

# 2021 Corporate Citizenship Report



## Accelerating change for lasting impact

Published: August 2022

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## Accelerating change for lasting impact

**“I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough; we must do.”**

—Leonardo da Vinci

Global health, social, and environmental challenges drive a sense of urgency among nations, communities, and organizations. We know the status quo is no longer acceptable and that quick, positive change is needed. What immediate steps can we take to create healthier, more equitable outcomes for vulnerable populations? What can we do now to minimize our carbon footprint, protect our natural resources, and be more sustainable?

Our purpose is to build a more prosperous and resilient world for all. That’s what motivates and inspires us. It’s also how we measure our impact—from contributing to a healthier planet and creating more resilient communities to supporting economic development and growth.

Our focus on corporate citizenship guides how we conduct business, support our

employees, operate sustainably, and contribute to our communities. Each year, we compare our performance to our corporate citizenship goals.

Recognizing both the urgent global need and our finite resources, we ask: What actions are needed today to accelerate change for more positive and lasting impact on the world?



## Message from our CEO

Change is a critical part of ICF's identity and **our story**. From our roots as the Inner City Fund established in 1969 to finance minority-owned businesses in Washington, D.C. to the global consulting and digital services provider we are today, change is our constant.

But the one thing that has remained the same since the beginning are **our values**. In fact, ICF was built over 50 years ago to be a different kind of company. One filled with incredibly talented people who are passionate about improving lives and making the world a better place. Serving as our perpetual guide, our values are what inspire us to deliver our best when the stakes are high, and the needs are urgent.

Across our client work and our internal operations, we purposefully build diverse teams—from domain experts to advanced technologists to creative thinkers—to help solve some of the most complex global challenges of our time. We get the right people in the room to offer new and different ways of thinking so we can devise the best, most impactful solutions to the toughest problems we face.

I believe it is my responsibility, and the responsibility of all business leaders, to go beyond the status quo. Especially today as the world struggles with massive and intensifying challenges. We have a role to play that is bigger than ourselves. It is not about corporate change. It's about making and keeping commitments to improve the world around us.



And we are doing our part. Of the \$1.55 billion in revenue that we generated in 2021, 44% was related to work delivering positive **social impact** in areas such as health, education, development, and social justice. And 42% represents work that is creating positive **environmental impact**—from reducing energy consumption to managing carbon footprints to protecting natural resources. We have also steadily increased our commitment to diversity, equity, and inclusion and broadened our philanthropic reach.

There is always more to be done. As we share our progress, I am reminded that, while we've come so far, there's still much more that requires our attention and focus. We will continue our efforts to create an environment where game-changing ideas can emerge and be adopted. And we will continue to drive positive change through steadfast values—together.

*John Warson*

Chair and Chief Executive Officer



# Corporate citizenship highlights of 2021

## Investing in our people

**51%**  
female leaders  
project managers  
and above

**37%**  
female officers  
vice presidents  
and above

**44%**  
female & minority  
executives  
CEO direct reports

**44%**  
female & minority  
board members

## Making a sustainable commitment

  
Carbon neutral  
since 2006

**100%**  
net renewable  
electricity for global  
operations via  
renewable energy  
certificates

**93%**  
reduction in  
greenhouse gas  
emissions per  
employee since  
2013 baseline

  
Science-based  
greenhouse gas  
reduction target  
approved by SBTi

## Supporting important causes

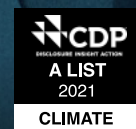
**\$645K**  
corporate cash  
donations

**\$432K**  
employee  
donations

**1 to 1**  
match of employee  
donations

**3.4K+**  
employee  
volunteer hours

## Earning recognitions



Top 2% of global  
climate disclosers,  
leading the way to a  
net-zero future ➔



For excellence in  
greenhouse gas  
emissions management  
goal setting ➔



America's Best  
Employers for  
Diversity: 2021 & 2022  
➔



Four platinum awards  
for excellence in  
corporate citizenship  
reporting

## About ICF

ICF is a global consulting services company with approximately 8,000 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.





## Our purpose

To build a more prosperous and resilient world for all.



## Our mission

To use our ingenuity, creativity, and diverse perspectives to solve our clients' toughest challenges.



## Our values

Interact with integrity	Work together
Challenge assumptions	Embrace differences
Bring your passion	Be greater than



## Our vision

We will expand our reach, offerings, and influence. This will provide meaningful opportunities for our people.

We will remain a vibrant, growing enterprise.

## Our services

We combine traditional consulting expertise with cutting-edge digital services to serve customers holistically.



**Analytics**



**Engagement & transformation**



**Human capital**



**Policy**



**Program implementation**



**Research**



**Strategy & innovation**



**Technology: Digital transformation, IT modernization, & cybersecurity**

## Employees

**8K**

full- and part-time

## Locations

**75+**

around the globe

## Revenue

**\$1.55B**

in 2021

**\$678M** from services delivering positive social impact: health, education, development, & social justice programs

**\$654M** from services creating positive environmental impact: reducing energy consumption, managing carbon footprints, & protecting natural resources.

## Our industries

Aviation

Climate & resilience

Consumer packaged goods

Disaster management

Education

Energy

Environment

Federal health

Financial services

Healthcare

Hospitality

International development

Public sector

Retail

Social programs

Transportation

## Our recognition



Industry Innovator



**DISRUPTIVE  
TECH AWARDS  
2022 WINNER**



U.S. Federal Partner of the Year: 2019 & 2022



Trusted Delivery Partner in the Public Sector: 2021





## Helping our clients tackle urgent issues

Our clients want to quickly tackle their most complex and urgent challenges. We help them do so, and together we work to foster a cleaner planet and healthier, more resilient, and equitable communities.

### Contributing to America's greenhouse gas reduction goals



**Challenge** Congress, through the AIM Act, directed the Environmental Protection Agency (EPA) to address the use of highly potent greenhouse gases—hydrofluorocarbons (HFCs)—and lower their production and consumption in the U.S. by 85% over the next 15 years.

**Solution** We supported the EPA in the development of guidelines for this accelerated timeline. To do so, we drew from our 30+ year history supporting the EPA on Montreal Protocol implementation and dozens of prior decisions related to the phaseout and tracking of ozone-depleting substances and the management of HFCs.

**Impact** The guidelines are set. Once carried out, this global HFC phaseout is expected to eliminate up to 0.5° Celsius of global warming by 2100 and continue to protect the ozone layer.

### Fighting cancer by improving access to proteogenomic data



**Challenge** The National Cancer Institute needed a way to securely move and centralize its storage of large volumes of mass spectrometry research data, making it accessible to all cancer researchers interested in the tumor proteome as part of the Clinical Proteomic Tumor Analysis Consortium (CPTAC).

**Solution** We created a secure data portal by combining a web server, database, file storage system, and a high-speed data transfer server. This ensures that clinical data from many different sources are used and compared across different cancer programs.

**Impact** With 785 terabytes of data downloaded in 140 countries, the impact of the CPTAC has been showcased in 18 scholarly publications, as researchers use this technology and data resource to advance our understanding of proteogenomics across many types of cancers. Our work helps the scientific community unlock insights, make discoveries, and ultimately save lives.

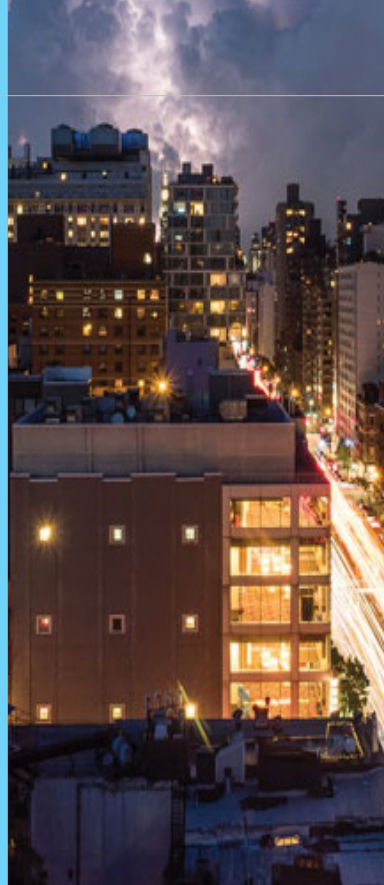
**“The technical savvy and personable staff of ICF ... merge a fundamental understanding of biology with expertise in data quality control and data security.**

**Integrating all of these factors is key to delivering a secure and fast data portal for the scientific community.”**

—Program Manager, National Cancer Institute



## Presenting practical solutions for increasing climate change resilience



- Challenge** Climate change and extreme weather events greatly impact utility companies and their stakeholders. Con Edison wanted to proactively enhance its resilience to changing climate conditions by identifying implementation opportunities and necessary costs.
- Solution** We produced one of the industry's most comprehensive vulnerability studies to help Con Edison withstand climate change, absorb and recover from outages, and improve their overall service. The study assessed climate change risks, reviewed operational measures, involved stress-test scenarios, and developed strategies to boost utility and customer resilience.
- Impact** Based on the vulnerability study, we developed a plan to help Con Edison adapt the way it operates to the specific climate risks facing the company. As a result, Con Edison's flood-design standard now requires that new facilities are designed to be resilient to sea-level rise for as long as they are expected to be in operation. Facilities built for 80 years of operation, for example, must be able to accommodate an additional three feet of sea level rise. Con Edison can focus on and enhance its resilience while meeting the responsibilities to its customers, the environment, and an ever-changing energy market.

## Strengthening detection and surveillance to help fight infectious diseases



- Challenge** The spread of infectious disease worldwide is a grave threat to us all. In an age of rapid global travel, such illnesses can travel halfway around the world in a matter of hours. New infections and drug-resistant strains of common diseases threaten the advances made to modern healthcare by antibiotics.
- Solution** Along with a consortium of partners, we are implementing the Infectious Disease Detection and Surveillance (IDDS) project funded by the U.S. Agency for International Development. IDDS is boosting the capacity of host country governments to detect and track antimicrobial resistance, recording these instances in national and global electronic reporting systems.
- Impact** Since May 2018, we have made a major impact in these countries by focusing on two areas: diagnostics, or the process of identifying pathogens and the diseases they cause; and surveillance, the collection, analysis, and interpretation of health data, such as disease outbreaks, essential to the operation of public health policy.

## Supporting a more sustainable future

The United Nations' 17 Sustainable Development Goals are helping secure a world in which extreme poverty is eliminated, inequality and injustice are overcome, and our planet is well-protected by 2030. We are proud of the impact of our work, particularly how it addresses and advances the UN's goals. We invite you to explore these examples.



### 1 NO POVERTY

Building economically sustainable communities following disasters



### 2 ZERO HUNGER

Addressing malnutrition, hunger, and food insecurity through data



### 3 GOOD HEALTH AND WELL-BEING

Strengthening defenses against infectious diseases



### 4 QUALITY EDUCATION

Evaluating literacy education programs



### 5 GENDER EQUALITY

Supporting better health strategies with gender data



### 6 CLEAN WATER AND SANITATION

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



### 7 AFFORDABLE AND CLEAN ENERGY

Driving adoption of energy-efficient lighting, appliances, and thermostats



### 8 DECENT WORK AND ECONOMIC GROWTH

Tackling unemployment



### 9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

Integrating flood risk into transportation infrastructure decisions



### 10 REDUCED INEQUALITIES

Addressing family resilience, race equity, diversity, and inclusion



### 11 SUSTAINABLE CITIES AND COMMUNITIES

Developing climate action plans for regions, cities, and businesses



### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Helping emerging markets achieve clean development goals



### 13 CLIMATE ACTION

Building a sustainable and low-carbon future



### 14 LIFE BELOW WATER

Managing the most pressing fish- and water-related issues



### 15 LIFE ON LAND

Protecting, conserving, and preserving natural resources and biodiversity



### 16 PEACE, JUSTICE, AND STRONG INSTITUTIONS

Bolstering government efforts to end child and forced labor



### 17 PARTNERSHIPS FOR THE GOALS

Helping development organizations and their beneficiaries measure impact and improve effectiveness





## Our corporate citizenship approach

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 2021. 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 2021, as well as the frameworks we used to identify and report on material issues.

## How we engage our stakeholders

Stakeholders	Engagement channels	Examples of ESG information shared
<b>Employees</b>	Employee community networks and volunteer organizations (e.g., Green Team and GiveForward); all-hands meetings and town halls; pulse surveys, manager roundtables, focus groups, and listening sessions; learning and development programs, mentoring programs, and recognition programs; resource hubs for inclusion, well-being, and COVID-19; newsletters, social media, and blogs	We used employee feedback to shape and accelerate strategies around the future of work, diversity and inclusion, communication preferences, and career development.
<b>Clients</b>	Co-creation of innovative solutions through frequent and transparent dialogue, client surveys, corporate reports, research, supply chain questionnaires	We share our ESG best practices via supply chain questionnaires where we disclose our carbon management approach, data privacy and security policies and practices, inclusive workplace policies, among other best practices.
<b>Investors</b>	Quarterly earnings calls, investor conferences, presentations, reports, meetings	We included information on our ESG performance in our proxy statement and our presentations to investors.
<b>Suppliers</b>	Supplier code of conduct, supplier diversity program, mentor-protégé program	Our supplier code of conduct includes information regarding measuring and reducing carbon emissions.
<b>Partners and affiliates</b>	Contribute to research, participate in working groups and conferences	We shared ICF's approach to maintain carbon neutrality with the Professional Services Sustainability Roundtable.

## ESG reporting frameworks

<b>Environmental issues</b>	<b>CDP (formerly the Carbon Disclosure Project)</b> Environmental reporting aimed 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

### Data security and privacy

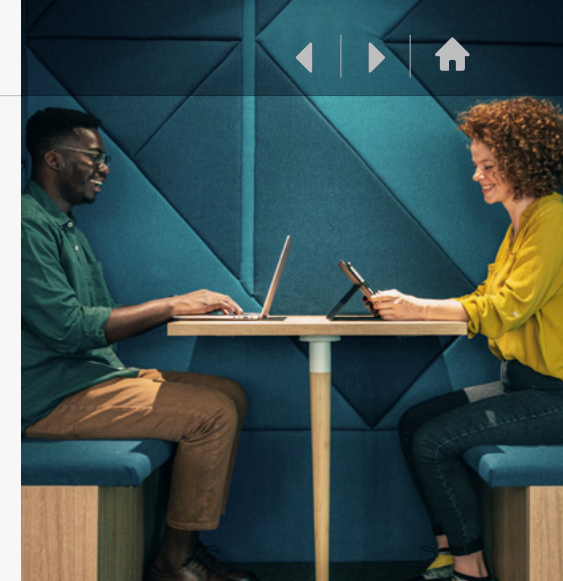
- Safeguard employee, client, partner, and others' personal and sensitive data
- Honor data subjects' rights and follow through on our privacy commitments

### 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

### Climate leadership

- Anticipate, plan, and adapt to risks posed by climate change, and opportunities to lead change
- Achieve greenhouse gas reduction targets



## Corporate citizenship mission

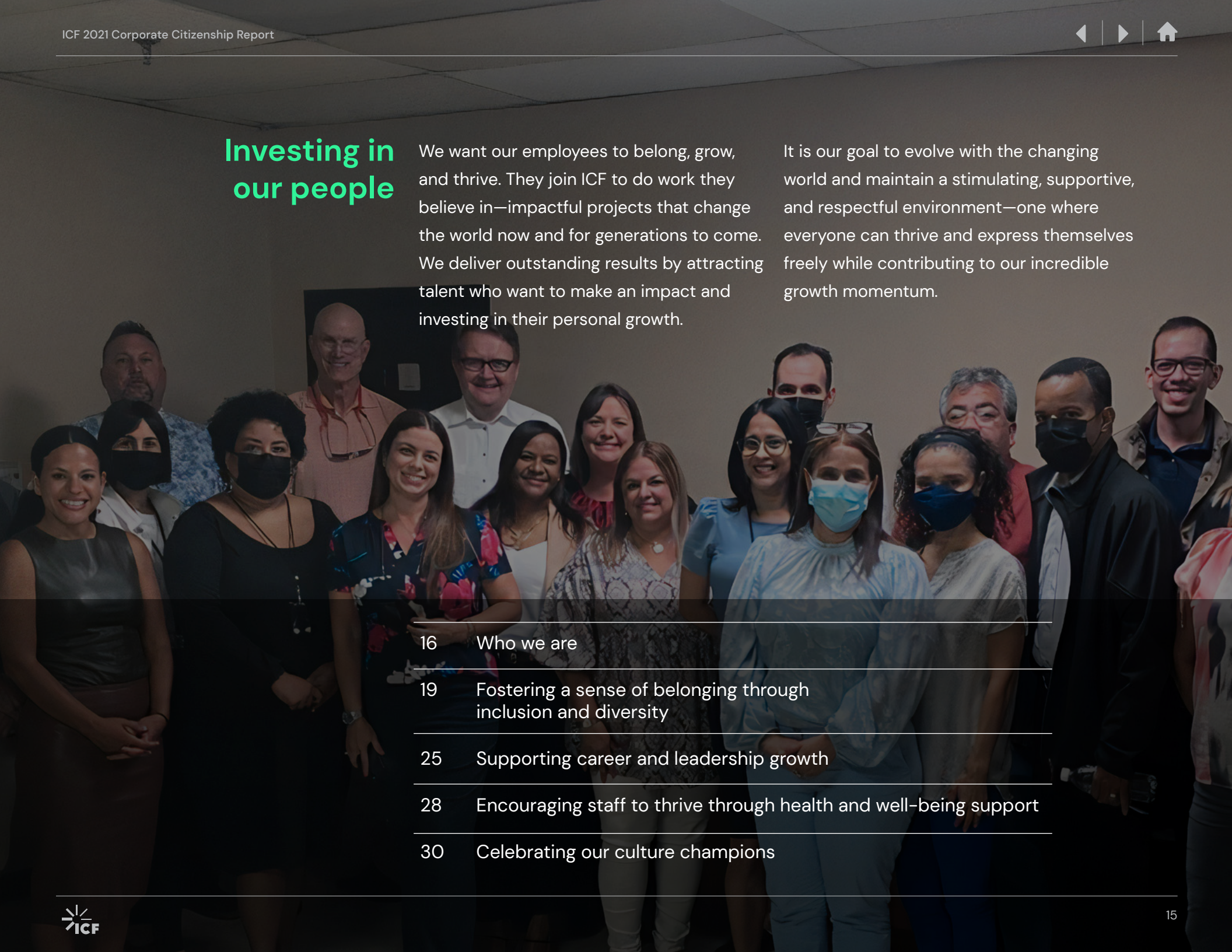
- Invest in our employees and ensure a diverse workplace where we can all do our best work
- Serve our clients and manage suppliers with integrity, while contributing to a low-carbon value chain
- Minimize our impact on the planet by reducing our carbon footprint and growing our leading climate consultancy
- 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



## Investing in our people

We want our employees to belong, grow, and thrive. They join ICF to do work they believe in—impactful projects that change the world now and for generations to come. We deliver outstanding results by attracting talent who want to make an impact and investing in their personal growth.

It is our goal to evolve with the changing world and maintain a stimulating, supportive, and respectful environment—one where everyone can thrive and express themselves freely while contributing to our incredible growth momentum.

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  - 30 Celebrating our culture champions



**Who we are** We are business analysts and policy specialists working alongside digital strategists, data scientists, and creatives—united by our culture, which values diversity and opportunity. At our core, we are a purpose-driven team.

### Our people

# 8K

full-time and part-time employees

## 70+

Languages

## 1.3K+

Technologists

## 80

Homelands

## 2K+

Climate, energy, and environment experts

### Geographic distribution



## 4%

Asia and the Pacific

## 7%

Europe

## 1%

Africa and the Middle East

## 88%

The Americas

### Generational distribution

**Traditionalists & Baby Boomers** (before 1960)



## 8%

**Generation X** (1961–1980)



## 41%

**Millennials** (1981–1995)



## 43%

**Generation Z** (After 1996)



## 8%

## Career satisfaction

Low turnover reflects employee engagement, opportunity for growth, satisfactory compensation, and workplace recognition—as well as our vibrant corporate culture.

While we have a long history of low turnover, in 2021 we saw increased rates of change in certain parts of our business, particularly in high-demand and competitive sectors.

Our average retention rate over the past five years continues to contribute to greater stability for our clients. Nearly 60% of our officers have been with ICF for over a decade. Many started their careers at ICF and have risen through the ranks. As a result, our leadership team is highly knowledgeable about our strategy, culture, and teams.



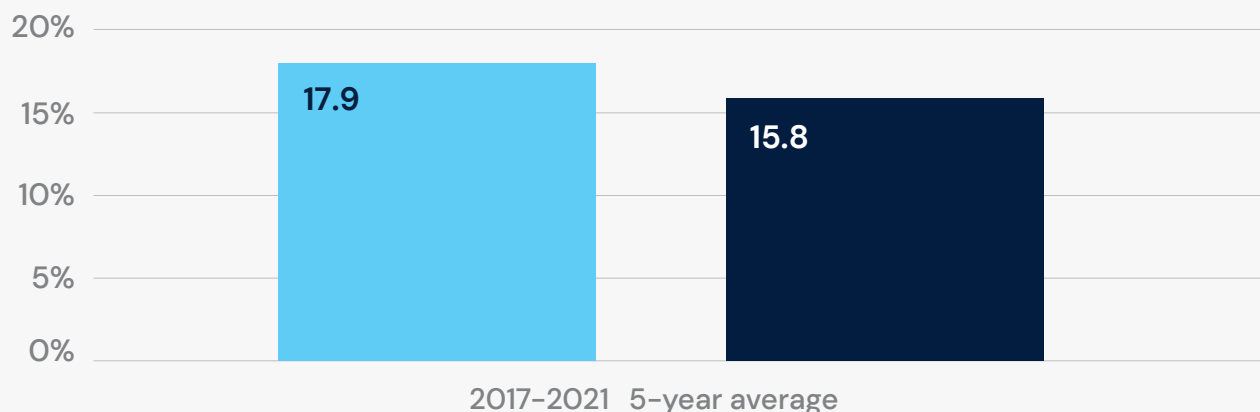
**“We are actively engaged with employees and constantly identifying ways to develop their careers and enhance their employee experience.”**

—Caryn McGarry, chief human resources officer

### Voluntary turnover rate

■ Benchmark<sup>1</sup>  
■ ICF

<sup>1</sup> Blended to represent all ICF businesses



### ICF voluntary turnover rate

2017	2018	2019	2020	2021
14.2	16.2	15.4	11.7	21.8

## Responding rapidly to a changing world of work

It is no secret that the working world has changed dramatically over the past few years. We have embraced opportunities for positive change by continuously listening to our employees and evolving our programs, processes, and policies.

### Beginning with purpose

People want to work for organizations that align with their own values. In 2021, we reimagined our onboarding process to enable new hires to connect with our [purpose and values](#). During interactive sessions, we share information about our rich 50+ year history and culture. We ask new employees what inspires them, learn about their personal goals, and help them see how those align with ours.

New hires hear from ICF leaders about their experience, which demonstrates our commitment to professional development and our intent to promote from within. New hires are then paired with a buddy who helps them build connections over their first few months. Feedback from this comprehensive onboarding approach suggests that new hires immediately feel connected to our culture.

### Creating an exceptional employee experience

Employees' expectations of employers are changing—so we seek regular feedback from our teams through a variety of channels. In 2021, we conducted focus groups representing a cross-section of employees to better understand what they need, expect, and want from ICF. And we found they desire:

- Meaningful and challenging work
- Balance and flexibility

- Transparency from leadership
- Opportunities for career growth

We use these findings—and more—as our north star as we continuously evolve what we offer to employees to create an exceptional employee experience.

### Implementing internal policies based on science

We introduced a COVID-19 vaccine requirement for our largest employee group—those based in the United States—recognizing the importance of vaccinations in mitigating the spread of infectious diseases. With a longstanding commitment to public health, our work supports public health agencies in building trust and participation among citizens by helping shape attitudes, perceptions, and behaviors toward immunization efforts. We draw on the expertise we offer clients as we strive to maintain safe and healthy workplaces within ICF.

### Embracing the future of work

After two successful years of operating remotely, we formalized our approach to hybrid work by establishing flexible work arrangements in 2021. While we have always had a mix of onsite and remote employees, we view the concept of hybrid working through a different lens now. Using perspectives shared by our employees, we provided our managers with the tools to effectively lead in an increasingly flexible work environment—with fairness, inclusion, and well-being top of mind. Drawing on our company value of [challenging assumptions](#), we knew we would not return to a pre-pandemic status quo and that we must remain adaptive as situations change.



**“Getting a vaccine is the best thing you can do to protect yourself and those around you. We all share the responsibility of maintaining a healthy work environment and having vaccine status information is absolutely critical as we continue to protect the health and safety of our community.”**

—John Wasson, chair and chief executive officer



## Fostering a sense of belonging through inclusion and diversity

We value diversity in our people, experiences, and perspectives. Yet we also have one important commonality: a passion for solving tough challenges and making a positive impact on the world. Our impact is stronger when we reflect the communities in which we operate—when we bring our differing backgrounds, experiences, and perspectives together to find solutions as unique as the problems we solve.

In 2021, we accelerated our commitment to **diversity and inclusion** (D&I) by prioritizing inclusion through deliberate recruiting strategies, growing our employee community networks, and developing common language through companywide training. This commitment has been noticed: We are proud to share that we were named to Forbes' America's Best Employers for Diversity List in 2021 and 2022.

### Recruiting for diverse talent

Our multipronged D&I recruiting strategy is a data-driven approach that promotes an equitable recruitment experience. It enables us to engage and sustain connections with historically underrepresented talent communities.

This year, we compared our diversity representation in each business group with the labor market supply and with companies that work in similar industries. These efforts informed our diversity recruitment strategies

by highlighting areas for improving minority and female representation in our workforce. This helped us focus our campus recruiting, which resulted in 60% of our hires this year being women and 50% being from underrepresented groups. We have formalized strategic partnerships with six external organizations, like Society of Women Engineers and Minorities in Media, to help attract more applicants from historically underrepresented talent communities into our recruiting funnel.



**"We aim to reflect the diversity of our communities, promote individual well-being, and ensure our culture is one where each employee can thrive. Our efforts demonstrate our values, support our communities, create value for our customers, and distinguish us from our competitors."**

—Demola Sholagbade, vice president of diversity and inclusion



Fatherly • *Scary Mommy*

We promote our openings to 400,000+ high-value prospects whose diversity includes social identity, affiliations, backgrounds, and lived experiences. Our D&I-focused newsletters, which reach 100,000+ people each month, showcase our culture of inclusion and clearly state [our values](#).

In 2022, we are investing in a diversity & inclusion recruiting lead to continue a focused effort on embedding diversity and inclusion throughout the recruiting process and operationalizing strategies to drive more applicants from historically underrepresented talent communities.



2.6K+

New hires

Early talent  
hires

60%

women

50%

underrepresented  
groups

1.7K+

applications tied  
directly to our D&I-  
focused newsletters

**"Our D&I recruitment strategy is deliberate and results-focused. We leverage data and develop partnerships to attract top talent from diverse recruiting sources to ICF. We are proud that these intentional efforts have increased representation in our candidate selections, fostering a more diverse workforce."**

—Jana Smyth, vice president of talent acquisition



**"The establishment of a D&I recruiting-specific role speaks to our commitment to creating a workforce capable of solving our clients' diverse business challenges and building a more prosperous, resilient, and equitable world for all."**

—Jamie Blockwood, D&I recruiting lead

Learning & inclusive hiring resources for recruiters, interviewers, and hiring managers

Strategic internal and external partnerships with underrepresented communities

Targeted newsletters reaching 100K+ people

Data-driven strategies to increase representation at the forefront of the recruiting process

Partnerships with affinity groups and educational institutions where diversity thrives to attract early talent

## Rapidly growing our employee community networks

Our employee community networks connect us by common characteristics, interests, and goals. Beyond just networking and support, they foster our professional development, community outreach, and business impact.

In 2021, we expanded our communities to eight: Asian, Black, Diverse Abilities, Hispanic/Latinx, First Nations and Indigenous Peoples, LGBTQIA+, Veterans, and Women employee community networks.

These networks are open to all employees, including allies and advocates. Each has an executive sponsor and formal leadership structure. By the end of 2021, more than 20% of all ICF employees were members of at least one network.

Our networks welcome new members with networking sessions, foster informal mentoring relationships, and offer regular discussions with keynote speakers to encourage professional growth and development—all while celebrating our diverse experiences and backgrounds. We recognize the affinity months associated with each network across the company, raising awareness about each group's respective culture, history, and traditions. We also have fun through cooking demonstrations, dance lessons, movie viewing and discussion, book clubs, and trivia nights.

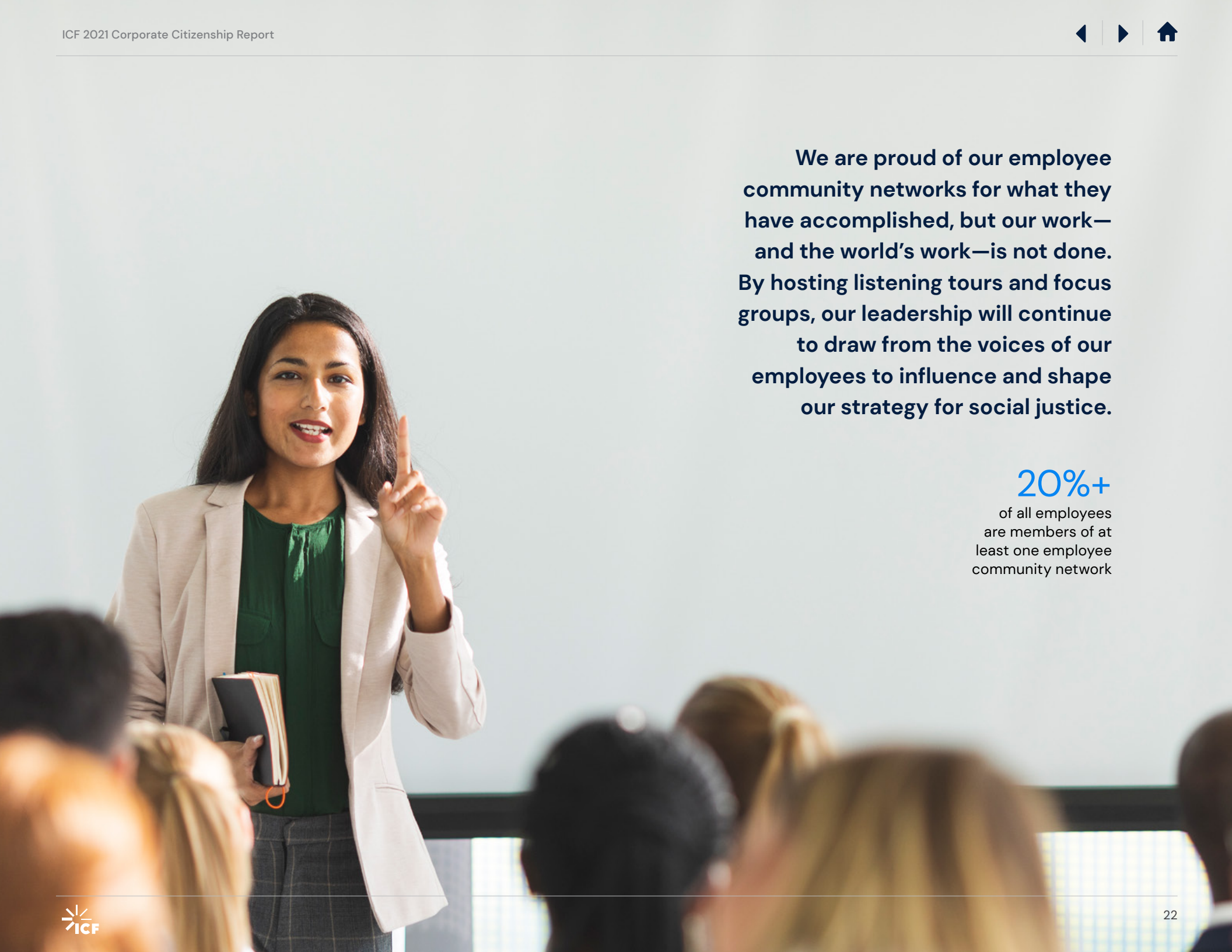


**“Our networks celebrate diversity among our ICF family and provide important, safe learning environments for us to grow and learn from each other.”**

—M. Bull Bennett, one of our First Nations and Indigenous Peoples network leaders







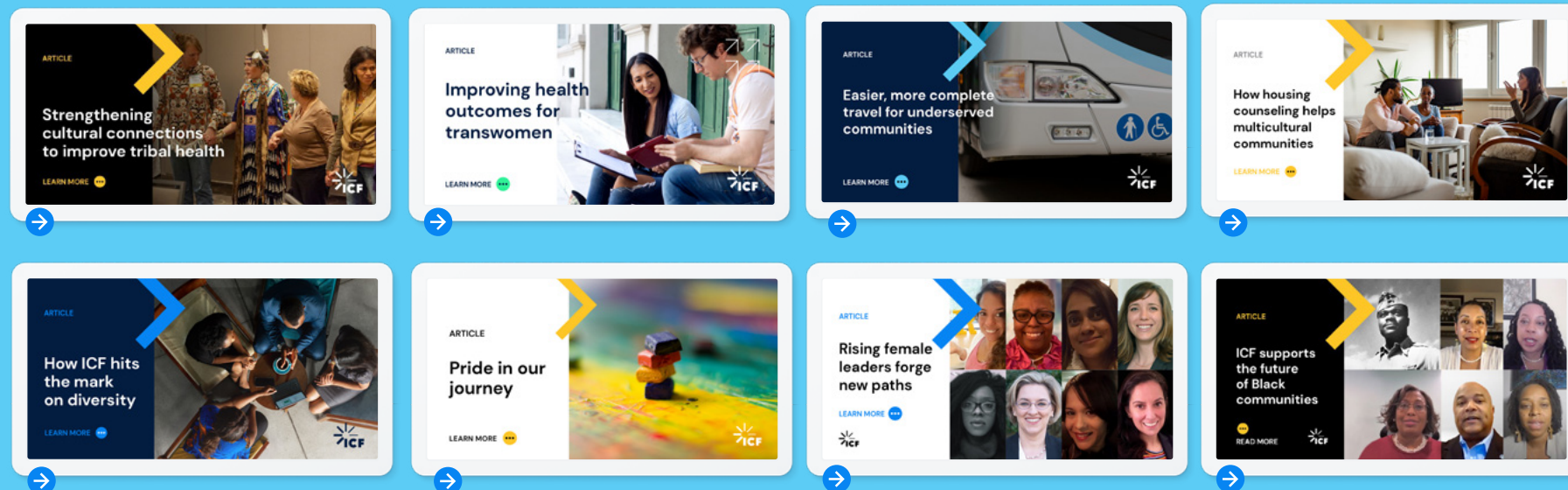
We are proud of our employee community networks for what they have accomplished, but our work—and the world’s work—is not done. By hosting listening tours and focus groups, our leadership will continue to draw from the voices of our employees to influence and shape our strategy for social justice.

**20%+**

of all employees  
are members of at  
least one employee  
community network

## Showing impact through inclusion: for our clients and each other

Within our walls and in the communities we serve on behalf of our clients, we are deepening our commitment to inclusion.



### Championing learning and growth for all

Using feedback from our 2020 D&I executive listening tours, we continued to transform our learnings into action. We built a community of 150 D&I learning champions who participated in quarterly connection sessions and a peer coaching program. They also led various workshops to promote awareness and increase our inclusion acumen. The peer coaching program created a structured approach for employees 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.

For all employees, we offered quarterly micro-learning courses based on the four pillars of inclusive cultures: belonging, voice, growth, and objectivity. We also introduced required training for all new hires and all employees as a part of annual compliance training. All people managers completed courses on inclusive hiring and leadership.

### Measuring our progress

We are transparent and hold ourselves accountable to track progress. We have an internal diversity dashboard that includes detailed demographic information about our workforce and is available to all employees.

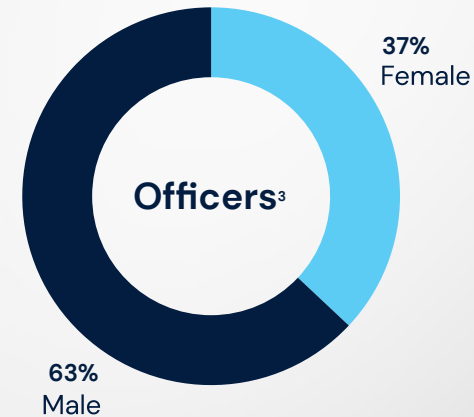
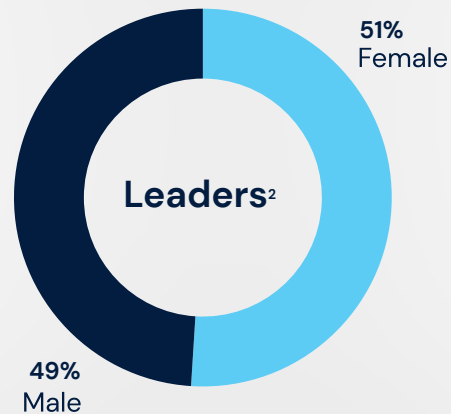
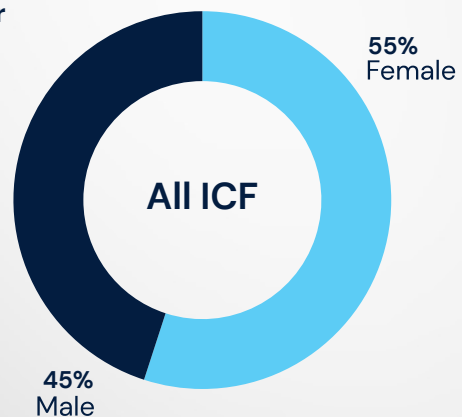
**44%** of our executive leadership team, who report to our CEO, are women or from underrepresented groups

### No meaningful pay disparity

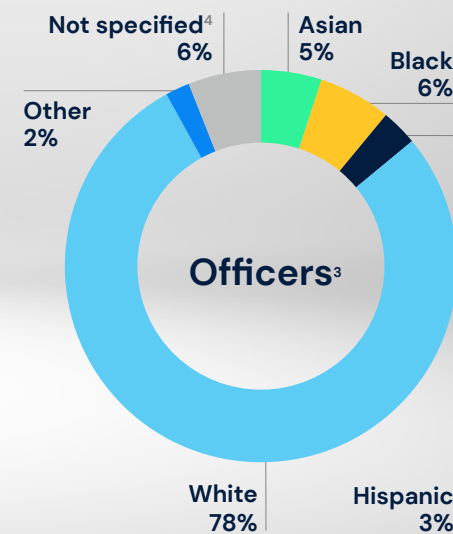
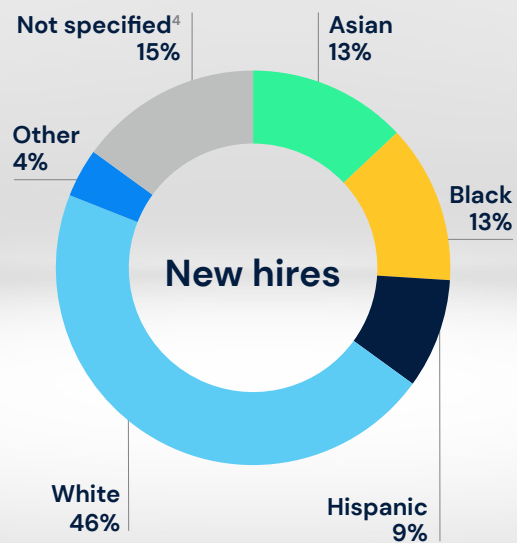
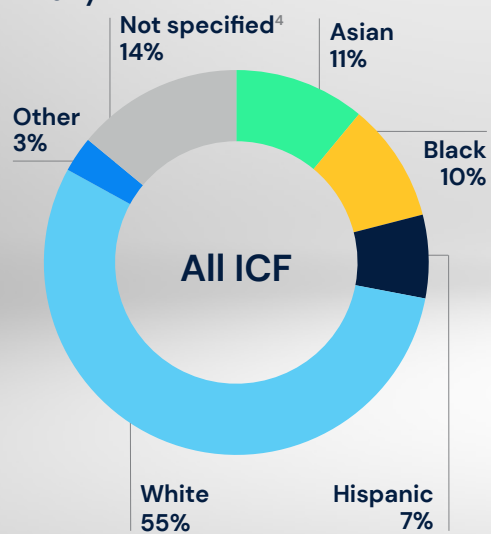
across gender and race for comparable incumbents in the same roles

**44%** of our board members are women or from underrepresented groups

### Employees by gender



### Employees by race or ethnicity



<sup>2</sup> Leaders: project managers and above

<sup>3</sup> Officers: vice presidents, senior partners, senior vice presidents, and chief officers

<sup>4</sup> Not specified: employee chose to not self-identify or resides in a country where the collection of race/ethnicity data is prohibited



## Supporting career and leadership growth

We support our employees to achieve personal and career success. They thrive when they take control and drive their career growth by identifying career interests, tapping into ICF resources, expanding their networks, and developing learning agility. Our learning resources are designed to be flexible—available wherever our people are, delivering whatever they may need, and supporting their career aspirations.

### 30K+

training courses available

### 700+

participants in our annual mentoring program

### 14%

internal mobility through internal transfers and promotions

### Partnerships

with industry leaders



## Career planning tools

Our tools help employees 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. Our development program helps employees—whether technical/administrative, experts/individual contributors, people managers, or leadership—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.
- We encourage regular conversations between employees and managers that focus on career growth, and we are launching a new framework to guide these conversations.

**“This was the best mentoring experience I’ve ever had. My mentor pushed me to improve my personal and professional goals in a way that made sense to me and gave me the tools to really make me feel like they could be achieved. He also helped me through some personally trying times in a way that no one else could have.”**

—Mentor Connect Program participant

## Mentor Connect

**5,000+**

hours logged mentoring

**92%**

program satisfaction

## Technology training

Our training focuses on the skills employees need to support our clients' growth, sustain our enterprise-wide IT modernization growth strategy, and foster technology talent. We partner with industry-leading training providers like Udemy to ensure access to quickly evolving technical training.

- We leverage certification training from industry partners such as Amazon Web Services (AWS), Appian, Google Cloud, ServiceNow, and others that share best practices and deep industry knowledge.
- For learning needs not addressed by other programs, we promote our tuition assistance program.
- To reach ICF's non-technologists, we developed a Digital Transformation learning path, held a Digital Transformation month to spark curiosity, and launched an Agile Fundamentals learning path.

# 6K+

technical courses  
available through  
Udemy

# 20+

ICF-curated  
technical learning  
paths

# 132%

increase in certifications  
through our AWS Cloud  
Practitioner accelerator  
program

# 350+

certifications across our  
partners like ServiceNow,  
Salesforce, Appian, and  
AWS

We also have a Technology Learning Steering Committee to develop and adjust our learning strategy for technologists companywide to keep pace with rapid changes in this space.

## Business development training

Supporting growth is a shared responsibility—from those setting strategy to those closest to the daily needs of our clients. Our monthly Business Development Exchange panel discussions are open to all employees. 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 provides fundamentals for new project managers, insights, and expertise on leading projects the "ICF way" for our more seasoned leaders, as well as personal development paths for self-paced certification. Our monthly Project Management Exchange features ICF and external experts who discuss

"hot topics" in project management via question and answer sessions.

To build financial acumen, our finance series of learning starts with understanding ICF and dives into project-related financial reporting and forecasting.

## People management training

Building our people management skills is a priority. Our bi-monthly Managing People Exchange offers guidance and real-world examples from exemplary managers who prioritize employee engagement. During those sessions, we cover top-of-mind topics like recognition, compensation, virtual engagement, and connection in the new world of work.

Employees exploring a people management path can enroll in our Exploring People Management course. Then once people become managers, they are automatically enrolled in our required Managing Others program, designed to build the skills, behaviors, and habits needed to manage others effectively in a growing organization.

## Monthly Panel Series

# MPX

Bringing the People  
Managers Playbook  
to Life

# BDX

Driving Business  
Development

# PMX

Cultivating Project  
Management  
Techniques



### Leadership training

Building a pipeline of leaders is important to our long-term growth. We offer several leadership development programs.

Last year, ideas from one of our leadership development events led to a successful collaboration that resulted in a new five-year, multimillion-dollar award that would not have been pursued otherwise.

We also partner with external, industry-leading vendors to build enduring skills for our most senior leaders, such as leading strategic growth, leading through financial excellence, and effective decision-making.

In 2022, we are looking to expand our leadership development curriculum and reach more emerging leaders across ICF.



**“To promote transparency, employees are able to self-enroll or express interest in specific learning programs. This supports inclusion by providing all employees access to, and the ability to participate in, learning.”**

—Liz Janssen, vice president of learning, technology, and transformation

### Encouraging staff to thrive through health and well-being support

We want our people to thrive physically and professionally, and encourage healthy lifestyles with strong mental and physical health. When they are at their best, it impacts how they engage at work, with their families, and their communities. We offer programs and resources to support well-being: mind, body, finances, community, and career. We understand that each person and their family is unique, so our offerings are flexible to meet their needs. Our benefits vary **by location**, and we routinely monitor the marketplace to ensure we are offering quality benefits that reflect best practices and changes to our environments.

#### Quickly evolving our offerings

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

**Enhanced health offerings:** In the U.S., we added access to expert medical opinions to our United Healthcare medical plans.

We also added more ways for employees to focus on their well-being and earn contributions to their health savings accounts. Globally, we continued to expand our resources to help employees focus on their well-being and keep themselves and their family safe and healthy.

**Continued flexibility:** As most of our teams shifted to remote work at the start of the pandemic, 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 paid time off due to the pandemic.

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

### Laying the foundation for long-term well-being

Throughout 2021, we offered new ways for employees to become more resilient and intentionally focused on their long-term well-being.

We led by listening to our employees' evolving needs through a survey that resulted in the launch of a new well-being platform. We also created 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.

And to show our appreciation for our employees and their hard work and resilience in 2021, we had them select a meaningful gift of their choice from hundreds of options.

### Remaining a best place to work for parents

We are proud Parents@Work named us as one of the best places to work for moms, dads, and 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 childcare and elder care



Fatherly • *Scary Mommy*



Fatherly • *Scary Mommy*



Fatherly • *Scary Mommy*

# 100%

of eligible U.S. fathers and mothers took paid parental leave in 2021



**"We no longer separate our 'work selves' from our 'home selves.' Instead, we have realized that bringing our 'whole selves' produces the happiest workers with the highest performance."**

—Mary Schwarz, ICF Next managing partner



**"The opportunity to take parental leave to focus on the birth of our first-born daughter (in a pandemic!) was priceless. I had the support of the company, my manager and team, and my colleagues. Upon returning, I felt more engaged and connected to my work and our people than ever before!"**

—Joshua Webb, director

## Celebrating our culture champions

Our annual ICF Values Awards program—which we affectionately refer to as “the Luckys” after one of our founders, Tuskegee Airman and war hero Colonel Clarence “Lucky” Lester—honors a very small group of employees who stand out for how they live **our values** and inspire others to do the same. Nominated by company leaders and handpicked by our executive leadership team, they have the powerful and unique qualities needed to push industries, clients, teams, and themselves forward. They truly represent the best of ICF.

In 2021, we honored **eight exemplary employees** who showed an unwavering commitment to our culture and collective success.



**Celina Macioch**  
Technical solutions partner

**Bring your passion.** Celina is both passionate and precise as a marketing developer supporting our clients in commercial sectors, solving puzzles, and making digital experiences come to life. Her site optimizations and wayfinding work on a website for a commercial health care client—solving the tough challenges of how to best deliver and manage care for low-income and disadvantaged Americans—led to an impressive 358% year-over-year increase in unique visitors and a 26% increase in SEO rankings.



**Rachel Kinder**  
Survey research supervisor

**Be greater than.** The empathy Rachel brings when conducting qualitative research for our utility clients is evident in her interactions with homeowners frustrated by soaring energy costs and with customers who are struggling to pay utility bills. Because she connects emotionally with stakeholders, they open up and feel more comfortable sharing their experiences. This depth makes our findings even stronger and helps our utility clients better meet the needs of their customers.



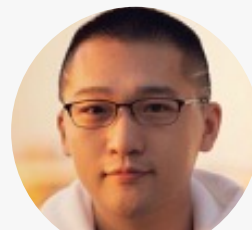
**Katerina Mantouvalou**  
Director of public policy

**Embrace differences.** Katerina is known for ensuring different perspectives are heard and represented. She combines a passion for gender equality and inclusion with deep technical expertise in research and analysis to support our policy work in the European Union (EU). She conducted the first studies for issues faced by intersex and transgender people in the EU member states, providing the evidence needed to support new EU legislation to tackle violence against women. She also embraces differences as one of the leads for our Women Employees Community Network.



**Mike L'Ecuyer**  
Senior director

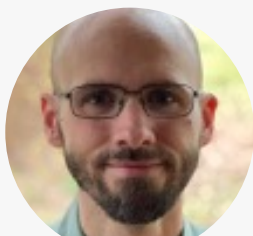
**Work together.** Mike was there for the launch of the U.S. Environmental Protection Agency's ENERGY STAR® program; won a national ACEEE award for the promotion of the first line of energy-efficient, non-chlorofluorocarbon refrigerators; and helped implement limited income programs so utilities can help their most vulnerable customers. As the current project director for the New York State Clean Heat Program, he is laying the groundwork for helping New York achieve its ambitious decarbonization goals.



**Shilei Mao**  
Project finance control manager

**Work together.** Shilei is seen as a go-to resource for comprehensive and quality forecasting support. He led the transformation of our financial reporting and demonstrates unbridled enthusiasm for our forecasting tool. The result? Top-notch financial management for our project teams. Sharing that “there are few greater expressions of teamwork than a person's commitment to the success of others,” Shilei's colleagues say he demonstrates that commitment every day as he works together with professionals across ICF.



**German Minicucci**

Director and enterprise solutions architect

**Interact with integrity.** German supports many of our critical companywide systems that allow employees around the world to solve some of our clients' greatest challenges. He interacts with integrity as he bridges the gap between functional and technical knowledge. He works closely with project teams, demystifying back-end technical tasks, translating business requirements into technical requirements, explaining issues, and bringing solutions. And he does this all with a smile—going above and beyond to stay positive even when stakes are high and timelines are tight.

**Irmari Rodriguez**

Feedback manager

**Be greater than.** Helping families impacted by natural disasters get back into safe, resilient housing, Irmari works in a community-facing role on the Home Repair, Reconstruction, or Relocation Program for Puerto Rico's Department of Housing. To meet the client's goals for delivering 3,000 homes in 2021, Irmari voluntarily led the effort to identify, track, and push for progress on construction as homes moved closer to completion. She spoke with the construction managers, helped prioritize cases, and helped identify and implement process improvements.

**Nikki Tercero**

Senior director of corporate business transformation

**Challenge assumptions.** As a finance and business transformation leader supporting the implementation of strategic system updates, Nikki has the impressive ability to connect the dots, bring people together to construct roadmaps, and then collaborate toward getting to the right solution. Described as "collaborative, confident, insightful, and team-oriented," she's a leader who knows the value of challenging assumptions when solving a problem. It's easy to see how Nikki's ability to execute is rooted in her mantra of taking ownership to find the best solution.

## Minimizing our footprint on the planet

In a race to a decarbonized future, urgent action to save the planet is needed. We help our clients decarbonize while working to reduce our own carbon footprint. Why? Because we want to lead the transition to a low-carbon economy and help our clients respond to societal, regulatory, and financial drivers that lead to transformational change.

This includes everything from transitioning to electrified transportation to helping organizations use resources more efficiently. We are adapting our operations to be resilient, to anticipate stakeholder or regulatory pressures, and to maintain a competitive edge. Moves we make today are setting us on a path for a brighter, greener tomorrow.

- 33 Making sustainable commitments
- 35 Understanding our impact
- 39 Taking action to achieve sustainability goals
- 48 Making progress toward goals
- 49 Guiding clients on a sustainable path

## Walking the walk on carbon neutrality

We know that actions we take today will greatly impact planet Earth for decades. So, while we are helping clients develop and implement clean energy plans, we do the same in-house. We have been carbon neutral for 15 years. We purchase Green-e certified renewable energy certificates equivalent to 100% of the electricity used by our global operations<sup>1</sup> to minimize our carbon footprint. To reduce emissions from necessary business travel, we purchase sustainable aviation fuel certificates. And for our day-to-day travel, we are improving our commuter program to encourage alternative and greener modes of transport, and offer our staff flexibility in their work location and travel habits.

## Recognized for climate and environmental leadership

In 2021, ICF was recognized with a Climate Leadership Award by The Center for Climate and Energy Solutions (C2ES) and The Climate Registry.



**CLIMATE  
LEADERSHIP  
AWARDS 2021**  
Excellence in Greenhouse Gas Management  
(Goal Achievement Award) Recipient



10+ years Climate  
Change Business  
Achievement  
Awards



10+ years  
Environmental  
Achievement  
Awards

## Making sustainable commitments

As a leader in climate change consulting, we recognized our environmental responsibility long ago. 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 do so, we set ambitious GHG reduction targets.

## Targets

We set long-term, aggressive, and science-based targets for 2025.

## Long-term: 60%

ICF seeks a 60% reduction in absolute scope 1 and 2 emissions<sup>2</sup> by 2025, compared to our 2013 emissions.<sup>3</sup> As of now, with our 2021 emission inventory, we have surpassed this target and reduced these emissions by 93% relative to 2013.

<sup>1</sup> As a tenant in all our facilities, we don't control the choice of energy providers. For that reason, we purchased Green-e certified renewable energy certificates

<sup>2</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>3</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



## Science-based ambition





ICF continues to increase our ambition for GHG emission reduction. Building on the earlier commitment that used 2013 as our reference, we have committed to another reduction target that requires emission reductions relative to 2018. As an early adopter of GHG reduction targets, ICF had already achieved significant success by 2018, which makes our commitment to further reductions relative to that year even more impactful. Our updated commitment will see us:

- Reduce absolute scope 1 and 2 GHG emissions by 23% between 2018 and 2025
- Continue annually sourcing 100% renewable electricity through 2025
- Reduce scope 3<sup>4</sup> GHG emissions by 30% per benefits-eligible employee by 2025 from a 2018 base year

Our targets are based on the concept of a global carbon budget to limit global warming well below the internationally recognized target of 2°C.<sup>5</sup> In March 2021, the Science Based Targets initiative approved our targets, adding ICF to its list of pioneering companies driving change to a zero-carbon economy.

## Our approach to carbon neutrality

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

Realize	Resolve	Reduce	Report
 <p>Analyze our environmental footprint annually and <b>measure/trend GHG emissions</b></p>	 <p>Set <b>ambitious targets</b> to reduce GHG emissions and thrive in a low-carbon economy</p>	 <p>Follow a strategy that addresses all significant emission sources</p> <p>Buy Green-e certified <b>renewable energy</b> credits equivalent to 100% of electricity used by our global operations.</p> <p>Buy <b>verified high-quality carbon offsets</b> equivalent to remaining scope 1, 2, and 3 emissions</p>	 <p>Disclose transparently and in alignment with globally recognized frameworks, including <b>CDP, SASB, TCFD, and UNGC</b></p>

<sup>4</sup> Definition: scope 3—GHG emission sources beyond the walls of ICF facilities

<sup>5</sup> Our next carbon-reduction target will align with a future that limits global warming to 1.5°C

## 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. We engage with leading organizations and initiatives, both in our corporate reporting and in support of our clients' climate strategies, including:

- 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<sup>6</sup>
- Task Force for Climate-related Financial Disclosures<sup>6</sup>
- United Nations Global Compact<sup>6</sup>
- United Nations Framework Convention on Climate Change
- U.S. Global Change Research Program
- We Mean Business Coalition

<sup>6</sup> See our disclosures at end of this report

## Understanding our impact

Every year, we conduct an inventory of 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, our employees' commutes, and even purchased goods and services. 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 2021, the primary sources of emissions included:

- **Scopes 1 and 2 emissions**
  - Facility-related emissions: 6% (after purchasing Green-e certified renewable energy certificates)

### • Scope 3 emissions

- Business travel-related emissions: 38%
- Emissions generated by our commutes: 6%
- Emissions embedded in our purchased goods and services: 50%

The percentages above reflect significantly reduced business travel and commuting during the pandemic. In a typical year, emissions from our business travel and employee commutes represent about 70% of our GHG footprint.

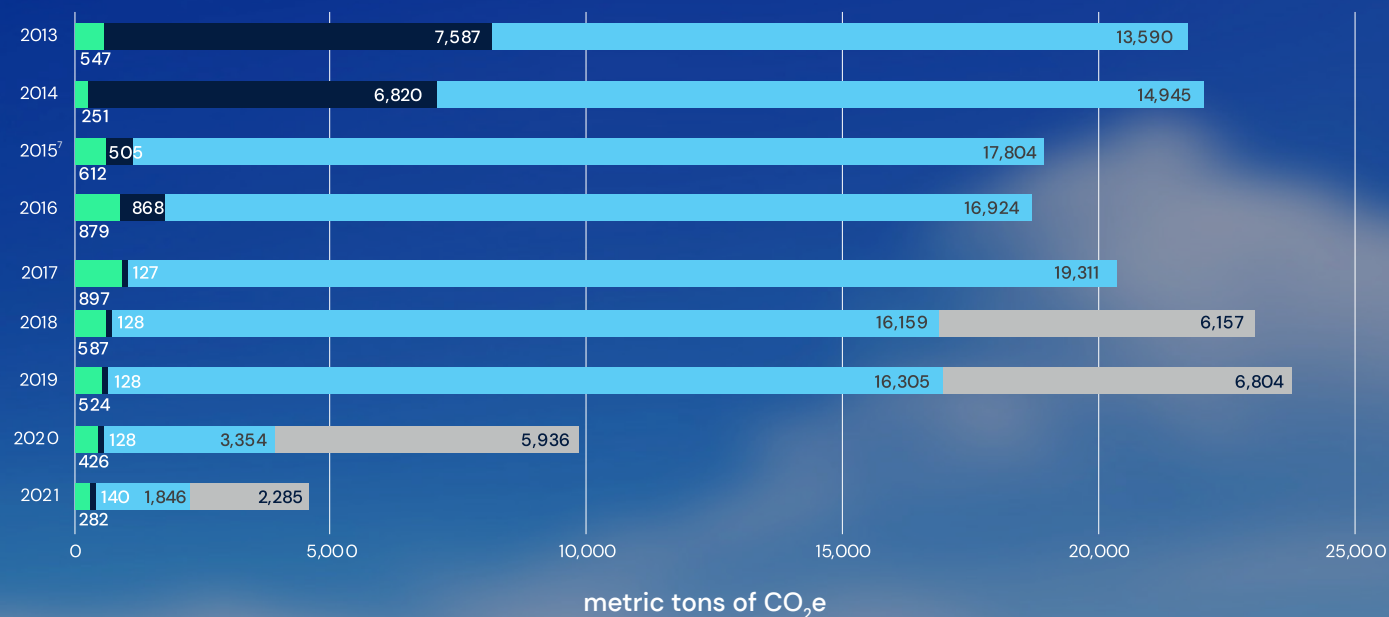
### Trends in emissions over time

Thanks to our efforts to both reduce energy use, buy renewable energy, and reduce fossil fuel use in our vehicle fleet—scopes 1 and 2 absolute emissions have dropped 93% since 2013.

## Emissions by scope (metric tons of CO<sub>2</sub>e)

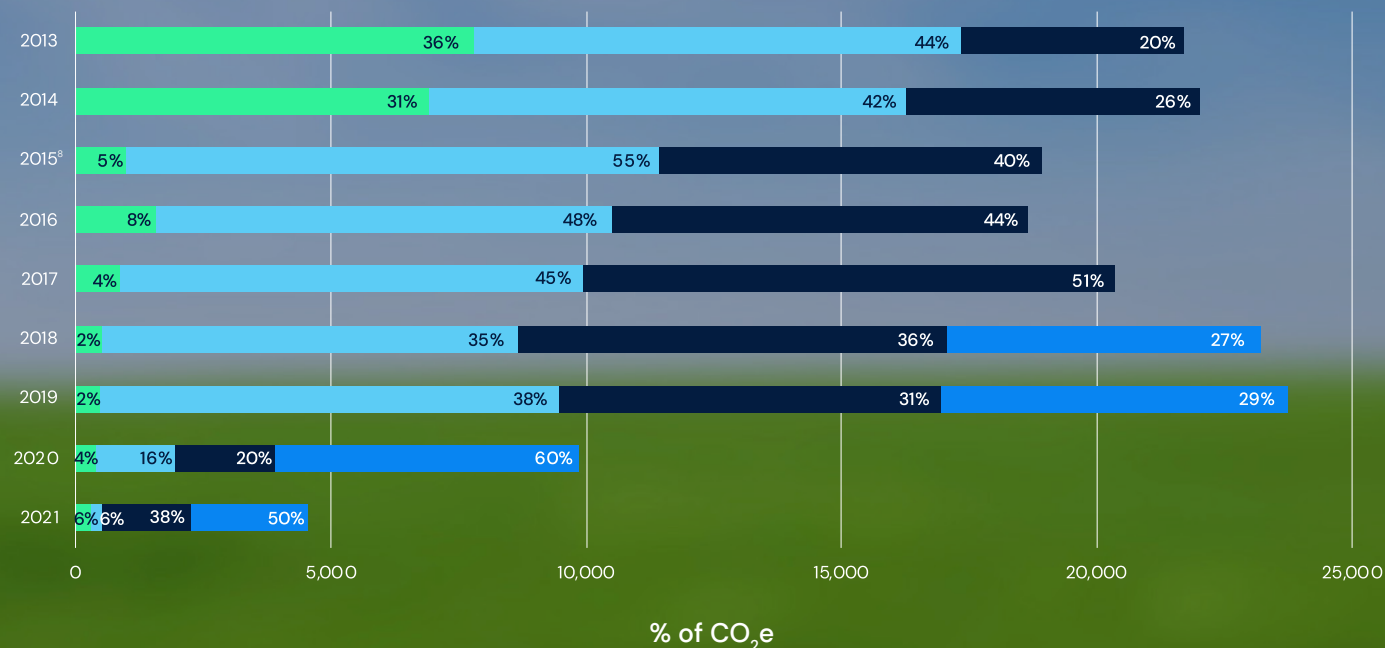
Indicates level of  
operational control

- Scope 1: direct emissions
- Scope 2: indirect emissions
- Scope 3: emissions from business travel and employee commutes
- Scope 3: emissions from purchased goods and services (estimation began in 2018)



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

- Facilities
- Employee commuting
- Business travel
- Purchased goods and services (estimation began in 2018)



<sup>7</sup> Decrease in scope 2 emissions is due to the purchase of Green-e certified renewable energy certificates

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



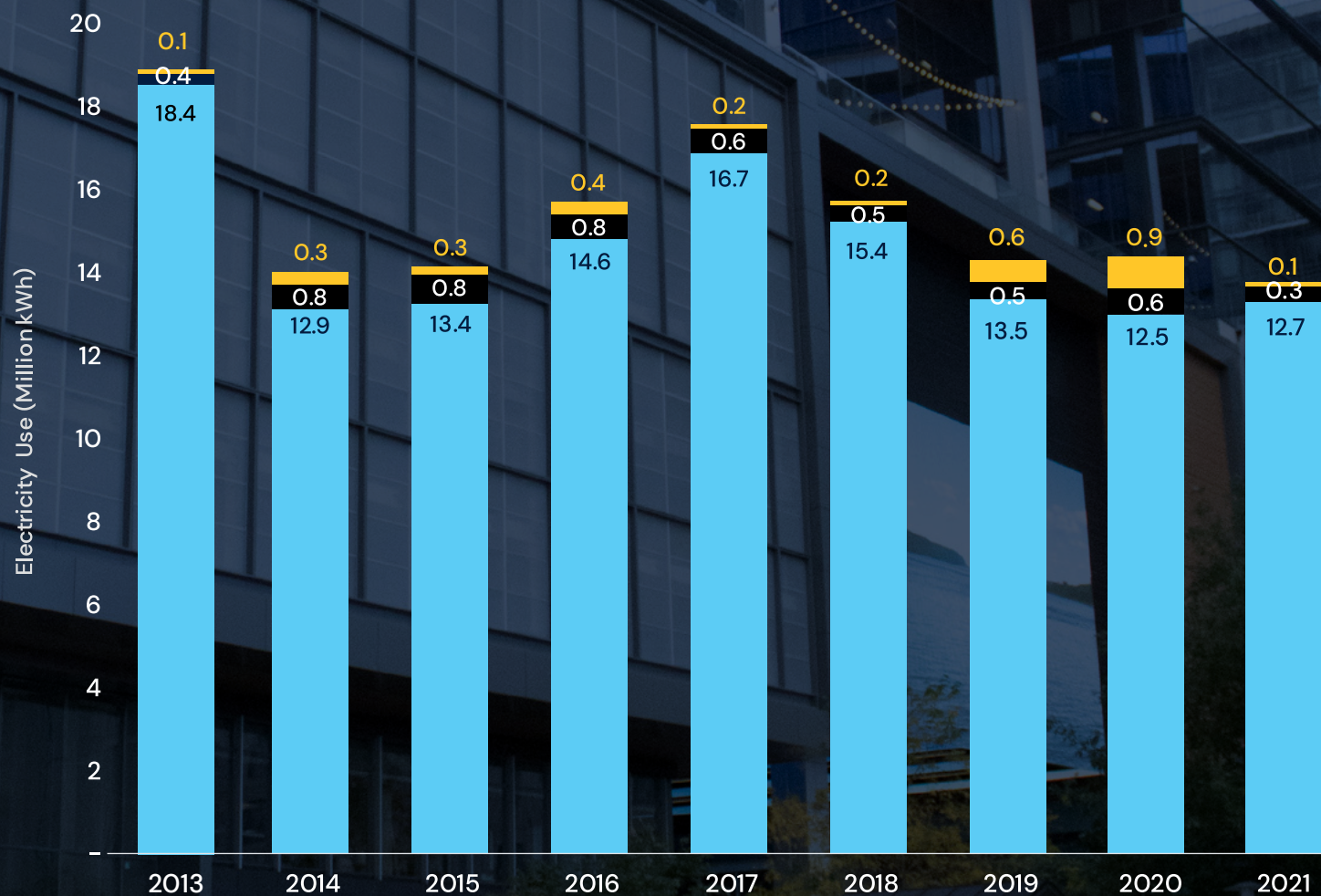
### Electricity used by our global operations

We tally our electricity use at the end of each year and purchase Green-e certified renewable energy certificates (RECs) equivalent to 100% of the electricity used by our

global operations. As a tenant in all our facilities, buying green power directly from the grid is not an option, which is why we purchase RECs.

#### Electricity used by geography

- The Americas
- Europe
- Asia, Pacific, Africa & the Middle East

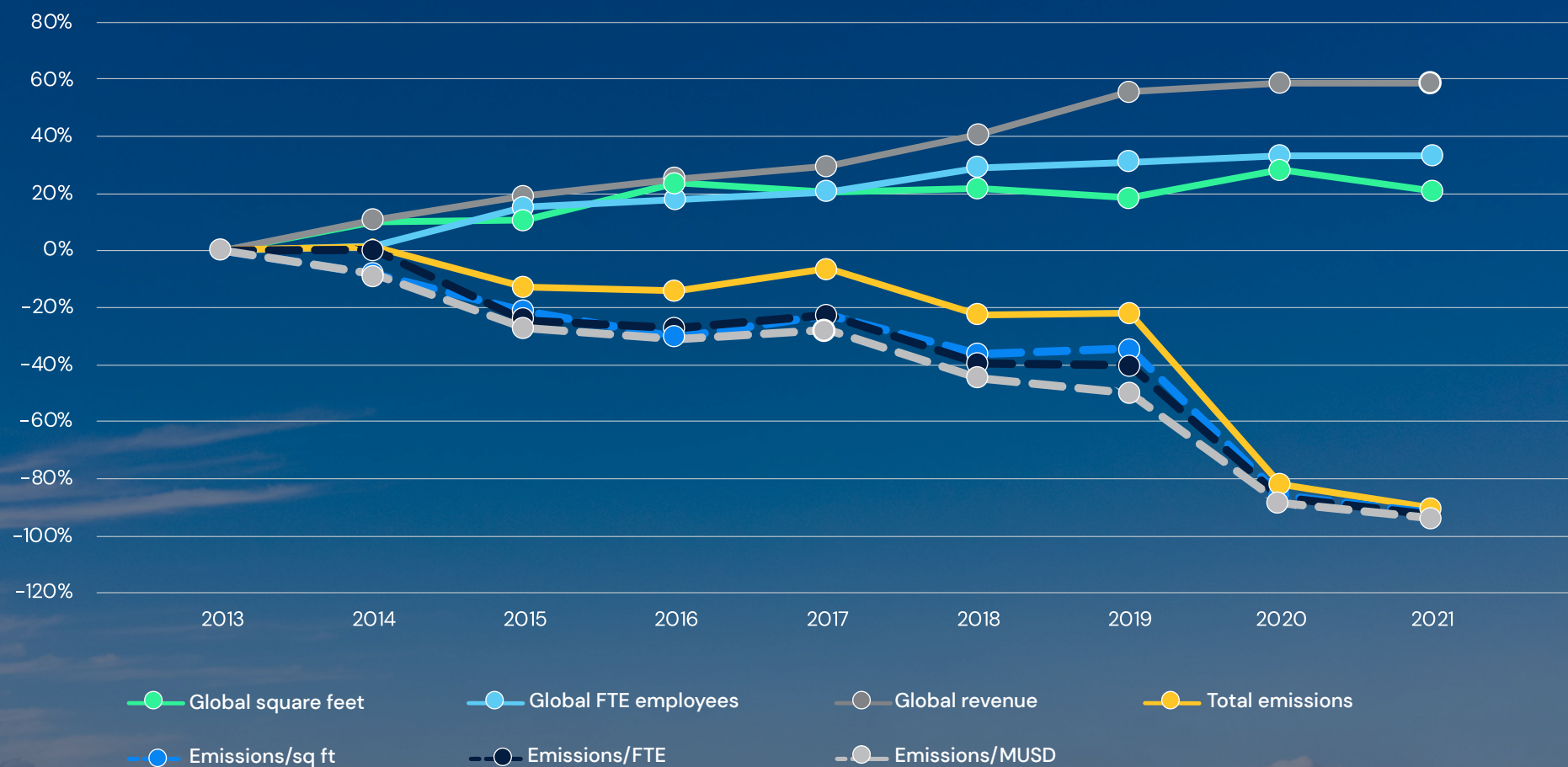




## As we grow, emissions decline

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 (after accounting for RECs), plus calculated scope 3 emissions (business travel and employee commuting).<sup>9</sup>



<sup>9</sup> Does not include emissions from purchased goods and services, which we began estimating in 2018.

## Taking action to achieve sustainability goals

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:

- Assessing our climate risks and opportunities
- 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
- 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 by upholding our principles.

## Assessing our climate risks and opportunities

In 2015, the financial sector expressed the need for better information to support investment, lending, and underwriting decisions in light of climate change. The Task Force on Climate-related Financial Disclosures (TCFD) was established to improve businesses’ reporting of risks faced due to climate change. TCFD’s goal is for companies to disclose climate-related information that is consistent, comparable, reliable, and clear. Disclosing in alignment with TCFD’s framework helps companies prepare for risks and opportunities of climate change. Now widely adopted by leading companies and investors, ICF also uses TCFD’s framework to present our climate-related risks and opportunities.

The matrix below outlines the four pillars of TCFD’s framework: governance, strategy, risk management, and metrics and targets. For each pillar, TCFD recommends specific disclosures. Many of the recommended disclosures include data that ICF has assessed and reported for years in our corporate citizenship report and/or our report to CDP (formerly the Carbon Disclosure Project). **Our CDP report is our primary channel for TCFD Disclosure.** Below, we briefly summarize our approach to each activity and identify the location in our CDP report where we disclose in detail.

Summary of ICF’s disclosures in alignment with TCFD

### Governance

#### TCFD recommendations

- Describe the board’s oversight of climate-related risks and opportunities.
- Describe management’s role in assessing and managing climate-related risks and opportunities.

#### Summary of ICF’s response to TCFD’s governance recommendations

ICF has developed a governance model to ensure effective oversight and good governance. The board, Chief Executive Officer, management, and several committees all play an important role in identifying, assessing, and mitigating climate-related and non-climate-related risks.

The board monitors top-ranked risks as part of overseeing the enterprise risk management program. Climate-related risks are embedded in this program.

The CEO, as a member of both our board (as chair) and the most senior member of management (as president), serves as a connection point between the board’s oversight and management’s handling of climate-related risks and opportunities.

#### CDP disclosure location

C1.1, C1.1a, C1.1b, C1.1d, C1.2, C1.2a



## Governance (continued)

TCFD recommendations	Summary of ICF's response to TCFD's governance recommendations	CDP disclosure location
	<p>In collaboration with various committees, the CEO assesses material climate-related risks and reviews and implements options for mitigation.</p> <p>The ESG council, composed of senior executives, confers on climate-related risks and opportunities of the highest impact, and provides the CEO with recommendations regarding climate-related risks.</p> <p>The <a href="#">Governance section</a> of this report details the roles and responsibilities governing our climate strategy.</p>	

## Strategy

TCFD recommendations	Summary of ICF's response to TCFD's governance recommendations	CDP disclosure location
<ul style="list-style-type: none"> <li>Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</li> <li>Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</li> <li>Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</li> </ul>	<p>Scenario analysis is useful for assessing the business implications of climate change. Scenario analysis enables a company to understand how it might perform under different hypothetical climate futures. ICF selected two climate scenarios to assess the potential impact of climate-related risks and opportunities on our business and operations. For both scenarios, ICF climate experts conducted a transition risk assessment and physical risk assessment. For the former, ICF used a time frame that extends until 2035, and for the latter, ICF used a time frame that extends until 2030.</p> <p>The first scenario was the "RCP 1.9 Scenario", where global warming does not exceed 1.5°C above pre-industrial levels due to major decarbonization interventions. For the transition risk, ICF has used the IEA NZE 2050 scenario, and for the physical risk, ICF did not evaluate the impacts under the RCP 1.9 scenario as no significant near- or medium-term risks were found under the high scenario of future climate change, represented by RCP 8.5.</p> <p>The second scenario was the "RCP 8.5 Scenario," which assumes an increase of global temperatures of more than 4.1°C above pre-industrial levels due to a lack of decarbonization interventions. For the transition risk, ICF assumed very limited climate policy measures, slow pace of innovation of non-fossil fuel technologies, and no low emission transportation. For the physical risk, ICF evaluated risks through 2030 under a high scenario of future climate change, represented by RCP 8.5. The assessment consisted of a qualitative rating of the exposure, sensitivity, and adaptive capacity of nine elements of ICF's infrastructure and operations to nine extreme weather events.</p> <p>For the transition risk, the main conclusion of the scenario analyses is that ICF, as a professional services firm, is not directly exposed to significant legal, policy, or reputational risks related to climate change in the short-, medium-, and long-term. While changing regulation has the potential to impact our regulated clients and related services, our total service offerings include a diverse set of services that bolster us</p>	C2.1a, C2.3, C2.3a, C2.4, C2.4a, C3.1, C3.2, C3.2a, C3.2b, C3.3, C3.4,

## Strategy *(continued)*

TCFD recommendations	Summary of ICF's response to TCFD's governance recommendations	CDP disclosure location
	<p>against both an RCP 1.9 and RCP 8.5 scenario. Under the former, ICF expects to grow its business in areas such as clean transportation, clean energy, and low carbon fuels. Under the latter, ICF expects to grow services such as climate resilience, disaster management, and health care</p> <p>Reputational risk is also deemed to be low as ICF has been reporting, managing, setting targets (including aggressive science-based targets), and reducing our emissions since 2006. In fact, by purchasing high-quality, verified offsets equivalent to all emissions from material sources (all scope 1, 2, and business travel and employee commuting for scope3), we have remained carbon neutral every year since 2006.</p> <p>For the physical risk, ICF's assessment identified no significant near- or medium-term risks under the RCP 8.5 Scenario. This is mainly due to the nature of ICF's business and the lack of real property (we lease all facilities) in locations that do not face unique physical risks from climate change.</p>	

## Risk Management

TCFD recommendations	Summary of ICF's response to TCFD's governance recommendations	CDP disclosure location
<ul style="list-style-type: none"> <li>• Describe the organization's processes for identifying and assessing climate-related risks.</li> <li>• Describe the organization's processes for managing climate-related risks.</li> <li>• Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</li> </ul>	<p>Risk management is an integrated business process vital to the overall success of our business. To identify, assess, and mitigate risks, ICF has incorporated a multi-disciplinary companywide risk management process. Climate-related risks are embedded in this process.</p> <p>At the highest level, our board oversees risks through our ERM process. This involves the annual assessment of key risks (including climate-related risks) to our business. Additionally, the board receives quarterly reports, briefings on top-ranked risks from committees and management, and updates on climate-related issues.</p> <p>The CEO, both a member of the board and management, assesses major risks and ensures appropriate attention and allocation of resources to address climate-related issues.</p> <p>The ESG council, composed of senior executives, reports to the CEO, and addresses climate-related issues.</p>	C2.1, C2.2, C2.2a,

## Metrics and Targets

TCFD recommendations	Summary of ICF's response to TCFD's governance recommendations	CDP disclosure location
<ul style="list-style-type: none"> <li>• Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</li> <li>• Disclose scope 1, scope 2, and, if appropriate, scope 3 GHG emissions, and the related risks.</li> <li>• Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</li> </ul>	<p>We use metrics, targets, and business indicators to monitor progress against strategy. As noted earlier in this report, we have a good understanding of our carbon footprint. You will find details about our GHG emissions and targets beginning in the section, <a href="#">Making sustainable commitments</a>. We have been measuring, trending, and setting targets to reduce emissions for many years. We use this and other data to help assess climate-related risks and opportunities as we prepare for a carbon-constrained future.</p>	<p>C4.1, C4.1a, C4.1b, C4.2, C4.2a, C4.2b, C6.1, C6.3, C6.5, C6.5a, C9.1,</p>

### Buying renewable energy

As a tenant in all 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 Green-e certified renewable energy certificates (RECs in the United States and comparable certificates in other markets).

Each REC represents the environmental benefits associated with one megawatt-hour of electricity generated from renewable resources. Guided by our renewable energy experts in 2022, ICF purchased Green-e certified RECs equivalent to 100% of the 2021 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>

### Reducing our facilities footprint

During 2021, most of our employees were working remotely due to the pandemic. Yet our work continued smoothly as we collaborated remotely,

maintained productivity, and continued growing the business.

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.

### 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, USA. Currently under construction and opening in the fall of 2022, the facility is in a LEED Silver Building and achieved the Designed to Earn the ENERGY STAR certification.

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



## 50% of employees based in ICF offices work in sustainable facilities

City	ENERGY STAR score	LEED certification	Electric vehicle charging stations
Chicago, IL (W. Adams Street)	86 (2019)	Building: Silver (2019)	
Fairfax, VA	75 (2020)	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)	✓
Minneapolis, MN	80 (2019)	Building: Gold (2019)	✓
New York, NY, 3 <sup>rd</sup> Avenue	82 (2019)	Building: Silver (2019)	
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	81 (2019)		

### 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 worked with our landlord to significantly improve the efficiency of systems within the 30-year-old building. This included updating the conference center to be certified to the LEED Platinum standard.

In preparation for moving into our new Reston, Virginia headquarters in the fall of 2022, our energy and real estate experts worked closely with the landlord to apply for LEED Gold Interior certification and earned Designed to Earn the ENERGY STAR certification.

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

### Employing lighting controls

Now a standard for all 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 our period of extended remote work, these controls ensured electricity was not wasted.

### 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 we work to reduce them while still maintaining critical client and colleague interactions.

In 2021, 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 any planned in-person meeting. We expect some collaborations that previously required in-person meetings will transition to virtual as the norm, which will help reduce 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 post-pandemic office interactions. We installed sophisticated cameras with high-definition images and audio; 360-degree view; active speaker tracking; and pan, tilt, zoom, and split-screen views.



### New global headquarters opening in late 2022

Just outside Washington, D.C., the LEED Silver Building at Reston Station is a mixed-use, transit-oriented, pedestrian-friendly, urban landscape. Our new office features sunlit open floorplans, outdoor areas, and other amenities that support collaboration and creativity. Proximity to trails and transit, as well as an abundance of bike storage and electric vehicle charging stations, make our headquarters ideal for green-minded employees.

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 (SAF) certificates. In 2021, we announced our purchase of SAF certificates from British Airways. Recently, we also purchased SAF certificates as part of JetBlue's Sustainable Travel Partners' Program. The certificates represent the reduced carbon emissions of synthetic jet fuel produced from renewable biological resources that can be replenished rapidly and emit up to 80% less CO<sub>2</sub>. Purchasing these certificates reduces our carbon footprint and provides essential funding for the development of clean fuels for flight—supporting a future where we can all travel sustainably.

### Understanding our commuting emissions

Most years, our Earth Month initiatives include a survey of employees' commuting practices and preferences. Survey responses inform our GHG inventory and mitigation efforts. For our 2021 inventory, we calculated commuting emissions based upon data from cardkey entries at all our offices and extrapolated from our most recent commuter survey. We will resume our annual commuter survey in 2023.

### 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. Additionally, many of our leased facilities include bike storage and gyms to support our employees who use bicycles as a primary mode of commuting.

### 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 Supplier Code of 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 instead to drive traffic to our website. Many of our office kitchens replaced disposables with reusable utensils.

### Reusing and recycling IT equipment

During 2021, we reused or recycled 6,200 assets, weighing 54,000+ 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  
**\$315K+**  
in resources

Saved energy  
equivalent to  
electricity used  
to power  
**243**  
U.S. households  
for one year

Avoided GHG  
emissions  
equivalent to  
removing  
**377**  
passenger cars  
from the road  
for one year



## Reducing landfill-bound waste

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 with 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 setups.

## Managing for continuous environmental improvement

We use an informal environmental management system (EMS) 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, employee commuting, and purchased goods and services. Our EMS is ISO certified in several offices. Our UK offices in London, Leeds, and Birmingham, plus our Brussels office in Belgium have certified environmental management systems that adhere to the ISO 14001 standard. The UK offices have received annual certification since 2012.

## Partnering for sustainability

We partner with the communities where we work and live to promote sustainable practices. For example, in preparation for moving to our new headquarters in Reston, Virginia, we contributed consulting expertise and company resources to develop the Reston Association's climate assessment. The approved assessment describes actions that could be taken to mitigate and adapt to climate change in the near term. The assessment proposes a robust climate action planning process for sustained growth.

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 transparency and accountability. To that end, we welcome employees' feedback and try to be responsive. For example, employees raised concerns about the lack of fossil-free investment options in their retirement plan. Retirement investments are the largest expenditure of one's life and should reflect one's values. Leadership agreed and added a self-brokered investment alternative for U.S.-based employees, enabling a wide range of investment options.

## Sponsoring a Green Team

Our employee-led, volunteer Green Team helps us identify and adopt sustainable practices and helps motivate us to be engaged citizens. Each year we survey participants to identify new areas of focus. In

2021, environmental justice surfaced as a topic of great interest. In-house experts introduced us to key issues of environmental justice and why it matters—expanding our understanding and stirring interest. Green Teamers looked at inequities that cause minority communities to be more vulnerable to environmental impacts. We considered the historical, cultural, economic, and geographic factors that lead to inequities. And we highlighted solutions that work.

Green Team also looked at ways to reduce energy bills at home. Internal experts shared tips for identifying upgrades—from low cost to high value. We looked at the link between water and energy usage and identified opportunities to conserve. Behavior change is key to saving energy. Our experts gave insights on the psychology of changing habits and steps to ease that transformation, such as leveraging automated electronics.





### Rewarding sustainability contributions

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 promoting renewable energy in their communities, for volunteering at an amphibian conservation program, for maintaining hiking trails, among other meaningful volunteer efforts.

### 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 chains. We disclose annually to CDP through its climate change and supply chain questionnaires—the most rigorous and comprehensive of all climate reporting. Our 2021

climate report to CDP earned an A (on a scale of A through D), placing us in the top 2% of more than 12,000 organizations. The [CDP reports](#) we submitted in 2018, 2019, and 2020 each scored an A-, 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 would not occur without a carbon market. We purchase a volume that removes emissions equivalent to what our operations generated during the previous year.

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, employees' commutes, and purchased goods and services. 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.

The offsets we purchased in 2021 were 10,173 verified carbon units of the Bukaleba Forest Project in Uganda. VERRA verified the project to the Verified Carbon Standard and retired the credits. This is a commercial forest plantation project that uses carbon finance through sustainable forest management. The project provides a sustainable source of timber, plus other local environmental and social benefits. For example, the project employs locals to care for and protect the forest. VERRA's approach integrates jurisdictional and project accounting. Using a risk map to ensure harmonization, VERRA ensures jurisdictional guidance does not inadvertently incentivize harmful actions.



## Making progress toward goals

With our 2021 inventory, we are on track to meet or exceed our targets. In terms of absolute emissions, we reduced net emissions from our facilities (scope 1 and 2 emissions) by 93% compared to our 2013 base year. Because continued progress is our priority, we are tracking our emissions relative to two targets: a long-term target that tracks progress relative to 2013, and a Science Based Target that measures progress relative to 2018.

Here is our latest progress toward our goals.

### Long-term target

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
2021	423	-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
<b>2018 Base year</b>	714	Base year	100%	16,775	6,105	2.75	Base year
<b>2021</b>	423	-25%	100%	2,497	6,321	0.33	-86% 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 ensuring a low-emissions future.



Featured in:

The  
New York  
Times

The  
Washington  
Post

Forbes

AXIOS

Bloomberg

REUTERS

## Our impact amplified: energy efficiency programs

We apply advanced analytics and deep domain expertise to help utilities plan, design, and implement best-in-class demand-side management programs. When looking at the results of only programs we delivered in 2020, the sum of lifetime CO<sub>2</sub> emissions avoided and savings generated is highly impactful.

**160**

individual programs we  
delivered in 2020



Annualized MWh  
saved<sup>12</sup>

5.1 million MWh

+

Lifetime customer  
bill savings<sup>14</sup>

Lifetime tons CO<sub>2</sub>  
avoided<sup>13</sup>

**12.1 million  
metric tons CO<sub>2</sub>**

Total financial impact  
generated  
**\$3.4 billion**

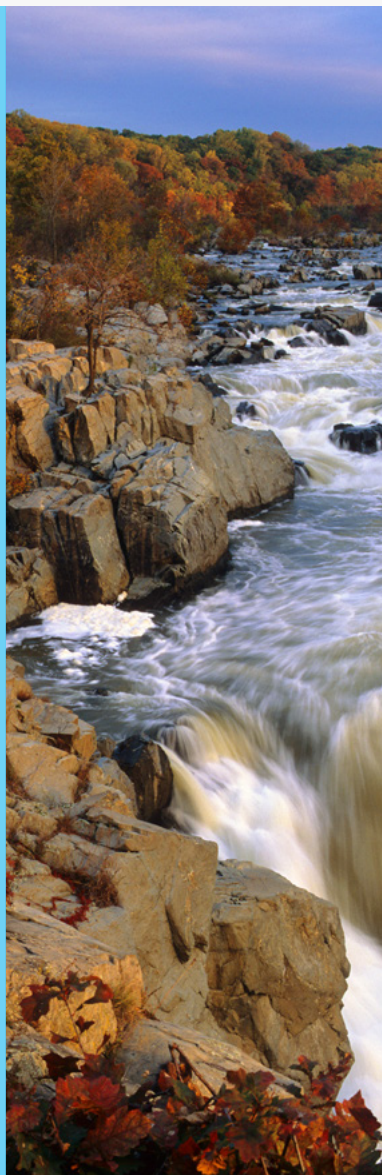
<sup>12</sup> Sum total of individual program savings over all 160 programs ICF implemented in 2020

<sup>13</sup> Via grid region carbon intensity; derived from MWh savings by multiplication of measure life and carbon intensity by state/utility as per EIA

<sup>14</sup> After subtracting ~\$500 million of customer incentives and ICF revenue; derived from multiplying energy savings in each program by avg rates for retail, commercial, and industrial customers by state as appropriate to program type; demand reduction that yields capacity investment savings adds additional impact

## Helping Fairfax County decarbonize

Fairfax County, Virginia, is home to about 1.15 million people and the community has pledged to go carbon neutral by 2050. We facilitated a community-driven CECAP Working Group to set GHG reduction goals for the community. We also built models to show the potential GHG reductions of various strategies. The final action plan was accepted by the Board of Supervisors in September 2021.



Read the full report:



DOWNLOAD PDF

**Challenge** In 2018, the Fairfax County Environmental Quality Advisory Council (EQAC)—an advisory group appointed by the Board of Supervisors—proposed the creation of a community-led climate plan to establish how the county would meet its carbon reduction goals. The Board of Supervisors voted to support the development of the Community-wide Energy and Climate Action Plan (CECAP) in 2019.

Typically, these types of plans are undertaken through a top-down approach. Recognizing that this plan would impact residents, businesses, and other county stakeholders, the Board of Supervisors wanted the community to be directly involved in determining the areas of focus.

**Solution** In collaboration with county staff, we facilitated the Working Group, which included members of local businesses, utilities, environmental groups, religious organizations, and social justice institutions. We also incorporated broader public input through surveys, meetings, and feedback sessions.

While our original plan called for a series of in-person meetings, we shifted to a virtual meeting environment due to COVID. We made use of online collaboration tools and virtual meeting environments to reach more people, effectively brainstorm, and share ideas.

We also built out a model to evaluate the potential GHG reduction of each strategy the Working Group considered for the plan. They identified various priorities and we showed them a working model of how well that action could be used to reduce GHG emissions.

**Result** We compiled our recommendations after achieving consensus from a wide variety of stakeholders. The Working Group collectively agreed on 12 strategies and 37 actions for the community to reduce GHG emissions in Fairfax County.

The sector-specific goals include goals specific to the building and energy efficiency sector, the energy supply sector, the transportation sector, the natural resources sector, and the waste sector.



## Supporting our communities

We work to make our communities more equitable, healthy, and resilient by accelerating change today to make a lasting impact tomorrow. This is done by tapping into our employees' philanthropic passions and supporting them with matched giving. Whether it's providing for health care, education, or relief from natural disasters, we work together to assist groups in need around the globe.

- 
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## How we give

We invest in our communities by supporting 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 2021, our volunteers partnered with newly formed employee community networks to make an even greater impact. Together, we held monthly campaigns on causes employees were most passionate about supporting. ICF's matching gifts help employees achieve their personal philanthropic goals. In another difficult year for so many, our employees donated vigorously. ICF matched the \$432,000 our employees donated through our giving platform and made additional gifts for a total of \$654,000. Together with our employees, ICF donated \$1.1 million to charities in 2021. Employees logged 3,400+ volunteer hours in our giving platform and ICF matched those hours with a donation of \$10 per hour volunteered. While our philanthropic efforts touch on all the Sustainable Development Goals, the majority of our 2021 activities supported these five:



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, providing COVID-19 emergency relief, protecting the most vulnerable, and ensuring equity for all is a priority for us. Our employees made thousands of gifts. Here are some nonprofits that received the greatest number of employee donations.

**\$432K**  
employee donations

**\$654K**  
ICF matched employee gifts, plus other cash donations

**\$1.1M+**  
in total cash donations in 2021

**3.4K**  
volunteer hours logged

### Nonprofit organization

### Mission

Americares Foundation, Inc.	During the second wave of COVID-19 infections, Americares India provided ongoing clinical services and other critical support for health care access in the country.
Give2Asia	Supported local partners in India with total grantmaking reaching \$6 million to support healthcare facilities with lifesaving equipment and protective gear.
UNICEF (United Nations Children's Fund)	Delivers critical supplies like oxygen concentrators, diagnostic testing systems, hygiene supplies, and PPE kits to protect health care workers.



Nonprofit organization	Mission
Red Cross	Provides emergency assistance, disaster relief, and disaster preparedness education.
Feeding Texas	Largest hunger-relief organization in Texas. Together with 21-member food banks, they reach over 5 million Texans annually with food and resources.
The Leukemia & Lymphoma Society	Largest nonprofit dedicated to creating a world without blood cancers.
World Central Kitchen Incorporated	First to the frontlines, providing meals in response to humanitarian, climate, and community crises.
Doctors Without Borders	Supports lifesaving care for those devastated by emergencies, epidemics, and natural disasters.
American Civil Liberties Union Foundation Inc	Has been at the center of nearly every major civil liberties battle in the U.S. for more than 100 years.
Bail Project Inc.	Combating mass incarceration by disrupting the money bail system and restoring the presumption of innocence.
Black Girls Code Inc.	Builds pathways for young women of color to embrace the tech marketplace by introducing them to skills in computer programming and technology.
National Urban League Inc.	Historic civil rights organization that advocates on behalf of economic and social justice for African Americans and against racial discrimination.
Thurgood Marshall College Fund	Supports nearly 300,000 students attending 47 historically Black colleges and predominantly Black institutions.
United Negro College Fund Inc.	Nation's largest and most effective minority education organization, enabling more than 60,000 students each year to attend college.

## Empowering girls in rural India—transforming lives and sustaining hope

Over the past two years, our India team has [supported the Pardada Pardadi Educational Society](#) (PPES), an organization that provides free education, job opportunities, healthcare, and more for girls and women in Western Uttar Pradesh, India, where 51% of girls enrolled in school drop out before completing 8<sup>th</sup> grade.

When COVID-19 caused most of the community to lose their livelihoods, PPES stepped up to provide help with food supplies, medical care, domestic violence resources, income-generating opportunities, and relief assistance.

In 2021, ICF contributed **\$20,000** towards the following three projects:

- 1. Setting up an indoor play area for primary school:** The play zone will spread across 1,200 sq. ft. and have slides, trampolines, an adventure zone, and other soft play toys that can help in the development of social skills and creativity among children. Construction started in April 2021 and is scheduled for completion in 2022.
- 2. Sponsorship of education for secondary school students:** Despite the adverse circumstances of the pandemic, PPES ensured that there was as little disruption to the process of providing education. This was accomplished via Zoom and WhatsApp online classes; worksheet, books, and stationery distribution; and tablets to students in 10<sup>th</sup> and 12<sup>th</sup> grades.
- 3. Cervical cancer vaccination:** Cervical carcinoma is the most common cancer in women of rural India. Vaccinations protect students' health. PPES ran this project with support from ICF to vaccinate 65 schoolgirls in the 12<sup>th</sup> grade.

**300** girls and their families whose lives were touched by our donations



## In Memory of Renuka Gupta

Renuka Gupta was the CEO of PPES and an activist working on gender-related issues for the last 40 years in India. Sadly, we lost Renuka this year due to COVID-19. We were honored to have her as a guest speaker at our International Women's Day celebration event in our India office in 2021. Renuka dedicated her life to serving others and to the betterment of society. For the last two decades, she was at the helm of PPES, guiding them throughout. Renuka's impact on this world cannot be overstated.

In a short video featured in this story, Renuka talks about the challenges girls face in India, the PPES program, and ICF's support. We are deeply saddened by this loss, but we are hopeful that Renuka's work will live on.



"A heartfelt thanks to ICF for your guidance and support, which not only transformed the lives of rural girls in Anupshahr, but also created a revolution which will inspire the generations to come."

—Renuka Gupta

## Responding to disasters and injustice

### COVID-19 crisis in India

When India faced the world's worst COVID-19 outbreak, our employees responded, donating \$23,000 to support the effort to deliver medical aid and supplies to India through the following organizations:

- **Americares India** mobilized more than 5 million units of protective and isolation set-up equipment.
- **Give2Asia** worked with local partners to support frontline health workers responding to the pandemic in India.
- **UNICEF** assisted with the ongoing COVID-19 vaccination effort in India.
- **Direct Relief** supplied oxygen concentrators and other medical resources to India

### Winter storm response

Winter storms brought extreme cold, heavy snow, and ice to a broad swath of the U.S. in 2021. Across Alabama, Kentucky, Louisiana, Mississippi, Ohio, Oregon, Texas, and West Virginia, more than one million people were without power. In Texas, nearly 25% of residents were without safe water. Our employees responded quickly by donating \$3,800 to help people suffering through this emergency. Donations were split evenly between:

- **Red Cross**, which partnered with community organizations to set up 150+ shelters and warming centers across six states.
- **Feeding Texas**, a statewide network of food banks, which took steps to ensure access to nutritious food for those in need.

### Emergency aid for the people of Afghanistan

We raised \$1,100 for the CARE Afghanistan Humanitarian Fund, an organization that responded to the crisis with cash-based assistance to address the needs of displaced people who needed food, shelter, and protection. CARE staff worked around the clock to meet the needs of vulnerable and displaced Afghan families, with a focus on women and girls. In the short term, CARE provided \$179 in cash to each internally displaced household to cover their basic needs for two months.

### Hurricane Ida recovery efforts

Hurricane Ida, one of the strongest storms to ever strike the U.S., left the state of Louisiana in crisis. In parts of Louisiana, including the entire city of New Orleans, more than a million people were without power. We raised \$1,600 to help the **Center for Disaster Philanthropy** fund medium- and long-term recovery needs, such as rebuilding homes and livelihoods, meeting the unique needs of vulnerable communities and supporting mental health services.

### Haiti earthquake recovery

When a devastating earthquake struck Haiti, leaving tens of thousands injured, missing, or homeless, we supported **Save the Children**, an organization that was already on the ground working with the Haitian people. Save the Children has worked in Haiti for 32+ years with 250 staff on the ground. Save the Children is providing food, water, and shelter. Because Save the Children's offices did not suffer the structural damage of other non-governmental organizations, other aid workers have taken refuge in the agency's compound, where operations are being run out of offices and tents.

### Help for California communities and firefighters

To aid people whose lives were upended by yet another climate-related disaster, we donated evenly across these two organizations:

- **Wildfire Relief Fund by California Community Foundation** supports intermediate and long-term recovery efforts for major California wildfires, as well as preparedness efforts.
- **California Fire Foundation** provides emotional and financial assistance to families of fallen firefighters, active firefighters, and the communities they protect. Initiatives include the California Firefighters Memorial, emergency support, and community involvement.

### Standing with Asian American communities

We stood against racism and advocated for people of Asian and Pacific Islander heritage by raising funds for **Asian Americans Advancing Justice**, a nonprofit that advances civil and human rights for Asian Americans through advocacy, legal action, policy change, and more.

**Bringing back 1,000  
Puerto Rican  
homes hit by  
natural disasters**



We respond to disasters through our philanthropy, as well as through our work. For example, following hurricanes in Puerto Rico, we helped 1,000 families return to repaired or reconstructed homes.

**Challenge** Following the devastation from hurricanes Irma and Maria in 2017, thousands of Puerto Ricans were left without homes. The Puerto Rico Department of Housing (PRDOH) needed support from partners like ICF for its Single-Family Repair, Reconstruction or Relocation (R3) program. R3 provides funding to repair or reconstruct damaged homes and help households relocate to existing or newly constructed housing in non-hazard areas.

**Solution** From application to closeout, ICF oversees all stages of implementation of the R3 program with a team that is 90% local hires. Our experienced case managers conduct applicant intake, case management, and eligibility determinations—as well as work with partners to conduct damage assessments, award coordination, and oversight of subsequent construction. Their lived experience, resilience, and optimism have been essential to the success of R3, but also in helping Puerto Rico build long-term resilience.

**Result** Construction managers started repairing homes in the region in February 2020, six months after the program began application intake. Despite earthquakes, COVID-19 lockdowns, and other obstacles, the R3 vendors supporting PRDOH have pushed forward with one goal: to return families to safer, more resilient homes. In 2022, ICF was the first of the four program managers to achieve 1,000 construction completes for formerly dislocated Puerto Rican families who have now returned to permanent housing that has been repaired or reconstructed.



## Uniting for a common good

In these unprecedented times, ICF found new ways to celebrate resiliency, community, and love. Our volunteer network, GiveForward, partnered with our employee community networks (ECN) to hold companywide campaigns throughout the year, aligned with causes that mattered to employees. Campaign committees polled members to determine the charities they wished to support. This was followed by a vetting and voting process to ensure our support made the most impact.

ICF supported these efforts by matching all donations 1:1.

### Black History Month

In February, we celebrated Black History Month internally with our #ICFisBlackHistory campaign that included sharing daily facts and spotlights on Black employees who shared how their work positively impacts the Black community. Through this campaign, we raised \$11,800+ that was evenly split across four nonprofits:

- **Thurgood Marshall College Fund** supports nearly 300,000 students attending 47 historically Black colleges and predominantly Black institutions.
- **Black Girls Code** provides technology education for African American girls.
- **United Negro College Fund** increases the total number of African American college graduates.
- **National Urban League** advocates on behalf of economic and social justice for African Americans.

### Women's History Month

We honored Women's History Month by donating to organizations that support and empower women. Throughout the month of March, we supported organizations that fight for legislative equality, financial stability, and professional development, and for ending domestic violence.

Our donations were evenly distributed to **Equality Now**, **Dress for Success**, and **Futures Without Violence**.

### Autism Acceptance

GiveForward and the Diverse Abilities ECN teamed together on a three-week campaign leading up to and around World Autism Day on April 2. Our goal was to create connection, understanding, and acceptance for people with autism. We posted videos, infographics, and resources, and encouraged employees to engage with the campaign, share stories and perspectives, and contribute to a more accepting and inclusive community. We fund-raised for the **Autism Self-Advocacy Network**, an organization that seeks to advance the principles of the disability rights movement regarding autism.

### Pride Month

Our LGBTQIA+ ECN hosted several events to foster conversation, networking, and celebration of the history and contributions of the LGBTQIA+ community. Our associated giving campaign raised nearly a thousand dollars to support LGBTQIA+ communities through causes that bring care, resources, advocacy, and awareness. Our colleagues chose to support the following organizations:

- **The Trevor Project** provides crisis intervention and suicide prevention services to LGBTQ young people under 25.
- **Casa Ruby** is the only LGBTQ+ bilingual and multicultural organization in the Washington, D.C., metropolitan area that provides social services and programs to the most vulnerable populations.
- **House of GG** is focused on supporting and nurturing the leadership of transgender women of color living in the U.S. South.

## Better together

In 2021, we raised \$13.8K+ for causes highlighted during:

- Black History Month
- Women's History Month
- Autism Acceptance Month
- Pride Month
- Hispanic Heritage Month
- Americans with Disability Act anniversary
- Veteran's Day



### Hispanic Heritage Month

We celebrated Hispanic Heritage Month by hosting several fun events, including Cafecito Hours and Dance Workshops. Our donations went to the **Hispanic Alliance for Career Enhancement**, **National Alliance for Hispanic Health**, and **United We Dream** through our charitable giving campaign.

### Anniversary of the Americans with Disabilities Act

To mark the 31<sup>st</sup> anniversary of the Americans with Disabilities Act, our Diverse Abilities ECN planned several activities throughout the month to increase awareness and celebrate disability pride. Employees engaged in an adaptive exercise class through **Dance for All Bodies**, a nonprofit that hosts dance classes and workouts for all abilities.

### Veterans Day

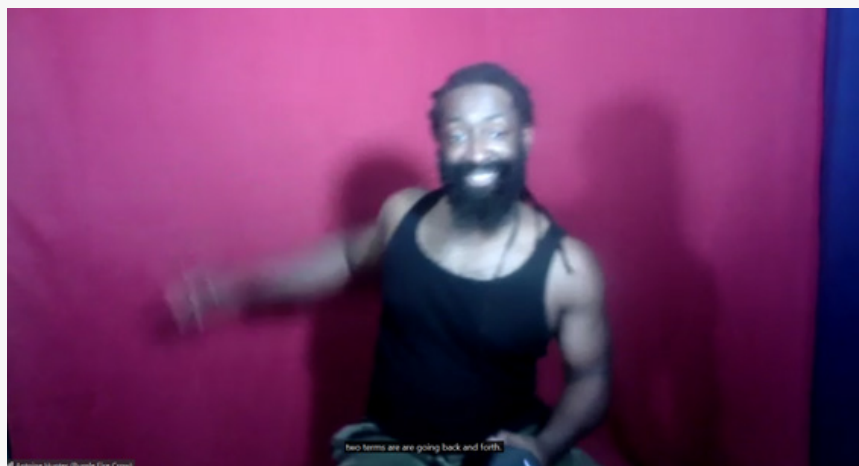
Employment assistance is the number one requested service from transitioning military members. As we launched our Veterans ECN, we supported **Hire Heroes USA**, an organization that helps veterans and military spouses get hired—and helps companies hire and retain them. We fundraised during November in celebration of U.S. Veterans Day and U.K. Armistice Day on November 11.

### Our annual charity auction raised \$60K+

Our D.C., Maryland, and Virginia (DMV) offices joined forces to hold our 29<sup>th</sup> charity auction, raising \$60,000+ (a 50% increase in fundraising) with a theme highlighting the lighter side of our second year of remote work: No Place Like Home. This 100% volunteer-led event involves soliciting internal/external donations, compiling the catalog, and producing a virtual event.

As part of the activities leading up to the event, offices in the DMV area held a change wars fundraiser and competition to raise money for the **Capital Area Food Bank**.

The catalog included first-class, round-trip tickets to anywhere in the world! Auction item winners choose the charity of their choice to donate to through GivingPlace, our donation platform. Employees chose a diverse set of causes, supporting 50+ different organizations focused on poverty, hunger, health, youth, education, environment, and animals.



*Dance for All Bodies Adaptive Exercise Class*



*ICF Annual Charity Auction*

## Employees rally for causes

**Tribute to a lost colleague:** We lost our dear colleague and friend Uzair Zafar in 2021. To pay tribute to his passion for educating himself and those around him, his family partnered with The Citizens Foundation (TCF), an organization that supports the education of underprivileged children in Pakistan. Over the past 26 years, TCF has built and operates 1,687 schools providing quality education to 275,000 children, with a faculty of 12,950 teachers. As his colleagues and friends, we raised \$2,800+ toward building a school in Uzair's name near his hometown in Lahore, Pakistan. This is one way to help us keep Uzair's legacy alive—a legacy that can benefit thousands of children in the coming years.

**Social and environmental justice in El Salvador:** We supported EcoViva, a nonprofit that helps rural communities in El Salvador build the local economy, provide job training, and create opportunities for education, while protecting ecosystems. Together, we raised \$2,000+ to help restore two acres of mangrove forest.

**Keeping kids warm:** Employees in North Carolina held a coat drive and collected 300+ new coats, gloves, and hats, plus \$2,000 in donations for Big Brothers/Big Sisters of Charlotte and Grier Heights Initiative at The Mint.

**Starting the school year with supplies:** U.S. employees supported local Boys and Girls Clubs through back-to-school collection drives in Louisiana, Maryland, New Jersey, North Carolina, and Virginia. Our Durham, North Carolina, office volunteered with their local club to paint desks.

**Making strides against breast cancer:** Our Durham, North Carolina, office participated in the Making Strides Against Breast Cancer walk. Nine employees raised \$1,700+ for the American Cancer Society.

**Caring for colleagues:** The extended period of working remotely has been an isolating experience for many. Our GiveForward team thought of a new initiative: Colleague Care Month. We invited employees to join to show appreciation and encouragement to each other throughout the month of July by sending an appreciation e-card, giving internal digital shoutouts, hosting a virtual 1:1 or small group coffee chats, and swapping stories about holiday and fun summer activities.





## Our Volunteer Award winners show how small actions lead to great impact

The COVID-19 pandemic pushed us out of our comfort zones and forced us to adapt to new ways of living. But it also allowed us to appreciate the power of resilience and extend a helping hand to those in need. Our 2021 Volunteer

Awards winners are six colleagues who rose above and beyond to demonstrate our values and improve lives in their communities.



**Geoff Wilson**  
Senior financial  
system analyst  
**Local Hero Award**

**Quick pivot to virtual fundraising.** When the pandemic threw a curve ball at Geoff, he quickly pivoted our 2020 companywide annual charity auction to a virtual format. Through his leadership and digital technology expertise, we raised nearly \$40,000. But that was not all. Geoff raised an additional \$5,000 for the Capital Area Food Bank by incorporating a direct donation option to the auction event.

*"In his role as co-chair, Geoff gathered volunteers, managed thousands of details, and took the lead in transforming the auction to a virtual event. His eagerness and excitement about the event boosted team morale and made volunteering with him a pleasure."*

—Charity Auction volunteer

**Geoff split his \$1,000 prize donation between the **Capital Area Food Bank** (CAFB) and the **Lorton Community Action Center**.**



**Kiana Roberts**  
Senior manager,  
biomedical and clinical  
information services  
**Platinum Award**  
(humanitarian/  
social focus)

**Empowerment through a belief in others.** Kiana Roberts knows a thing or two about impact. She has served as a volunteer and mentor with the I Believe in Me mentoring and leadership development program since 2018. Last year, she dedicated 15–20 hours each month for group and one-on-one mentoring to girls ages 8–18. She also offered communication, reporting, and website support. She even provided college essay guidance to one of her mentees who was later admitted to her top two college choices.

*"What I admire most about Kiana is her ability to provide compassion and comfort for the girls she mentors. Kiana is a great example of what mentorship should look like, and I am proud to have her as a member of Team IBIM!"*

—IBIM program representative

**Kiana sent her \$1,000 prize donation to **I Believe in Me, Girls**.**



**Steven Clark**  
Senior energy engineer  
**Platinum Award**  
(sustainability focus)

**Commitment to clean energy.** Steven's dedication to sustainability and climate activism is unmatched. He is a volunteer leader for the Sierra Club Ready for 100 and a member of the Delaware County Sustainability Commission. His volunteer efforts have led to a commitment from local municipalities, school districts, and businesses to transition to clean energy sources. He also served on a task force that benchmarked energy and CO<sub>2</sub> emissions and developed energy transition plans for 20 Southeastern Pennsylvania municipalities.

*"Steve's commitment to finding energy efficiency opportunities and explaining our options in easy-to-understand language really makes a difference to Delaware County residents and beyond."*

—Sierra Club, Pennsylvania  
Chapter representative

**Steven chose the **Sierra Club Ready for 100** for his \$1,000 prize donation.**



**Kathleen Calcerano**  
**Rising Star Award**  
 (humanitarian/  
 social focus)

**Boosting the confidence of English speakers.**

Kathleen has spent five years serving as an English-language instruction volunteer teacher to adult immigrants at the Washington English Center. When classes switched to virtual instruction, Kathleen continued her support. She began tutoring two students online and led a weekly online class for a full semester, volunteering up to six hours weekly. Through this experience, she's helped new Americans feel more confident in their English skills and less alone during a difficult year.

*"Kathleen stands out for her dedication to our students, fellow volunteers, and WEC staff. Her energy, dedication, and kindness are unmatched, and we are incredibly thankful for her volunteer service throughout the years."*

—Washington English Center representative

**Kathleen directed her \$1,000 prize donation to BOLD (Black Organizing for Leadership and Dignity).**



**Inoussa Zabsonre**  
**Endurance Award**

**Providing critical medical care.** It takes a special dedication to regularly show up during a global pandemic—but that's exactly what our Inoussa did. A trained medical doctor, he volunteered nearly every week with the Alexandria Medical Reserve Corps, totaling 200+ hours last year. He attended to nearly 600 people through COVID-19 testing and vaccinations, communicating health education and distributing personal protective equipment.

*"Inoussa has been an exemplary volunteer with the Alexandria Medical Reserve Corps. Even hidden behind his mask, his smile lights up a room, and his willingness to help has made him a model for our other volunteers."*

—Alexandria, VA, Health Department representative

**Inoussa sent his \$1,000 prize donation to ALIVE.**



**Derina Man**  
**Endurance Award**

**Emergency relief to at-risk communities.**

Derina supported the Coalition for the Homeless' Grand Central Food Program. She visited vulnerable communities in Upper Manhattan to provide vital resources and information to unhoused people or other at-risk communities. In addition to her hands-on work, she led a virtual fundraiser during the height of the pandemic that raised more than \$2,500 for the Coalition and the New York City Emergency Relief Fund.

*"Her consistent dedication, personal generosity, and ability to network and connect those we serve with vital resources have not only been invaluable but have enhanced the services we are able to offer to unsheltered New Yorkers."*

—Coalition for the Homeless' Grand Central Food Program representative

**Derina chose the Coalition for the Homeless in NYC for her \$1,000 prize donation.**

## Ensuring value through governance

Governance is the language of trust—the foundation for all of ICF’s work. We can move quickly and effectively because of our commitment to good governance. Our codes and conventions ease the pathway for successful and productive relationships. Good governance mitigates risk, safeguards against mismanagement, and engenders confidence. It also increases access to capital, creating more opportunities for ICF and our employees while building long-term value for our shareholders.

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## Corporate governance rooted in universal values

As a signatory to the UN Global Compact, we are committed to universal values related to human rights, labor standards, environmental practices, and anti-corruption. These values 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, helping to set strategies and priorities that are in the best interest of stockholders. It considers ESG matters, including as part of our enterprise risk management (ERM) process and long-term strategic planning. It receives briefings on ESG matters from its committees and management, including updates on risks and opportunities related to the climate and cybersecurity.

**Governance and nominating committee**—The committee broadly oversees ESG matters under its charter, which may include evaluating 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, and assesses overall senior management succession planning.

**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.

**Human capital committee**—The committee oversees management performance and compensation, as well as matters involving our investment in people, our greatest asset. It has oversight responsibility, together with executive management and Human Resources, to evaluate steps to promote ICF's culture and its values, including commitment to diversity and equity, in both compensation and opportunity.

**Senior 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 best practices we follow

- Prioritize management attention based upon ESG materiality assessment: integrity and ethics, employee experience, data security and privacy, and climate leadership.
- ESG principles guide internal operations and influence business strategy.
- Report against voluntary frameworks and initiatives: CDP (formerly the Carbon Disclosure Project), Sustainable Accounting Standards Board, Sustainable Development Goals, Task Force on Climate-related Financial Disclosures, Science-based Targets Initiative.
- Publish annual corporate citizenship report focused on ESG performance.
- Summarize ESG performance in annual proxy filing.
- Communicate with stakeholders frequently regarding ESG topics.
- Designate senior leaders and board committees with responsibility for ESG topics.
- Link executive compensation to advancement of our sustainability and DE&I performance.

## Governance highlights: our board of directors

- As of the end of 2021, the membership of our board of directors was 89% independent, 33% female, and 33% minority (including a lead independent director).
- Directors reflect a range of talents, ages, skills, diversity, and expertise.
- Each director attended over 75% of applicable board/committee meetings in 2021.
- 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.

**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; 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 values; 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 topics 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

## 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

We 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 and 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

We 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
- Being alert and vigilant to properly safeguard personal data
- Employees’ and others’ rights as a data subject

In addition, we provide supplemental, in-depth training for employees to address duty-specific ways to safeguard personal data.

## Maintain rigorous monitoring of our vendors

We 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, and transportation

The senior vice president leads the climate-related advisory services line of business. The senior vice president serves two roles: (1) leads a team that includes our climate and clean energy business; 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. In the second role—advising the firm on climate-related issues—the senior vice president:

- Assesses and reports climate and other environmental impacts.

- Guides the development of a strategy and sets targets for reducing our impacts.
- Shares best practices for operational efficiencies with our internal stakeholders.
- Advises internal stakeholders regarding managing and achieving targets.
- Participates on the ESG council.
- Guides our purchase of renewable energy certificates and carbon offsets.
- 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. In this role, the vice president:

- Coordinates across our corporate services to gather climate-related data.
- Works with the senior vice president of climate, energy, and transportation to implement an approved strategy for managing and assessing climate change issues.
- Leads our corporate responsibility steering committee regarding the assessment and management of climate-related issues.
- Meets monthly with the senior vice president of climate, energy, and 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.

- 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. In this role, the executive vice president:

- Convenes internal climate experts—led by the senior vice president of climate, energy, and transportation—to identify climate-related risks and opportunities, benchmark against best practices, and propose operational changes, as needed.
- 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.
- 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.
- Briefs the board of directors on ESG initiatives and sustainability progress.
- Provides climate-related information for inclusion in the annual SEC filing, proxy statement to investors.
- Includes climate-related information in communications to investors.
- Approves expenditures related to our corporate responsibility program, including the purchase

of renewable energy certificates and carbon offsets.

- Reviews recommendations presented by the senior vice president of climate, energy, and transportation and the vice president of corporate responsibility.
- Manages the vice president of corporate responsibility.
- Serves as executive sponsor for the corporate responsibility steering committee.
- Monitors climate-related issues via regular meetings with the vice president of corporate responsibility; quarterly meetings with the senior vice president of climate, energy, and 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 chair) 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 the 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, in reviews of our climate-related services.

The board also 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 applies to our employees, officers, consultants, board of directors, subcontractors, and vendors. It specifies how we:

- maintain a safe and respectful workplace that's free of discrimination
- safeguard vulnerable populations and prohibit and stand against human trafficking, child labor, or involuntary servitude
- seek to procure with integrity
- work responsibly
- ensure no retaliation for any expressed concerns of unethical conduct

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

Key factors	2016	2017	2018	2019	2020	2021
Revenue (U.S. \$ millions)	\$1,185	\$1,229	\$1,334	\$1,478	\$1,507	\$1,553
Employees	5,000	5,000+	6,000+	7,000+	7,000+	8,000
Board of directors	8	8	7	8	8	9
Independent directors <sup>1</sup>	7 of 8	7 of 8	6 of 7	6 of 8	7 of 8	8 of 9
Women on board	3 of 8	2 of 8	2 of 7	2 of 8	3 of 8	3 of 9
Minority and female directors	6 of 8	5 of 8	4 of 7	4 of 8	4 of 8	4 of 9
Board/committee meetings held	24	25	26	26	26	29
Corporate political contributions	0	0	0	0	0	0

<sup>1</sup> Independent board members are not employees of the company nor directly related to any of the company's executives. Independent directors' sole compensation from the company is an established amount of compensation for their board/board committee service.

## About this report

Organized around our stakeholders, this report addresses ICF's 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 cover our global operations and were provided by business leaders worldwide. Emissions data account for emissions generated by our operations through calendar year 2021.

**Reporting year:** Calendar year 2021, unless otherwise noted

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

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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.

## 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		✓
Grow our employee community networks to foster inclusion and belonging	Annually		✓
Increase the diversity of our talent with deliberate recruiting strategies	Annually		✓
Conduct conscious inclusion training to ensure our culture is one where everyone feels comfortable, committed, and capable as they are, who they are	Annually		✓
Inspire all new hires and new people managers by leading with our purpose and values during the onboarding process	2022	✓	
Increase our internal mobility rate of mid-to-senior level positions	2022	✓	
<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		✓



### Making a difference in our communities

Support employees' philanthropic priorities by matching their charitable donations 1:1, up to a cap	Annually	✓
Match employees' volunteer hours with a donation during an annual campaign	Annually	✓
Recognize employees' outstanding volunteerism with annual awards	Annually	✓

### Ensuring value for our clients and shareholders

Hold 100% of eligible staff accountable for required compliance training on: code of conduct, harassment and discrimination, timekeeping, security awareness, data privacy, procurement, and anti-corruption policies	Annually	✓
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## 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 non-complicity 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

ICF 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. Many of TCFD's recommended disclosures include data that ICF has assessed and reported for years in our

corporate citizenship report and/or our report to CDP (formerly the Carbon Disclosure Project). **Our CDP report is our primary channel for TCFD Disclosure.** In the Planet section of this report, we briefly summarize our approach to TCFD disclosures and identify the specific location in our CDP report where we disclose in detail.

## 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	Our People
<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	SASB Code	Our People

## 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).

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Thank you for your interest in our progress.





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ICF (NASDAQ:ICFI) is a global consulting and digital services company with approximately 8,000 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).

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