



2023 Corporate Citizenship Report

Powered by purpose

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Powered by purpose

“What power there is in our service when our actions line up with our mission, skills and joy.”

– Mary Anne Radmacher, writer and artist

ICF was born out of the belief that companies should do more than make a profit.

For ICF and our 9,000+ employees around the world, corporate citizenship isn't something separate from our work. It is the core of what we do and why we do it.

Powered by purpose, here's what we achieved in 2023. It represents yet another year of being inspired and motivated by the opportunity to help craft a better tomorrow.

Message from our CEO

By all measures, 2023 was a great year for ICF. We had another strong year of revenue and sales growth that allowed us to welcome more than 2,000 new employees. And our solutions, people, and projects won hundreds of industry accolades, including the coveted Government Contractor of the Year award. Forbes also named us one of America's Best Employers for Diversity and one of the Best Management Consulting Firms in the United States.

But beyond the numbers and awards, what truly marked the year was how we played a critical role in positively impacting the lives of people and communities around the world.

We have always been a company that takes on projects and implements corporate actions that tackle leading economic, social, and technological issues of our generation. Our everyday actions create a healthier planet. A more sustainable future. More resilient communities. Stronger and better infrastructure and technology solutions. And more.

It is this impact that defines who we are and is the animating energy of ICF. It's why we've been successful for 55 years. It's also why I'm so focused on the next 55. I truly believe the world is a better place with ICF in it. And as CEO, I am committed to ensuring we remain a high-impact company that does well, while doing good.

This is why I am so proud of our 2023 Corporate Citizenship Report. It is filled with stories, actions, facts, and figures that highlight the incredible impact our people and our teams have recently had.

Throughout its pages, we show how we continue to attract, retain, and nurture the industry's best and brightest talent, strengthen our diversity and inclusion efforts by bringing together teams with different skill sets, cultures, and backgrounds, and how we are leading the industry in sustainability and climate action.

The report also highlights the significant technology transformations we've experienced over the past year. In today's rapidly evolving landscape, the realization of big ideas demands not only vision but also skilled and highly innovative execution. To drive substantial impact and growth, we are increasingly integrating our deep industry knowledge with cutting-edge technologies, such as generative AI and cloud computing. This fusion has enabled us to address challenges with unprecedented speed, efficiency, and precision, ultimately benefiting the people and communities we serve. I'm proud of how far we have come in this regard, and I know the best is still yet to come.

As you read this report, I hope it inspires you in the same way it inspired me.



John Wasson
Chair and Chief Executive Officer



Corporate citizenship highlights

Investing in our people

6K+

employees involved in formal learning opportunities

4.1K+

employees enrolled in our company well-being program

95%

of participants in our mentor program recommending the experience to other employees

20%

of people managers participated in leadership development programs

Making a sustainable commitment

17

years we have maintained our carbon neutrality

90%

reduction in scope 1 and 2 greenhouse gas emissions since 2013 baseline

100%

net renewable electricity for global operations via renewable energy certificates

SBTi

approved science-based greenhouse gas reduction targets

Supporting important causes

\$828K

corporate cash donations and matching funds

\$655K

employee donations

1 to 1

match of employee donations

6.5K+

reported employee volunteer hours

Earning recognitions

America's Best Employers for Diversity

Forbes (2021, 2022, 2023)

America's Best Employers for Women

Forbes (2022, 2023)

Climate Leadership

Organizational Leadership Award (2023)

Tech100 Company

Northern Virginia Technology Council (2018-2023)

About ICF

ICF is a global consulting and technology services company, 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 challenging problems.

We're approximately 9,000 professionals strong, guided by our [purpose](#) and steadfast in our commitment to [corporate citizenship](#), [diversity](#), and opportunity. We all share one important thing in common—a passion for making a positive impact in the world.

Our values

Interact with integrity

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

Challenge assumptions

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

Bring your passion

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

Work together

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

Embrace differences

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

Be greater than

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

86%

of employees believe their values align with ICF values

83%

of employees are proud to be part of ICF

Our solutions



Few companies have both the technology and industry expertise to deliver results that have real impact. ICF is unique in this way. We build multi-disciplinary, cross-functional teams that blend domain and technology—all aimed at accomplishing priority missions and goals. For us, it's about finding the right solutions, not the easiest.

At ICF, our portfolio of capabilities is deep. Starting with strategy development, our team of visionaries craft innovative

blueprints that meet long- and short-term goals. But we're not just about planning. We turn ideas into reality by bridging the gap between big, complex challenges, and practical, actionable approaches. And, in an era where exceptional operational efficiency is a mandate and data a strategic asset, our technologists identify the safest and fastest way to modernize systems, harness large volumes of data, and turn that data into insights.

We also have a wide range of domain expertise, which allows us to see the bigger picture and serve our clients in an incredibly comprehensive and highly interdisciplinary way.

83% of our \$1.96B revenue in 2023 came from services delivering positive impacts:

- **42%** from social areas: health, education, development, social justice, and more.
- **41%** from environmental areas: reducing energy consumption, designing climate solutions, and protecting natural resources.

Our stories

We're a team of passionate people, energized by taking on the toughest challenges because they make the biggest impact. Meet just a few of the many ICF team members who are finding the power in our purpose.

Battling America's
overdose crisis, one
community at a time

Meet
Maya Payne



Maya is on a mission to make every overdose intervention count. She leads a team that delivers training and technical assistance to 60+ state and local health departments, accelerating opportunities to save lives.

Read her story [→](#)

Simplifying the journey to
clean energy in New York City

Meet
Luke Surowiec



As New York City works toward a goal of 40% reduction in emissions from its largest buildings by 2030, Luke is finding new ways to help thousands of these large building owners simplify their journey to clean energy—one building at a time.

Read his story [→](#)

Helping share stories that
extend a learning lifeline
in conflict zones

Meet
Patricia Cepeda



For Patricia, a campaign strategist, the message of the fundamental right to education is one that needs to be heard. To bring attention to the millions of children forced to stop schooling during times of crisis, she helped the European Union launch the #EducationNoMatterWhat campaign to share powerful stories.

Read her story [→](#)

Using AI to improve
prescription drug labels—
and health outcomes.

Meet
Rachel Alexander



Rachel is harnessing the power of artificial intelligence to help the U.S. Food and Drug Administration streamline the review of prescription drug labels to prevent accidents, adverse reactions, or even accidental deaths.

Read her story [→](#)

Sustainable Development Goals

Our work addresses and advances the UN's Sustainable Development Goals.

1 [No Poverty](#)

Building economically sustainable and healthier communities following disasters.

4 [Quality Education](#)

Evaluating literacy education programs to support academic readiness and achievement.

7 [Affordable and Clean Energy](#)

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

10 [Reduced Inequalities](#)

Transforming how child welfare agencies work to keep families strong by addressing resilience, race, equity, diversity, and inclusion.

13 [Climate Action](#)

Building a sustainable and low-carbon future through data-driven strategic climate action planning.

16 [Peace, Justice, and Strong Institutions](#)

Bolstering government efforts to end child and forced labor through research.

2 [Zero Hunger](#)

Generating evidence and improving data management to address malnutrition, hunger, and food insecurity.

5 [Gender Equality](#)

Improving the capture and analysis of gender-based data to support better health outcomes.

8 [Decent Work and Economic Growth](#)

Tackling unemployment through a learning program to improve public employment services delivery.

11 [Sustainable Cities and Communities](#)

Developing climate action plans for regions, cities, and businesses to reach their carbon reduction goals.

14 [Life Below Water](#)

Designing passage for humans above and fish below.

17 [Partnerships for the Goals](#)

Designing and implementing evaluation studies to ensure accountability, measure impact, and improve effectiveness.

SUSTAINABLE DEVELOPMENT GOALS

3 [Good Health and Well-Being](#)

Strengthening defenses against infectious diseases through data-driven detection and technology-enabled surveillance.

6 [Clean Water and Sanitation](#)

Protecting, ensuring, and planning for clean, safe water into the future through better water resource management.

9 [Industry, Innovation, and Infrastructure](#)

Integrating flood mitigation into transportation infrastructure decisions through a risk assessment tool.

12 [Responsible Consumption and Production](#)

Developing frameworks, technical tools, and strategies to improve energy efficiency in emerging markets.

15 [Life on Land](#)

Restoring a tidal marsh in an urban environment.

Our approach to corporate citizenship

We consistently focus on environmental, social, and governance (ESG) issues that are most relevant to our people, stakeholders, and operations, and that inform our strategy, targets, and reporting.

This report addresses our corporate citizenship performance during calendar year 2023.

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 Disclosures (TCFD)¹, and the UN Global Compact. A summary of each of these frameworks is at the end of this report.

Our 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 partners and 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.



Create long-term value for our **shareholders** through solid management, including managing climate risks and opportunities.



Give back to our **communities and society**, both philanthropically and through innovative service to social agencies.

¹ Now incorporated into the International Financial Reporting Standards (IFRS) Foundation's sustainability disclosure standards, known as IFRS S1 and IFRS S2.s

How we engage our stakeholders

We use materiality assessments to identify key issues through 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 2023, as well as the frameworks we used to identify and report on material issues.

Stakeholders	Engagement channels	Examples of ESG information shared
Employees	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; diversity, equity, inclusion, and belonging listening sessions, learning and development programs, mentoring programs, recognition programs, and impact conversations about goals, performance, and progress; resource hubs for inclusion and well-being, newsletters, social media, and blogs.	We used employee feedback to shape, prioritize, and accelerate strategies to meet our employees' continuously evolving expectations. The focus on our employee experience includes total rewards and benefits, career development, performance management, communication preferences, and diversity, inclusion, equity, and belonging.
Clients	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.
Investors	Quarterly earnings calls, financial filings, investor conferences, presentations, reports, meetings.	We included information on our ESG performance in our proxy statement and our presentations to investors.
Suppliers	Supplier code of conduct, supplier diversity program, mentor-protégé program, new vendor management system planned.	Our supplier code of conduct includes information regarding measuring and reducing carbon emissions.
Partners and affiliates	Contributions to research, participation in working groups and conferences.	We contributed to the 2023 Professional Services Sustainability Bulletin , which highlights ESG trends and best practices.

ESG reporting frameworks

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

Investing in our people

ICF is diverse in people, experience, and perspective, but united by our shared purpose to build a more prosperous and resilient world for all. Our people are enabled to support highly impactful projects with just two simple things: an unwavering passion and unmatched expertise.

We empower our employees to belong, grow, and thrive so they can bring life to our purpose—it's woven into the fabric of our operations, processes, and programs. We encourage team members to connect with each other, build community, celebrate differences, and learn from each other's unique perspectives. We help employees assess their current strengths, identify future opportunities, and take action to move forward in their career. And we offer flexible programs and resources to support our employees' unique needs and well-being.

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

9K
full-time and
part-time employees

57
languages

1.9K
technologists

4K
subject matter and
domain experts

Geographic distribution

92%
The Americas

5%
Europe

3%
Asia and the Pacific

<1%
Africa and the Middle East

Generational distribution

11%
Traditionalists & Baby
Boomers (1964 and before)

32%
Generation X
(1965–1980)

47%
Millennials
(1981–1996)

9%
Generation Z
(1997 and after)

“As a new employee at ICF, I have gained a deeply felt sense of belonging. I am valued not just for doing my job well, but also for just being me. ICF is a truly kind environment.”

— David H.

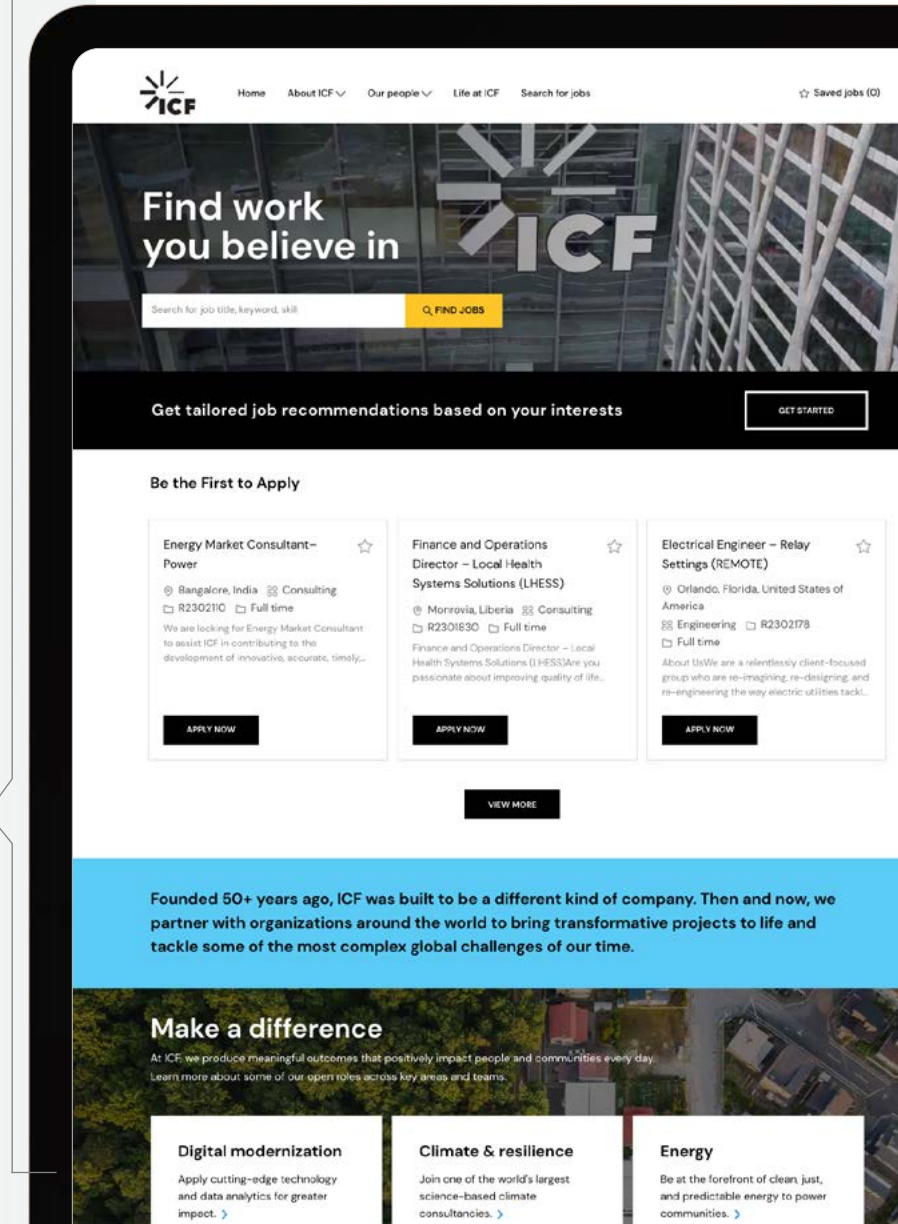
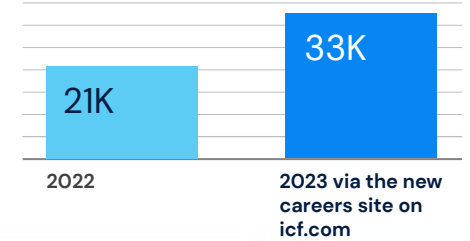
Fostering a culture of shared purpose

At ICF, we think big and have bold ambitions for ourselves and the world. To realize those ambitions, we need purpose-driven people who work together and are supported to achieve success. That’s why we focus on building connections with employees, from first contact as a candidate through to their initial experiences as an employee, and beyond.

Our **recruiting experience** allows jobseekers to connect with our purpose and learn how they can positively impact people and communities by working at ICF. We use a mix of direct email newsletters and social media to tell the story of the world-changing work we do—communicating with a talent pool of 1M+ people whose dimensions of difference include geography, industry, race, social identity, affiliations, backgrounds, and lived experiences. In 2023, we gained 7.7M views of our career brand from social media and job boards and sent 5.3M emails to our talent community. We’re also on the ground, connecting in person. Our early talent team participated in 82 external events alone, with more than 55% having a focus on diversity, equity, inclusion, and belonging. Ultimately, our efforts attracted 370K+ applicants to our open roles in 2023.

We invested in our candidate experience by launching a new [career site](#) in 2023. Our new platform supports the job search and application process by providing an intuitive experience, similar to online shopping. Users can login via trusted partners such as Google, LinkedIn, or Facebook, and receive job recommendations and reminders to complete applications, based on their activity and interactions with our chatbot. The result? A significant increase in completed applications upon initial launch—with an average of 33K applications per month.

Average job applications per month



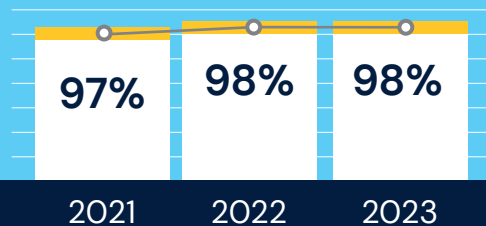
“Since I joined almost 10 years ago, ICF has been growing in leaps and bounds. This growth has led to unparalleled opportunities to learn, contribute to my field, and do work with real global impact.”

— Reeti H.



Out of
750

peer coaching program participants, 98% rated the experience as “helpful.”

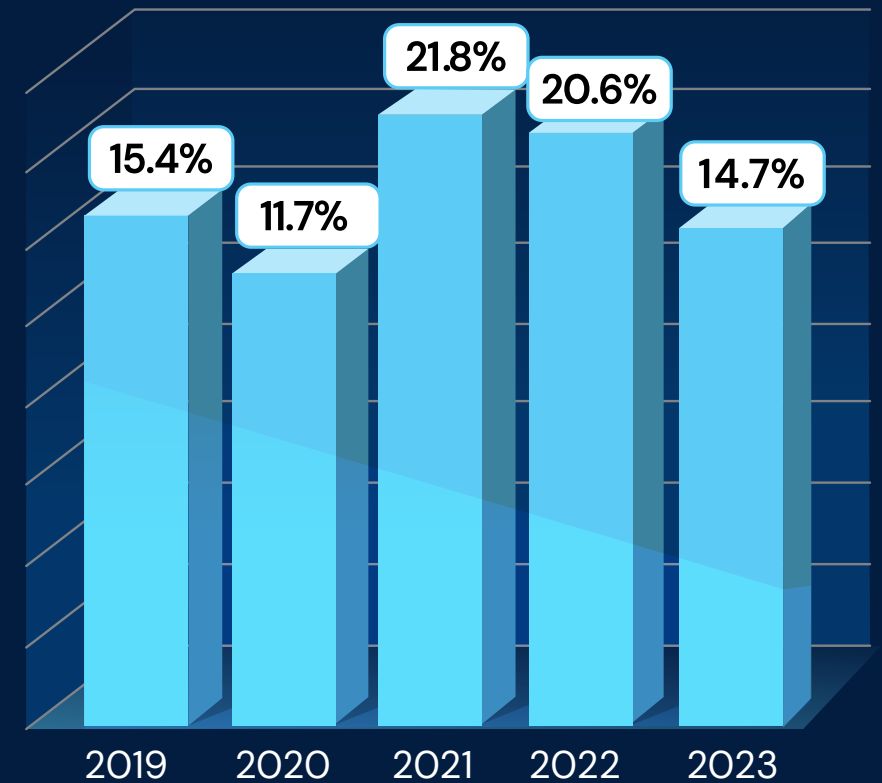


In 2023, we welcomed 2,626 new hires to ICF. **Onboarding** gives new employees an opportunity to connect their personal values to our purpose by learning about ICF values, building relationships with their onboarding cohorts, and receiving training on ICF’s markets, services and capabilities. Onboarding is a collaborative partnership involving contributors from across ICF.

Teams, managers, and “onboarding buddies” play a key role in working with new hires to introduce them to our work, culture, and values, and ensure they feel supported, included, and comfortable navigating day-to-day life at ICF. To support buddies and managers new to this responsibility, in 2023, we introduced customized experiences to guide them through the key steps and resources that will help them succeed in these roles.

Peer coaching is a popular way for employees to reach beyond their immediate teams to create connections and engage in meaningful conversations. More than 750 employees participated in peer coaching throughout 2023, with 98% rating the experience as “helpful.” We also opened peer coaching to remote employees this year using a virtual platform to foster belonging and increase connections across the company.

ICF’s low voluntary turnover rate reflects our positive and inclusive company culture. We have created a stable, supportive, and positive work environment that encourages employees to stay with us long-term.



“At ICF, DEIB remains a key component of our long-term strategy, both for our business and employees. It is not just a program or a policy. It is not just a checkbox. It is an essential aspect of who we are as a company by being embedded in our purpose and values and in how we drive impact with our clients and their customers.”

—John Wasson, Chair and CEO

“We are committed to creating meaningful opportunities to build belonging at ICF, one milestone at a time.”

—Jana Smyth, Vice President Global Talent Acquisition, Diversity, Equity, Inclusion & Belonging

Building a culture of belonging

We’re fostering a culture where everyone is accepted. Where diversity is not only celebrated but embraced as a driving force for positive change towards fulfilling ICF’s purpose and achieving our company mission.

Advancing our diversity, equity, inclusion, and belonging journey

Our approach to fostering an inclusive and equitable workplace focuses on a four-pillar framework that enables our company to embrace the power of difference.

- **Company:** Ensuring equitable opportunities for all through our actions and accountability.
- **Colleagues:** Creating an inclusive and supportive workplace where all employees feel valued, respected, and empowered to bring their authentic professional selves to work.
- **Communities:** Helping our communities thrive by increasing connections, support, and resilience.
- **Clients:** Meeting the unique needs of diverse client challenges with solutions that are developed inclusively and designed to produce more equitable outcomes.

We conducted a series of roadshows, listening sessions, and one-on-one conversations across ICF in order to evolve and enhance our framework. This was an opportunity to assess our current efforts and identify opportunities to enhance our impact. Feedback emphasized the importance of transparency and accountability, communication, leadership, and weaving diversity, equity, inclusion, and belonging into our processes and culture—with an active role for all employees.

Our approach to learning and development is also helping us accelerate our commitment to diversity, equity, inclusion, and belonging. We continued to weave diversity and inclusion throughout our programs and our extensive range of learning resources. We provide learning and development opportunities for all employees through quarterly micro-learning courses and targeted programs for talent acquisition professionals, people leaders, and new hires. Our community of human resource advocates actively supports our vision and actions.



Partnering to build connections with diverse perspectives

In 2023, we established an external organization partnership framework focused on amplifying our brand as a leading employer that embraces diversity and inclusion, attracting and engaging with talent from diverse communities and groups, and recognizing and celebrating our employees.

We've focused on new strategic partnerships with the Black Engineer of the Year Awards and the Society of Women Engineers, while deepening our existing relationships with the DirectEmployers Association, the UK's Disability Confidence Scheme, Inclusive Employers, iRelaunch, National Society of Black Engineers, Society of Hispanic Professional Engineers, Women in Technology, and the Women of Color in STEM conference.

With the return of in-person events, we engaged with top talent in the STEM industries during career fairs held by Women in Technology, and at the Black Engineer of the Year Awards, Society of Women Engineers, and Women of Color in STEM conferences. We also proudly celebrated ICF employees who received awards for their outstanding contributions to STEM excellence at these events.

Our early talent team focused on broadening our partnerships across nine historically Black colleges and universities, and engaging with diversity, equity, and inclusion student groups, organizations, and events. In 2023, we began exploring and mobilizing our engagement efforts across Hispanic-serving institutions.

"I appreciate how ICF's commitment to diversity, equity, inclusion, and belonging permeates the entire organization—from diversity in leadership and investments in a diverse talent pipeline to our employee networks that foster inclusion and belonging to our training and awareness programs that acknowledge intersectionality and the complex and interconnected nature of diversity dimensions."

—Jenny Albino, Incoming Chair,
Veteran Employee Community Network



Meet eight ICF professionals who were recognized for their excellence in the workplace and for helping to shape the future of technology.

Black Engineer of the Year Awards (BEYA) – Modern-Day Technology Leader

As part of our [child welfare and education](#) team, **Dr. Johnavae Campbell** works closely with educational organizations to develop our nation’s pipeline of STEM leaders. Specializing in culturally responsive approaches in evaluation, she manages project teams to develop practices that advance equity in STEM and broaden participation in post-secondary education.

Mellina Stephen draws on her public health background and communications expertise to support a range of strategic federal projects. Most recently, she’s been involved in efforts to diversify the U.S. scientific workforce by communicating the National Institutes of Health’s talent lifecycle progress—from the recruitment of underrepresented groups in STEM, to development and reward practices, and retention strategies.

Women of Color STEM Awards – Technology All-Star Award

Technology manager **Michelle Rush** helps our public sector clients modernize their systems and processes. She has served as the lead for 20+ applications in support of child welfare initiatives for the U.S. Children’s Bureau, a division of the Administration for Children and Families, and is using her legacy system knowledge to help ensure the successful modernization of those applications.

Women of Color STEM Awards – Technology Rising Star Awards

As senior manager of beneficial electrification on our energy team, **Ambika Coletti** is shaping our response to the climate and energy crisis by designing and managing beneficial electrification, electric vehicle charging, and fleet assessment programs. Ambika led the development of our proprietary fleet electrification assessment model, which has been used to customize strategic electrification roadmaps for 180+ fleets with 72,000+ vehicles.

Dara Pressley, partner and director of user experience, oversees the design and implementation of digital systems in the public sector. Dara is placing our company at the forefront of digital modernization efforts—growing our portfolio of work with new business, expanding our user experience team sixfold to serve more clients, and creating our annual user experience conference.

De-Shunda Jones is a senior software application engineer serving the transportation, energy, health, and safety sectors. Through her work she provides public-sector agencies with secure and professional training applications while also keeping their platforms and documents accessible to people with different abilities under Section 508 guidelines.

In **Nkoli Ukpabi’s** role as a lead health science technical editor and digital publication specialist, she works with U.S. federal agencies to publish studies on the impact of toxic substances on human health. Leaning on her experience as a science teacher in South Korea, she’s been instrumental in making scientific research more accessible, engaging, and understandable for all.

Women in Technology Leadership Awards – Corporate Large-Market Sector

For 15 years, **Tahera Zamanzada** has helped federal agencies and other organizations stay ahead of a rapidly evolving digital landscape. She’s passionate about leveraging data as a strategic asset—moving clients from a siloed approach to an omnichannel, interoperable system. As our vice president of digital transformation, Tahera is at the helm of our expanding digital modernization capabilities while supporting portfolio growth by empowering clients to improve business processes and meet the increased demands of today’s digital age.

Building belonging through employee community networks

1 in 4

ICF employees belong to at least one employee community network

All eight of our employee community networks provide a forum for employees who share or support common characteristics, interests, and goals. One in four colleagues belong to at least one network. Membership means belonging to a purpose-driven community with a strong focus on outreach and access to professional development through training, mentoring, networking, and experiential opportunities. Networks also provide opportunities to take on a leadership role. In 2023, we saw a 250% increase in applications to join the networks' leadership team compared to the previous year.

Utilizing unique skills and experiences to empower others

For the past three years, **Julia Schaeman** has worked to make a difference as co-chair of ICF's employee community network for diverse abilities. She's focused on building connections with her fellow members, being her authentic self, sharing her thoughts and ideas, and helping everyone get the resources they need.

Julia's highlights for 2023 included hosting webinars—one focused on mental health in May and one marking National Disability Employment Awareness Month (NDEAM) in October.

"In May, it felt like we were finally putting mental health in the spotlight and on the map in diverse abilities, where it has existed but hadn't really been acknowledged. During the month of October, I really felt we gave everyone an opportunity to dive further into ICF's benefits. We have had general learning resources on these benefits, but we asked the presenters to come at this from a diverse abilities lens and this unearthed some little-known resources."

"I look forward to continuing the work in 2024—to learn from my colleagues, share knowledge about diverse abilities in the workplace, and increase the visibility of disabilities in the workplace (and decrease stigmatization)."

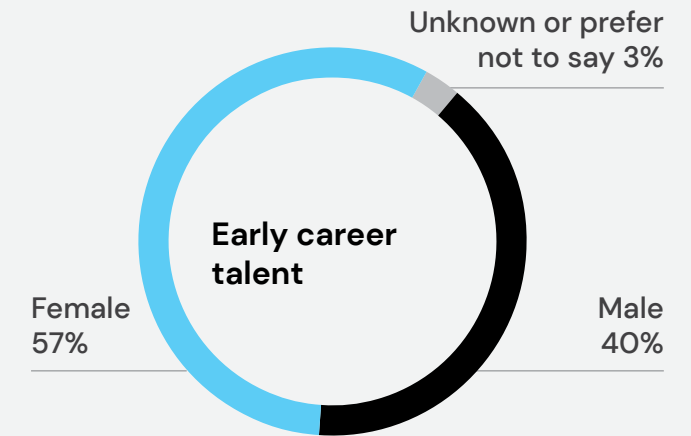
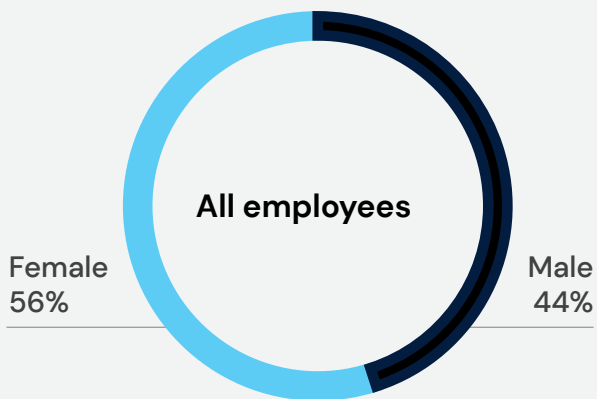
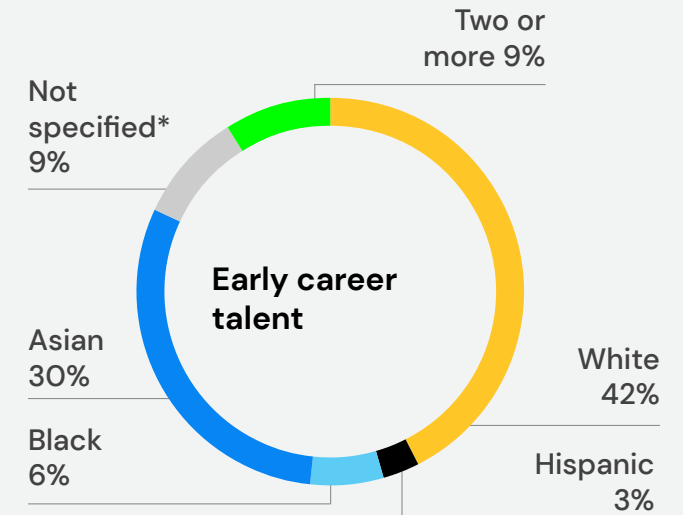
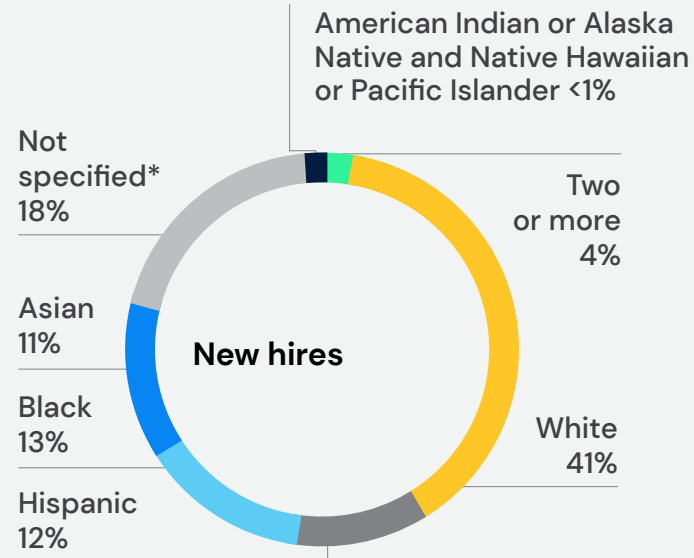
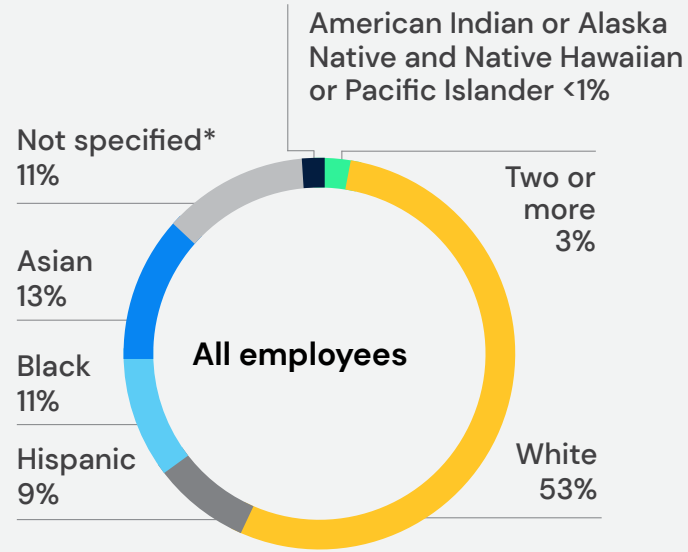


We've been recognized



We were proud to be named one of Forbes' America's Top 500 Best Employers for Diversity, for the third year in a row. And we're continuing to make progress—in 2023, we ranked #14, moving up from #16 in 2022 and #127 in 2021.

Fostering broader ethnic and gender representation



Source: 2023 data; some may not total 100% due to rounding

* Not specified or employee resides in a country where the collection of race/ethnicity data is prohibited.

Championing female representation

Grounded in our purpose and strong values, we aspire to create a workplace where every employee can thrive, grow, and feel supported. We are proud to be recognized for our commitment to advancing and supporting our women colleagues.

56%

Female overall

54%

Female people managers

39%

Female executives

59%

Female new hires

We appointed our first female director in 2007. In 2023, three female directors offered valuable expertise and insights in high-growth areas.



For more than 30 years, **Marilyn Crouther** has applied her expertise and visionary leadership to deliver transformational technology and IT modernization services. Her impressive track record leading large, complex IT projects for public sector clients complements our focus on the high-growth area of IT modernization and digital transformation.



Cheryl W. Grisé is an expert in senior management with more than 35 years of leadership experience, including serving as executive vice president of Northeast Utilities. Her substantial expertise in the energy and utility sector strengthens our work using advanced data modeling and innovative technology to prepare utilities for the future of energy.



Dr. Michelle A. Williams is the former dean of the Harvard T.H. Chan School of Public Health. She is a distinguished epidemiologist, public health scientist, and award-winning educator, known for her influential studies of maternal and child health around the world. Her insight, knowledge, and experience in public health strengthens our ability to serve our clients in a high-demand federal health market.

75K

training courses available to all full-time employees (with many also available to part-time employees and ICF contractors)

Up to \$5K

for annual tuition reimbursement or professional certifications

90%+

recommendation ratings across all core ICF-tailored learning programs

214,856

videos

and 36,235

courses

viewed through LinkedIn Learning

164K

hours of digital, self-paced learning through LinkedIn Learning, Udemy, and our Microsoft partnership

Growing careers

We invest heavily in learning and growth programs for our employees. These opportunities empower individuals to unlock their full learning potential and embark on their unique personal and professional development paths. Whether they are early talent hires or senior leaders, we help employees assess their current strengths, identify future opportunities, and take action to move forward in their career.

Activating potential through opportunity

Our development opportunities range from experiential learning through to formal courses. Within teams, employees can find advice, feedback, coaching, help with networking, or on-the-job development through job rotation and new project assignments. Throughout our wider company, they'll find informal learning through mentorship, communities of practice, panel discussions, and professional associations. Formal learning programs are also available so employees at every skill level—technical/administrative, experts/individual contributors, people managers, or leadership—can succeed in their current roles and prepare for the next challenge. Our individual development plan, Career Pathfinder tool, is available to all employees.

Our **formal learning opportunities** cover strategic areas like technology, business development, project management, people management, and more.

The training is flexible to meet the needs of our employees and supplemented with offerings from leading industry providers. More than 6K learners were involved in these opportunities in 2023.

One of our most popular informal learning offerings is our **monthly panel series**, the Exchange, which features expert speakers from across ICF. In 2023, there were 5.4K attendees across 16 webinars on topics of critical importance to our success—people management and business.

Our **technology training** supports our IT modernization growth strategy and fosters technology talent through a range of learning opportunities—encompassing self-guided learning, partner-run training, learning events, group learning, learning paths, boot camps, and tuition assistance. We partner with industry-leading training providers like Udemy and leverage certification training from industry partners including Amazon Web Services (AWS), Appian, ServiceNow, and others that share best practices and deep industry knowledge.

- **24K+** technical courses available through Udemy
- **1.1K+** employees involved in our communities of practice
- **1.4K+** certifications across our partners ServiceNow, AWS, Salesforce, and Appian

“The way the ‘Perfecting Project Management’ program is designed helps us really learn and understand how project management can be incorporated into our work. And how it can even direct our thinking about where we are and where we want to focus our growth.”

—Bindu K.

ICF understands the importance of connecting artificial and human intelligence to solve complex challenges and scale impact. With our employees, as well as our partners and clients, we encourage an **“AI Everywhere”** mentality, recognizing that this still emerging technology will rapidly shape the way we provide and apply our services and expertise. ICF is working to give employees access to in-depth training, support resources, and innovative approaches that collectively allow for more efficient production, greater insights, and stronger collaboration.

Our **early talent program** is shaping the next generation of professionals by allowing students to apply their knowledge to solve real-world challenges. Participants are immersed in learning programs, networking sessions, culture-building activities, and more. They have the opportunity to connect with projects they are passionate about and colleagues who do work they believe in. We hosted 62 interns in 2023, and 45% of them accepted a full-time offer at ICF upon graduation.

Our **mentorship program** Mentor Connect reinforces the idea that learning from experience and others is critical to a person’s success. In 2023, 625 mentor-mentee pairs were matched. We connected 1K+ individual employees, with 95% of participants reporting an experience they would recommend.

We build our culture of continuous growth for our employees through **impact conversations**. These are conversations designed to happen at various times throughout the year between managers and employees to align on goals, discuss performance and progress, share feedback and coaching, and identify opportunities for skill development. In addition,

our anytime feedback initiative and recognition programs empower employees to give and receive feedback from peers, managers, and leaders at any point during the year. In 2023, 99% of eligible employees received a performance appraisal with feedback from their manager on their 2022 performance. We also introduced a company-wide check-in period to help drive the momentum of this powerful career tool. More than 4.4K employees completed this activity with an 83% overall satisfaction rating.

Growing transformational leaders

ICF’s leaders play an integral role in strengthening our culture, activating our strategies, and advancing our growth story. Our leadership programs support leaders throughout their career—from emerging to senior leader—utilizing a combination of 360-degree assessments, development plans, coaching, training and business simulations, and project work. In 2023, we allocated 410 seats for leadership development programs at various career stages.

Following an in-depth analysis of leadership behaviors and success factors for key roles, we decided to invest in targeted cohort-based, rotational, and individual development options for a line of business leaders who are viewed as potential division or functional leaders. A new leadership pipeline initiative is scheduled for launch in 2024, with the vision to create an enterprise-wide robust and systematic process to identify and develop a diverse set of future leaders.

“At ICF, I’ve been a part of the mentorship program for some time and have the privilege to provide insight and perspective.”

—Sharif A.

96%

recommended Leaning into Leadership—for emerging leaders

92%

recommended Expanding Leadership Perspectives—for our experienced leaders

100%

recommended Activating Leadership Influence—for senior leaders ready to increase their leadership influence and connection to ICF’s strategic growth strategy



Supporting the changing role of people managers

Our work environment and employee priorities are constantly evolving. In 2023, we focused on defining and enabling exceptional people management at ICF to optimize the employee experience and support ICF's growth strategy. We redefined clear expectations for people managers with an emphasis on creating an inclusive and engaging environment that promotes belonging and prioritizes employee well-being. We also created a new information hub to help people managers better navigate the wide array of tools and resources we offer, including an updated people manager playbook and communication forum.

Our Managing Others course allows us to spotlight the role of a people manager at ICF for employees new to it—whether we're promoting new managers or hiring managers with a lot of management experience. In 2023, 100% of employees taking on a role with at least one direct report completed this course. We introduced customized experiences to support employees at critical career points and phases. Our people manager journey experience takes employees, who are new to this responsibility, through a number of key steps that will help them succeed in the role. In the first three months, 180+ individual people manager journeys were launched, with a 91% satisfaction rate.

Our new learning offering, Skills Labs, provides monthly sessions that enable people managers to quickly learn and practice specific skills—like delivering feedback, maximizing teams' strengths, or engaging with a hybrid team. It's also an opportunity to engage with peers across the company.

Championing the people manager journey

As deputy director of diversity equity, inclusion, and accessibility and special initiatives, **Crystal Bennett** ensures these principles are integrated into work every day with the National Human Trafficking and Child Welfare Training & Technical Assistance Center (NHTTAC).

"I have appreciated the trust and support provided by my immediate leadership at ICF. Coming from the non-profit space into the corporate world has certainly come with its fair share of challenges; however, I have been pushed beyond my comfort zone to recognize skills and abilities that perhaps I didn't even know I had. Although I didn't originally come in as a people manager, within six months of employment, I was able to advance into a people manager position and have full oversight of a contract. This wouldn't have been possible without the mentorship of a senior director and the support and commitment of fellow team members who are passionate about the work and the communities our work benefits."

"I was a certified classroom teacher for over a decade before beginning my communications career in the private sector and with ICF. Instructional design is a vital component in determining how effective any training will be—and ICF nailed it with its 'Managing Others' program! Super engaging, super memorable, and super applicable!"

—Kevin M.

"My manager has built an unparalleled team culture in leading by example every day and investing in each of us as professionals and as people."

—Katie S.

“Such an incredible experience...this was not surface-level learning, this was dig deep, get in it, intense, rigorous, HARD. I was truly challenged, and I appreciate that.”

—Business Development Champions participant

Developing our business development champions

Our Business Development Champions program continues to have a positive and direct impact on ICF’s business growth. Since 2019, program participants have led or made material contributions to nearly \$600M in sales, with 54% of them holding a current leadership position. In 2023, we introduced a new format, enabling us to scale the program and double the number of participants.

2023 participant feedback

- **99%** increase in confidence to cross-sell a broader set of capabilities to clients
- **100%** believe this program will positively impact their contributions to ICF’s business
- **100%** recommended the program

Empowering employees to thrive

At ICF, we recognize there’s more to our employees’ well-being than just physical wellness. We are proud to continue offering benefits options that help them thrive in all aspects of their well-being, creating a balanced, fulfilled, and secure life for them and their families. We offer a range of flexible programs and resources to support employees as they do the work they believe in, recognizing that each person and their family has unique needs.

In 2023, we introduced a new benefits platform with greater transparency to help employees better manage their choices. During the annual open enrollment period, 5,516 employees logged into the platform. In addition, we focused on raising awareness that

we understand there is no one-size-fits-all, and we offer benefits for all employees, whether they’re focused on mental health, family needs, safe and friendly wellness services, health and fitness, or location-specific perks.

- **Flexible work-life balance with paid time off and floating holidays from day one**
- **An end-to-end support platform for reproductive and family health**
- **An independent employee assistance program, offering 24/7 confidential support for a wide range of needs**
- **Be Well, our platform that supports well-being**
- **Access to a diverse network of babysitters, nannies, and pet caregivers, plus helpful resources like parental leave toolkits for those expecting or planning to adopt**
- **Gyms at many of our offices, plus encouragement to take health and wellness breaks**

Our **Be Well program** continued to be our one-stop destination for holistic well-being, allowing employees to track healthy habits, join company challenges, and earn rewards—like money that goes directly to their health savings accounts. In 2023, 43% of eligible employees were enrolled in Be Well. We held 10 company-wide challenges, giving employees the chance to connect with their colleagues, learn about ways to reduce stress, explore other cultures, support Earth Month activities, show appreciation, and more—all while earning rewards.

“I’ve lost some weight and have become more active. But overall, Be Well has given me the tools I need to be healthier both physically and mentally.”

—Be Well user

“I work with an entirely remote team. You may think that makes it difficult to maintain working relationships. However, this team always refers to ourselves as a family and functions very much like that. Building trust and a sense of belonging is an intentional effort made by the management team.”

—Angella M.

We also led 11 global well-being-focused webinars, covering topics from creating healthy lifestyles to managing anxiety, and achieving financial freedom.

In early 2023, we introduced a new benefit to better support the unique needs of employees and their families. Our clinician-designed **reproductive and family health support platform** helps employees on their journeys through preconception, pregnancy, postpartum, return to work, parenting, and menopause. Through the program, **employees have access to a dedicated care advocate**, on-demand access to specialist providers across 350+ subspecialties, member communities, milk shipment for breastfeeding mothers, and a family planning reimbursement for fertility, surrogacy, and adoption expenses.

- **406** employees activated our platform in 2023
- **22,771** interactions between employees and the platform
- **3,450** interactions between employees and specialist providers through the platform

Recognizing contributions that matter

At ICF, we’ve developed a values-based framework for employees to recognize colleagues’ contributions that go above and beyond and celebrate the positive impact they make every day—for each other, for our clients, and for our world. In 2023, ICF employees sent 21,380 e-cards across the company and awarded 6,261,250 points that can be exchanged for tangible rewards.

Supporting flexible ways of working

ICF has always had a mix of remote and onsite employees. Today, we bridge these two ways of working by offering choice, and prioritizing flexibility, well-being, collaboration, and connection. It’s a model that works—58% of our employees are remote or hybrid. And we’ve been recognized. We were included in FlexJobs’ Top 100 Companies to Watch for Remote Jobs in 2023 and named as one of Built In’s Best Places to Work for 2023, based on an assessment of our compensation packages, total rewards, and culture programs.



Helping parents to thrive

ICF helps parents find family balance—through benefits that support family building, flexible working, our gender-neutral parental leave policy, discounts and connection to childcare services, parental communities, and career development and opportunities. And our efforts have been recognized—Newsweek named us one of its greatest workplaces for parents and families in 2023.

Celebrating our culture champions

Each year we honor employees making great strides to build a more prosperous and resilient world for all through our annual Values Award, also known as our “Lucky Awards,” after ICF founder Tuskegee Airman Clarence “Lucky” Lester. Lucky Award winners unequivocally personify [our purpose and values](#). They’re continuously proving themselves to be incredible stewards of our company,

leaving a lasting impact on our clients and the programs they support and in communities we serve around the world. In 2023, we honored 10 employees who exemplified what it means to work boldly, inspire others, and make an impact.



Alexandria Scott, associate director for data quality control operations, proves how **working together** allows us to “**be greater than**” as we set industry-sought operation standards. She works with one of our National Institutes of Health clients and has grown her team over the past six years to address their needs while consistently finding opportunities to foster collaboration and new ideas. Due to her incredible leadership and relationship building, we’re co-authoring manuscripts, leading external training workshops, and helping our clients implement new reporting policies and procedures.

“I’m always amazed at how collaborative our culture is. There isn’t a solution we can’t reach when we merge our vast talents and capabilities.”



Amanda Maturi leads our bid operations in Europe and Asia and has been critical to our growth over the last decade as we attract new opportunities and identify new ways to solve clients’ complex challenges. She serves as a resource for others as she **challenges assumptions** in how we write proposals and leads trainings to equip others with the tools they need to become persuasive proposal writers. Thanks to Amanda’s work, we’ve submitted (and won!) many public policy and aviation bids.

“As we strive for future growth and securing larger contracts, I’m proud of how we evolved our responses to clients, presenting the great strengths of ICF’s experience, tools, and staff.”



Bringing her passion for leadership and collaboration to the forefront, **Anitza Guadarrama-Tiernan** is creating solutions that truly make a difference to communities who need it most. As peer group and event specialist/liason to Puerto Rico, she supports the U.S. Administration for Children and Families’ Children’s Bureau with their work in Puerto Rico. Her commitment to children, young people, and families is evident in every aspect of her work and she’s shaping programs that will last for generations.

“I’m extremely proud to be a part of a company that embodies its core values in every project it undertakes, as evident in the transformational impact we make. I’m motivated by the amazing professionals I have the privilege to work with.”



Deb Harris, senior director of climate change, has the unique ability to **embrace differences**, convene others, and catalyze action—all toward a common goal. Deb led the development of our proprietary technology tool [CO₂Sight](#) from start to launch. CO₂Sight is now utilized by our clients across the U.S. to map actionable and practical pathways to decarbonization.

“I highly value ICF’s mission-driven and collaborative culture. It’s the bedrock of ICF’s successes and mine. This unique culture allows us to do highly impactful work that is made all the better through the diverse expertise and perspectives we bring across teams.”



Jerome Kisielewicz is a critical player in how we **interact with integrity** to grow our footprint in the European sustainable finance market. As director of sustainable finance and climate policy, his passion for climate and biodiversity policies has pushed us and our clients to meet aggressive sustainability goals. His deep commitment to protecting the environment inspires many to **be greater than**.

“ICF gave me the opportunity to remain at the forefront of the sustainability agenda, not shying away from challenging assumptions and exploring new perspectives. With that spirit in mind, I have been extremely lucky to work alongside passionate colleagues to develop new solutions to transform our society to a more sustainable model.”



For 10 years, **Matthew Brown** has been upscaling business opportunities, helping us expand our digital modernization efforts for clients. As senior director of program management, he owns more than \$20M in client projects by **working together** with internal and external stakeholders to manage, streamline, and grow each project.

“I am inspired by the opportunities at ICF to collaborate with and learn from thought leaders in diverse technical, scientific, and public health domains. Incorporating their expertise into my work helps teams deliver outstanding, measurable impacts for our clients.”



In her role as a communications specialist, **Monica Brito** exemplifies what it means to be a “team player.” Through her work with the U.S. Federal Highway Administration, she **challenges assumptions** and supports workforce development communications and outreach. Her desire to **be greater than** results in stellar project outcomes and outstanding response to client demands to drive high-impact solutions for federal agencies.

“Working at ICF has been a genuine pleasure, thanks to supportive leadership and a strong focus on work-life balance. It’s exciting to work with different teams, discover new ones, and either find solutions or be encouraged to come up with new ones. I’ve had the chance to dive into new project management challenges and can’t wait to keep growing and sharpening my skills.”



Nick Lange is our innovation strategy and services lead. Over the past four years, Nick has made a name for himself challenging us to think boldly about our capabilities and how we show up for clients. Focusing on how our employees and clients can **interact with integrity** in a changing digital environment, he leads our generative AI initiatives. Through his guidance, we’re transforming how agencies and businesses use technology to meet and exceed their needs.

“At ICF, I’m not alone or dispirited by even the world’s biggest problems. Every day I get to work with highly committed, capable, and caring people to help find and make ‘positive possibilities’ into practical and impactful realities.”



Neera Bhandari, senior operations manager for our energy, environmental, and infrastructure businesses epitomizes how to **bring your passion** and **be greater than**, together. For 17 years, she’s been at the forefront of our team’s operations—from recruitment and training to finance and business strategy. She’s consistently growing our talented workforce in India and maintaining our competitive edge through an aggressive recruitment strategy and robust business practices.

“What excites me about working for ICF is the chance to create opportunities for personal growth. ICF provides a ground to explore these opportunities and fosters a nurturing environment to cultivate and refine skills, much like fertile soil yielding abundant harvests in a proverb. It’s a realm where one cultivates growth and success, and where leaders extend a helping hand on the journey to excellence.”



Throughout her eight years with ICF, **Oma Kessie** has been **challenging assumptions** applying her excellent forensic skills as our director of internal audit. Leading processes and audits, standing up our enterprise risk management (ERM) program, and inspiring her colleagues to seek more knowledge and information as they fulfill their duties, Oma safeguards and uplifts our business operations.

“One of the best things about working at ICF is the diversity in people, skills, and the type of work that we do—the opportunities for learning and growth are virtually endless. On top of that, the chance to work with incredibly competent people who are passionate about their work, makes ICF a great place to build a career.”

Minimizing our footprint on the planet

We are seeing the planet continue to warm and we are experiencing more frequent and intense weather events; all with devastating and profound impacts to people, communities, and ecosystems around the world.

Protecting the environment has long been a focus of ICF. For more than 40 years, our teams have worked with thousands of clients to study climate change and implement programs to address it. In fact, we have grown into one of the largest science-based climate consultancies in the world. Our 2,000 climate, energy, and environment experts help clients achieve emission reduction goals, identify pathways to a low-carbon economy, and contribute to a healthier planet.

While helping our clients decarbonize, we're also taking aim at reducing our own carbon footprint. We're working toward ambitious carbon reduction targets, adapting our operations to be resilient, preparing for new regulation, and maintaining our competitive edge. In short, we're getting ready to thrive in a low-carbon future.



Our climate and environmental leadership

In 2023, ICF received a Climate Leadership Award presented by The Climate Registry for reducing carbon pollution and addressing climate change in both our social actions and client work. We were recognized for having comprehensive greenhouse gas (GHG) inventories and aggressive emission reduction goals, as well as for exemplifying “extraordinary leadership” in our response to climate change and engagement of supply chain peers and partners. This includes achieving a 90% reduction in GHG emissions by 2025, relative to our 2013 emissions.

Here are some of the recognitions received in the past year for climate leadership in our social actions and client work.



2023 Climate Leadership Award

environmentalyst | top 100

Ranked #20 in Environment Analyst’s Top 100 Environment & Sustainability Consultancy Firms 2022



ENR Top 40 of Top 200 Environmental Firms, 5th year in a row



Climate Change Business Journal Achievement Award, 10+ years

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 since 2006, and we are committed to further reducing our GHG emissions.

To drive our progress, we set ambitious long-term and science-based GHG reduction targets.

Long-term target: 60%

In 2015, we set a long-term target: a 60% reduction in absolute scope 1 and 2 emissions by 2025, compared to our 2013 emissions.¹ We are on track to achieve this reduction ahead of schedule. With our 2023 emission inventory, we have surpassed this target and reduced these emissions by 90% relative to 2013.

We will continue working to reduce our emissions and will set another stretch target before 2025.

Science-based targets

ICF continues to increase our ambition for GHG emission reduction. Building on the earlier commitment that used 2013 as our reference, we committed to additional targets that drive emission reductions relative to 2018 and we committed to continue sourcing renewable electricity.

- Reduce absolute scope 1 and 2² GHG emissions by 23% from a 2018 base year
- Reduce scope 3³ GHG emissions 30% per benefits-eligible employee by 2025 from a 2018 base year
- Continue annually sourcing 100% renewable electricity through 2025

¹ 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

² Definition: scope 1—direct GHG emissions from sources owned or controlled by ICF; scope 2—GHG emissions from purchased electricity and steam

³ Definition: scope 3—GHG emission sources beyond the walls of ICF facilities

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 and in line with the Paris Agreement. In March 2021, the Science Based Targets initiative (SBTi)⁴ approved our targets, adding ICF to its list of pioneering companies driving change to a zero-carbon economy. In the spring of 2024, we set an even more ambitious target with a goal date of 2030—consistent with reductions required to keep global warming to 1.5°C. We submitted the new target for review by SBTi and expect to announce our approved target by the end of 2024.

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

Analyze our environmental footprint annually and measure/trend GHG emissions.

Resolve

Set ambitious targets to reduce GHG emissions and thrive in a low-carbon economy.

Reduce

Follow a strategy to reduce emissions from all significant sources—our offices, business travel, commuting, and more.

Invest in certified renewable energy credits equivalent to 100% of electricity used by our global operations. Buy verified high-quality carbon offsets equivalent to remaining scope 1, 2, and 3 emissions.

Report

Disclose transparently and in alignment with globally recognized frameworks, including **CDP, SASB, TCFD, and UNGC.**

⁴SBTi is a global body helping businesses set ambitious GHG reduction targets in line with the latest climate science

Public commitment and alignment

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 climate ambitions and in support of our clients' climate strategies, including:

- Boston College Center for Corporate Citizenship
- CDP (Carbon Disclosure Project)
- Global Resilience Partnership
- GHG Protocol
- International Organization for Standardization (ISO) 14001
- Professional Services Sustainability Roundtable
- Science Based Targets initiative
- Sustainability Accounting Standards Board (SASB) Standard for Professional and Commercial Services⁵
- Task Force for Climate-Related Financial Disclosures⁵
- United Nations Global Compact⁵
- United Nations Framework Convention on Climate Change
- U.S. Global Change Research Program
- We Mean Business Coalition

⁵See our disclosures at the end of this report

⁶Green-e certified renewable energy certificates for North American operations and comparable certificates in other geographies

⁷Total percentages may not add up to 100% due to independent rounding

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's 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 2023, the primary sources of emissions included business travel and upstream emissions from purchased goods and services.

Scope 1 and 2 emissions

- Facility-related emissions: 5% (after purchasing renewable energy certificates⁶)
- Fleet-related emissions: 1%

Scope 3 emissions⁷

- Business travel-related emissions: 50%
- Emissions generated by our commutes: 16%
- Emissions embedded in our purchased goods and services: 27%

Trends in emissions over time

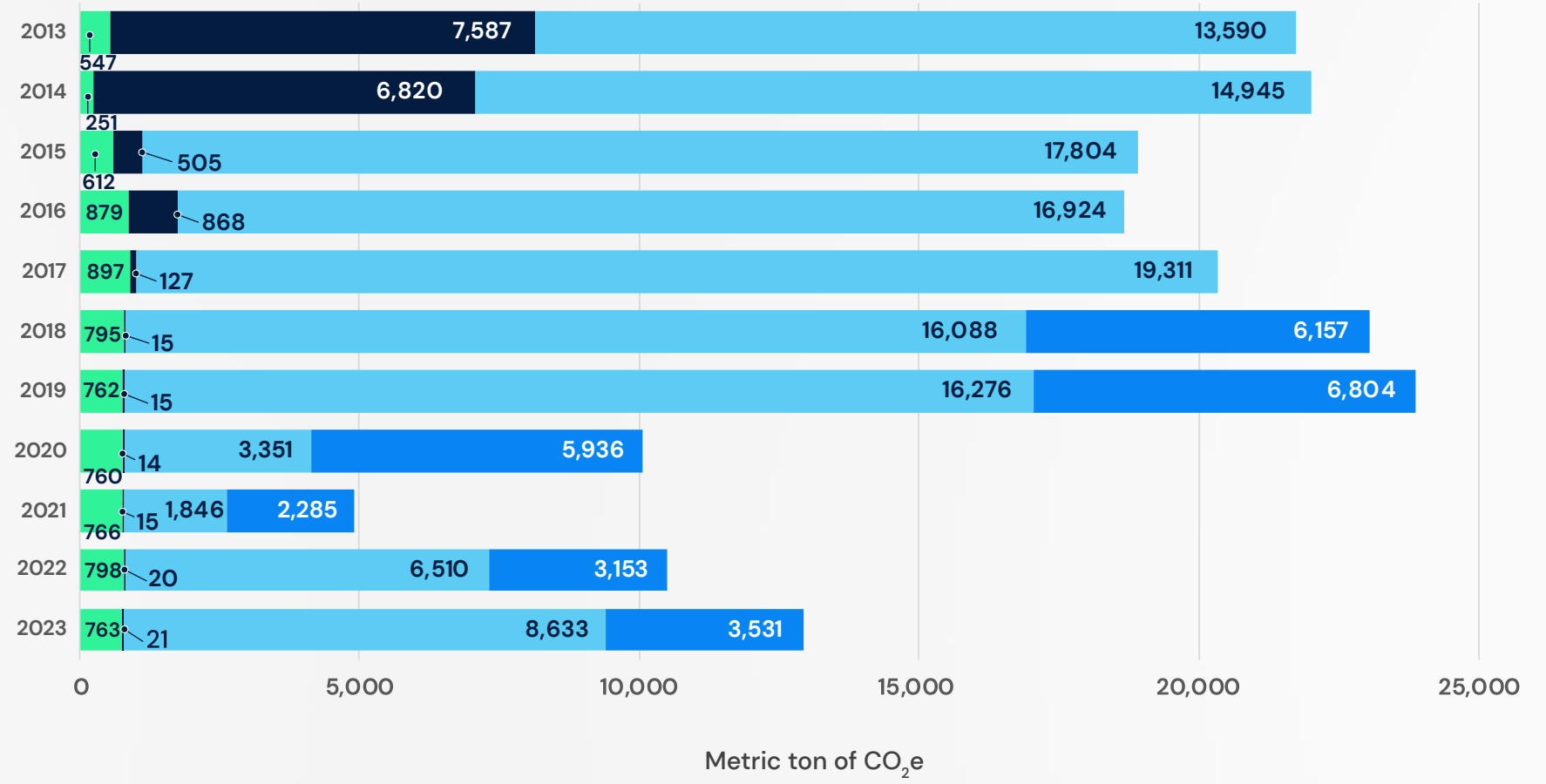
Thanks to our efforts to reduce energy use, buy renewable energy, and reduce fossil fuel use in our vehicle fleet—scopes 1 and 2 absolute emissions have dropped 90% since 2013.

Emissions by scope

(metric tons of CO₂e)

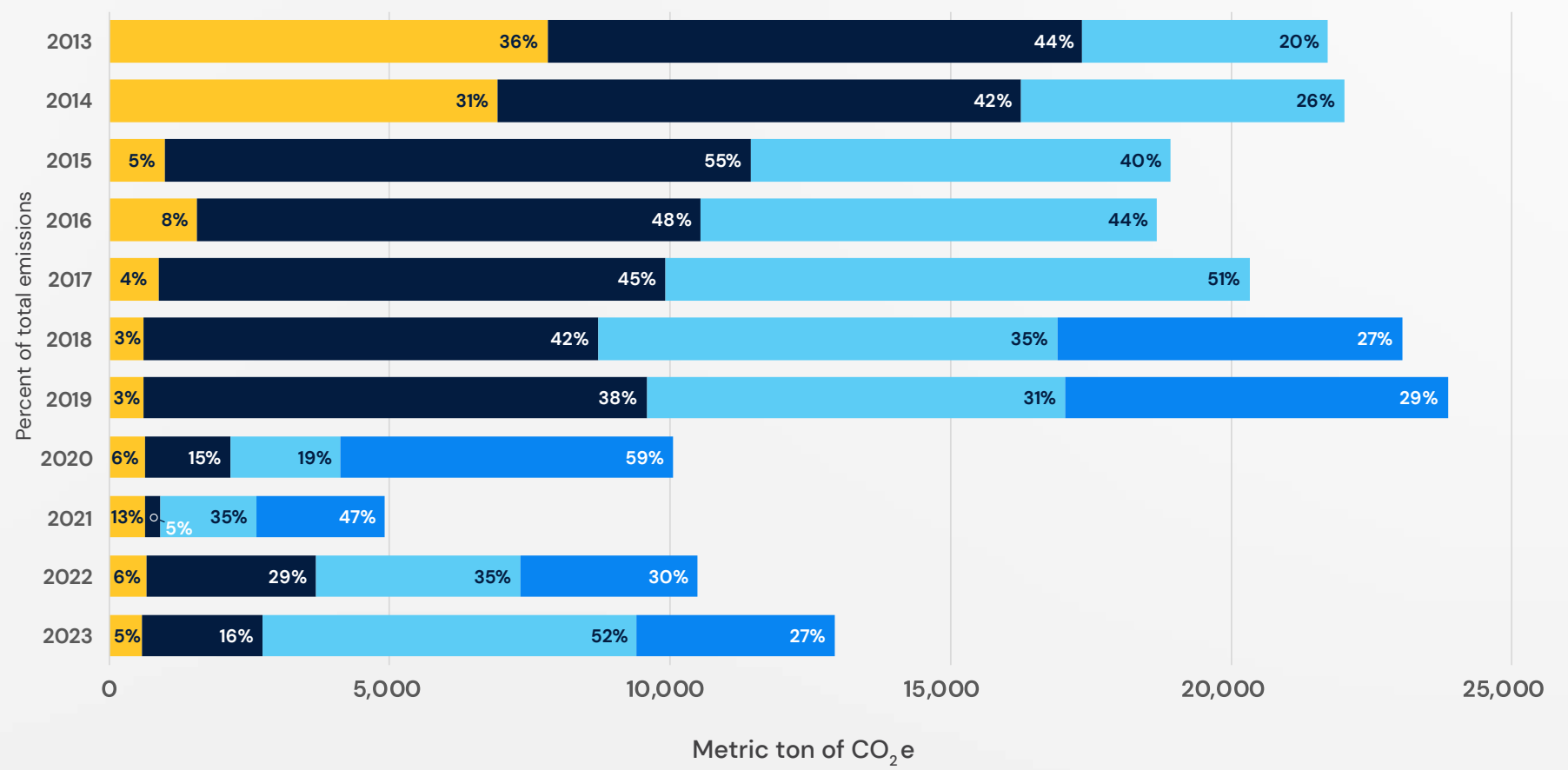
Indicates level of operational control

- Scope 1: Direct emissions
- Scope 2: Indirect emissions
- Scope 3: Business travel and commuting
- Scope 3: Purchased goods and services



Emissions by source

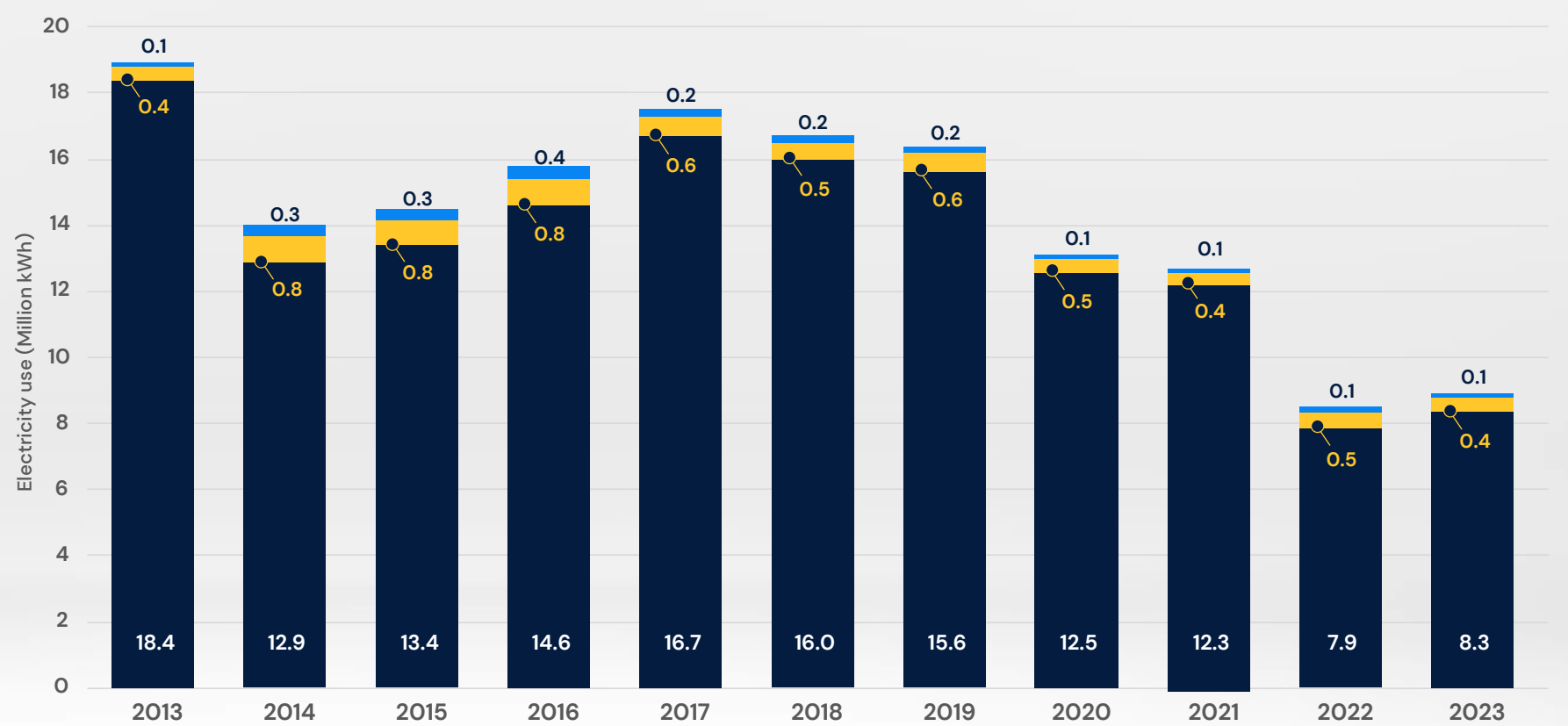
- Facilities
- Employee commuting
- Business travel and fleet
- Purchased goods and services (estimation began in 2018)



Electricity used by our global operations

We tally our electricity use at the end of each year and purchase renewable energy certificates equivalent to 100% of the electricity used by our global operations: Green-e certified certificates in North America and comparable certificates in other geographies. As a tenant in all our facilities, buying green power directly from the grid is not an option, which is why we purchase renewable energy certificates.

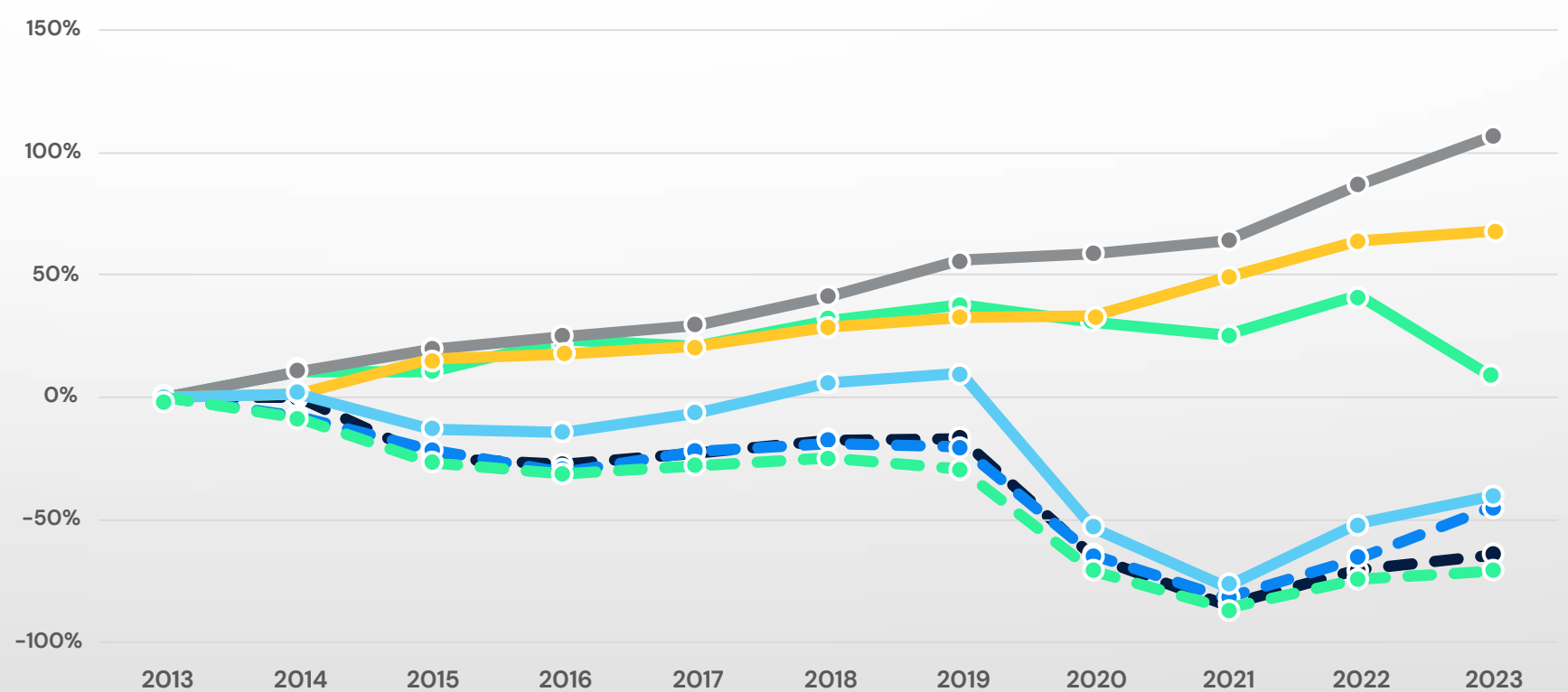
- The Americas
- Europe
- Asia, Pacific, Africa & the Middle East



As we grow, so does our commitment to sustainability

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, even as our company grows in size. This graph depicts scope 1 and 2 emissions (after accounting for renewable energy certificates), plus calculated scope 3 emissions (business travel, employee commuting, and purchased goods and services).⁸

- Global square feet
- Global FTE employees
- Global revenue
- Total emissions
- Emissions/sq ft
- Emissions/FTE
- Emissions/\$



⁸Does 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
- Developing a climate transition plan
- 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”
- Rewarding sustainability contributions
- Training the next generation of climate experts
- Reporting on sustainability performance
- Guiding clients on a sustainable path
- Supporting nature and biodiversity
- 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 purpose and principles.

Assessing our climate risks and opportunities

The Task Force on Climate-Related Financial Disclosures (now part of the International Sustainability Standards Board) was established to improve businesses’ reporting of risks faced due to climate change. The TCFD framework guides corporate disclosures of climate-related information that is consistent, comparable, reliable, and clear. Disclosing in alignment with TCFD helps companies prepare for risks and opportunities due to climate change. ICF uses TCFD’s framework to present a detailed analysis of our climate-related risks and opportunities within our climate report to CDP (Carbon Disclosure Project).

The following matrix outlines the four pillars of TCFD’s framework and briefly summarizes our approach to each: governance, strategy, risk management, plus metrics and targets. For each activity, we identify the location in our CDP report where we disclose in detail.

Summary of ICF's disclosures in alignment with TCFD

Governance			
TCFD recommendations	Summary of ICF's response to TCFD's recommendations	CDP disclosure location 2023	CDP disclosure location 2024
<ul style="list-style-type: none"> Describe the Board's oversight of climate-related risks and opportunities. Describe management's role in assessing and managing climate-related risks and opportunities. 	<p>ICF has developed a governance model to ensure effective oversight and good governance. The ICF Board of Directors, chief executive officer, some of our Board committees, management, and several committees all play an important role in identifying, assessing, and mitigating climate-related and non-climate-related risks.</p> <p>The Board monitors top-ranked risks as part of overseeing the enterprise risk management (ERM) program. Climate-related risks are embedded in this program.</p> <p>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.</p> <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 governance section of this report details the roles and responsibilities governing our climate strategy.</p>	C1.1a, C1.1b, C1.2	4.1, 4.1.1, 4.1.2, 4.2, 4.3, 4.3.1, 4.4, 4.5, 4.5.1
Strategy			
<ul style="list-style-type: none"> Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. 	<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.</p> <p>ICF selected three climate scenarios to assess the potential impact of climate-related risks and opportunities on our business and operations. For all three 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 a low emission scenario where global warming is limited to 1.5°C above pre-industrial levels due to major decarbonization interventions. Under this scenario, ICF only evaluated transition risks, since ICF does not identify any near- or medium-term physical risks under such low-warming conditions. For the transition risk, ICF utilizes a scenario in which the world achieves net zero emissions by 2050 through rapid innovations and effective climate policies.</p> <p>The second scenario was a moderate scenario that assumes emissions increase until 2040 and then rapidly decline, resulting in an increase of global temperatures of 2.4°C. ICF employs a scenario that assumes the gradual implementation of existing climate policies and measures.</p> <p>The third scenario ICF evaluated assumes an increase of global temperatures of more than 4.1°C above pre-industrial levels due to a lack of decarbonization interventions. Under this scenario, for the transition risk, ICF uses a scenario that assumes a world that remains reliant on fossil fuels and very limited climate policy measures.</p> <p>For the transition risk, the main conclusion of our 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> <p>For the physical risk of this high emissions scenario, 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. Our assessment identified no significant near- or medium-term risks.</p>	C2.1a, C2.3, C2.3a, C2.4, C2.4a, C3.1 C3.2, C3.2a, C3.2b, C3.3, C3.4	2.1, 2.2.1, 2.2.2, 3.1, 3.1.1, 3.6, 3.6.1, 5.1, 5.1.1, 5.1.2, 5.2, 5.3.1, 5.3.2, 5.4, 5.4.1
Risk management			
<ul style="list-style-type: none"> Describe the organization's processes for identifying and assessing climate-related risks. Describe the organization's processes for managing climate-related risks. Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management. 	<p>Risk management is an integrated business process vital to our overall success. To identify, assess, and mitigate risks, ICF has incorporated a multi-disciplinary companywide risk management process. Climate-related risks are embedded into this process.</p> <p>At the highest level, our Board oversees risk management 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>Our CEO, both a member of the Board and the most senior member of management, assesses major risks and ensures appropriate attention and allocation of resources to address climate-related risks.</p> <p>The ESG council, composed of senior executives and reporting to the CEO, also addresses climate related risks, as well as other climate-related issues associated with our business.</p>	C2.1, C2.2, C2.2a	2.2.1, 2.2.2
Metrics and targets			
<ul style="list-style-type: none"> Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. 	<p>We use metrics, targets, and business indicators to monitor progress against the 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, Making sustainable commitments. 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>	C4.1, C4.1a, C4.1b, C4.2, C4.2a, C4.2b, C6.1, C6.3, C6.5, C6.5a, C9.1	7.52, 7.53, 7.53.1, 7.53.2, 7.54, 7.54.1, 7.6, 7.7, 7.8, 7.8.1

Developing a climate transition plan

Our climate transition plan outlines how we will manage emissions from our operations to meet our SBTi-approved GHG emissions reduction targets. We are in the process of establishing a new emission reduction target that is consistent with limiting future climate change to no more than 1.5°C warming above pre-industrial levels. This time-bound target and the accompanying implementation plan will be summarized in our climate transition plan, which has significant overlap with our TCFD disclosure. We aim to publish our climate transition plan in calendar year 2024.

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 in North America and comparable certificates in other markets.

Each renewable energy certificate represents the environmental benefits associated with one megawatt-hour of electricity generated from renewable resources. Guided by our renewable energy experts, ICF purchased renewable energy attribute certificates equivalent to 100% of the 2023 electricity used at our offices worldwide. Doing so increases the demand for green energy and creates an incentive to expand the supply of low-carbon generation facilities.⁹

Reducing our facilities footprint

During 2023, many of our employees continued to work remotely. Our work continued smoothly as we collaborated remotely, maintained productivity, and continued growing the business. We are continuing to grant employees greater flexibility to work remotely, which will decrease our future facility footprint. In fact, since January 2022, we reduced the square footage of our leased space by 35% by closing and consolidating offices to optimize our use of space.

Leasing green facilities

When selecting office space, we 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. We moved into the new headquarters in the fall of 2022. The beautiful office is in a LEED Silver Building with a LEED Gold Interior and Designed to Earn the ENERGY STAR certification. The building received LEED Gold certification for implementing strategies and solutions such as sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.



⁹ GHG Protocol Scope 2 Guidance, section 8.2.4, pg. 71

70% of employees based in ICF offices work in sustainable facilities

City	ENERGY STAR score	LEED certification	EV charging stations	ISO 14001
Reston, VA; headquarters	New construction; Designed to Earn ENERGY STAR	Interior: Gold (2023) Building: Silver (2023)	✓	
Arlington, VA	76 (2023)	O+M existing buildings: Gold (2021)		
Atlanta, GA	89 (2023)		✓	
Birmingham, United Kingdom				Through Aug. 2024
Brussels, Belgium			✓	Through Feb. 2025
Guaynabo, Puerto Rico	76 (2023)		✓	
Irvine, CA	80 (2020)		✓	
London, United Kingdom				Through June 2024
Los Angeles, CA	93 (2022)	Building: Gold (2022 recertification)	✓	
New York, NY	86 (2018)	Building: Silver (2019)		
Rockville, MD	84 (2023)	Interior: Platinum—floors 5, 6, 7, 8 (2012) Gold—floors 1, 2 (2014)	✓	
Sacramento, CA	77 (2023)	Building: Gold (2015)	✓	
San Diego, CA	92 (2023)	Building: Gold (2021 recertification)		
San Francisco, CA	91 (2023)	Building: Gold (2015)		
Seattle, WA	85 (2013)	Building: Platinum (2014)		
Tempe, AZ	87 (2022)			

Influencing landlords' investments

For our long-term leases, we leverage our relationship with landlords to influence sustainable facility investments. For example, in preparation for moving our headquarters to Reston, Virginia, in 2022, our energy and real estate experts worked closely with the landlord to apply for and earn LEED Gold Interior certification and 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 install 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 ensure electricity is not wasted.

Applying green IT policies

Our policies require that 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 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. Our travel policy advises employees to first consider whether a virtual meeting will meet the objectives of any planned in-person meeting.

When booking through our travel system, employees see the carbon emissions associated with flight options—enabling them to select less carbon-intensive travel. We expect some collaborations that previously required in-person meetings will transition to virtual as the norm, which will help reduce future emissions.

When selecting facilities for new office locations, proximity to mass transit holds significant weight. For example, we intentionally located our headquarters to be accessible by metro.

Collaborating effectively virtually

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

We upgraded many of our conference rooms to accommodate high-quality virtual presentations. We installed sophisticated cameras with high-definition images and audio, 360-degree view, active speaker tracking, and pan, tilt, zoom, and split-screen views. Virtual platforms and enhanced collaboration tools not only allow us to telework more effectively but also help us replace business travel with virtual meetings, where feasible.

Purchasing sustainable aviation fuel

Internal experts from our aviation practice offered an approach to reduce emissions from business travel by purchasing sustainable aviation fuel (SAF) certificates. So, in 2021 and 2022, we purchased sustainable aviation fuel (SAF) certificates from airline partners British Airways and JetBlue. The SAF certificates we purchased represent the reduced carbon emissions of synthetic jet fuel produced from renewable biological resources—such as refined used cooking oil. Such fuel can be replenished rapidly and emits significantly less CO₂—in some cases reducing lifecycle emissions by as much as 80%.¹⁰

We will again purchase SAF certificates in 2024. While development of the SAF market and GHG accounting for SAF are in early stages, purchasing these certificates provides essential funding for the development of clean fuels for flight—supporting a future where we can all travel more sustainably.

Understanding our commuting emissions

Each year, we survey employees globally to better understand their commuting practices and preferences. In 2024, 43% of our employee base responded, demonstrating their commitment to support our sustainability efforts. Survey responses inform our GHG inventory and mitigation efforts.

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.

Pre-pandemic, in a typical year, more than 1,000 employees used this benefit—an ICF expense of approximately half a million dollars. In 2023, about 250 employees used this benefit—an outlay of about \$130,000.

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 and virtual 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 a report to ICF of embodied carbon (CO₂ 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.

Supporting sustainable flight



Maks Kraidelman and Alastair Blanshard, ICF



Through our consulting services, ICF supported the world's first transatlantic flight using [100% sustainable aviation fuel](#) on a commercial jet.

¹⁰CORSIA Eligible Fuels – Life Cycle Assessment Methodology

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 on their performance.

In 2024, we acquired a new vendor management system which will enable centralized supplier onboarding. We can capture data regarding a supplier's environmental, social, and governance practices. With the new system, we can also create profiles for each supplier related to risk, sustainability, socio-economic status, demographics, and diversity. And we can use these profiles to set criteria for procurements.

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 dishes, glassware, and utensils.

Reusing and recycling IT equipment

During 2023, we reused or recycled more than 7,500 assets, weighing 50,000 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 the energy equivalent of electricity used to power 159 U.S. households for one year
- Avoided GHG emissions equivalent to three million miles driven by an average passenger vehicle
- Avoided emissions equivalent to carbon sequestered by 20,000 tree seedlings grown for 10 years

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 U.K. offices in London and Birmingham, plus our Brussels office in Belgium, have certified environmental management systems that adhere to the ISO 14001 standard. The U.K. 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, a sustainability standard for professional services. As a member of the Professional Services Sustainability Advisory Board 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 expectations of many clients and other stakeholders. And, perhaps most importantly, our purpose of building a more prosperous and resilient world for all. We communicate our sustainable commitments to build awareness, engage employees, encourage adoption of sustainable practices, and cultivate a culture of sustainability.

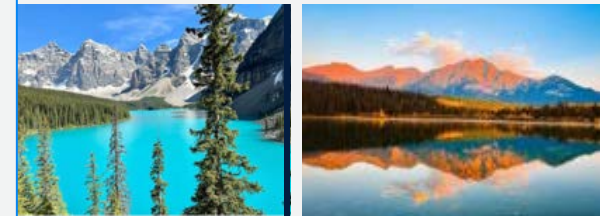
We foster norms that promote transparency and accountability. To that end, we welcome employees' feedback and aim to be responsive. For example, employees raised concerns about the lack of fossil-free investment options in their retirement plan. Retirement investments are the largest expenditure of one's 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 encourages us to be engaged citizens. Each year, we survey participants to identify new areas of focus and structure our programs to address those concerns. In 2023, health impacts of climate change surfaced as a topic of great interest. The Green Team organized discussions about nature-based solutions for climate resilience and health, amongst other topics.

Our Green Team also organized an expansive 5-week celebration of Earth Month. Each week's activities followed a theme, such as: inspiration (connect with nature through a photo contest), learning (a book club and podcast), living our values (we crowd-sourced examples of our sustainable initiatives outside of the office), volunteering (logged hundreds of hours participating in community plantings and clean-ups; ICF donated \$10 per hour volunteered), and advocating for sustainable policies from government leaders.

Earth Month photo contest connected us with nature



Rewarding sustainability contributions

Our annual volunteer awards recognize employees who contribute significantly to our communities. Two awards each year focus on sustainability. Winners receive company-wide 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, amongst other meaningful volunteer efforts.

Training the next generation of climate experts

The ICF Climate Center, which provides research and insights on climate, environment, and energy challenges and potential solutions, launched the climate internship program to help inspire and train a diverse new generation of climate leaders. The internship program promotes DEIB as a core component. In 2023, the ICF Climate Center hosted three interns—undergraduates studying environmental science, urban planning, and environmental thought and practice.

They contributed to climate research, learned from subject matter experts during their capstone project, and played an active role in events convened by the ICF Climate Center.

The interns' activities ranged from developing tools and dashboards for clean energy producers, to market research for renewable energy credits, to industry outreach, to research of EV charging infrastructure and more. Their capstone project culminated in a presentation to ICF's senior executive leaders, showcasing their learning and contributions. Their time at ICF proved to be a universally enriching experience.

Reporting on sustainability performance

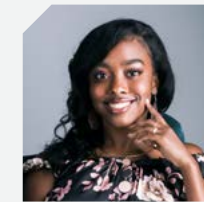
While we publish our corporate citizenship report annually, many clients ask us to report on our environmental performance more frequently as part of their supply chains. We disclose annually to CDP through its climate change and supply chain questionnaires—the most rigorous and comprehensive of all climate reporting. And we report annually as a signatory to the UN Global Compact.

What stood out about your internship at ICF?



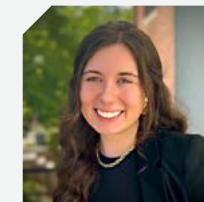
"The depth of ICF's climate and energy expertise. And I discovered that I really enjoy making a difference through my work."

—Omar A.



"ICF's business model: advising over advocacy—making sure data and analysis, drive decisions, informed by historical disadvantages. It doesn't have to be a political conversation, but instead a conversation about people and resilience."

—Krystal L.



"Every solution is as unbiased as possible. We want to find the best solutions to help the climate."

—Skylar J.

Helping developing regions grow while supporting biodiversity

We help USAID ensure their programs are environmentally and socially sustainable, while promoting biodiversity in developing regions.

Our scientists and planners identify biodiversity threats, needs, and outcomes for USAID's programs. We develop best practices for integrating biodiversity co-benefits into programming (such as job creation, job training, education programs, among others). We engage with local partners to assess biodiversity threats and opportunities—and align those with USAID's programs.

Supporting nature and biodiversity

As a professional services firm that leases all our facilities, purchases few products or materials, and maintains only a small fleet of vehicles, ICF's primary impact on nature is from carbon emissions. We employ an aggressive strategy to reduce our carbon emissions, as described throughout this report. After reducing emissions as much as possible, and after purchasing renewable energy certificates, we then purchase high-quality, verified carbon offsets. Some of the offset projects we support are nature-based.

Nature-based climate solutions aim to protect, conserve, restore, and sustainably use and manage ecosystems in a way that addresses social, economic, and environmental challenges. Done well, nature-based solutions promote biodiversity, food security, and economic growth, among other benefits.

One such project that ICF supported is the Central Kalimantan Peatlands project in Indonesia. Peatlands are a highly effective carbon sink. Carbon offsets from this project protect the peatlands from being drained and logged by industry, while also providing jobs and livelihood programs to residents of surrounding villages.

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 our purchased goods and services. After taking measures to reduce our carbon footprint, we purchase verified carbon offsets. We purchase a volume that removes or avoids 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, is verified by a reputable third party, is of a recent vintage (the past three years), and is not associated with social or environmental harms. We purchase offsets equivalent to all scope 1, 2 and 3 emissions. We choose offsets that, in addition to reducing carbon emissions, offer other community benefits, such as providing local employment and economic investment.

To counterbalance scope 1, 2, and 3 emissions generated in 2023, net of renewable energy certificates, we purchased offsets from the following projects: GreenTrees ACRE (Advanced Carbon Restored Ecosystem) Project and South Jordan Landfill Gas Destruction Project.

Guiding clients on a sustainable path

Beyond our internal practices as a company, ICF is one of the largest science-based climate consultancies in the world. We have more than 2,000 experts in our climate, energy, and environment practices who provide scientific analysis and strategic planning to the federal government, state and local governments, utilities, private sector companies, and nonprofit organizations.

We help clients plan and implement solutions that improve their environmental practices, enable them to transition to a resilient and 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.

Through the [ICF Climate Center](#), we independently publish findings and reports, based on our own research and analysis, to provide objective science-based expertise and insights. In the last two years alone, we have issued dozens of reports, articles, and insights

to highlight challenges—and potential solutions—to the biggest decarbonization obstacles we face, including:

- **An analysis of various pathways** for the U.S. to reach net zero by 2050, including the consideration of “more” and “most” aggressive approaches and three “super-solutions” where the use of game-changing technologies is ramped up significantly.
- **Modeling “business-as-usual” scenarios** for the U.S. transportation sector vs. more aggressive scenarios that would include higher levels of EV adoption and implementing a grid powered primarily by clean energy and more.
- **An assessment of how sustainable aviation fuels could help** the aviation industry reach net zero by 2050.
- **A report projecting the likelihood of significant increases in warm and wet weather** in the U.S. as well as the negative impacts and disruptions likely to occur as a result.

In 2023, ICF significantly improved the ClimateSight technology stack by modernizing its cloud infrastructure with Amazon Web Services (AWS). This transformation introduced dynamic parallel computing and a fully managed cloud environment, allowing ClimateSight to perform more sophisticated, faster, and cost-effective analyses. The integration with AWS also provides access to new cloud-optimized data sets, enhancing the accuracy and scope of climate projections. Besides leading the market and scientific community in delivering superior solutions for climate risk assessment and resilience planning, the Climate Center published a report highlighting how new climate projections indicate rising exposure to extreme heat in disadvantaged communities.

ICF was founded with a focus on protecting the environment that continues to this day. One of our first landmark U.S. federal clients was the U.S. Environmental Protection Agency (EPA), and our work in the energy and environment sector has been a pillar of our company for more than 50 years. Today, ICF works to monitor, predict, and reduce greenhouse gas emissions and build resilience in a rapidly changing climate. Here are some examples of recent projects.



The ICF Climate Center offers compelling research and unique insights that help organizations establish clear, practical pathways forward through the combination of climate science and predictive analytics.

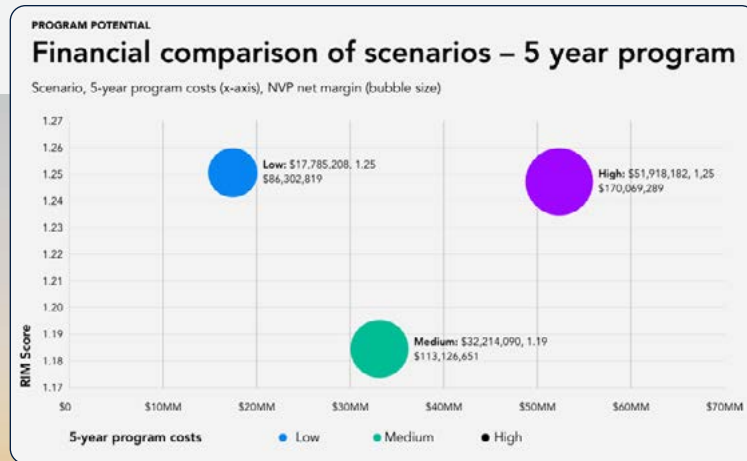
Using federal funds to advance state and local climate action

The EPA launched the [Climate Pollution Reduction Grants](#) (CPRG) program, which provides more than \$4.5 billion to support state and local climate action.

To apply for these funds—whether a state, city, or tribe—requires developing a priority climate action plan. ICF helps clients launch a climate planning process that reflects local values, community priorities, challenges, and opportunities.

We help clients incorporate critical stakeholder feedback (including disadvantaged communities) and apply best practices and successful tools, methods, and

approaches. Quantifying, costing, and assessing the benefits and co-benefits (e.g., air quality, public health, resilience) of GHG reduction measures is an essential element of planning. Proven methods and tools, such as [ICF's CO₂Sight platform](#), help clients evaluate GHG reduction measures and create actionable plans to meet ambitious goals. This also provides an opportunity to consider the tradeoffs between attributes of different measures (e.g., transportation electrification may create new needs and opportunities to improve resilience) to both help with prioritization and contribute to the storytelling of the climate action plan's development, implementation, and impact.

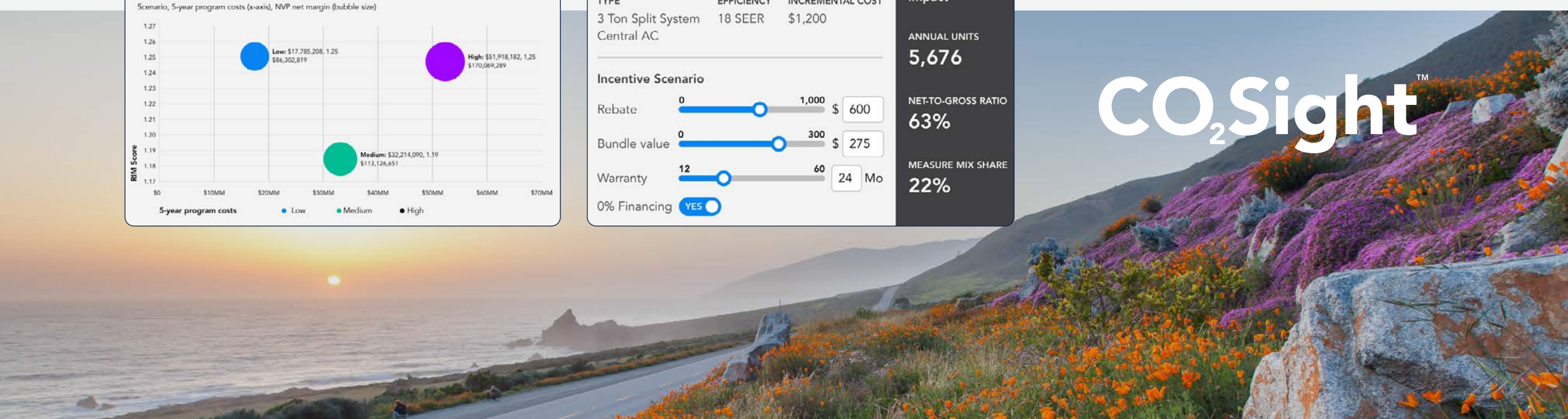


Measure Description		
TYPE	EFFICIENCY	INCREMENTAL COST
3 Ton Split System Central AC	18 SEER	\$1,200

Incentive Scenario		
Rebate	0 to 1,000	\$ 600
Bundle value	0 to 300	\$ 275
Warranty	12 to 60	24 Mo
0% Financing	<input checked="" type="checkbox"/>	YES

Participation Impact	
ANNUAL UNITS	5,676
NET-TO-GROSS RATIO	63%
MEASURE MIX SHARE	22%

CO₂Sight™



Powering resilience through Duke Energy’s climate adaptation journey

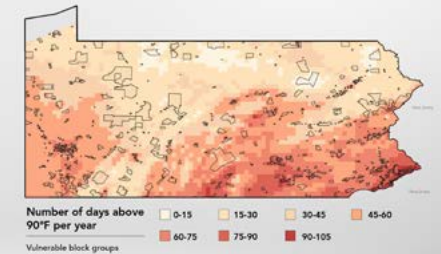
In a forward-looking initiative with commercial utility Duke Energy, ICF conducted a climate risk and resilience study to tackle the utility’s climate vulnerabilities across North Carolina and South Carolina. Using our proprietary cloud-based risk analytics tool, [ClimateSight](#), we provided detailed projections and created an [interactive map](#) to visualize climate risks and social vulnerabilities, enhancing community engagement and adaptation planning.

Our collaboration involved engaging 37 stakeholder groups, forming a technical working group to infuse diverse perspectives into Duke Energy’s climate resilience strategy. This led to the Climate Adaptation Flexible Framework, a strategic guide focused on climate adaptation investments, risk reduction, and supporting vulnerable populations. This project highlights our expertise in melding climate science with strategic stakeholder engagement, aiding Duke Energy in its pursuit of resilience and community protection against climate change impacts. Duke Energy’s full climate resilience and adaptation plan is publicly available and can be found [here](#).

ClimateSight®

Building community resilience to extreme heat

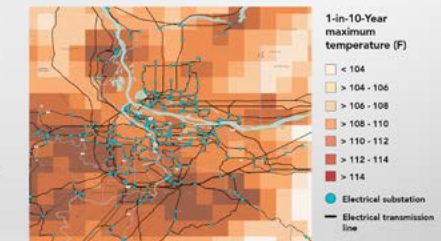
Extreme temperatures threaten lives and livelihoods. In Pennsylvania, ClimateSight® mapped the number of days that temperatures will rise above 90°F by 2050 and identified potential climate risks to human health where vulnerable populations are most exposed to extreme heat. Our analysis and insights inform adaptation and resilience planning across the state.



ClimateSight®

Identifying heat-related threats to electrical infrastructure

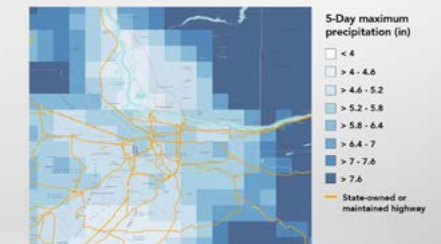
ClimateSight® projected 1-in-10 year maximum temperatures at midcentury around Portland, Oregon, to determine heat-related risks that increasingly threaten electrical infrastructure. We identified a range of future climate conditions to account for multiple greenhouse gas emission scenarios. Equipped with these projections, utilities can invest in resilience efforts to prevent and limit heat-related power outages.



ClimateSight®

Projecting precipitation around transportation infrastructure

Fueled by climate change, flooding and heavy precipitation damage roads and other transportation infrastructure. ClimateSight® projected and mapped heavy precipitation at midcentury to state roadways around Portland, Oregon. Our analysis helps planners build with resilience against increasing flood risks.



ClimateSight®

Making progress toward goals

With our 2023 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 90% 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

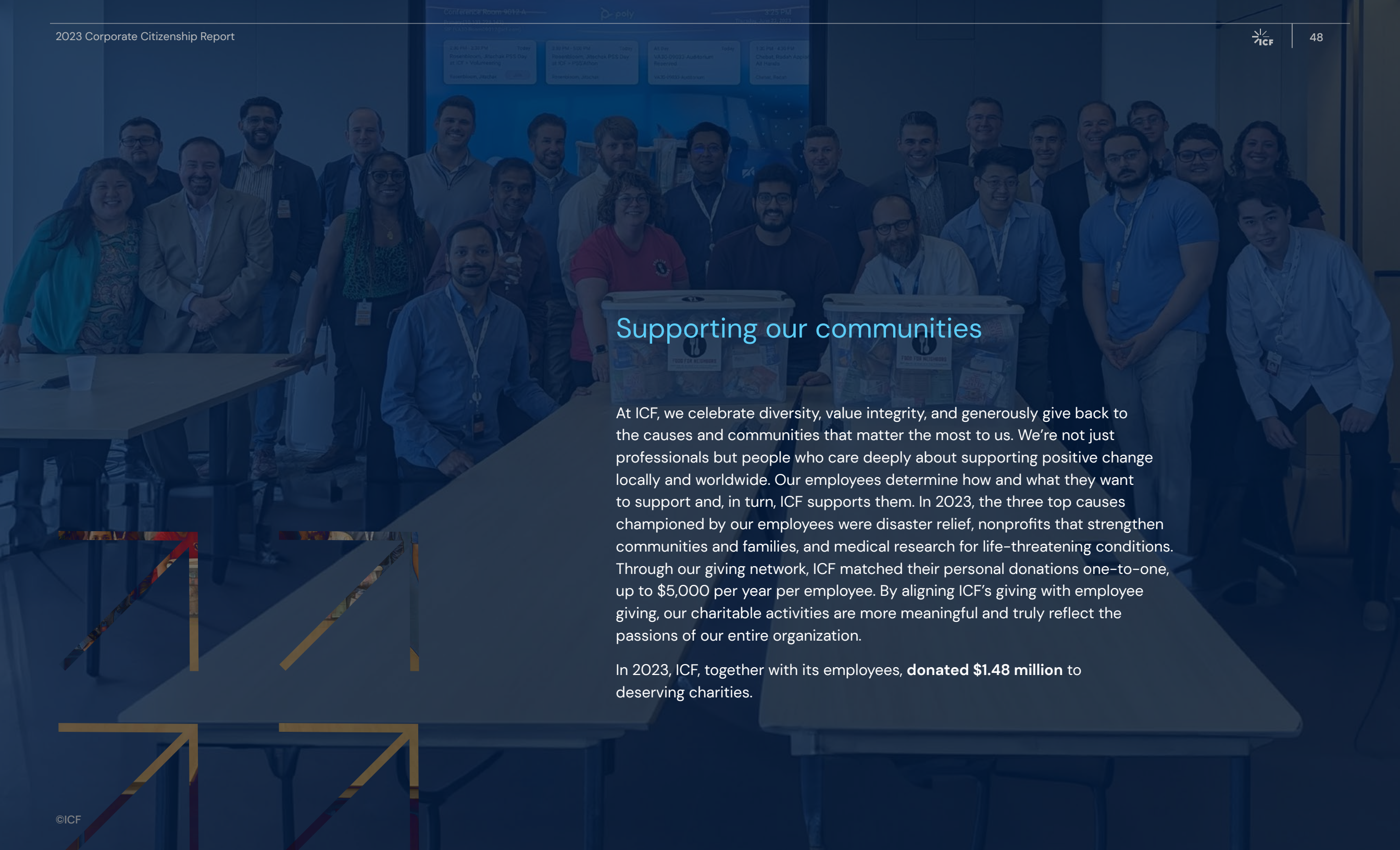
Reduce by 60% absolute scope 1 and 2 emissions by 2025, compared to our 2013 emissions.

Scope 1 and 2: Emissions	Metric tons of CO ₂ e	Change
2013 Base year	8,134	Base year
2023	783	-90%

Science-based target

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

	Scope 1 and 2: Emissions		Purchase renewable electricity	Scope 3: Emissions from business travel, commuting, 10%+ emissions from purchased goods and services			
	Metric tons of CO ₂ e	Change	% of global operations sourcing RE	Metric tons of CO ₂ e	Employees (benefits eligible)	Emissions (Metric tons of CO ₂ e)/employee	Change 2
2018 base year	810	Base year	100%	16,704	6,105	2.74	Base year
2023 inventory year	783	-3%	100%	8,986	7,961	1.13	-59% metric tons of CO ₂ e/employee



Supporting our communities

At ICF, we celebrate diversity, value integrity, and generously give back to the causes and communities that matter the most to us. We're not just professionals but people who care deeply about supporting positive change locally and worldwide. Our employees determine how and what they want to support and, in turn, ICF supports them. In 2023, the three top causes championed by our employees were disaster relief, nonprofits that strengthen communities and families, and medical research for life-threatening conditions. Through our giving network, ICF matched their personal donations one-to-one, up to \$5,000 per year per employee. By aligning ICF's giving with employee giving, our charitable activities are more meaningful and truly reflect the passions of our entire organization.

In 2023, ICF, together with its employees, **donated \$1.48 million** to deserving charities.

How we gave

Our charitable giving approach is grounded in our employees. We want to support the passions and causes that are meaningful to them. We offer them access to 800,000 different global organizations to choose from through our charitable giving network and match their personal donations one-to-one up to \$5,000 each year per employee.

In 2023, ICF matched the \$655,000 our employees donated through our giving platform, plus made other gifts, for a total of \$828,000 in cash giving. Together with our employees, ICF donated a total of \$1.48 million to charities in 2023. 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. Our employees made thousands of gifts.

The causes that received the most support from ICF employees were providing relief after global disasters, helping nonprofits that strengthen communities and families, supporting research for life-threatening conditions, and much more. While our philanthropy efforts touch on all the United Nations Sustainable Development Goals, the majority of our 2023 activities supported the following five goals.

\$655K

Employee donations

+

\$828K

ICF matching funds and other cash donations

\$1.48M

total cash donations



Make cities and human settlements inclusive, safe, resilient, and sustainable



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Ensure healthy lives and promote well-being for all at all ages



End hunger, achieve food security and improved nutrition and promote sustainable agriculture



Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Here are the organizations that received our greatest support:



More than 1,400 different organizations benefited from our support. Our employees donated and volunteered across 15 different cause categories, showing the openness and diversity of our program.

Giving back globally

Together, we support those with breast cancer

Every 10 minutes, someone hears the words “you have breast cancer.” That’s why our local Washington, D.C., team launched a global campaign that raised more than \$12,000 to support breast cancer awareness and research efforts this past October. To engage employees across the company, our campaign efforts included #ICFThinksPink happy hours and office gatherings, a fun game of Bingo, and posting photos wearing pink—all while sharing stories of personal connections to this cause.

Our local D.C. metro area offices joined together to participate in the Washington, D.C., walk for the **American Cancer Society’s Making Strides Against Breast Cancer** on October 14. And our Louisiana office participated in the New Orleans **Susan G. Komen Race for the Cure** on October 28. Our European colleagues also raised funds for **Breast Cancer Now**, the UK’s largest breast cancer charity providing world-class research and life-changing care for people affected by breast cancer, and the **Breast International Group (BIG)**, an international not-for-profit organization that represents the largest network of academic research groups dedicated to finding better treatments and cures for breast cancer.

The excitement was contagious with pink scattered across our social feeds.



Since inception, the auction has raised **\$719K**, with more than **\$600K** collected in the past decade alone.

In 2023, we auctioned off 105 items to 304 bidders and raised more than **\$110K!**

31 Flavors of Charity: We donated more than \$110K to charity!

Back in 1992, within ICF's humble Washington, D.C. office, there was a spark of altruism. A small band of dedicated employees, fueled by a shared passion for giving back, orchestrated a small, intimate holiday gathering that included a charity auction. Little did they know this modest event would become a hallmark annual tradition emblematic of ICF's unwavering commitment to philanthropy.

Fast forward 30+ years and this grassroots initiative is now ICF's Annual Charity Auction, a **100% volunteer-led event** that stands as a formidable force for good, driving waves of positive change across diverse communities. With each passing year, ICF employees have propelled the event to new heights, both in scale and impact. This auction has **raised \$719K since its inception**, with more than \$600K collected in the past decade alone. But it's not just about the figures. The number of lives touched, and communities uplifted is immeasurable.

In commemoration of the auction's 31st anniversary, the most recent event was themed "31 Flavors of Charity." ICF volunteers created an online auction site, stocked the catalog with donations from employees and local businesses, and produced a live, hybrid event. From handmade crafts to baked goods to gift cards to once-in-a-lifetime experiences like a South African safari and everything in between, the auction catalog was reflective of the diverse talents and generosity of ICF teams.

Auction item winners donated the full proceeds from their auction purchases to charities of their choice through GivingPlace, our donation platform. ICF then matched each gift dollar for dollar, without limits. Through meticulous planning and boundless generosity, this year's event raised more than \$110K.

In addition to the auction, employees had the opportunity to contribute directly to the Capital Area Food Bank, a local charity that addresses the urgent issue of food insecurity for families in the region. ICF also introduced a new initiative of "leadership matching" during this year's auction, where ICF executives multiplied employee donations up to \$1K. For example, if an employee donated \$100, that gift was quadrupled through the leadership match, plus the ICF company match. The company offered multiple levels of donations (\$20, \$50, \$100) so employees could participate at a level they could afford. Nearly 45 employees participated in the auction's food bank campaign, boosting the company's fundraising for the Capital Area Food Bank to more than \$25K for the year.

Reflecting on the remarkable journey of ICF's Charity Auction tradition, one thing remains clear: together, we have the power to effect positive change—and, in this case, one auction bid, one donation, and one act of kindness at a time.



ICF cycling enthusiasts cruise through Bike to Work Week

Nearly 150 employees across 24 offices worldwide participated in Bike to Work Week (BtWW) activities during May. This included our fully remote employees who joined each other through a virtual biking app. Colleagues were given the option to participate in any form—whether that was biking to the office or biking to nearby parks or coffee shops. Our Brussels team held a BtWW breakfast event that included learning about leasing bike options.



The committee held more than two dozen events throughout the year, engaging 200+ volunteers, and inviting our clients to join us.

“Thank you, ICF, for putting this together and we look forward to the next event.”

Cristina Garcia, Program Manager at Con Edison

Volunteering alongside our clients for a better future

Scattered across the country, the ICF team that provides programs and services to energy utilities formed a Community Engagement and Charity Committee to organize local events, often in partnership with our clients. Their goal was to help those in need, improve our communities, and build comradery. From Toys for Tots to invasive species removal outings to food bank support to clothing drives to elderly letter-writing campaigns to backpack fills for students (and many more!), it's been quite a collection of activities to get and stay involved in our neighborhoods.

Here are a few stories about our volunteer impact with communities and clients:

- **SMECO River Cleanup:** Our team visited the Alice Ferguson Foundation in Accokeek, Maryland, to clean up the Potomac River shoreline and support the energy efficiency programs of SMECO,

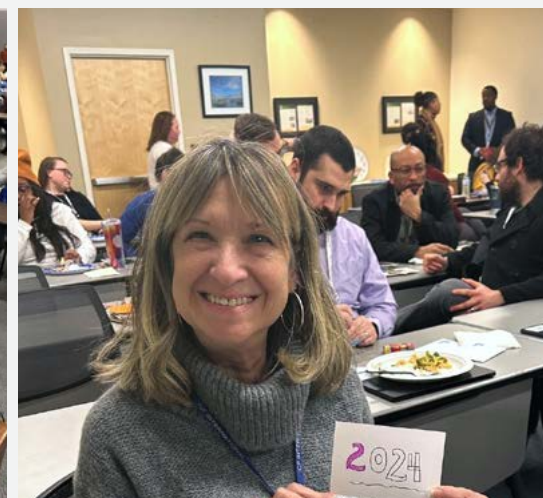
one of Maryland's utilities. More than a dozen participants removed 25 bags of trash from the Potomac River shoreline, helping to beautify the Alice Ferguson Foundation's 330-acre environmental education center campus.

- **SRP Utility Leaders Summit Backpack Fill:** ICF partnered with Arizona utility SRP, Arizona Helping Hands, and HandsOn Greater Phoenix to decorate and fill backpacks for children entering foster care with essential hygiene items. Alongside several of our utility clients, we stuffed **50+ backpacks** to provide children with much-needed essentials and a sense of comfort.
- **Maryland Toys for Tots Drive:** Our team organized, packed, and delivered 16 industrial-sized bags of toys, clothing, books and other children's items for donation. Altogether, we collected 100+ items to brighten the holiday season for those in need.



- **NFL “Pick’em” Survivor League for Charity:** Our team located in the mid-Atlantic hosted our first “NFL Pick’em” Survivor League for charity this year. Thirty-seven employees joined in the fun, paying \$5 to try and correctly pick one winning NFL game each week, with the winner choosing which charity all funds would go to. This year, Child Health & Resilience Mastery (CHARM) received nearly \$400 in proceeds. CHARM’s mission is to empower children and families to strengthen their resilience in health promoting ways.
- **PHI Invasive Species Removal:** In partnership with Georgia utility PHI, we removed invasive plant species across Greenbelt, Georgia, allowing a patch of woodland to be replanted with native species.
- **Georgia Power Tree Planting:** ICF and Georgia Power team members partnered with nonprofit Trees Atlanta to plant nearly two dozen native trees to support the creation of a new neighborhood park.

- **ICF Cleans Up New York City:** ICF employees teamed together with New York utility, ConEd, to clean up eight blocks of city streets in New York City, as well as Union and Washington Square parks. More than 100 pounds of litter were collected and removed.
- **Habitat for Humanity ReStore:** ICF employees volunteered at a local Habitat for Humanity ReStore—a home improvement store and donation center that sells new and gently used furniture, home accessories, building materials and appliances to the public at a fraction of the retail price. Sales of donated items will support local families to build, rehabilitate, and repair safe and affordable homes in the community.



A partnership of hope, compassion, and empowerment

In rural India, we are empowering girls and young women through our support of the **Pardada Pardadi Educational Society (PPES)**, an organization that provides free education, job opportunities, healthcare, and more in Uttar Pradesh. Today, PPES stands as a beacon of education for approximately 3,000+ girls hailing from more than 120 villages in the Anupshahr town district of Bulandshahr, Western Uttar Pradesh.

Presently, 162 girls are working across the country in various sectors and 200+ girls are pursuing higher education.

Since 2019, ICF's contributions have gone towards student sponsorships (uniforms, meals, books, tablets), cervical cancer vaccinations, reverse osmosis water coolers (to ensure the availability of clean water), sports equipment, and the construction of an indoor play area.

In 2023, we provided **\$23,000** in financial support towards the construction of a classroom and STEM lab for 40 students in rural regions as well as 10 new laptops. In the STEM lab, students are using these laptops to delve into coding and explore various software applications, including Microsoft Excel and PowerPoint. ICF's contribution plays a pivotal role in empowering students with essential skills, aiding their preparation for higher education, and instilling confidence in their academic journey.

ICF employee, Vivek Malhotra, has been playing a key role in this program since 2019. He ensures that every amount contributed by ICF is spent wisely. During his recent visit to the school, he met the core committee and the students to understand the impact from our contributions. He toured the school grounds, shared a meal with the recipients, played a

game of volleyball and a basketball match, and delivered treats. He learned more about their experiences and noted how much the values of PPES align with the values of ICF.

Providing a place like home for ill children and their families

ICF donated **\$10,000** to the Children's Inn at National Institutes of Health (NIH), providing 35 children and families the chance to stay at the Children's Inn free of charge, enabling families to spend quality time together, and providing children with enriching and fun activities after long days of tests and treatments at the NIH Clinical Center.



ICF's support made the following activities possible:

- **ExperimentINN**—A hands on activity where children and families can explore different scientific topics in an engaging manner.
- **Yoga**—An experienced yoga teacher welcomes families into a virtual weekly class enjoyed by children and caregivers alike.
- **Happily Hungry Cooking Class**—This cooking program teaches how to prepare healthy, nutritious, and scrumptious meals and snacks.

In addition, our team provided gifts for the Thoughtful Treasures program. These patients and their families are enduring difficult health challenges, so we are hoping to bring a sprinkle of joy to their time there by providing them with 45 "Summer Fun" gift bags assembled by our local team members.

Since 2019, ICF has donated more than \$100,000 to improve the lives of 300+ girls and their families.



Responding to disasters and injustice

Numerous disasters and conflicts took a heavy toll on victims worldwide in 2023. From deadly wildfires, earthquakes and dam collapses to dangerous flooding and the Israel–Gaza war, the headlines told a heartbreaking story of people in desperate need. ICF responded with financial support for organizations on the ground directly helping with goods and services. We also set up a number of donation campaigns to raise funds to support the distribution of food, critical medicines, and first aid.

Supporting victims of the Israel–Gaza war

Following the Hamas attack that targeted Israeli citizens on October 7, ICF launched a charitable giving campaign that raised more than **\$12,000** to support those impacted in Israel and Gaza.

These four nonprofit relief organizations ensured essential aid, from medical assistance to psychological support to food and shelter, reached those in need: **Doctors Without Borders/Médecins Sans Frontières (MSF), American Friends of Magen David Adom, Airlink Humanitarian Aid, and Friends of United Hatzalah Inc.**

Responding to Hawaii wildfires

As fast-moving wildfires wreaked havoc through Hawaii, causing multiple deaths and injuries and reducing towns to ash, ICF employees raised more than **\$22,000** to support response efforts through the following charities that were on the ground, already providing goods and services: **Maui Strong Fund, Maui Food Bank, American Red Cross, and Direct Relief.**

Helping earthquake efforts in Turkey and Syria

ICF supported the response to massive earthquakes in Turkey and Syria, raising nearly **\$19,000** to support five outstanding organizations providing food, shelter, emergency supplies, medical support, and more: **Direct Relief, International Rescue Committee, International Medical Corps, Save The Children Federation Inc, and World Central Kitchen Incorporated.**

Supporting Morocco after a deadly earthquake

After the earthquake in Morocco took thousands of lives, upended entire communities, and left thousands of people unaccounted for, we supported critical relief organizations—raising more than \$2,750 for **Airlink Inc, Care, Direct Relief, Doctors Without Borders/Médecins Sans Frontières, International Medical Corps, and World Central Kitchen Incorporated.**

Providing urgent aid to Libya

On Monday, September 11, two dams in eastern Libya collapsed following one of the deadliest storms on record for North Africa. The tsunami of water produced by the collapse devastated the city of Derna with as much as 25% of the city being washed out to sea. With the urgent need for food and emergency supplies, ICF employees quickly responded—donating more than \$2,500 to organizations providing essential support to affected communities: **Center for Disaster Philanthropy, International Committee of the Red Cross, International Rescue Committee, International Medical Corps, and UNICEF.**

Supporting Red Cross relief efforts for California flood survivors

When dangerous storms upended residents across California, ICF supported **American Red Cross** relief efforts as they provided relief and recovery services to more than 21,000 California residents. We raised funds to enable the distribution of vital supplies and safe refuge to hundreds of people.

Power in connection

Throughout 2023, our employee community networks (ECNs) held company-wide campaigns to support a variety of affinity dates that celebrated, honored, remembered, and educated. These affinity events took many forms including speaking sessions, learning opportunities, volunteer efforts, and donation campaigns.

We're proud to support women



Throughout March 2023, our Women ECN and ICF employees celebrated Women's History Month, and together, we donated more than **\$16,000** to organizations that support women's initiatives.

For the third year in a row, ICF sponsored [The Women's Center's](#) (TWC) leadership conference which focused on personal and professional development. More than a dozen ICF employees attended the conference, and several volunteered their time to support the event.

Later in the year, ICF also supported TWC's fall gala as a "Break the Cycle" sponsor. We connected TWC with our charity auction's auctioneer, who helped raise a record-breaking total of more than \$136,000 in the call-to-action alone, while making the event fun and high energy. **Our gala sponsorship will provide 26 social connection support group sessions to more than 100 domestic violence victims.**

For International Women's Day on March 8, we hosted a global hybrid event focused on career advancement. The event included a guest speaker presenting on personal branding; a panel of ICF women sharing the challenges they face and the support we all need; and closing remarks from leaders. Employees gathered at our Reston HQ and local offices throughout the world.

Specifically, our North Carolina office took this opportunity to give back to women in their community while networking with colleagues. **They collected, packed, and donated 34 bags of toiletries for women at the [Durham Rescue Mission](#).**

As part of our commitment to advancing opportunities for women everywhere, we also launched a giving campaign to help empower, women, girls, and members of the transgender community—supporting three organizations:

U.S. National Committee for UN Women, Equality Now, and National Center for Transgender Equality.

Caring for our Black communities

Our Black ECN held several events throughout the year that provided time and space to reflect, honor and recognize Black leaders, visionaries, and experiences. ICF employee donations to programs aimed at improving underserved communities and transforming neglected outdoor spaces also helped support Black families and children.

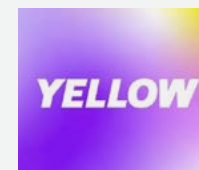
A special day of remembrance. On January 16, we honored the memory of Dr. Martin Luther King, Jr. by volunteering our time, sharing with others, and donating resources to serve for the greater good. In 2023, our Black ECN encouraged employees to support the **King Center**, an organization that provides education programs and charity work centered around the philosophy of nonviolence. Established in 1968 by Mrs. Coretta Scott King, the King Center has been a global destination, resource center, and community institution for more than a quarter century. Nearly a million people each year make pilgrimage to the national historic site to learn, be inspired, and pay their respects to Dr. King's legacy.



We are our ancestors' dream. Black History Month is a time to recognize and celebrate Black visionaries and achievements from all periods of American history. During this special time, it is important to not only reflect on our past but also to invest in the future of our community.

As part of our theme for Black History Month 2023, "We Are Our Ancestors' Dream," our Black ECN launched a giving campaign to improve the lives of children and families in underserved communities to help them reach their full potential. Employees raised **\$500** for the following three organizations, providing resources for education, mentorship, and opportunities for personal and professional growth for young people across the country.

- **Tuskegee NEXT** honors the legacy of the Tuskegee airmen and seeks to transform the lives of underrepresented youth through aviation education and career path opportunities, so they can transform their communities.
- **Tuskegee Airmen Inc.** focuses on honoring the accomplishments and perpetuating the history of Black Americans who participated in air crew, ground crew, and operations support training in the Army Air Corps during WWII.
- **Tougaloo College** prepares its students to be lifelong learners who are committed to leadership and service in a global society through its diverse undergraduate and graduate programs.



Juneteenth: A time to educate and celebrate.

Juneteenth, also known as Freedom Day, marks the historic moment on June 19, 1865, when news of emancipation reached the last enslaved individuals in Texas. It is a day to reflect on the triumphs and struggles of individuals who fought and continue to fight for freedom and justice and to honor their resilience and strength. It is also an opportunity to confront our shared history, acknowledge the impact of slavery, and work toward a future where every person is treated with dignity and respect.

In line with our goal to educate and celebrate, we raised more than **\$400** for the following organizations that focus on education and community development:

- **YELLOW** aims to build a community of critically conscious thinkers by partnering with companies to provide learning resources and opportunities for students. Through YELLOWHAB, a tuition-free micro-school in Norfolk, Virginia, they offer a personalized curriculum based on skills rather than age, with a focus on entrepreneurship, arts, culture, and STEM.
- **Grow Home** is dedicated to breathing new life into abandoned and neglected green spaces, transforming them into vibrant centers of neighborhood activity, exercise, and everyday enjoyment. They are actively engaged in southwest Baltimore, organizing free recreational programs, providing youth sports opportunities, and supporting resident advocacy councils and committed volunteer park stewards.

Celebrating the achievements of Asian and Pacific Islander Descent

There are more than 20 million Americans of Asian and Pacific Islander (AAPI) descent. It is America's fastest growing racial group. For those within this community, AAPI Heritage Month is a time to celebrate the unique cultural traditions of the many, diverse groups that are part of AAPI. For the rest of America, it is a chance to learn more about the AAPI community and their incredible contributions to every aspect of American society.

During the past few years, threats and violence aimed at the AAPI community have increased. This intolerance is a continuation of unacceptable and evolving racism that Americans of Asian and Pacific Islander descent have faced for generations. AAPI Heritage Month is a celebration, but it is also a reminder that those it celebrates are an important and integral part of America's past, present, and future.

This year, our Asian Employees Community Network has chosen to support "Stop AAPI Hate," an organization that tracks and responds to incidents of hate, violence, harassment, discrimination, shunning, and child bullying against Asian Americans and Pacific Islanders in California and where possible throughout the United States. Their mission is to advance equity, justice, and power by dismantling systemic racism and building a multiracial movement to end anti-AAPI hate.



Pride. Everyday. Support for SAGE

Our 2023 theme for Pride Month in June was “Pride. Everyday.” ICF employees raised nearly **\$1,000** for SAGE, a nonprofit organization that serves LGBTQ+ people over 65. Many in this demographic face a lack of inclusive healthcare, social isolation, and economic disparities. SAGE supports this generation by performing critical advocacy at all levels of government, operating five LGBTQ+ senior centers across New York City, and managing the National LGBTQ+ Elder Hotline and Resource Center. SAGE also provides training and technical assistance to organizations and businesses looking to be more inclusive of LGBTQ+ seniors. On a global level, SAGE is supporting grassroots organizers in the LGBTQ+ elder community in Costa Rica, El Salvador, Nepal, and the Philippines.

ICF volunteers in Europe and Asia organized an event in London in the Curiosity Kitchen.



The event raised \$375 for **LGBT Hero** and centered around three themes:

- **Educate**—held screening of short LGBT films and displayed educational content.
- **Donate**—encouraged employees to purchase goods from bake sale with all proceeds benefiting LGBT Hero.
- **Celebrate**—engaged employees through Pride Bingo and other fun activities.

Focusing on career advancement for Hispanic and Latino professionals

In the U.S., more than 60 million people, almost 20% of the population, identify as Hispanic or Latino. The history and heritage of Americans with ancestors from Spain, Mexico, the Caribbean and Central and South America is key to what America is in the present and what it can achieve in the future. In 2023, we celebrated National Hispanic Heritage Month from September 15 to October 15 with a focus on career advancement.

Our Hispanic/Latinx employee community network created a giving campaign to support the **Hispanic Alliance for Career Enhancement (HACE)**, an organization dedicated to the employment, development, and advancement of current and aspiring Latino professionals—serving as a resource for Latinos in the workplace and corporations seeking access to diverse talent. HACE’s work closely aligns with our employee community network pillars focused on recruitment, retention, and career growth.

Appreciating America’s veterans

Each year, on November 11, we pay our respects to American veterans and all the men and women who serve in the military. We remember the sacrifices they made to protect us and the heroism of their service. Veterans Day is also an opportunity for us to offer our support. It’s important that those who we thank on this day have the housing, care, and resources they need to return to their lives and reintegrate into society. In 2023, we showed our appreciation for veterans by raising donations for **Team Rubicon** and the **Fisher House Foundation**.

Local spotlights

Our employee teams share their diverse passions and interests with the communities they live and work in and the causes that inspire them. From food insecurity to women in need to animal rescue, these teams know how to deliver the perfect combination of spirit and determination to make a difference in the lives of many.

Small office with a big heart

Our Durham, North Carolina, team is very active, organizing monthly initiatives to serve the surrounding communities, focusing on a variety of causes from health, equity, food insecurities, supporting young people, and the environment.

Here's a summary of their 2023 efforts:

- Participated in the Dr. Martin Luther King Jr. Day walk and donation drive for the [Hope Connection International](#) organization.

- Supported the North Carolina Central Region 3A Science and Engineering Fair registration support. Separately, raised **\$930** for [The SECU Family House @ UNC Hospitals](#).
- Collected and packed 34 bags of toiletries for the [Durham Rescue Mission Women's Shelter](#) as part of an office watch party for International Women's Day event. ICF made a corporate match of **\$700**.
- For the National Association of Letter Carriers "Stamp Out Hunger" Food Drive, helped unload donated food from mail trucks for delivery to the [Food Bank of Central and Eastern North Carolina](#).
- Held a team building exercise at [Escape on Purpose](#) with part of the registration fee benefitting independent animal rescue.
- Volunteers purchased and prepared meals once a month for patients and families staying in [The SECU Family House @ UNC Hospitals](#) in Chapel Hill, North Carolina.
- Hosted [Stuffed Animals For Emergencies](#) (SAFE) drive benefitting [BackPack Beginnings](#), a SAFE partner organization in Greensboro, North Carolina, that delivers child-centric services to feed, comfort and clothe local children in need. We donated **48** stuffed animals, **28** children's books, seven toys, **23** pairs of shoes, eight bottles of shampoo and conditioner, and seven bottles of deodorant.
- Collected Thanksgiving non-perishable food donations for [Chatham Outreach Alliance](#) (CORA) food drive.
- Donated bicycles, toys, and books for [The Durham Rescue Mission's](#) 46th annual holiday party for local kids.



“Words can’t express how thankful our center is for the ICF team sponsoring us for their toy drive. Your compassion towards the children we serve is greatly appreciated. Their eyes light up when they saw the new wagons and books for the learning room.”

— Alisha Washington,
KinderCare Oneal Lane

Giving back to the community

Our Louisiana office has always been very engaged with local organizations. The charitable committee planned several events in 2023:

- **American Heart Association.** During February, the team supported the American Heart Association by raising awareness for heart disease and strokes. Team members registered for the Heart Walk in their local area.
- **Autism Acceptance and Awareness.** Autism Speaks mission is to “create an inclusive world for all individuals with autism throughout their lifespan.” In April, the team raised more than **\$1,000** to support Autism Speaks Inc. and the Hatching Hope Foundation—Exceeding Autism Non-Profit (Texas). Team members attended virtual walks to show their support for individuals with autism to reach their full potential and live their best lives.
- **KinderCare Oneal Lane Classroom Adoption** in Baton Rouge, Louisiana The team partnered with the local school district to adopt a class during the holiday season. During the months of

November and December, staff collected books, toys, wagons, and educational materials for the center.

- ICF was a corporate sponsor for the **Junior League Baton Rouge Women’s Conference** held March 1, 2023. Leading up to the conference, staff volunteered to paint playgrounds at local elementary schools, create crafts and care bags for families at the local children’s hospital, and work at the diaper bank.
- **Pet Appreciation Week** was celebrated by observing the bond staff have with their “fur babies.” Staff provided resources on pet health, discussed events in their areas, and were encouraged to volunteer at a shelter in their community.
- Every year, our local office celebrates **Team Spirit Week** coordinating with local universities’ homecoming week. Staff support their favorite sports team, college and university, Greek organization, or local organization.



Providing school lunches for students in Northern Virginia

ICF employees, who support the delivery of Salesforce solutions to federal agencies, held a multi-day workshop with Salesforce in late 2023 to plan for the upcoming year. Many team members were meeting for the first time, so the workshop included a volunteer activity to build trust and rapport. The team chose to support **Food for Neighbors**, an organization



helping students who struggle with hunger. Together, we packed **lunches for 320 students** at South Lakes High School and the Fairfax County public schools student registration welcome center.

“One of the highlights for me was the Story Pirates activity. It was not only enjoyable but also a profoundly meaningful experience. This unique activity provided us with a fresh perspective on storytelling and communication, skills that are essential in our roles as managers. The creativity and engagement it inspired were truly remarkable.”

— ICF participant

Sending encouraging notes to young writers

As part of an all-day strategy session, the ICF team who provides training and technical assistance to the U.S. Office for Victims of Crime brought in “Story Pirates Changemakers” to break the ice during an internal team building exercise: [Story Love program](#). Story Pirates takes stories submitted by kids and turns them into sketch comedy and songs—bringing kids’ stories to life by acting them out on the stage. Thousands of children send in their original stories, but Story Pirates can’t adapt every one. That’s where our team came in. Our employees read awesome stories and wrote inspiring notes to the participating children.

In this one-hour event, our team wrote inspiring letters to 23 children!

In addition, ICF’s **\$1,000 sponsorship** will enable Story Pirates Changemakers to continue bringing creative writing and literacy programs to under resourced schools and kids.

“Volunteerism promotes unity among peers while serving people in need—making you feel alive, invigorated, and beyond satisfied.”

— Ingrid Ramallo Diaz,
Puerto Rico volunteer leader and
2023 Local Hero award winner

Bringing holiday joy to hundreds of families in Puerto Rico

For the last 10 years, ICF employee Ingrid Ramallo Diaz has partnered with community leaders to provide Thanksgiving food baskets to local Puerto Rican families in need. For the past two years, she invited many employees and partners to join her in this initiative, naming it the Puerto Rico Bountiful Basket Drive.



Together, we made a big impact for the island:

- Raised more than **\$13,000**
- Engaged nearly **120 donors** and **45 volunteers**
- Delivered **200 food baskets** across Puerto Rico, **impacting 800 people** in need across eight municipalities.
- Donated **\$2,500** to Giving Life to support their orphanages in Haiti.

In July alone, a total of **1,761 e-cards** were sent through You Matter (our recognition platform) and **388 employees participated** in the Be Kind Challenge—performing **1,522 acts of kindness**.

Checking in during Colleague Care Month

As we grow and continue to work in a hybrid environment, it is important to find ways to stay connected. Members of ICF's volunteer network and our human resources team that focus on well-being partnered together for Colleague Care Month, highlighting ways employees can create a deeper sense of belonging among colleagues. Throughout July, employees took time to get to know each other and extend kindness to others. We held weekly themes with suggested ideas and resources:

- **Week of July 3: Check-in.** Balancing work and life duties can be hard. Take a moment to check-in on your colleague's well-being and encourage self-care.
- **Week of July 10: Recognize.** Your colleagues are doing amazing things every day. Take time this week to recognize the positive impact they are making.
- **Week of July 17: Show Kindness.** Performing acts of kindness can boost feelings of confidence, happiness, and optimism. Take time this week to connect with colleagues through acts of kindness.
- **Week of July 24: Connect.** Social connection is so important—it can help people overcome challenges, lower anxiety and depression, lead to higher self-esteem and empathy, and even increase chances of a longer life by 50%. Take extra time this week to create a new colleague connection or foster an existing one.

Adopting a family for the holidays

Our financial planning & analysis team participated in the Fairfax Family Service's Adopt-a-Family holiday program.

They were matched with a family of five children (all under 10 years old) in Annandale, Virginia. With support from both our in-person and remote employees, we collected more than \$1,700 worth of gifts for the family, which included gifts for the children, gift cards for mom, and gift wrap to help package the items. With ICF's match, the total impact was more than **\$3,400**.

Giving back during the holiday season

ICF's team that implements business transformation raised **\$640** for the American Cancer Society (ACS) as part of their 2023 holiday celebration. ACS integrates advocacy, discovery, and direct patient support to measurably improve the lives of cancer patients and their families. As the largest non-governmental cancer organization, they are working in more than 5,000 communities across the nation with a mission to eliminate cancer as a major health problem.

Collecting stuffed animals to help children feel SAFE when they need it most

Our HR team supported the **Stuffed Animals for Emergencies (SAFE) program** that helps deliver tens of thousands of stuffed animals each year domestically and internationally to children suffering as a result of natural disasters, man-made disasters, poverty, being orphaned, and other traumatic events. We collected **20 bags** at our Reston, Virginia HQ office that were sent to **Gleaning Charity's Teddy Bear Brigade**. Our stuffies headed to various locations to help children feel SAFE when they need it most: Florida, Jordan, Haiti, Israel, and the Dominican Republic.



Employee volunteer stories

Many of our employees are dedicated volunteers that often give up their free time to worthy causes. Their stories and accomplishments inspire us to do better and give back in any way we can.

2023 AIDS/LifeCycle

Hermes Degirmenci biked 500 miles from San Francisco to Los Angeles to raise funds supporting the life-saving services offered by the **San Francisco AIDS Foundation** and **Los Angeles LGBT Center**. He far surpassed his goal, raising more than **\$10,000** and engaging 45 donors. The services provided as a result of this 2023 AIDS/LifeCycle include counseling, HIV/STD screenings, linking youth experiencing homelessness and people living with HIV to housing, and so much more. Together, we are taking a stand against stigma, helping to create a world where health justice is a reality for everyone.



Best Buddies friendship walk fundraiser

Justin Plank began volunteering with local non-profits in 2020 and, as a result of those projects, he often found himself interacting with an organization's board and was invited to join the advisory board of the Virginia and Washington, D.C., chapter of Best Buddies International last year. **Best Buddies** is the world's largest organization dedicated to establishing a global volunteer movement, creating opportunities for one-to-one friendships, and integrating employment and leadership development for children and adults with intellectual and developmental disabilities. In just a couple weeks, Justin raised nearly **\$2,000** for the Capital Region's annual friendship walk on April 29 at the National Mall.

Mom-A-Thon campaign

One billion people around the world, many in rural communities in some of the poorest countries in the world, have never been seen by a healthcare provider. When a child falls ill or when an expectant mother faces pregnancy complications, families often grapple with the agonizing choice of selling what little they possess to seek care for their loved ones. That's why **Kit Vinsonhaler** raised funds for the **Mom-A-Thon campaign by Curamericas Global**, a nonprofit that works to improve the health and well-being of mothers and children around the world. This campaign aimed to bring healthcare to pregnant women and young children who have been living in the shadows of health inequality.

2023 Volunteer Award winners

Our teammates remind us that small actions can lead to large outcomes. This year's Volunteer Award winners went above and beyond to support their communities and leave a lasting legacy of positive change. Uniquely different, their volunteer efforts collectively nourished, trained, guided, uplifted, and restored the dignity of others.

Mentoring next-gen STEM leaders

Our Endurance Award winner is **Jeanette Monachello**—a director of sales operations who is a lead mentor for the Westfield High School FIRST Robotics Team 2186. In 2022, Jeanette spent 200+ hours mentoring 35 students assigned to the electrical and pneumatics subsystems of robots. She started her mentoring journey when her daughter was the mechanical lead of the team. Once her daughter moved on to college, Jeanette continued to mentor the team because it's fun and she believes that the concepts and hands-on techniques taught are vital for the students' future careers. She's proud to share that several team members have since graduated from top universities with engineering degrees.

Feeding neighbors impacted by natural disasters

Our Local Hero award goes to grant analyst **Ingrid Ramallo Diaz** for her efforts to feed her community. Traditionally, Christmas starts on Thanksgiving Day in Puerto Rico. And for the last 10 years, Ingrid has partnered with community leaders to provide Thanksgiving food baskets to local families in need. In 2022, Ingrid championed colleagues to join the effort through the "Bountiful Basket Drive" to provide 10 families affected by Hurricane Fiona with a full Thanksgiving meal.

What happened next was truly inspiring, with more than \$7,500 raised! Enough to provide meals to [feed 150+ families](#), impacting 450+ people through to the end of the Puerto Rico holiday season. Also, with \$1,000 remaining, we donated to the nonprofit Giving Life to support their orphanages.



"Jeanette has taught students a variety of skills such as how to create pneumatic control systems, how to robustly wire robotics systems, and how to mold silicone. In 2022, the team built a 125-pound robot from scratch in seven weeks to win a district competition and to compete in the FIRST Robotics District Championship. Her creativity, versatility, ingenuity, humor, and patience have earned her the respect of students and of her fellow mentors alike."

— Westfield High School Robotics Team



"Ingrid's ability to rally her colleagues is incredible. She engaged employees and partners to raise over \$7,500! Her passion is contagious and inspires us all to give back to our communities!"

— ICF colleague



Helping women feel clean and loved

Shelly Turner, lead energy analyst and Platinum Award winner with a humanitarian focus, supports the [Clean Love project](#)—a nonprofit dedicated to helping women and young girls feel clean, loved, and empowered by distributing Clean Love kits to alleviate their hygiene needs. She previously served as the president, and personally helped source and assemble donations for the hygiene kits. To date, the organization has distributed 40,000 kits, with a goal in 2023 to deliver 10,000 more. They're focused on the most underserved neighborhoods of Detroit but have also shipped kits to other states and Haiti after natural disasters. Most recently, the organization was [featured](#) on local news!

Creating a city's vision for the future

In 2019, when residential manager **Quinn Zeagler** moved to Ferndale, Michigan, she immediately began volunteering for the [City of Ferndale](#), making a local impact in areas such as sustainability. Her passion for making a difference quickly led to her appointment to the Ferndale Environmental Sustainability Commission. Then she volunteered as the Sustainability Commission's liaison for the Master Land Use Plan, Climate Action Plan, and Parks & Rec Plan (collectively, MLUP) steering committee. Quinn was key to the development and approval of the MLUP, which is a guidebook for decision-makers on the unified vision of the future of the city. Quinn also supported the Facilities Task Force, which visited nine city-owned properties to make recommendations to the mayor and city council that will influence city decisions and lead to better working conditions for city employees. She believes that improvements at the local and municipal level directly and immediately impact residents and encourages everyone to participate in their communities. Quinn's dedication to her city's future earned her the Platinum Award with a sustainability focus.

"Shelly has been a very important part of The Clean Love Project ever since it was just an idea. She helped turn that idea into reality. Not only did she help create the Clean Love name and mission, she lives that mission every day with her passion, dedication, and selflessness to women and girls in need. The Clean Love Project wouldn't be the same without Shelly's commitment to helping women and girls feel clean, loved, and empowered."

— The Clean Love Project



"Quinn participated in the city's master plan steering committee, the resident-led Facility Task Force, and currently serves as the chair of the Environmental Sustainability Commission. During her efforts, Quinn has used her voice to shape future decisions regarding sustainability and climate action in the city. We are impressed by her leadership and grateful for her commitment to improving our community."

— City of Ferndale



Providing necessities in Ghana and Uganda

Greta Bertole, bid coordinator, wins our Rising Star Award with a humanitarian focus. She volunteered as fundraising officer at two organizations: [Community Action Ghana](#) (CAG) and [Equal Aqua Uganda](#). For CAG, she spearheaded a progress report for the £4,000 grant received from the Green Hall Foundation for the construction of a water supply in the community of Gbedema Kofi in the Volta region. This water supply ensured clean and safe access to water for 185 people, including many children and women, who previously had to walk 1–3 kilometers every day to the nearest water source. She also prepared a successful grant application for the construction of a £3,000 community toilet block, providing sanitary relief for hundreds of households.

Similarly, Greta submitted a £5,000 grant application to Schroder Charity Trust to deliver comprehensive water, sanitation, and hygiene (WASH) workshops in Northern and Eastern Uganda. The betterment of WASH conditions empowers women and young girls.

Preserving a local creek for wildlife resilience

The [Dry Creek Conservancy](#) (DCC) watershed, located in Sacramento and Placer Counties in California, is a special place for senior biologist and Rising Star Award winner **Sean O'Brien**. Not only did he visit the watershed as a child, but he also now lives nearby. In efforts to keep this special place clean, Sean organized and executed creek clean-up events. His curiosity and love of the creek also led him to conduct an annual salmon survey count, where he found ways to improve salmon counts in the future with the help of an overhead camera. He identified ideal spots for the camera by visiting more than 15 bridges throughout the watershed and conducting detailed measurements of the bridge and creek dimensions at these locations. His efforts continue to keep the creek healthy and clean not only today, but for the future.

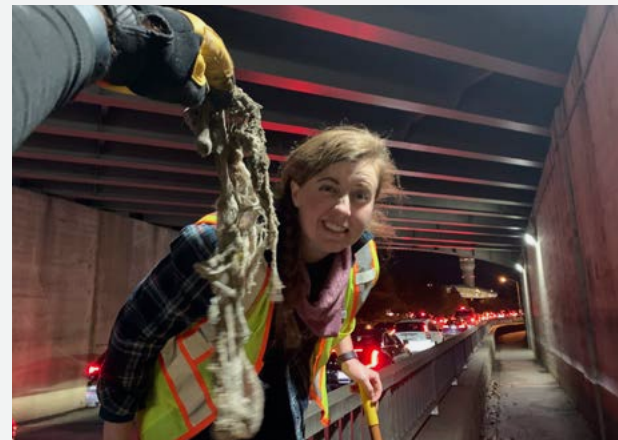


“Greta is a dedicated volunteer and always a pleasure to work with. As a direct result of Greta’s hard work, more than 185 people in Gbedema Kofi have access to safe and clean water. Hundreds more benefit from a new toilet block. Her determination will have an impact for generations to come, preventing disease and creating opportunities. A huge thank you from Community Action Ghana and on behalf of all of the people in Ghana whose lives you have bettered.”

— Community Action Ghana

“Sean has been a consistent volunteer for Dry Creek Conservancy for several years. He has served on the board of directors and has been a thoughtful voice for reorganizing to strengthen DCC for the future. We’re looking for him to be a big part of continuing our mission to promote healthy creeks and watersheds.”

— Dry Creek Conservancy



“Cameron is an incredible volunteer and human being. Her leadership in social media promotion and recruitment of volunteer groups (including encouraging her ICF coworkers to volunteer) has led to a doubling in the number of volunteers on the trail, creating a safer and more beautiful trail experience.”

— Friends of the Mount Vernon Trail

Trailblazing for cleaner, safer paths

Cameron Taylor, malaria research lead and Giving Place Champion Award winner, is passionate about volunteering for the [Friends of the Mount Vernon Trail](#). She spends her time promoting and leading volunteer events. With the hope of showing the entire trail on [Google street view](#), Cameron personally mapped all 18 miles of the trail using a camera attached to her helmet to inspire people to enjoy the trail in real life. Additionally, people worldwide can now experience the beauty of the Mount Vernon Trail from their computers. Another personal mission of Cameron’s is to rid the trail of graffiti. She created, and shared on social media, [several time-lapse videos](#) showing her removing graffiti, which led to an increase in donations.

Ensuring value through governance

We take governance seriously and work hard to gain the trust of our stakeholders. We understand how important it is to communicate transparently and openly to shareholders, clients, stakeholders, employees, and communities. Our work requires integrity—making our governance framework critical to the long-standing reputation we have as a trustworthy organization.

To achieve an equitable, inclusive, and sustainable future, ICF governance is guided by our purpose—to build a more prosperous and resilient world for all. During day-to-day operations, good governance provides best practices as well as professional oversight and accountability.

In uncertain times, good governance provides both the stability and ability to adjust to changing conditions quickly and take advantage of new opportunities faster. It mitigates risk, safeguards against mismanagement, and encourages confidence in our organization.

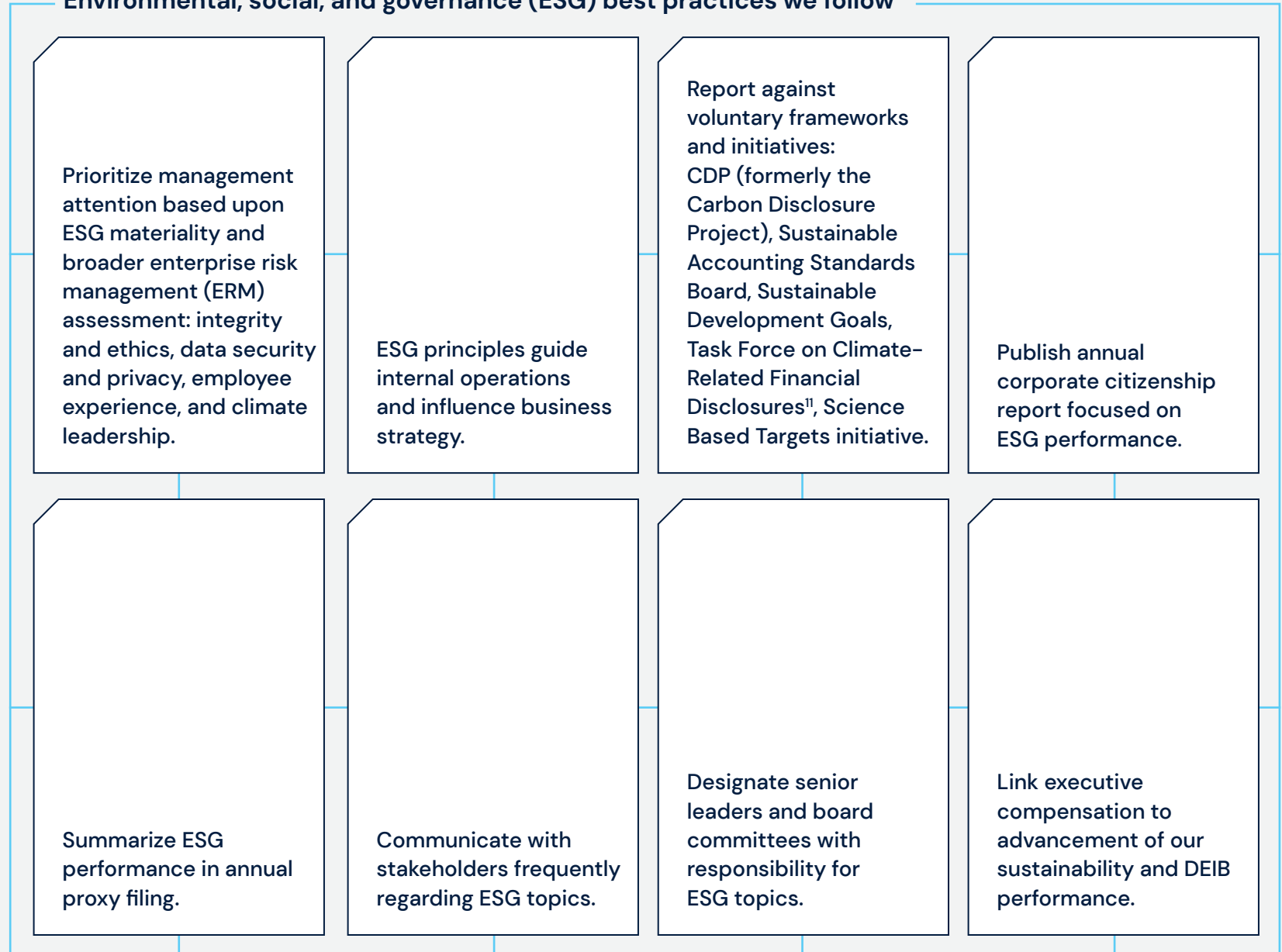
Good governance is good business

Good governance fosters good decision-making. No matter what an organization faces, good governance ensures that strategies, programs, and leadership are aligned with key values. These values form the foundation of ICF's corporate governance and our [code of business ethics and conduct](#), which guides our business practices to uphold the laws where we operate.

As a signatory to the UN Global Compact, ICF is committed to the universal values related to human rights, labor standards, environmental practices, and anti-corruption. We respect the UN Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

¹¹Now incorporated into the International Financial Reporting Standards (IFRS) Foundation's sustainability disclosure standards, known as IFRS S1 and IFRS S2.

Environmental, social, and governance (ESG) best practices we follow



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 the governing bodies with oversight of our ESG performance.

Board of Directors—The Board oversees the management of ICF and our business, 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 regular briefings on ESG matters from board committees and management, including updates on risks and opportunities related to the climate and cybersecurity and regarding ESG-related regulatory changes.

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.

Governance highlights: Our Board of Directors

<p>At the end of 2023, the membership of our Board was 87.5% independent, 50% women and/or minority (including a lead independent director), 37.5% women.</p>	<p>Directors reflect a range of talents, ages, skills, diversity, and expertise.</p>	<p>Each director attended more than 75% of applicable Board/committee meetings in 2023.</p>	<p>Our Board has three independent standing committees, each operating under a written charter, chaired by an independent director, and composed entirely of independent directors.</p>
<p>Our Board has adopted comprehensive corporate governance guidelines to guide its oversight and leadership.</p>	<p>Our Board conducts an annual evaluation of the roles of the chair of the Board and chief executive officer.</p>	<p>We have stock ownership guidelines for our directors and executive officers.</p>	<p>Our Board reviews our management talent and succession plan annually.</p>
<p>The Human Capital Committee, in conjunction with an independent compensation consultant, routinely reviews our pay-for-performance executive compensation program.</p>	<p>Our Board and management comply with related party transaction requirements and policy.</p>	<p>Our Board has a strong lead independent director with clearly articulated responsibilities.</p>	<p>All of our current directors are independent, with the exception of John Wasson, our chair, president, and chief executive officer.</p>

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 the relationship with the external independent auditor, assessing the qualifications, performance, and independence of ICF’s independent auditor, along with reviewing the activities, qualifications, and performance of the internal audit function. The committee monitors financial reporting and disclosure and related matters, reviewing and evaluating ICF’s overall risk profile, the procedures and policies adopted to identify and manage such risks and related disclosures. 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 and head of internal audit. It oversees disclosure, including data security risks and related disclosures, and receives regular reports from the chief information security officer.

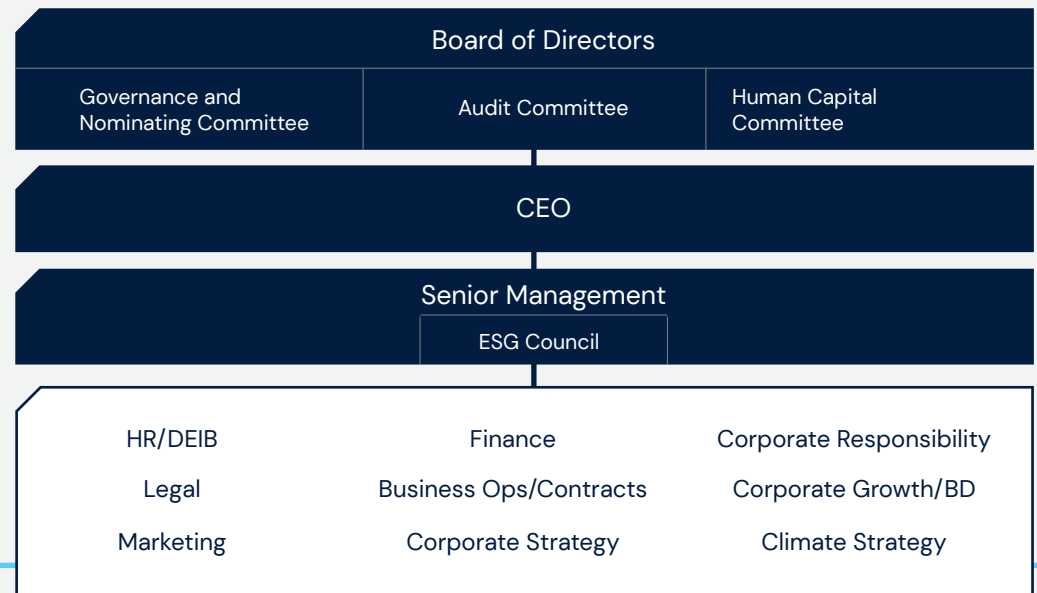
Human capital committee—The committee oversees management performance and compensation, as well as matters involving our investment in people, our greatest asset. It has oversight responsibility, together with executive management and human resources, to evaluate steps to promote ICF’s culture and its values, including [commitment to diversity, equity, and inclusion](#) in both compensation and opportunity.

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

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

ESG Council in context

ESG Governance Structure



ESG Council participation

HR/DEIB

People policies, diversity, equity, and inclusion, employee engagement

Legal

Compliance, assurance and corporate governance

Marketing

Corporate communications and reputation

Corporate Strategy

Business risks and opportunities, impact, and competition

Corporate Responsibility

Stakeholder perspectives, corporate philanthropy, and ESG reporting

Business Ops/Contracts

Program support and systems

Climate Strategy

Plans for thriving in a carbon-constrained future

Finance

Reporting and resources

Corporate Growth/BD

Partnerships

Broad representation for focused action

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

- Leaders of corporate services
- Representatives of line/operating organizations
- Leaders of employee volunteer organizations

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 striving to ensure corrective measures if any improper conduct occurs by employees.

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.

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 advisory 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. Chaired by our director of corporate responsibility and with oversight by our executive vice president of strategy, members include leaders of corporate services, line/operating organizations, and 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, third-party ethics hotline—including an international phone line and website available in more than 20 languages—to gather anonymous or 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.

100%

of eligible staff completed compliance training tailored to their role

Employees took a survey to determine the value of the compliance training

87%

responded that the training was relevant

97%

had adequate support to complete training

Examples of required governance and compliance training topics for employees and certain contractors:

- Diversity and inclusiveness
- Anti-harassment and fair employment
- Code of conduct—ethics, conflicts of interest, fraud
- Timekeeping
- Health, safety, and security awareness, cybersecurity
- Data privacy and protection
- Confidential information, intellectual property, and AI
- Reporting of violations, disciplinary action

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

- HIPAA—for those working with healthcare clients
- Human trafficking
- Wage and hour basics
- Security clearance refresher
- Insider threat awareness
- Anti-bribery and corruption
- Procurement integrity
- Government contracting
- UK corporate tax and finance considerations

Data security and privacy

Data privacy is a primary goal at ICF. Our global data privacy 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). For further information, please see our [global data privacy white paper](#). We institute data privacy, data security, and ePrivacy measures that safeguard personal and sensitive data. This ensures we honor the rights of data subjects 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 regulations.

Security 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 (SSAE) 18 Service Organization Control 2 (SOC2)—a standard for evaluating internal controls that attests to our core corporate standards pertaining to trust services principles and criteria for security, confidentiality, integrity, availability, processing, and privacy.
- National Institute of Standards and Technology (NIST) guidelines and standards are utilized to enhance the organization’s security strength and posture.

Clearly defined roles, policies, processes, and procedures

- Data protection officer (DPO) meets the requirements of the GDPR and leads a global data protection team to oversee our privacy program and ensure its continued success.
- Chief information security officer (CISO) maintains the information security plan, policy, incident response plan, and breach notification protocols. Conducts information security risk assessment and threat analysis.
- Employ 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.
- Monitor the constantly evolving international landscape for changing privacy and security requirements.

Employees and contractors trained in data security and 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 all data, including personal data.
- Employees and other's rights as a data subject.
- General topics such as phishing, social engineering, and reporting incidents.

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

Monitor vendor and partner compliance

We review and assess our vendors' and subcontractors' data protection and security compliance in multiple ways, including through supplier assessment reviews and privacy impact assessments.

Responsible AI

Artificial intelligence (AI) brings the potential to enhance our productivity and creativity, optimize service delivery, and accelerate innovation. AI technologies also carry risks—such as data leakage, inaccurate outputs, intellectual property infringement, and biased results. We help our clients get the most value out of generative AI, while employing safeguards to ensure the secure and responsible use in our operations and client delivery.

Our corporate policy governing AI provides essential guidance to our employees and partners. Anchored in our [code of business ethics and conduct](#) and other corporate policies, our AI Responsible Use policy addresses compliance, accountability, transparency, privacy, security, intellectual property, monitoring, reporting concerns—among other responsibilities. We provide employees with a decision framework to determine appropriate use and contacts for guidance and approvals.

As AI technology continues to evolve at a rapid pace, it is critical to establish and honor clear guidelines for responsible usage. When built on a strong data foundation, AI has the power to transform organizations and drive dramatic differentiation, but it requires a robust governance framework and a commitment to transparency and fairness. We follow these guiding principles to help our clients harness the benefits of AI—while mitigating risks:

1. Human-centricity: AI should help, not replace, human judgment and expertise. We assume responsibility for the quality and accuracy of our AI-generated outputs.

2. Protection of rights: Protecting the rights of clients and third parties is paramount. We guard their data, privacy, information security, and intellectual property at every stage of AI development and deployment.

3. Transparency: The trust of our clients is critical. Many organizations are curious about the potential and apprehensive about the risks of AI. We are transparent with our clients about the use of AI tools and engage with our clients on the responsible use of these tools.

4. Equity: We are committed to fairness and ethical practices in deploying AI technologies. We have developed processes that seek to identify and avoid biases in AI systems and promote diversity and equal treatment for all.

Climate-related governance

Our Board of Directors, CEO, other leadership, and several committees all play pivotal roles in managing ESG-related issues, including climate-related risks and opportunities as we prepare to thrive in a carbon-constrained future.

Board of Directors

The ICF Board oversees our ERM process, which involves the annual assessment of key risks to our business. Climate and disaster risks are 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. Our CEO brings a background of climate experience to the Board. Early in his career he served as program manager on several multi-million dollar, multi-year contracts to provide consulting services to the EPA's Atmospheric Pollution Prevention and Stratospheric Protection Divisions. His team provided technical analyses and helped the EPA develop and implement programs, as well as investigating the greenhouse gas emissions reduction associated with the use of refrigerant alternatives.

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. The Board and its committees receive periodic updates on our ESG performance and reporting, climate-related regulatory disclosure requirements, and progress implementing the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD, now part of the International Sustainability Standards Board), among other climate-related issues.

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 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.

ESG council

The council is composed of senior executives and 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.

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 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 director of corporate responsibility.
- Manages the director of corporate responsibility.
- Serves as executive sponsor for the corporate responsibility advisory committee.
- Monitors climate-related issues via regular meetings with the director of corporate responsibility; quarterly meetings with the senior vice president of climate, energy, and transportation and the corporate responsibility advisory committee; and more frequent meetings as needed.

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 director of corporate responsibility regarding the assessment and management of climate-related issues. In this second role of 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 director of corporate responsibility, quarterly with the executive vice president of strategy, and as needed with other internal stakeholders across ICF.

Director of corporate responsibility

The director coordinates our response to climate-related risks and opportunities. In this role, the director:

- 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 advisory committee regarding the assessment and management of climate-related issues.
- Meets regularly 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, amongst others.
- Convenes meetings with stakeholders across ICF as needed and reports updates to the executive vice president of strategy on a regular basis.

Human rights, fair labor practices, and ethical procurement

Our code of business ethics and conduct applies to our employees, officers, consultants, and Board of Directors. And our companion [supplier code of conduct](#) applies to our subcontractors, vendors, and partners. These codes specify 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 and suppliers—reinforces our code of business ethics and conduct and supplier code of 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.

Our inclusive approach to procurement leads to collaboration with experts, suppliers, contractors, and technology partners with diverse perspectives, backgrounds, and experiences. In the past 10 years, we have spent more than \$1 billion with nearly 13,000 small and disadvantaged businesses, including minority-owned businesses.

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 corporate money or other resources to candidates, officeholders, political parties, or political action committees.

Governance factors

Key factors	2019	2020	2021	2022	2023
Revenue (U.S. \$ millions)	\$1,478	\$1,507	\$1,553	\$1,780	\$1,963
Employees	7,000+	7,000+	8,000	9,000	9,000
Board of Directors	8	8	9	8	8
Independent directors ¹²	6 of 8	7 of 8	8 of 9	7 of 8	7 of 8
Women on Board	2 of 8	3 of 8	3 of 9	3 of 8	3 of 8
Minority and female directors	4 of 8	4 of 8	4 of 9	4 of 8	4 of 8
Board/committee meetings held	26	26	29	28	27
Corporate political contributions	0	0	0	0	0

¹² 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.

Building a more prosperous
and resilient world for all.



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 covers our global operations and were provided by business leaders worldwide. Emissions data account for emissions generated by our operations through calendar year 2023.

Reporting year: Calendar year 2023, unless otherwise noted

Currency: U.S. dollars, unless otherwise noted

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
Investing in our employees			
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 for all employees to ensure our culture is one where everyone feels comfortable, committed, and capable as they are, who they are	Annually		✓
Inspire all new hires by sharing our purpose and values during the onboarding process	Annually		✓
Increase our internal mobility rate of mid-to-senior level positions	Annually		✓
Minimizing our footprint on the planet			
Reduce absolute scope 1 and 2 emissions by 60% by 2025, compared to our 2013 baseline	2025	✓	✓
Conduct an inventory of ICF carbon emissions from facilities, business travel, employee commuting, and more	Annually		✓
Purchase renewable energy certificates to offset 100% of electricity used at ICF's U.S. facilities	Annually		✓
Provide a transit subsidy to encourage employee 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 one-to-one, 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		✓

Upholding the UN Global Compact Principles

Throughout this report, we describe our support for the UN Global Compact (UNGC) principles, a set of universal values to guide organizations. The table below identifies where we address each principle in this report. A more detailed communication on our progress in support of the ten principles can be found on the [UNGC website](#).

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

Endorsing the Task Force for Climate-Related Financial Disclosures

In 2021, ICF formally declared our support for the Task Force for Climate-Related Financial Disclosures (TCFD).¹³ 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
Data security		
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
Workforce diversity and engagement		
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
Professional integrity		
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
Activity metric		
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SASB Code	Our People

¹³ Now incorporated into the International Financial Reporting Standards (IFRS) Foundation's sustainability disclosure standards, known as IFRS S1 and IFRS S2.

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 Advisory Committee at CorpResponsibility@icf.com.

Thank you for your interest in our progress.

About ICF

ICF (NASDAQ:ICFI) is a global consulting and technology services company with approximately 9,000 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 advanced 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.