in regulation, and develop strategies to decarbonize. We introduced the [ICF Climate Center](#) as an additional way to offer clients insights and research that combine experience, science, and predictive analytics to advance climate action.

**Resilience.** Our longtime preparation for transitioning to a low-carbon economy positions our firm as climate resilient. We have the strategy, processes, tools, and expertise in place to manage in a carbon-constrained future. For example, if new climate regulations emerge, we are well positioned to thrive.

**Resource efficiency.** As leases for less energy-efficient office space expire and we move into more sustainable space, we will reduce operating costs.

### Physical risk analysis

In 2016 and 2018, our climate experts conducted a climate and extreme weather vulnerability assessment of our operations. A reassessment was postponed due to the pandemic. 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. ICF considered each facility's exposure, sensitivity, and adaptive capacity to those specific hazards. The analysis addressed resilience of facilities, operations, office access, electricity supply, water utilities, IT systems, supply chain, package delivery, and ability to work remotely. Our analysis used data sets from multiple sources including National Oceanic and Atmospheric Administration, Climate Central, and local utilities. The analysis identified no significant short- or medium-term risks.

### Institutional resilience

The nature of our operations (professional services), our limited physical assets (we lease all of our facilities), and distributed locations limit our physical risks due to climate change. The dispersed locations of our employees help mitigate our vulnerability to extreme weather events. Additionally, our virtual collaboration tools enable all employees to work effectively, regardless of their location—as proven during our extended period of remote work. We expect this to continue to be the case, even as the intensity and frequency of extreme events increases in the future. Given ICF's position as one of the world's largest and longest-serving climate consultancies, we are optimistic about growth of our business, which helps organizations around the world meaningfully address climate change in their planning and operations.

### Transition risk analysis and more

As part of our commitment to the TCFD principles, we are expanding our analyses of climate risks. Our previous analyses

focused on physical risks under a single scenario. In the coming year, we will undertake an analysis that incorporates a range of scenarios, as recommended by TCFD. Specifically, we will use the scenarios developed by the International Energy Agency (IEA) and Intergovernmental Panel on Climate Change (IPCC) to consider how future population levels, economic activity, governance, social values, and patterns of technological change may affect our climate-related development. At a minimum, we will consider both a 2°C scenario (e.g., IEA Sustainable Development Scenario) and a business-as-usual scenario (e.g., IEA Current Policy Scenario), across a span of physical climate scenarios including the IPCC Representative Concentration Pathway 2.6 and 8.5 scenarios.

We will also perform a transition risk analysis using those same scenarios. The results of the analysis will enable us to assess the resilience of our strategic plans across the range of factors. We will identify options for managing plausible climate-related risks and potential opportunities through adjustments to our business tactics and operational approaches. We aim to complete our scenario analysis in 2022.

### Partnering for sustainability

We partner with other organizations to drive the consulting 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.

### Fostering 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 build awareness, engage employees, encourage adoption of sustainable practices, and cultivate a culture of sustainability.

We foster norms that promote accountability and transparency, and we celebrate sustainability accomplishments. For example, when our Tulsa, Oklahoma office received a platinum scorecard from Sustainable Tulsa for environmental stewardship, we invited the project leader to present the team's approach and achievement to a companywide Green Team event.

### Sponsoring a Green Team

Our employee-led, volunteer Green Team helps us identify and adopt sustainable practices. Each year we survey participants to identify areas of focus. In 2020, responsible investing surfaced as a hot topic. Our Green Teamers said that retirement investments are the biggest expenditure of our lives and they should reflect our values. And they wanted more fossil-free investment options in their retirement plan. Volunteers did extensive research and identified tools to facilitate responsible investing. Green Team made a compelling case and leadership agreed. We've now expanded the 401(k) options for our U.S.-based employees to include a self-brokered investment alternative, enabling a wide range of investment options.

### Rewarding contributions to sustainability

Our annual Volunteer Awards recognize employees who contribute significantly to our communities. Two awards each year focus on sustainability. Winners receive companywide recognition, a crystal memento, a gift card, and a \$1,000 donation to the charity of their choice. Past winners were recognized for leading colleagues in sustainability initiatives, for husbandry services at an amphibian conservation program, for maintaining hiking trails, and for promoting renewable energy in their communities.

### 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 (formerly known as Carbon Disclosure Project) through its climate change and supply chain questionnaires—the most rigorous and comprehensive of all climate reporting. The [CDP reports](#) we submitted in 2018, 2019, and 2020 each scored an A- (on a scale of A through D), indicating implementation of best practices for climate leadership.

### Investing in verified carbon offsets

We prioritize investments of time and money in sustainable initiatives that reduce emissions. We take inventory of the GHG impact across our value chain, including emissions from business travel, employees' commutes, and recently, our purchased goods and services. After taking measures to reduce our carbon footprint, we purchase verified carbon offsets that remove emissions equivalent to what our operations generate.

Our climate experts apply stringent criteria to ensure that the reduction would not have occurred without a carbon market. We purchase offsets equivalent to all scope 1 and scope 2 emissions, plus scope 3 emissions from business travel and employees' commutes. 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.

Our 2020 CDP report scored **ICF in the top 9%** of all responding companies.



Two of our Volunteer Awards each year focus on sustainability. Our 2020 winners included **James Zaiyouna**, a Green Team leader who helped us all become more eco-conscious, and **Courtney Carmichael**, an avid supporter of Ocean Conservancy.



# Making progress toward goals

With our 2020 inventory, we are on track to meet or exceed our targets. In terms of absolute emissions, we reduced net emissions resulting from our facilities (scope 1 and 2 emissions) by 93% compared to our 2013 base year.

Here is our latest progress toward our goals.

## Reduce by 60% absolute scope 1 and 2 emissions by 2025, compared to our 2013 emissions

Scope 1 and 2: Emissions	Metric tons of CO <sub>2</sub> e	Change
2013 Base year	8,134	Base year
2020	554	-93%

### Science-based target:

1. Reduce absolute scope 1 and 2 GHG emissions 23% by 2025 from a 2018 base year
2. Continue annually sourcing 100% renewable electricity through 2025
3. Reduce scope 3 GHG emissions 30% per benefits-eligible employee by 2025 from a 2018 base year

Scope 1 and 2: Emissions		Purchase renewable electricity	Scope 3: Emissions from business travel, commuting, 10%+ emissions from purchased goods and services <sup>11</sup>				
Metric tons of CO <sub>2</sub> e	Change	% of global operations sourcing RE	Metric tons of CO <sub>2</sub> e	Employees (benefits eligible)	Emissions (Metric tons of CO <sub>2</sub> e)/employee	Change	
2018 Base year	714	Base year	100%	16,775	6,105	2.75	Base year
2020	554	-22%	100%	3,948	6,321	0.62	-77% metric tons of CO <sub>2</sub> e / employee

<sup>11</sup> The Science Based Targets Initiative stipulates that organizations setting scope 3 targets must include a minimum of two-thirds of all scope 3 emissions in their target. Prior to 2020, emissions from business travel and employee commuting formed nearly 70% of our total scope 3 emissions. We demonstrate our commitment to a low-carbon future by exceeding the minimum requirements for scope 3 targets and including 10% of emissions from purchased goods and services in our approved science-based carbon reduction target.

# Guiding clients on a sustainable path

Beyond our internal practices as a company, we help clients plan and implement solutions that improve their environmental practices, enable them to transition to a low-carbon future, benefit stakeholders, and comply with regulations. We provide expertise related to innovative scenario modeling and impact measurement, climate science expertise, engineering capabilities, natural resource management experience, and effective policy. [The ICF Climate Center](#) regularly offers insights and research—powered by the work of our 2,000 climate, energy, and environment experts—for a low-emissions future. We have been featured in *The New York Times*, *The Wall Street Journal*, *Forbes*, and *The Economist*.

## Helping clients decarbonize

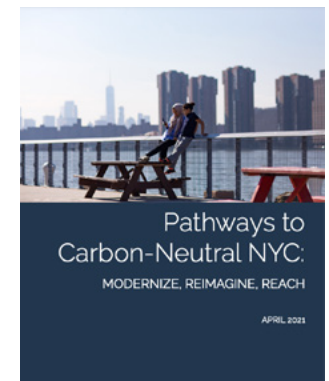
In 2021, we launched CO<sub>2</sub>Sight—a proprietary strategic planning and analytics platform to help utilities and government agencies more effectively plan for

decarbonization and carbon emission commitments. CO<sub>2</sub>Sight combines predictive models and more than 40 years of ICF experience in the energy sector with multisectoral approaches for climate planning into one cohesive, flexible platform. Paired with our expert consultants, the data visualization and analytics platform helps organizations understand interdependencies and develop actionable strategies to meet aggressive decarbonization and net-zero program goals.

CO<sub>2</sub>Sight’s data visualization dashboard provides a comprehensive view into how specific policies, technologies, and behaviors will impact outcomes. The platform supports intelligent modeling of factors including costs, revenue, power supply and demand, air quality and public health, GHG emissions, job creation, and more. Armed with predictive insights, government and utility planners have a roadmap for making more effective and informed investment, planning, and policy decisions.

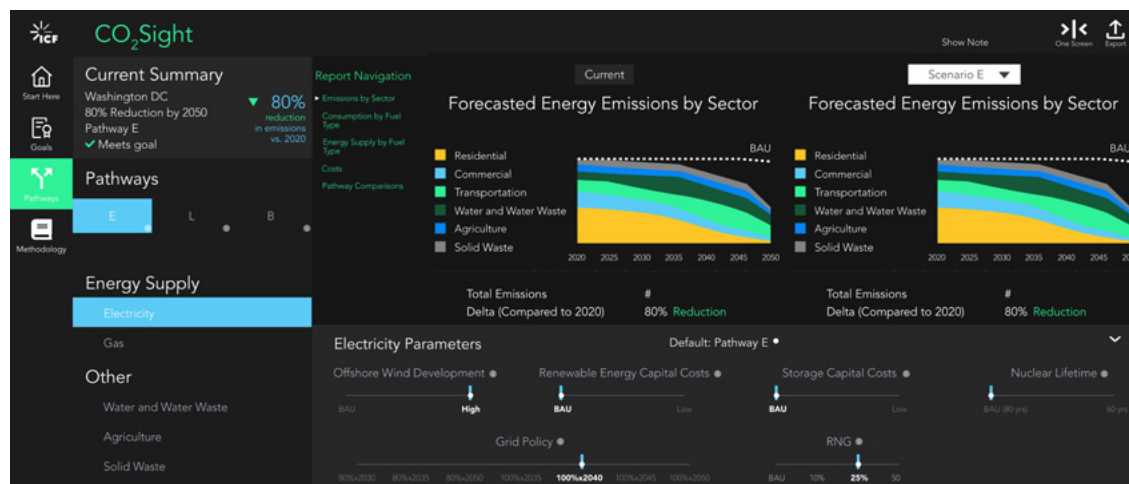
## Paths for New York City to be carbon neutral by 2050

In collaboration with the New York City Mayor’s Office of Sustainability, Con Edison, and National Grid, we helped produce [the most comprehensive scenario analysis](#) to date of the city’s energy supply and demand through the next 30 years



## CO<sub>2</sub>Sight decarbonization pathways dashboard

ICF’s CO<sub>2</sub>Sight decarbonization platform enables planning teams to evaluate and optimize future scenarios in a collaborative, visual environment.



## Awards for environmental leadership

In 2020, we received the following recognition for innovative leadership in tackling environmental issues:

### *Engineering News Record*

[Top 200 Environmental Consulting Firms 2020](#)

### *Climate Change Business Journal*

[Climate Change Adaptation and Resilience award 2020](#)

For making the business case for climate resilience investment in Miami Beach, Florida with key involvement from stakeholders and project partners

### *Environmental Business Journal*

[Information Technology Award 2020](#)

For an environmental monitoring project that uses drone technology and aims to restore hydrology and fluvial processes to the Otay River Valley, California

### *Environmental Business Journal*

[New Practice Award 2020](#)

For completing the Yolo Regional Conservation Investment Strategy, a proof of concept that is transforming how U.S. public agencies approach voluntary investments in environmental conservation

### *Environmental Business Journal*

[Technology Merit Award 2020](#)

For developing a modeling tool to assist in environmental review and permitting of offshore aquaculture operations—in partnership with U.S. National Oceanic and Atmospheric Administration

Drawing from our 40+ years as one of the world's leading climate consultancies, we proudly launched the **ICF Climate Center**. The ICF Climate Center generates science-based research and practice-driven perspectives that not only offer a better understanding of climate change, but also help organizations foster and accelerate innovation, and establish clear, practical pathways forward.



## Supporting our communities

We work to make our communities more equitable, just, healthy, and resilient—building a shared future where everyone can thrive.

## How we gave

Our approach to investing in our communities is to support our employees' philanthropic passions. It is reflective of our culture and a heartfelt employee engagement strategy. Our 1-to-1 match of their personal donations—up to \$5,000 each year—is a meaningful way to double the impact of their personal giving. Together, we are addressing global disasters, helping nonprofits that strengthen communities and families, supporting research for life-threatening conditions, and much more.

In response to the tremendous need, disparities, and racial injustice laid bare by the events of 2020, our employees donated vigorously. ICF then matched

the \$515,000 our employees donated through our giving platform, plus made other gifts, for a total of \$714,000 in cash giving. Together with our employees, ICF donated \$1.229 million to charities in 2020.

### Clear priorities

Our giving platform makes it possible for employees to donate to any 501(c)(3) in the United States, and to charities with equivalent status in many other countries. Clearly, protecting the most vulnerable people and communities in society and ensuring equity for all is a priority for us. As our employees made thousands of gifts, these nonprofits, listed in order of magnitude, received both the greatest number of donations and greatest volume of dollars.

# \$714,000

corporate cash donations

+







# \$515,000

employee cash donations through our giving program

# \$1,229,000

total cash donations

Nonprofit organization	Link	Mission
American Civil Liberties Union Foundation	<a href="#">↗</a>	Supporting those whose civil rights are in severe jeopardy
NAACP Foundation and NAACP Legal Defense and Education Fund	<a href="#">↗</a>	Working for economic opportunity and education, and fighting for environmental climate justice, equitable healthcare, and voting rights
Race Forward	<a href="#">↗</a>	Helping people take effective action toward racial equity
Northside Achievement Zone	<a href="#">↗</a>	Working to permanently close the achievement gap and end generational poverty in Minneapolis, Minnesota
Lawyers' Committee for Civil Rights Under Law	<a href="#">↗</a>	Securing equal justice for all through the rule of law

Nonprofit organization	Link	Mission
Thousand Currents		Partnering with grassroots groups and movements that are creating lasting solutions to our shared global challenges
Equal Justice Initiative		Working to end mass incarceration and excessive punishment, challenge racial and economic injustice, and protect basic human rights for the most vulnerable people
Feeding America		Working to end hunger
The Bail Project		Combating mass incarceration by disrupting the money bail system and restoring the presumption of innocence
Capital Area Food Bank		Providing equitable access to food and opportunity to people struggling with hunger and food insecurity
World Central Kitchen		Using the power of food to nourish communities and strengthen economies through times of crisis and beyond

## Educating and empowering girls in rural India

Pardada Pardadi Educational Society (PPES) is a rural development program in Uttar Pradesh, India, that supports education, employment, and empowerment of girls and women to ensure their financial independence. PPES works with 1,700 girls and 5,000 women in more than 100 villages in western Uttar Pradesh. We [supported PPES](#) with donations totaling \$51,000 during the last two years, which provides uniforms, meals, and tablets for girls in the program.



## Volunteer efforts for a brighter future

When our communities were most in need, our employees stepped up. Volunteer leaders found creative ways to engage us in fun, meaningful opportunities that made a positive difference for our communities. Here are some inspiring stories from a year we will never forget.

### Hiring a virtual personal assistant

Our New York City, New York, employees offered virtual help in exchange for a donation to the Coalition for the Homeless and NYC COVID-19 Emergency Relief Fund. Volunteers offered services such as math tutoring, music lessons, and cocktail recipes designed to accommodate available ingredients. This creative fundraiser raised **\$2,500** to support those in need.



## Adopting a family for the holidays

Our Southern California offices coordinated with a local nonprofit to identify four families (with 20 children) who were struggling financially. The team quickly raised **\$4,700+**, along with toys, gift cards, a heater, a holiday meal, plus a Christmas tree and decorations. The donors experienced as much joy as those receiving the gifts.



## Collecting food virtually

Our Southern California offices held virtual canned drives raising **\$2,800+** for four local food banks: San Diego Food Bank, Second Harvest Food Bank Orange County, Los Angeles Regional Food Bank, and Feeding America Riverside – San Bernardino.



## Meeting challenges for the community

Our Chicago, Illinois, volunteer committee posted four simple challenges that colleagues could complete safely at home: donate food to local food pantries, write a letter to residents of nursing homes, send care packages to local animal shelters, and compete in a 5-K race, then share what organization they supported.



## Taking care of neighbors in need

Our Arlington, Virginia, office raised funds for Martha's Table, a charity that supports children and families in Washington, D.C., by providing food, clothing, and educational services. Together, we raised **\$6,800+**.



## Hosting a virtual auction

Our Metropolitan Washington, D.C. area offices held our 29th annual charity auction—in a completely virtual format. With a masquerade ball theme, volunteers solicited donations of nearly 100 must-have items for the catalog, raising nearly **\$40,000** for charity!



## Stuffing the bank

Employees raised **\$4,780** for the [Capital Area Food Bank](#), which equates to nearly 240 emergency boxes that provide healthy, nutritionally balanced meals for a family of four for up to five days.



## Raising funds for equity

Our people performance and learning solutions life events committee raised **\$5,400**. Donations were evenly distributed across



the National Association for the Advancement of Colored People (NAACP) Legal Defense and Education Fund, Black Visions Collective, and So Others Might Eat (SOME).

### Stretching food dollars

Our offices in Ann Arbor, Detroit, and Jackson, Michigan, teamed up to raise nearly \$400 for [Gleaner's Food Bank of Southeastern Michigan](#). The foodbank was able to buy items wholesale, allowing each dollar to go even further.



### Fighting pediatric cancer

Employees raised **\$1,150** for Ben's Run—an annual race that generated \$116,000 for pediatric cancer research at Children's National Medical Center in 2020.



### Spreading warmth

Our New York Wall Street office team raised nearly **\$600** for the [NY Cares 2020 Coat Drive](#), which purchased and distributed dozens of new coats to New Yorkers who needed them most.

### Helping wildfire victims

Employees raised **\$1,430+** for Direct Relief, California Fire Foundation, and Center for Disaster Philanthropy—organizations providing medical assistance and support recovery for evacuated and displaced victims of the West Coast wildfires.

### Inspiring female engineers

We were a lead sponsor of Girls Engineering Day for the Anaheim Unified School District in California. The event focuses on underserved populations of young female students interested in careers in science and engineering—and our experts hosted a session on environmental science.

### Making a difference by making masks

Employee volunteers made masks and shields for first responders, frontline workers, and other vulnerable populations. They shared their patterns, tips for sourcing materials, and photos of their potentially life-saving craftsmanship.



## 2020 Volunteer Award winners

The pandemic allowed us to appreciate the power of resilience and extend a helping hand to those in need. Our 2020 Volunteer Awards winners rose above and beyond to demonstrate our values and improve lives in their communities.

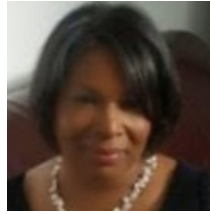
**Mary Sanders** supports disadvantaged families in her community, plans volunteer events for her colleagues—such as Red Cross blood drives and Making Strides Against Breast Cancer walks—and leads a chapter of Toastmasters International.



*"Volunteering is a small way I can pay it forward. My mom received a life-saving blood transfusion after a major car accident several years ago, so I know first-hand the importance of blood donation."*

- Mary Sanders, senior project manager, data collection and management solutions

**Almeta West** is known for her talent in planning, recruiting, and organizing her teammates for philanthropic causes. She focused their collective efforts on the American Cancer Society, the Salvation Army, and Zach's Toy Chest (supporting hospitalized children).



*"Knowing that I can help others with my abundance of resources—especially now when the need is the greatest—inspires me to want to help more people, not just in my local community, but beyond."*

- Almeta West, senior communications specialist

**Katie Wasson** organized purse drives for Julie's Purse Project—an initiative that collects new or gently used handbags, plus toiletries, for women who are unhoused or in shelters.



*"Our mission is to give the women who receive these purses a boost of confidence and sense of camaraderie. In each one we fill, we include essential items and a note that reads: 'I care about your situation. I wish you peace, safety, and the kindness of strangers.'"*

- Kate Wasson, senior proposal manager

**Jame Zaiyouna** led our companywide Green Team, a volunteer initiative to encourage more eco-conscious behavior. Jame planned meetings, wrote blogs, and engaged scores of colleagues on our social channel. His passion for sustainability is contagious.



*"I enjoy engaging people on their personal journeys to being more sustainable. I'm glad I could be a part of some co-workers' journeys as well as sharing my experience with colleagues."*

- Jame Zaiyouna, senior energy analyst

**De-Shunda White** co-chaired our annual charity auction and engaged employees throughout the D.C. metro area to raise over \$45,000 for many worthy nonprofits. De-Shunda recruited a large team of volunteers, solicited significant donations, and planned hundreds of details.



*"I'm at a point in my professional life where I can take a step back and admire how far I've come. To me, volunteering allows me to share that blessing with others. It's encouraging to know that offering a bit of my time can positively impact my community and someone else's life."*

- De-Shunda White, senior software application engineer

With a passion for community development and sustainability, **Courtney Carmichael** spent upwards of 150 hours volunteering to better her local community through Ocean Conservancy, Hands On DC, and DC Public Schools. She participated in river cleanups, cleaned out old school facilities, and painted classrooms.



## Ensuring value through governance

The future is not ours alone, it requires mutual responsibility. Good governance extends far beyond compliance. It mitigates risk, safeguards against mismanagement, and engenders confidence. It also increases access to capital—creating more opportunities for ICF and our employees, as well as building long-term value for our shareholders.

## Corporate governance rooted in universal values

We formalized our support for the UN Global Compact in January 2020.

When the United Nations launched the UN Global Compact in 2000, the goal was to underpin the global market with a set of universal values related to human rights, labor standards, environmental practices, and anti-corruption.

These values also form the foundation of our corporate governance and our [Code of Business Ethics and Conduct](#). Our policies, structure, and business processes help us operate ethically and in compliance with the law.

## Environmental, social, and governance oversight

While governance involves the actions and behaviors of all employees, it is a particular responsibility of our leaders as they guide ICF in accordance with [our values](#). These are some of our governing bodies with oversight of our ESG performance.

**Board of directors**—The board oversees the management of ICF and our strategies and priorities, with the best interests

of stockholders and consideration of employees and customers. It considers ESG matters as part of our enterprise risk management process and long-term strategic planning. It receives briefings on ESG matters from its committees and management, including updates regarding ICF's climate-related, cybersecurity, and other risks and opportunities.

**Governance and nominating committee**—The committee broadly oversees ESG matters by charter, which may include human rights and labor practices, with the active support of other board committees on specific topics. It evaluates how ESG issues are reflected in, and contribute to, our long-term strategy to create value for our stakeholders. It evaluates and addresses operational and investment priorities, as well as material risks and opportunities associated with ESG. It encourages the integration of significant ESG elements into our strategy and goals. It communicates as appropriate with stakeholders regarding our ESG-related priorities and accomplishments.

**Audit committee**—The committee oversees and administers our compliance and ethics program and oversees the Corporate Compliance Committee. It receives regular reports from the chief ethics and compliance officer. It oversees disclosure, including climate and data security risks and related disclosures.

## Good governance practices

Good governance practices

- As of the end of 2020, the membership of our board of directors was 87.5% independent, 37.5% female (including a lead independent director), and 25% minority.
- Our board reflects a range of talents, ages, skills, diversity, and expertise.
- Each director attended over 75% of applicable board/committee meetings in 2020.
- Our board has three independent standing committees, each operating under a written charter, chaired by an independent director, and composed entirely of independent directors.
- Our board has adopted comprehensive corporate governance guidelines to guide its oversight and leadership.
- Our board conducts an annual evaluation of the roles of the chair

of the board and chief executive officer.

- We have stock ownership guidelines for our directors and executive officers.
- Our board reviews our management talent and succession plan annually.
- The Human Capital Committee, in conjunction with an independent compensation consultant, routinely reviews our pay-for-performance executive compensation program.
- Neither our board nor our management has engaged in related party transactions.
- Our board has a strong lead independent director with clearly articulated responsibilities.
- All of our current directors are independent, with the exception of John Wasson, our chair, president, and chief executive officer.

**Human capital committee**—The committee oversees management performance and compensation. It provides feedback on our HR policies and our progress regarding equity, diversity, inclusion, and overcoming bias—as related to culture, succession planning, talent retention, business performance, and business strategy.

**Executive leadership team**—The team determines our business strategy and corporate priorities. It acts upon recommendations of the ESG council to integrate ESG principles into operations. It communicates our priorities for ESG matters.

**ESG council**—The council supports the integration of ESG principles into our business strategy. It oversees ESG reporting. It reviews recommendations from the corporate responsibility steering committee. It reports to the chief executive officer, is chaired by the executive vice president for corporate strategy, and is composed of senior executives.

**Corporate compliance committee**—The 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.

**Data protection officer**—The officer manages our global data protection and ePrivacy program to ensure we comply with data protection and ePrivacy regulations. The officer provides guidance regarding related best practices across the globe. The officer is subject to European Economic Area regulators' oversight and reports compliance findings to our executives and board of directors.

**Corporate project management office**—The office establishes project management best practices to maintain accountability, transparency, and fairness in our relationships with our stakeholders.

**Corporate responsibility steering committee**—The committee recommends strategies, policies, and initiatives that enhance corporate citizenship. It provides recommendations to the ESG council. It serves as a communication channel between employees and executive leadership regarding ESG matters. Its members represent all parts of ICF.

## Broad representation for focused action

Our corporate responsibility steering committee represents all parts of our global operations. Chaired by our vice president of corporate responsibility and with oversight by our executive vice president of strategy, the committee is comprised of:

- Leaders of corporate services
- Leaders of line/operating organizations (Commercial Marketing Services; Disaster Management; Energy, Environment, & Infrastructure; Europe & Asia; Public Sector)
- Leaders of employee volunteer organizations

## 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 values, and work responsibly. How we conduct our business is just as important as the services we provide. The code is designed to ensure accountability, transparency, equity, inclusion, and empowerment—among other values.

All employees have a responsibility to follow the code and report suspected violations. Anyone who reports a violation of the code is protected from retaliation. Violating the code may prompt disciplinary action.

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 communicate and publicize these channels across our intranet, through training and targeted email, and on posters in high-traffic office spaces to increase visibility.

### Ethical business training

Beginning with new hire orientation, our employees learn about our corporate policies that reflect [our values](#); guide our conduct to respect each other; build trust with clients and partners; build and protect ICF value; and guide us to work responsibly. Eligible employees take an annual [Code of Business Ethics and Conduct](#) course that improves their understanding of the code through relatable scenarios that show practical application.

### Examples of governance training for employees and contractors

- Diversity and inclusiveness; managing unconscious bias
- Anti-harassment
- Fair employment
- Anti-corruption
- Conflicts of interest
- Timekeeping
- Security awareness
- Cybersecurity
- Data privacy and protection
- Procurement
- Confidential information and intellectual property
- Human trafficking
- Reporting of violations, disciplinary action

### Examples of governance training for targeted audiences, based on role and location

- HIPAA—for those working with healthcare clients
- Security clearance refresher
- Insider threat awareness
- Anti-bribery and corruption
- Procurement integrity
- UK corporate tax and finance considerations

# 100%

Eligible staff completed training on our [Code of Business Ethics and Conduct](#), plus related governance training.

# Data security and privacy

Data privacy by design is a primary goal at ICF. [Our global data protection and ePrivacy program](#), overseen by our global data protection officer, 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). We institute data privacy, data security, and ePrivacy measures that safeguard personal and sensitive data. This ensures we honor data subjects’ rights and follow through on our privacy commitments. See our [privacy statement](#), which details our commitment to respect, protect, and process personal data responsibly in compliance with applicable laws, and explains the choices and rights individuals have regarding their personal data.

We align our internal procedures and processes, data systems, documentation, and supplier relationships to comply with globally recognized data protection laws and regulation.

## Ensure our data protection practices adhere to strict industry standards

Annually, we undergo independent third-party audits to secure multiple certifications, including:

- ISO 27001—an international standard that validates our ability to successfully manage information security
- Statement on Standards for Attestation Engagements 16—a standard that attests to our ability to report on compliance controls
- Service Organization Control 2—a report that attests to our core corporate systems as they relate to trust services principles and criteria for security, including confidentiality, integrity, availability, processing, and privacy

## Established clearly defined roles, policies, processes, and procedures

- Appointed a data protection officer in line with the requirements of the GDPR. Continued to maintain a global data protection team.
- Established and implemented data protection practices like Privacy by Design and Privacy by Default (PbDs), multifactor authentication, transparent and comprehensive privacy statements, and risk mitigation and escalation protocols.
- Continued to monitor constantly evolving international landscape for changing privacy and security requirements, including the implications of events like Brexit.

## Require all ICF employees and contractors to be trained in data protection

- Conduct annual mandatory training for all employees and contractors to ensure data protection awareness. Key topics include:
  - Global data protection laws and regulations, data subjects’ rights, our policies and procedures, and contractual obligations to ensure compliance
  - Data protection concepts and how they fit into our daily operations
  - ICF’s and our employees’ duties for staying alert and vigilant when treating personal data and properly safeguarding personal data
  - Employees’ and others’ rights as a data subject
- Provide supplemental, in-depth training for employees based on their roles to address duty-specific ways to safeguard personal data.

## Maintain rigorous monitoring of our vendors

- Monitor our vendors’ data protection compliance through rigorous data protection assessments.

# Climate-related governance

Management of our climate-related risks and opportunities involves many parts of our business—client services, real estate, travel, procurement, corporate IT, legal, benefits, and the list goes on. Our internal climate experts work with corporate business services and operations leaders to develop carbon emissions reduction targets and strategies to mitigate risks (such as increased costs of energy) and foster opportunities (such as readiness for a low-carbon economy and new service offerings in our climate business).

These are the climate-related roles and responsibilities governing and implementing our climate strategy. They are listed in sequence of increased oversight, culminating with our board of directors.

## Senior vice president of climate, energy & transportation

The senior vice president leads the climate-related advisory services line of business. The senior vice president serves two roles: (1) manages our climate practice; and (2) leverages subject matter expertise to advise the executive vice president of strategy and the vice president of corporate responsibility regarding the assessment and management of climate-related issues. The senior vice president assesses and reports climate and other environmental impacts. The senior vice president guides the development of a strategy and sets targets for reducing our impacts. The senior vice president shares best practices for operational efficiencies with our internal stakeholders. The senior vice president advises internal stakeholders regarding managing and achieving targets. The senior vice president participates on the ESG council. The senior vice president guides our purchase of renewable energy certificates and carbon offsets. The senior vice president meets regularly with the vice president of corporate responsibility, quarterly with the executive vice president of strategy, and as needed with other internal stakeholders across ICF.

## Vice president of corporate responsibility

The vice president coordinates our response to climate-related risks and opportunities. The vice president coordinates across our corporate services to gather climate-related data. The vice president works with the senior vice president of climate, energy & transportation to implement an approved strategy for managing and assessing climate change issues. The vice president leads our corporate responsibility steering committee regarding the assessment and management of climate-related issues. The vice president meets monthly with the senior vice president of climate, energy & transportation to monitor progress toward goals and plot improvement strategies, as needed. The monthly agenda includes updates on our footprint related to facilities, business travel, commuting, and supply chain; sustainability reporting; employee volunteer-led Green Team initiatives; and sustainability standards, among others. The vice president convenes meetings with stakeholders across ICF as needed and reports updates to the executive vice president of strategy on a regular basis and more frequently when needed.

## Executive vice president of strategy

The executive vice president reports to the chief executive officer and leads corporate strategy, which includes responsibility for monitoring climate-related risks and opportunities. The executive vice president convenes internal climate experts—led by the senior vice president of climate, energy & transportation—to identify climate-related risks and opportunities, benchmark against best practices, and propose operational changes, as needed. The executive vice president uses climate-related risks and opportunities to inform our strategy. As chair of the ESG council, the executive vice president presents recommendations to the council for operational or resource changes needed to meet carbon reduction targets.

The executive vice president briefs the chief executive officer regarding progress toward carbon reduction goals and significant



changes to climate-related opportunities and risks. As needed, the executive vice president proposes new carbon reduction targets for approval. The executive vice president briefs the board of directors on ESG initiatives and sustainability progress. The executive vice president provides climate-related information for inclusion in the annual SEC filing, proxy statement to investors. The executive vice president includes climate-related information in communications to investors. The executive vice president approves expenditures related to our corporate responsibility program, including the purchase of renewable energy certificates and carbon offsets.

The executive vice president reviews recommendations presented by the senior vice president of climate, energy & transportation and the vice president of corporate responsibility. The executive vice president manages the vice president of corporate responsibility. The executive vice president serves as executive sponsor for the corporate responsibility steering committee. The executive vice president monitors climate-related issues via regularly meetings with the vice president of corporate responsibility; quarterly meetings with the senior vice president of climate, energy & transportation and the corporate responsibility steering committee; and more frequent meetings as needed.

### **ESG council**

The council confers on climate-related risks and opportunities of the highest impact. It presents recommendations to the chief executive officer. It reviews annual climate-related reporting.

### **Chief executive officer**

As a member of both our board of directors (as chairman) and the most senior member of management (as president), the CEO serves as a connection point between the board's oversight and management's handling of climate-related risks and opportunities. The CEO assesses major risks to our company and reviews options for mitigation—to include annual risk assessments, evaluation and management of key risks to our business, and periodic reporting to our board of directors regarding the most significant risks to our

business. Climate and disaster risk is one of the risks evaluated by management as part of our annual assessment.

The CEO oversees the annual strategy process, which includes pursuing opportunities of climate and resilience, acquisition of new businesses, and siting of new business locations (including our new and more sustainable corporate headquarters). The CEO monitors and, where appropriate, responds to communications from investors—to include communicating our commitment and performance on sustainability, as presented in the proxy statement. The CEO approves resources for measuring, benchmarking, setting targets, and managing our carbon emissions; verifying and reporting our carbon impacts; purchasing renewable energy certificates; investing in low-carbon alternatives to meet reduction targets; investing in high-quality carbon offsets equivalent to the remaining carbon emissions that we cannot eliminate by efficiency. The CEO provides guidance for and approves new carbon reduction targets.

### **Board of directors**

The board oversees our enterprise risk management (ERM) process, which involves annual assessment of key risks to our business. Climate and disaster risk is among those evaluated as part of our annual assessment. The board monitors top-ranked risks as part of overseeing the ERM program. It receives quarterly reports on the program and briefings on top-ranked risks of the company throughout the year, as well as mitigation plans and implementation progress. While the board collectively oversees our ERM program and reviews our ESG program, our CEO is on the board and ensures appropriate attention and the allocation of resources to address our climate impact.

The board considers climate risk to inform strategy, at least annually, at reviews of our climate-related services.

The board reviews the annual report of our sustainability programs as part of the ESG disclosure in our proxy statement. It receives periodic updates on our ESG performance and reporting, including progress on recommendations of the Task Force on Climate-Related Financial Disclosure, among other climate-related issues.

## Human rights, fair labor practices, and ethical procurement

Our [Code of Business Ethics and Conduct](#) specifies how we maintain a safe and respectful workplace that's free of discrimination, prohibit and stand against forced or child labor or involuntary servitude, seek to procure with integrity, work responsibly, and ensure no retaliation for any expressed concerns of unethical conduct. The code applies to our employees, subcontractors, and consultants.

Our [policy against human trafficking](#)—which applies to our employees, subcontractors, and consultants—reinforces our Code of Business Ethics and Conduct and asserts our compliance with all applicable laws and respect for internationally recognized human rights. Our policy describes a recruitment and wage plan that ensures wages meet legal requirements, wherever we operate. Our policy also states that prohibition of forced labor flows down to subcontractors and consultants, as applicable. We strive to ensure there is no forced labor in any part of our business or supply chain.

We collaborate with experts, suppliers, contractors, and technology partners of diverse perspectives who, like us, wish to make a positive difference for our clients. 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 suppliers to commit to the same guiding principles we follow, as outlined in our [Supplier Code of Conduct](#). This includes our expectation that our suppliers provide a healthy and safe work environment; uphold human rights in the workplace and within their sphere of influence; and manage their environmental footprint. We encourage suppliers to take inventory of their carbon emissions and work to reduce them, because their emissions are part of our carbon footprint. We expect our suppliers to uphold the freedom of their employees to collectively bargain for improved conditions, without fear of retaliation.

## Objective advice

We present data-driven, nonpartisan, unbiased advice to our clients. It is important to our business that we manage and, where necessary, mitigate potential conflicts of interest that could compromise our independence. Our impartiality makes us a reliable resource for advocates on either side of many issues. Accordingly, we train employees how to recognize potential conflicts (personal and organizational) and avoid them. Our policies and processes intend to ensure new business does not compromise existing work or relationships. Our policies prohibit employees from charging their time or company resources for political activities. We do not contribute money or other resources to candidates, officeholders, political parties, or political action committees.

## Governance factors

These are some key factors of our accountability and governance.

Key factors	2020	2019	2018	2017	2016
Revenue (U.S.\$ millions)	\$1,507	\$1,478	\$1,334	\$1,229	\$1,185
Employees	7,000+	7,000+	6,000+	5,000+	5,000
Board of directors	8	8	7	8	8
Independent directors*	7 of 8**	6 of 8	6 of 7	7 of 8	7 of 8
Women on board	3 of 8	2 of 8	2 of 7	2 of 8	3 of 8
Minority and female directors	4 of 8	4 of 8	4 of 7	5 of 8	6 of 8
Board/committee meetings held	26	26	26	25	24
Corporate political contributions	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.

\*\*Beginning December 2020, there are 7 independent directors.

## About this report

Organized around our stakeholders, this report addresses our responsibilities and performance in five areas:

- Investing in our employees (People section)
- Minimizing our impact on the planet (Planet section)
- Supporting our communities (Communities section)
- Serving clients with integrity (Governance section)
- Providing long-term value for shareholders (the entire report)

**Boundaries:** Data in this report covers our global operations through 2020 and was provided by our business leaders worldwide.

**Reporting year:** Calendar year 2020, unless otherwise noted

**Currency:** U.S. dollars, unless otherwise noted

## Making progress toward goals

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

Goals	Timeline	On Track	Achieved
<b>Investing in our employees</b>			
Conduct a companywide mentorship program to foster leader development	Annually		✓
Survey full-time employees and act upon feedback to enhance culture and employee experience	Biannually	✓ <sup>12</sup>	
Foster inclusion and belonging by establishing Employee Community Networks	2021		✓
Revise our approach to sourcing candidates, marketing, and interviewing to build a more diverse talent pool of qualified candidates	2021	✓	
Conduct conscious inclusion training to ensure our culture is one where everyone feels comfortable, committed, and capable as they are, who they are	Annually		✓
Assess nomination process for development programs and opportunities to remove potential bias that might hamper career growth and development of diverse employees	2021		✓
<b>Minimizing our footprint on the planet</b>			
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		✓
Provide a transit subsidy to encourage employees' use of mass transit	Annually		✓
Recycle e-waste through a certified vendor providing end-to-end accountability to ensure data security and health and worker safety, and that items are not disposed of through exportation, prison labor, dumping, or incineration	Annually		✓
<b>Making a difference in our communities</b>			
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		✓
<b>Ensuring value for our clients and shareholders</b>			
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		✓

<sup>12</sup> The schedule for this biannual survey changed during 2020 due to the pandemic and to enable these resources to better support our people as they worked from home. Instead of our planned survey, in early 2021 we conducted a pulse survey of a statistically representative set of employees across the company to measure employee engagement and communication preferences in the remote work environment.

## Upholding the UN Global Compact Principles

Throughout this report, we describe our support for the UN Global Compact Principles, a set of universal values to guide organizations. The table below identifies where we address each principle in this report.

UN Global Compact Principles	Location in this report
<b>Human rights</b>	
1. Support and respect the protection of internationally proclaimed human rights	Governance
2. Ensure noncomplicity in human rights abuses	Governance
<b>Labor</b>	
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
<b>Environment</b>	
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
<b>Anti-corruption</b>	
10. Work against corruption in all its forms, including extortion and bribery	Governance

## Endorsing the Task Force for Climate-Related Financial Disclosures

We formally declared our support for the Task Force for Climate-Related Financial Disclosures (TCFD) in March 2021.

The TCFD's recommended disclosures aim to improve and increase reporting of climate-related financial information to be consistent, comparable, reliable, and clear. The table below identifies where we address each recommended disclosure in this report.

Code	TCFD Recommended Disclosures	Location in this report
<b>Governance</b>		
TCFD 1.a	Describe the board's oversight of climate-related risks and opportunities	Governance
TCFD 1.b	Describe management's role in assessing and managing climate-related risks and opportunities	Governance
<b>Strategy</b>		
TCFD 2.a	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	Planet
TCFD 2.b	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Planet
TCFD 2.c	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Planet
TCFD 2.b	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	Planet
<b>Risk management</b>		
TCFD 3.a	Describe the organization's processes for identifying and assessing climate-related risks	Governance
TCFD 3.b	Describe the organization's processes for managing climate-related risks	Governance
TCFD 3.c	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	Governance
<b>Metrics and targets</b>		
TCFD 4.a	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Planet
TCFD 4.b	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	Planet
TCFD 4.c	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Planet

## Supporting the Sustainability Accounting Standards Board disclosure

ICF supports the mission of the Sustainability Accounting Standards

Board (SASB), which guides the disclosure of financially material sustainability information by companies to their investors. The table below indicates where we address the topics SASB identified as most material to professional services firms.

Accounting metric	Code	Location in this report
<b>Data security</b>		
Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Governance
Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Governance
(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	Governance
<b>Workforce diversity &amp; engagement</b>		
Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	Our People
(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Our People
Employee engagement as a percentage	SV-PS-330a.3	92% <sup>13</sup>
<b>Professional integrity</b>		
Description of approach to ensuring professional integrity	SV-PS-510a.1	Governance
Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	Governance
<b>Activity metric</b>		
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	Our People

<sup>13</sup> In early 2021 we conducted a pulse survey of a statistically representative set of employees across the company to measure employee engagement and communication preferences in the remote work environment. The results indicate that 92% of respondents agree that interactions with their manager help them stay informed and connected, and 92% of employees also report they see value in purpose in their work.



The information in this report and ICF International, Inc.'s corporate responsibility/sustainability reporting and website, inclusive of charts, graphs, and discussion, and all other information presented ("Materials"), may contain forward-looking statements, estimates, or projections based on expectations as of the original date of those Materials. Those statements, estimates, and projections are subject to certain risks and uncertainties that could cause actual results to differ materially. These risks and uncertainties are detailed in our reports filed with the U.S. Securities and Exchange Commission, including Forms 8-K, 10-K, and 10-Q. Presented information may also discuss nonpublic financial and statistical information and non-GAAP financial measures. All information was current only as of the date originally presented. We do not update or delete outdated information contained in Materials, and we disclaim any obligation to do so. All content and related intellectual property is the property of ICF International or its respective referenced partners or clients.

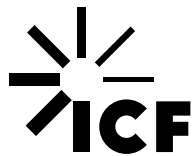




## Looking ahead

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](mailto:CorpResponsibility@icf.com).

Thank you for your interest in our progress.



-  [twitter.com/ICF](https://twitter.com/ICF)
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#### About ICF

ICF (NASDAQ:ICFI) is a global consulting and digital 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](https://icf.com).