



2013

ICF CORPORATE RESPONSIBILITY

Committed to
Meaningful Change

CEO MESSAGE

Message from the Chairman
and Chief Executive Officer

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

MAKING A DIFFERENCE: OUR COMMUNITIES

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS



Sudhakar Kesavan
Chairman and Chief Executive Officer
ICF International

CEO MESSAGE

Message from the Chairman and Chief Executive Officer

ICF's commitment to meaningful change, the theme of this report, is more than a statement about our corporate citizenship. It's central to our work. Every day we work on issues critical to the world's future. We're developing solutions related to energy, health, technology, education, the environment, climate, and international development—to name some areas of focus. Our employees' commitment to making a positive impact drives them to tackle these complex issues and create long-term, sustainable solutions.

This report describes our efforts to create meaningful change through our corporate citizenship. We organize the report by stakeholder groups and, for each, describe our activities and progress toward goals. Across the issues that matter most, we help our stakeholders define and achieve success so that we can all make a meaningful difference.

Cultivating a Talented Team

When I joined ICF 30 years ago, a large part of what attracted me was the extremely talented employees. Today, ICF continues to hire and acquire the best and brightest talent. ICF's first responsibility is to cultivate that talent. To support our staff's advancement, we prioritize learning, development, and leadership opportunities. We create a respectful environment, value employees' opinions, and respond to their concerns. Employee feedback reveals areas for improvement and informs our investment in infrastructure and programs.

Protecting Our Planet

We take seriously our responsibility to minimize ICF's environmental footprint. In fact, ICF was the first professional services firm to become carbon neutral—beginning in 2006 and each year since. We work to reduce our energy use and



CEO MESSAGE

Message from the Chairman
and Chief Executive Officer

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

MAKING A DIFFERENCE: OUR COMMUNITIES

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS

improve sustainability measures in offices worldwide. And we set a goal: ICF will have a 10% per employee reduction in carbon emissions by 2018. Our employees expect this commitment; many of them have devoted their personal and professional lives to protecting the earth. Many of our clients expect this commitment because they turn to us for advice to reduce their footprint. Holding each other accountable is good for the planet.

Supporting Our Communities

Our commitment to philanthropy and to the causes important to our employees remains strong. In 2013 we saw tremendous employee engagement with the American Cancer Society, The Trust for Public Land, and Disabled American Veterans—nonprofits selected by our staff to benefit from ICF's corporate giving. We received an exceptional honor when Disabled American Veterans chose ICF as Outstanding Large Employer of the Year for our support for veterans. In truth, our charitable giving benefits ICF. Our employees are pleased to work for a company that donates to important causes. Clients like doing business with a company that invests in the community. We're gratified to help advance the causes we support.

Committing to Improvement

ICF's governance framework ensures our actions are consistent with our words. Governance measures and refines, emphasizes accountability, and adds long-term value for our clients and shareholders. Those of us with governance roles continually communicate, engage, train, correct, and guide our employees to promote a culture of ethical conduct.

Achieving high standards is an ongoing process. Along with our successes, this report identifies areas for improvement and strategies to broaden and deepen our positive social impact for the coming years. At this moment we are exploring new ways to perpetuate our legacy of citizenship and make decisions that make a meaningful difference.

We look forward to sharing our progress.

Sudhakar Kesavan
Chairman and Chief Executive Officer
ICF International

"ICF's commitment to meaningful change is more than a statement about our corporate citizenship. It's central to our work."

—Sudhakar Kesavan



ABOUT ICF

CEO MESSAGE

ABOUT ICF

[Who We Are](#)

[What We Do](#)

[Selected Awards and Recognition](#)

[Our Impact on Society Worldwide](#)

ABOUT THIS REPORT

[INVESTING IN PEOPLE:
OUR EMPLOYEES](#)

[MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET](#)

[MAKING A DIFFERENCE:
OUR COMMUNITIES](#)

[ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS](#)

Who We Are

ICF International provides professional services and technology solutions that deliver beneficial impact in areas critical to the world's future.

ICF is fluent in the language of change, whether driven by markets, technology, or policy. Since 1969, we have combined a passion for our work with deep industry expertise to tackle our clients' most important challenges. We partner with clients around the globe—advising, executing, innovating—to help them define and achieve success. Our more than 4,500 employees serve government and commercial clients from more than 70 offices worldwide. ICF's reported gross revenue was U.S. \$949 million¹ in 2013.

As ICF celebrates 45 years in business, we remain true to the values of our first president, Colonel Clarence D. Lester, a former Tuskegee Airman. He was one of the founders of the firm, started as the Inner City Fund, a venture capital firm whose mission was to finance inner-city businesses. The firm's consulting business proved more successful than raising venture capital—and so in 1972, the company reorganized as ICF Incorporated, a consulting firm.

Today, ICF continues to help communities and companies become stronger, healthier, and more sustainable. We've also expanded our geography and expertise into a number of other areas.

¹ All amounts in this report refer to U.S. dollars.

What We Do

ICF brings experts together to solve complex problems. Our people apply domain knowledge, technology talent, and functional skills to help companies and organizations tackle their biggest challenges.

Read [ICF's 2013-2014 Highlights](#) to learn more about what we do.



NASDAQ recognized ICF's 45th Anniversary on the marquis in New York City's Time Square.



CEO MESSAGE

ABOUT ICF

Who We Are

What We Do

[Selected Awards and Recognition](#)

Our Impact on Society Worldwide

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

What We Do



Markets

ICF helps commercial enterprises develop market strategies, navigate the regulatory environment, and incorporate the latest technological developments into their strategic thinking. And we help government clients tap the power of markets to create more innovative solutions. Our areas of focus include energy, aviation, infrastructure, health, and digital interactive.

Policy

As a knowledge leader in the fields of education, energy, environment, housing, and public health, ICF assists with policy development, measures policy impact, and identifies the best paths forward for clients who formulate policy and those affected by them.

Technology

For decades, we've assisted our clients with their information technology challenges. Increasingly, they rely on us to incorporate the most effective digital interactive technologies to help them fulfill their business objectives and missions.

Selected Awards and Recognition

In 2013, we were honored to be recognized for our achievements in corporate responsibility and dedication to our community, our planet, our employees, and our governance.

Outstanding Large Employer of the Year: The Disabled American Veterans recognized ICF for its dedication on behalf of veterans.

Best Carbon Advisory Firm: For the seventh straight year, ICF was recognized as Best Carbon Advisory Firm in the Environmental Finance and Carbon Finance survey.

Best Advisory Consultancy Award in Voluntary Carbon Market Survey:

ICF was recognized as an industry leader by Environmental Finance Magazine.

CCBJ Business Achievement Awards: ICF was recognized for business achievement in solar power and climate risk management by the Climate Change Business Journal.

Top Places to Work in PR: PR News recognized ICF for matching superb client PR work with equally outstanding internal efforts to support employee personal growth and success.

Consultancy Services Provider of the Year, Hong Kong:

ICF was recognized by Acquisition International Magazine, whose awards honor success, innovation, and good ethics across international business communities.

CEO MESSAGE

ABOUT ICF

Who We Are

What We Do

Selected Awards and Recognition

Our Impact on Society Worldwide

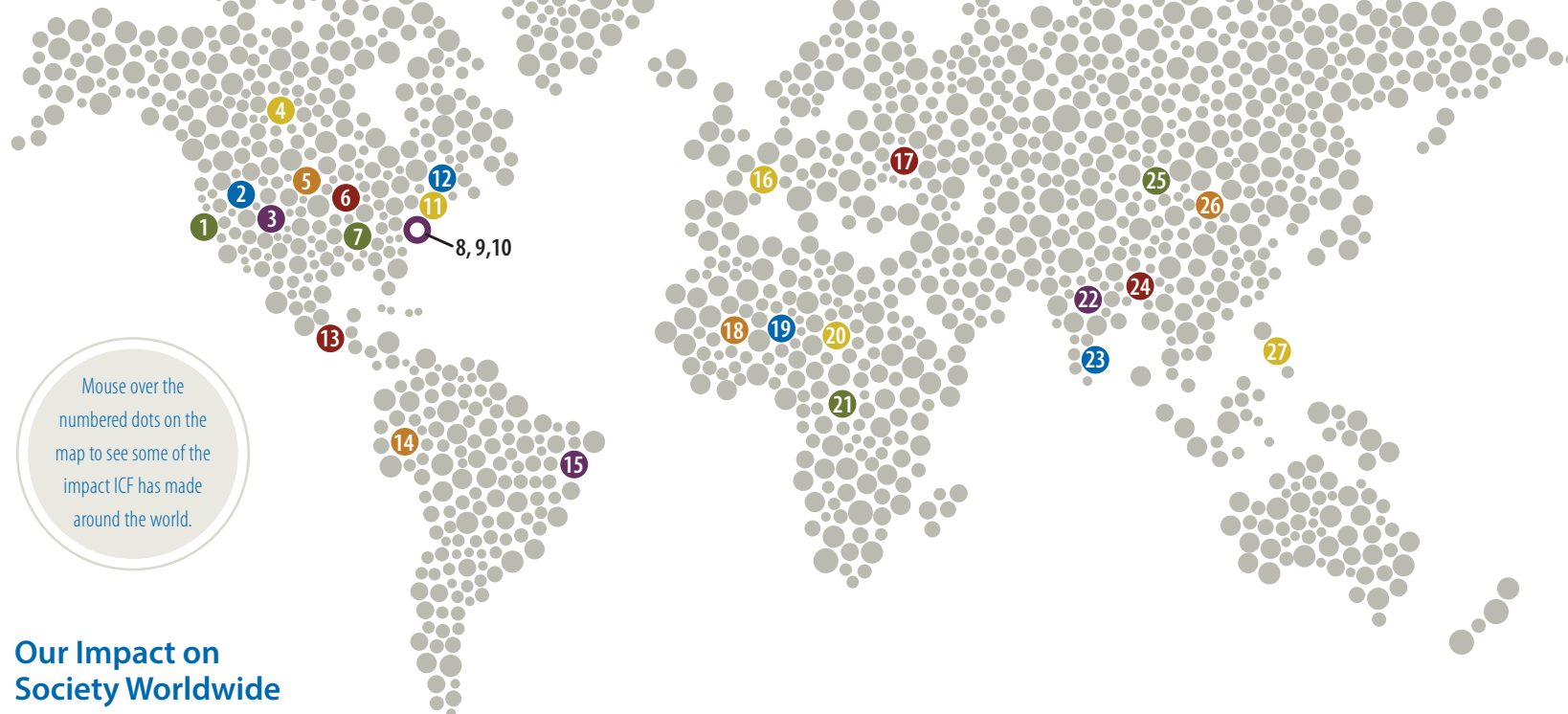
ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

MAKING A DIFFERENCE: OUR COMMUNITIES

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS



Our Impact on Society Worldwide

ICF strives to make positive impacts across the globe through our project work, philanthropic investments, and carbon-neutral commitment. The map above highlights some of ICF's societal impact around the world throughout **2012** and **2013**.

- 1** **240 square miles of habitat to be preserved and restored** due to the Bay Delta Conservation Plan, prepared by ICF for the California Department of Water Resources
- 2** **\$123,000 raised** for the American Cancer Society
- 3** **40+ international conferences** in 19 countries, **20 company methane mitigation studies**, **70+ technology transfer workshops** in the US, and **50+ technical documents** developed by ICF to support EPA's Natural Gas STAR Program and Global Methane Initiative, which has **eliminated 1.26 trillion cubic feet of methane emissions** from the oil and natural gas industries worldwide
- 4** **17MW of accumulated electricity conservation** in Saskatchewan due to SaskPower's energy efficiency programs supported by ICF
- 5** **100 acres of land conserved and a fitness zone installed** in an urban park through a \$60,000 gift to Trust for Public Land
- 6** **1,400 veterans served** through \$40,000 in donations to Disabled American Veterans
- 7** **8,200 metric tons of CO₂ avoided** by switching a paper facility from natural gas to biomass due to ICF-purchased carbon credits
- 8** **\$20,000 donated** to NIH Children's Inn for support to families of children in clinical trials
- 9** **\$45,000 raised** at the annual ICF DC area charity auction for a variety of charities chosen by employees—an event that's raised a cumulative \$160,000 since it first launched
- 10** **\$9,600 raised** to fight prostate cancer
- 11** **\$10,000 raised** for Red Cross in response to Hurricane Sandy
- 12** **5,000 metric tons of CO₂ avoided** from landfill methane destruction due to ICF-purchased carbon credits
- 13** **6,000 households in Guatemala were interviewed** by ICF regarding food security to inform future USAID programs
- 14** **50+ municipal officials and partners trained** by ICF to increase climate resilience of urban infrastructure for USAID's Climate Resilient Infrastructure Services project in Peru, the Dominican Republic, and Mozambique
- 15** **3,437 hectares** in Bahia State were surveyed and **28 sites will be restored** based upon ICF-developed Degraded Area Recovery Plans for Brazilian oil and gas operator
- 16** **1.3 million European jobs** in tourism and related sectors could result from changes in visa rules, as calculated by an ICF study
- 17** **1 million+ tons of GHG emissions reduced, 1,000+ jobs safeguarded, and levels of SO₂, NO_x and CO halved** at the Alchevsk, Ukraine Iron & Steel Works—due to an energy-efficiency project partly financed by an ICF-brokered carbon transaction
- 18** **333 health centers in Mali report monthly malaria statistics**, many via mobile phones, using a system ICF established through our work for USAID's MEASURE Evaluation project
- 19** **7,200 households in Niger were interviewed** by ICF regarding food security to inform future USAID programs
- 20** **300+ demographic and health surveys conducted** by ICF in more than 90 countries to gather accurate data on critical health issues

Since initiated in 1986, **nearly 9 million biomarker tests conducted** by ICF, including more than **1.5 million anemia tests, 742,000 HIV tests, and 283,000 malaria tests; interviewed 4+ million respondents**
- 21** **100 developing country missions guided to strengthen resilience** using USAID's first Climate Change Adaptation Plan, created in partnership with ICF (Sub-Saharan Africa)
- 22** **360,000 urban poor have access to clean water, sanitation, and roads** as a result of ICF's work on participatory slum upgrading and urban sector reforms in Madhya Pradesh, India
- 23** **23,000 metric tons of CO₂ avoided** through wind power generation enabled by ICF investments in India
- 24** **\$5,000 donated to support victims of the factory collapse** in Savar, Bangladesh, in addition to ICF staff volunteering their time on site
- 25** **3.86 million metric tons of carbon dioxide may be avoided** yearly through energy performance benchmarking tools ICF developed for commercial buildings (China)
- 26** **1.4 million metric tons of carbon dioxide per year avoided** due to energy efficiency technical assistance from ICF, in partnership with China's government
- 27** **\$34,500 raised** for Red Cross in response to Typhoon Haiyan; 15 ICF staff volunteered on site



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

[About this Report](#)

[Our Stakeholders Include:](#)

[What Does this Report Cover?](#)

[ICF's Roles and Impact](#)

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS



ABOUT THIS REPORT

About this Report

This publication, our second Corporate Responsibility (CR) Report, is organized around ICF's key stakeholders and our distinct responsibility to each of them. Though it may seem obvious that a company has an obligation to its stakeholders, we don't take this assumption lightly. We find it productive to examine our actions each year to ensure we fulfill our commitments and understand stakeholder needs and expectations.

Our Stakeholders Include:



Our
Employees



Our
Planet



Our
Communities



Our
Clients



Our
Shareholders

The way we affect our stakeholders as a professional services firm falls into three critical roles:

- ICF as employer—providing jobs to more than 4,500 staff.
- ICF as solution creator—serving clients in areas critical to the world's future.
- ICF as community contributor—investing where we work and live.

In this report, we describe our commitment to each group and then provide an account of the year's performance. We begin with a macro view of ICF activities that impact stakeholders—and then we delve deeper into those impacts.

What Does this Report Cover?

This CR Report addresses ICF's citizenship performance through December 31, 2013. It includes activities throughout **70** offices located in **15** countries.

ICF's emissions data account for emissions generated by our operations through 2012. Our 2013 emissions will be calculated during calendar year 2014.

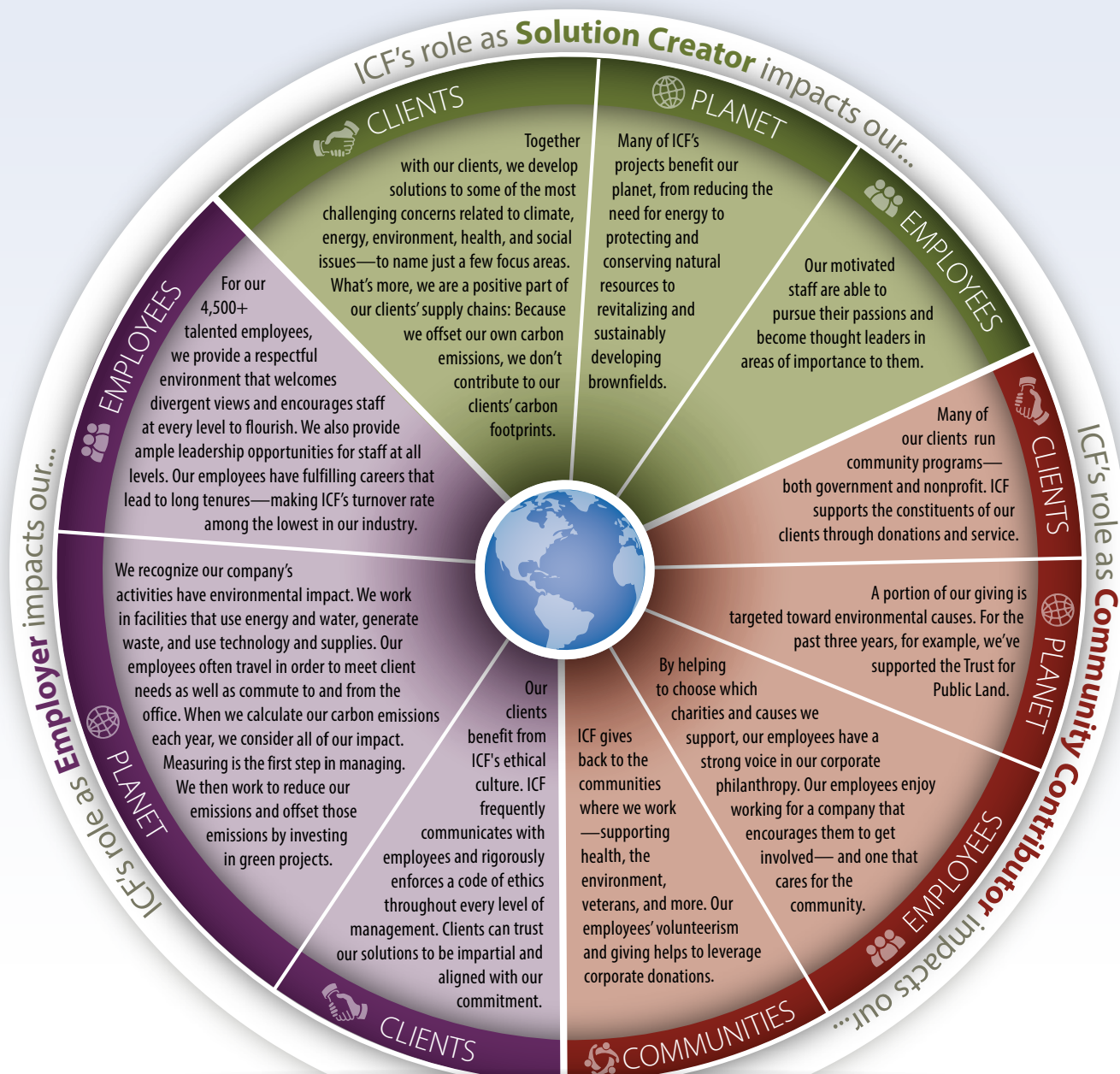


ICF staff in Brussels highlight their areas of focus.



ICF's Roles and Impact

As we conduct our daily operations, ICF's actions impact our stakeholders in varied, fundamental ways.



ICF shareholders benefit from all that we do as an employer, service provider, and responsible corporate citizen. The outcome for shareholders is long-term value.

CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

About this Report

Our Stakeholders Include:

What Does This Report Cover?

[ICF's Roles and Impact](#)

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

**INVESTING IN PEOPLE:
OUR EMPLOYEES**

About Our Employees

Innovation Through Diversity

Employees' Perspectives
Matter

Employee Satisfaction

Our Culture

Compensation and
Recognition

Retention

Professional Development

**MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET**

**MAKING A DIFFERENCE:
OUR COMMUNITIES**

**ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS**

Investing in People:

OUR EMPLOYEES

ICF's first responsibility as a corporate citizen is to our employees—providing them with career growth opportunities no matter where they are in the organization. To that end, we offer the leadership, resources, and training that employees need to grow, and we foster a safe, respectful, and diverse environment where they can thrive.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

About Our Employees

Innovation Through Diversity

Employees' Perspectives
Matter

Employee Satisfaction

Our Culture

Compensation and
Recognition

Retention

Professional Development

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Investing in People:

OUR EMPLOYEES

About Our Employees

There is no standard profile for an ICF employee—but those who are passionate about making a positive impact on the world fit in well. At this moment, our professionals are putting their expertise to use in strategic communications, digital interactive and mobile technology, research and evaluation, and financial analysis to tackle global issues. They're on the ground making a difference for energy, environment, infrastructure, health, social programs, public safety, and more.

Innovation Through Diversity

ICF believes diversity breeds creativity. Diversity of expertise and geography is an integral component of ICF's vision and competitive strategy. Our most robust client solutions are developed by teams with members from different backgrounds, experiences, perspectives, and disciplines. We value this variety in our staff, and we actively pursue it when recruiting and developing talent. Our work requires specialized expertise, so advanced degrees are essential for many of our employees. In fact, 39% of our consulting staff hold post-graduate degrees in the following areas:

Law Social Sciences IT / Mathematics Economics
Engineering Human Capital / Training Planning Public Policy
Business & Management Life Sciences
Physical and Health Sciences

Geography reflects a broad dimension of our diversity. Our projects and people broadly span the globe. ICF employs more than 4,500 people who are citizens of



ICF has
offices in
15 countries.

87 different countries and speak dozens of languages. Our employees reflect the vast global markets that we serve.

With the wide range of perspectives gained through a culturally diverse employee base, ICF considers the attainment of equal opportunity for all individuals a major corporate objective. We provide equal employment opportunity for all applicants and employees without regard to race, color, creed, religion, gender, ancestry, age, disability, marital status, citizenship, national origin, veteran or military status, sexual orientation, or gender identity. ICF also makes reasonable accommodations for disabled employees, and prohibits harassment of any individual on any basis.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

About Our Employees

Innovation Through Diversity

**Employees' Perspectives
Matter**

Employee Satisfaction

Our Culture

Compensation and
Recognition

Retention

Professional Development

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Employees' Perspectives Matter

Our employees' opinions and concerns are important to ICF leaders, and ICF's open-door style of communication between leaders and employees creates an environment of trust, fosters learning, and builds relationships. Our leaders regularly solicit input from employees on an informal basis, and annually during the performance review cycle. Additionally, many ICF group leaders use tailored surveys to better understand what motivates their employees and where, as leaders, they have opportunities to improve.

Employee input is critical all the way through to the executive level. ICF President and COO, John Wasson, uses his blog *Straight Talk* as an interactive tool for sharing information and engaging discussions around the state of ICF's business and goals for our growing firm. Our staff members actively participate and provide insightful contributions to the dialogue.

Staff may also interact directly with the CEO through a series of live discussions called Ask Sudhakar. He invites employees to pose questions about the things that matter most to them as ICF employees. Both he and

other executive leaders find these forums key to keeping apprised of employee perspectives.

There are many other avenues for employees to express themselves. For situation-specific issues, they most often communicate directly with their leader or reach out to their human resources business partner. For company-wide topics, they post comments on our news pages or blogs, or even author a blog of their own. Nearly all groups have newsletters where employees voice their perspectives.

Our staff also use our intranet, which is home to our online news column, Daily Perspectives (DP), and an interactive Newsfeed where any employee can begin or join a discussion. These tools create a

community across the organization—geographically and organizationally— independent of tenure and seniority. Leaders get to know individual employees and better understand our company's diversity.

The DP column is also where we celebrate company milestones, announce contract wins, share new employee opportunities, remind staff of company policies, and report on activities across our organization worldwide. We also recognize individual accomplishments—such as when staff publish a book or win an award—as well as celebrate office accomplishments, such as competing in team sports. The DP also serves as a platform for us to come together to support causes such as donating to Typhoon Haiyan relief efforts.



San Francisco employees, like most ICFers, rarely hesitate to take part in our corporate conversation.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

About Our Employees

Innovation Through Diversity

Employees' Perspectives
Matter

Employee Satisfaction

Our Culture

Compensation and
Recognition

Retention

Professional Development

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

MAKING A DIFFERENCE: OUR COMMUNITIES

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS

"Culture is a key driver in determining the health and vibrancy of any organization. ICF's culture is the spark that energizes and the glue that binds us together."

– John Wasson
ICF President and COO, 2013

Employee Satisfaction

Business leaders across ICF survey their employees annually or bi-annually regarding job satisfaction and engagement. Employees recently surveyed account for about 75% of our total population. Survey questions are tailored for each business area. ICF leaders use survey responses to create positive change and report back to employees regarding how we're addressing their feedback. In 2013, we discovered two important themes in the survey results. More than 85% of employees are highly motivated by their work and colleagues. We also learned that ICF should continue to invest in employees' career management. Developing a more robust program remains a priority. During 2013 we rolled out the first phase of the career management module. Moving forward we will continue to build the program to ensure that ICF staff can effectively navigate their careers.

Our Culture

"ICF's culture is the spark that energizes and the glue that binds us together," to quote ICF President and COO John Wasson. We highly value our corporate culture and deliberately work to preserve it as we grow.

The values and beliefs that ICF employees share are central to our culture:

- Honesty, integrity, and mutual respect
- Client-driven focus
- Passionate commitment to the work we do
- Excellence derived from intellectual rigor, creativity, and practical experience
- Opportunities for career growth and performance rewards

Because of these shared values we can tap the power of our diversity to reach larger goals together. At all seniority levels and across locations and disciplines, we strive to ensure



London employees celebrate a summer tradition—a triathlon and picnic.

Photograph taken by Jade McLaurin.

each person feels part of the whole. We are one ICF.

Preserving our culture begins with telling the ICF story. Nearly every employee can recount the story of our founder, Colonel "Lucky" Lester, the Tuskegee Airman. Every ICF All Hands meeting includes employee presentations about their projects and collaborations across the firm. Common themes of these meetings include "I Am ICF" and "One ICF." These accounts and many others are shared, repurposed, and shared again.



Colonel C.D. "Lucky" Lester, a Tuskegee Airman and one of ICF's founders.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

About Our Employees

Innovation Through Diversity

Employees' Perspectives
Matter

Employee Satisfaction

Our Culture

Compensation and
Recognition

Retention

Professional Development

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

MAKING A DIFFERENCE: OUR COMMUNITIES

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS

As a global company, communicating what's happening across the ICF universe keeps us all connected. Even new employees can quickly participate in ICF's collaborative environment.

Many employees join ICF through acquisition. It's important to us that we embrace the traditions of acquired firms, just as we carry forward our own. The odds favor a smooth integration because one factor in ICF's acquisition choice is a good match of cultures. In fact, we have forgone opportunities where values and priorities were not sufficiently aligned.

Compensation and Recognition

ICF designs our compensation and benefits programs to attract and retain the highest caliber employees—frequently benchmarking to ensure we stay competitive. We retain our talented staff in many intentional ways:

- Support their professional development
- Empower them through advancement
- Reward outstanding performance
- Encourage a healthy work-life balance

We recognize stellar performers for a variety of accomplishments—bringing in new business, exceptional technical work, referring their friends to the company, going above and beyond expectations, and publishing. Through our many communication vehicles, we trumpet our employees' successes.

The interesting, rewarding work we do is a benefit on its own—and our employees have indicated as such: Of those who participated in our 2013 surveys, 87% stated they enjoy their work. If employees want to explore other career possibilities, they have the opportunity to transition to other projects without changing employment.

Of our many company perks, employees list workplace flexibility as a leading driver. We offer significant latitude in choosing one's work environment. Nearly 30% of employees telecommute regularly. Through collaboration, technology, and web video conferencing capabilities, ICF is able to accommodate flexible work schedules and work from remote locations.

Retention

Our formula for retaining our excellent staff is simple:

Provide a respectful environment

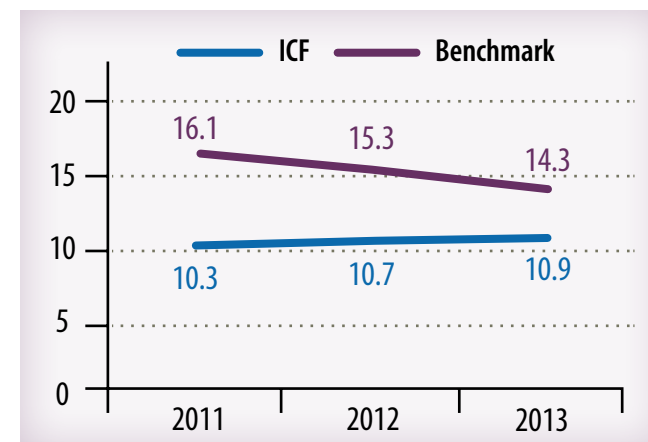
+ Reward competitively

+ Offer interesting and meaningful work

= A strong and engaged workforce

ICF's turnover rate for the past two years, as compared to the industry average, reflects our stability and ability to retain our key staff and knowledge leadership.

ICF's Turnover Rate for 2013: 24% Below Industry Average*



*Industry average is 14.3% according to HumanR, Inc., 2013 research on retention rates among federal contractors with more than 1,000 employees.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

About Our Employees

Innovation Through Diversity

Employees' Perspectives
Matter

Employee Satisfaction

Our Culture

Compensation and
Recognition

Retention

Professional Development

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

MAKING A DIFFERENCE: OUR COMMUNITIES

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS



Newly promoted officers are eager to help lead ICF to the next level of success.

A Systematic Approach to Developing Leaders

ICF believes that leaders are developed over time. Although many professionals have leadership potential, without focused development, they may not reach their full capacity.

We take a systematic approach to cultivating our future executives. One such

program is an invitation to participate in our Accelerated Leadership Challenge (ALC), a residential development program designed to accelerate the growth of ICF's high-performing leaders through rigorous, practical leadership experience. The program defines the competencies and expectations of ICF's future executives.

Before starting the program, participants complete several assessments to increase self-awareness and understand their natural leadership style. During the program, subject matter experts coach participants on their individual results and assist in creating a targeted development plan for next-level leadership.

The ALC faculty members are ICF's executives. They engage in invigorating dialogue on current strategic issues and kick-start group discussions around growth strategy, financial management, talent development, and key experiences. The faculty also discusses its own leadership experiences, biggest challenges, and how it overcame obstacles.

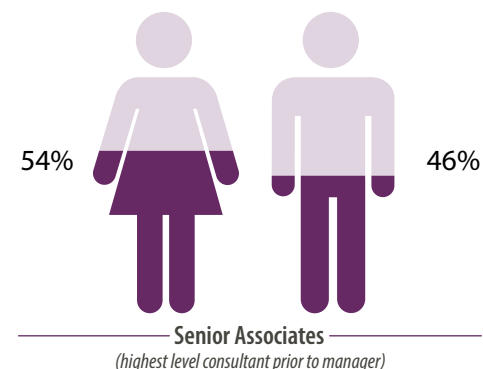
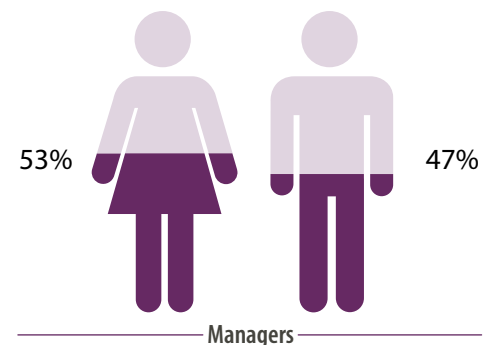
Participants interact with the faculty throughout the program, including in social settings.

By the end, the ALC participants have gained a broader, deeper understanding of ICF, designed an individualized development plan to guide professional growth, and formed a network of relationships with other leaders across the firm. As a result, ALC better equips developing leaders for enhanced officer-level performance.

Professional Development

Helping our employees to grow professionally is a top priority for ICF. Not only does it make great business sense, it ensures that our employees understand the importance of learning new skills to support their career aspirations.

Leadership Opportunities Abound for Both Women and Men



*2013 Catalyst Census, Fortune 500 Women
Executive Officers and Top Earners.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

About Our Employees

Innovation Through Diversity

Employees' Perspectives
Matter

Employee Satisfaction

Our Culture

Compensation and
Recognition

Retention

Professional Development

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

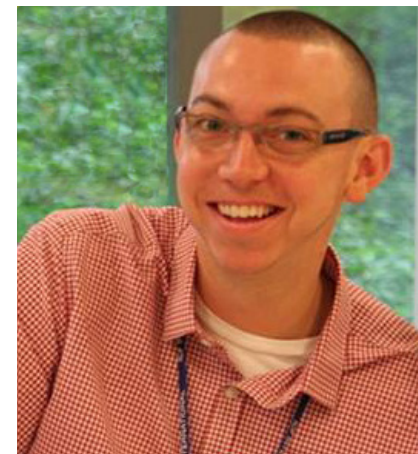
MAKING A DIFFERENCE: OUR COMMUNITIES

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS

Employees can access our extensive online learning and training resources through the ICF Learning Institute. Courses align with business competencies: project management, leadership, business growth, professional development, and technical learning. At many office locations, ICF offers instructor-led courses on topics like Business Development Excellence and Proposal Management. We also bring employees from our offices worldwide to our headquarters for networking and development on a regular basis.

During 2014, we are planning the next phase of our career management program, an employee-driven process for exploring career options and managing movement and mobility within ICF. The program encourages employees to discover career alternatives and opportunities across ICF. Leaders can also use the program as a tool to engage employees in career path discussions and help them create targeted development plans. An online search tool enables searching by expertise or open positions. The program will help ICF management enhance the internal mobility of high performers across the organization.

As the final piece to our employee offering, the career management program will support our strategy to attract, retain, and develop our talent, as well as support company growth and profitability goals.



Employees quickly volunteer to help our communities, such as when our headquarters (Fairfax, Virginia) recruited registrants like these for potential bone marrow donors.

2013 Employee Development and Performance Statistics

Percentage of employees with completed performance reviews	98%
Percentage of employees who received promotions	7%
Total number of courses completed on ICF's Learning Institute	6,705
Total number of employees who attended instructor-led courses	2,078

Goals: Investing in Our People

Goal Stated in ICF 2011-2012 Corporate Responsibility Report	Progress on this Goal		
	Not Started	More to Do	On Track/ Achieved
Launch the career management module of our talent development system to enable... <ul style="list-style-type: none"> Employees to better navigate their career at ICF Hiring managers to identify and reach employees with relevant qualifications who might not be aware of opportunities 			✓

New Goals

- Continue to strengthen the firm's global talent acquisition capacity.
- Continue to develop the career management module of our talent development system.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

**MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET**

A Look Back: ICF Facility
Energy Usage

Reducing Facility Energy
Usage Moving Forward

Minimizing Emissions from
Employee Commuting

Minimize Emissions from
Business Travel

Other Sustainable Actions

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS



Making a Sustainable Commitment: **OUR PLANET**

ICF began measuring, managing, and offsetting our emissions in 2006 when we became the first carbon-neutral professional services firm. And we've remained carbon neutral every year since. Keeping this status is our baseline commitment, and we're continuously working to reduce our use of energy and other resources, too.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

**MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET**

A Look Back: ICF Facility
Energy Usage

Reducing Facility Energy
Usage Moving Forward

Minimizing Emissions from
Employee Commuting

Minimize Emissions from
Business Travel

Other Sustainable Actions

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Making a Sustainable Commitment: **OUR PLANET**

When global organizations seek guidance on their sustainability strategies, they call ICF. For eight consecutive years, *Environmental Finance* has named ICF the Best Advisory/Consultancy organization in its annual rankings. The 2013 award recognized our work in carbon strategy, renewable energy, and greenhouse gas mitigation.

Given our reputation for sustainability, we apply equal rigor toward managing and minimizing ICF's environmental footprint.



New York City employees planted trees to celebrate Earth Day.

In fact, we have set a goal:

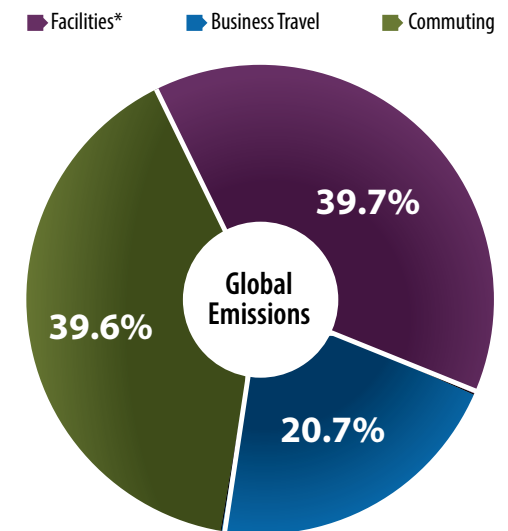
By 2018, ICF will have a 10% average reduction in carbon emissions per ICF employee (including facilities, business travel, and commuting), as compared to a 2013 baseline.

In the following pages, we describe steps we are taking to achieve this emissions reduction goal. As a professional services firm, our primary environmental footprint is emissions from energy usage, including **powering our facilities, commuting to work, and traveling for business.**

Therefore, our strategy to reduce our footprint focuses on these three material sources.

Our 2012 carbon inventory, the most recent completed at the time this CR report was published, shows that powering facilities and commuting to work each generate about 40% of ICF's total emissions. Business travel was the source of the remaining 20%.

ICF's 2012 Emissions by Source



Employee commuting and electricity usage each account for approximately 40% of ICF's emissions.

* Includes emissions from electricity, gas, oil, and refrigerants.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

**A Look Back: ICF Facility
Energy Usage**

Reducing Facility Energy
Usage Moving Forward

Minimizing Emissions from
Employee Commuting

Minimize Emissions from
Business Travel

Other Sustainable Actions

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS



Irvine, California, employees cleaned the beach to celebrate Earth Day.

A Deep Culture of Sustainability

In early 2006, we had a realization. ICF climate change experts working in San Francisco were busy helping clients find ways to reduce carbon emissions when they thought: “If we are doing this for our clients, why not do it for ourselves?”

Driven by their passion for sustainable living and working, these employees created ICF’s first-ever Green Team—a group of employee volunteers focused on driving positive environmental participation locally.

The Green Team idea took root quickly. Before long, Green Teams were springing up in many ICF offices, working together to update our business practices from the inside out.

As a collective force, Green Teams targeted larger company goals. One of the first: Make ICF carbon neutral—a goal that matched both the expertise we offer clients and our own company values. In 2006, ICF became carbon neutral—a practice we’ve maintained through today.

Currently, 165 staff members participate in Green Teams, which continue to grow throughout 35 ICF offices and many home offices.

A Look Back: ICF Facility Energy Usage

ICF always seeks ways to save energy, reduce costs, and help the planet. Each year, we take incremental steps to reduce energy use at our facilities. For example, we replace less efficient equipment, appliances, light fixtures, and bulbs with more energy-efficient products, and we install digital thermostats and lighting motion-sensor controls in qualified offices.

Leasing LEED buildings. In 2010, we revised our leasing procurement documents to include sustainability criteria such as energy-efficient systems, recycled building materials, and proximity to mass transit. As a result, two ICF offices—Rockville, Maryland, and Beijing, China—are now in LEED Gold-certified buildings, and the Rockville office is complete with a LEED Platinum-certified interior. Our intent is that all future leased spaces be LEED-certified whenever possible.

Leveraging relationships for green.

In our long-term lease locations, we leverage our relationships with landlords to influence sustainable facility investments. For example, at our headquarters in Fairfax, Virginia, we created a new conference center and built out the interior to LEED

standards. Today, the space has a LEED Platinum-certified interior.

Consolidating offices. In 2013, we closed five offices to consolidate them with other facilities. In each case, the office we closed was an older, less sustainable space. For example, we closed an office in a decades-old building that was inaccessible by transit in Calverton, Maryland. We moved those 200 staff to our new LEED-certified, transit-accessible facility in Rockville.

Using HVAC systems efficiently.

We work with our landlords to ensure we use and maintain our heating, ventilation, and air conditioning (HVAC) systems as efficiently as possible—and only use them during working hours. In some locations ICF participates in utility demand response programs; we temporarily reduce our energy consumption during peak usage periods.

Replicating best practices. We always look for opportunities to replicate successful measures we see in the field. We have implemented electronic lighting controls with impressive results in several ICF offices. In 2013, we installed lighting controls in our Martinsville, Virginia, office—one of our largest facilities and the work location for 400 employees. The new



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

A Look Back: ICF Facility
Energy Usage

Reducing Facility Energy
Usage Moving Forward

Minimizing Emissions from
Employee Commuting

Minimize Emissions from
Business Travel

Other Sustainable Actions

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

lighting controls use motion detectors and timers to shut lights off in unoccupied spaces. Security staff is responsible for turning off lights in open areas when not in use. Since the installation, energy use has dropped by 20%.

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

Improving data quality for carbon reporting. When calculating our 2011 emissions, we were able to access the utility bills representing about 74% of the total square footage of our facilities. For the remaining facilities, we estimated emissions using standard metrics for buildings by type and location. We set a goal to improve the quality of our data by the next inventory. When calculating our 2012 emissions, we achieved our goal: We increased the amount of actual utility data analyzed from 74% to 92%.

Utility Data	2011	2012
Total square feet worldwide	1,004,642	1,108,994
Percent of square feet captured for actual electricity data	74%	92%

Empowering employees. Employees have been the long-time driver for our sustainable actions. In 2006, employees established our volunteer-based Green Team to help ICF identify and adopt sustainable practices. That same year,



New Delhi employees shared conservation tips with all the tenants in their office building.

they encouraged ICF to become carbon neutral. Since then, the Green Team has proposed energy-saving ideas for ICF to fund in local offices, and we've held competitions for the most effective green projects that other offices can easily adopt.

Recognizing green achievements. In addition to providing customer service and supporting operations, ICF's facilities managers work with local Green Teams to implement sustainable solutions and are recognized for their contributions.

Reducing Facility Energy Usage Moving Forward

Before we set our emissions reduction goal, we created a list of activities to help us achieve it. Many of these have been ongoing, but in the future, we plan to implement them with greater rigor and discipline. These activities will also build on the foundation set by our earlier sustainability efforts.

Energy management strategy. We have tracked and managed utility bill data as part of our carbon inventory since 2006, but current recordkeeping is widespread, requiring extra effort to create comprehensive reports. In the future, we will pursue better options for collecting, organizing, and reporting energy usage.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

A Look Back: ICF Facility
Energy Usage

Reducing Facility Energy
Usage Moving Forward

Minimizing Emissions from
Employee Commuting

Minimize Emissions from
Business Travel

Other Sustainable Actions

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Lighting and HVAC management. We will install automated lighting controls and digital thermostats, both of which offer a great opportunity for reducing energy usage, as well as a strong return on investment.

HVAC maintenance. We will audit our maintenance frequencies and, where needed, increase the frequency of our HVAC coil and filter cleaning to improve their operating efficiency.

Training. In each of our largest facilities, we will teach staff the basics of conducting an energy audit so that in the future, these trained staff can advise us on energy reduction opportunities. We will also work with our janitorial and security vendors to introduce energy-saving practices that they can implement.

Culture change. ICF will continue to leverage corporate communication channels to engage employees, build awareness around the need for more sustainable practices, and encourage increased staff adoption of these practices.



ICF Mostra awarded the "Eco-dynamic Company" label by Brussels-Capital Region (2009-present).

Minimizing Emissions from Employee Commuting

A sustainability best practice is to include the carbon impact of employee commuting in a company's emissions inventory. That's why we are sure to include the carbon impact of our employees' commuting when we calculate our own footprint. We estimate that 40% of ICF's total carbon emissions are generated by our commuting employees. Our strategy to reduce these emissions includes the following approaches.

Subsidizing mass transit. To reduce the number of cars our employees use for commuting, ICF invests in a generous subsidy for U.S. employees who use mass transit. In 2013, more than 1,100 employees took advantage of this benefit—a 25% increase over 2011 participation. ICF spent \$570,000 on this benefit in 2013.

Supporting telecommuting.

ICF has a liberal telecommuting policy used regularly by about one-third of employees. To support its effectiveness, we provide comprehensive training and tools, such as classes on virtual communication strategies, how to conduct effective meetings, and how to create a team dynamic when located remotely.

In 2013, ICF again met the National Standard of Excellence in commuter benefits established by the U.S.

Environmental Protection Agency. And for the fourth consecutive year, ICF qualified as a member of Best Workplaces for Commuters.



Number of employees using the transit subsidy in 2013 grew by 25% in two years

2011	2012	2013
896 employees	1,041 employees	1,125 employees

ICF makes an ongoing effort to locate its offices near public transit. Because of this, today 65% of staff in ICF offices work in transit-accessible locations.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

A Look Back: ICF Facility
Energy Usage

Reducing Facility Energy
Usage Moving Forward

Minimizing Emissions from
Employee Commuting

Minimize Emissions from
Business Travel

Other Sustainable Actions

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Providing resources for remote work. Using our extensive technology, we also teach staff how to maximize productivity while teleworking. ICF provides a single communications platform for online web conferencing, instant messaging, and desktop video conferencing as well as the ability to share screens, programs, and whiteboards. This makes it possible for employees everywhere, whether on or off the ICF network, to connect. Our intranet is a powerful, engaging hub for business resources, workplace services, career information, companywide news and capabilities, and employee profiles.



Biking to work saves about 1 pound of CO₂ for every mile not driven.¹

Bike to Work Day 2013 resulted in 264 ICF staff from 35 offices taking a healthier and greener transportation alternative.

Subsidizing other low-emission transportation

alternatives. ICF offers a monthly subsidy to employees who bike to work to help with bicycle maintenance, and we contribute to a bicycle purchase every two years. We also participate in a ride-sharing program organized across the United States, so there's no need to commute alone. And we have prenegotiated discounts for car-sharing programs for those who only need a car occasionally.

How do we measure commuting? In 2010, we conducted a survey of all employees regarding their commuting practices. We used that data as part of our carbon inventory. Each year since, we have extrapolated from the 2010 data to estimate the impact of employee commuting. In 2014, we will conduct a new commuting survey to determine current practices and adapt our forward strategy based on our findings and analysis.

¹ According to the U.S. Federal Transit Administration.



Calverton, Maryland, employees (now consolidated with the Rockville, Maryland office) left their cars at home on Bike to Work Day.

Minimize Emissions from Business Travel

Meeting face-to-face with clients is fundamental to a consulting business. But because approximately 20% of ICF's carbon emissions are due to business travel, one of our goals is to find ways to lessen this number while still maintaining our critical client interactions. Thanks to technology, we can now meet virtually through experiences similar to that of an in-person meeting. We are working to minimize travel in the following ways.

Maximize the use of virtual tools. We installed sophisticated video equipment in 14 of our locations. With our single communications platform, during virtual meetings participants can post ideas on a whiteboard, submit questions to the presenter, or provide feedback on a poll.

Use policy to remind staff of travel alternatives. ICF's travel policy leads with a reminder for staff to first consider alternatives: Always ask if a virtual meeting could satisfy the objectives of a planned offsite meeting. We then provide a list of tools for consideration.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

A Look Back: ICF Facility
Energy Usage

Reducing Facility Energy
Usage Moving Forward

Minimizing Emissions from
Employee Commuting

Minimize Emissions from
Business Travel

Other Sustainable Actions

MAKING A DIFFERENCE: OUR COMMUNITIES

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS



Carbon Credits, Cast-Iron Benefits

When ICF was hired to help facilitate the buying and selling of carbon credits in Eastern Europe, one of the companies we worked with was a major Ukraine steel works, Alchevsk Iron and Steel Works (AISW).

AISW had just modernized its blast furnace and sintering plant to reduce its greenhouse gas emissions—a project for which ICF arranged the financing.

Our efforts then helped AISW sell carbon credits from its modernization project, earning enough money to purchase equipment for a second emission-reducing project.

“We’ve cut SO₂, NO₂, and CO levels by half, reduced greenhouse gas emissions by millions of tonnes, and safeguarded thousands of jobs,” said AISW representative Valentine Smirnyagin. “Thanks, ICF!”

As a performance bonus, ICF received 10,900 of those carbon credits to support our own carbon neutrality goals.

Other Sustainable Actions

Our efforts to manage the material impacts of ICF’s operations address virtually all the sources of our carbon emissions. But we don’t stop there. We work in the following ways to reduce our environmental impact.

Minimize waste. For expiring laptops, ICF contracted a partner to process components that can be reused or recycled and dispose of what remains in an environmentally responsible way.

In most of our facilities, we are a tenant among many in the building. As a result, we cannot directly measure our waste. However, we still work to reduce waste by reusing, recycling, and composting. Across our offices globally, participation is high in our recycling programs. Several offices have composting programs that redirect waste from landfills to enriching farmland instead.

The reuse and recycling of ICF’s retired computers saved the equivalent of:

7,800 kw hours
of electricity



7,000 gallons
of oil



800 cubic feet of
landfill space



Conserve materials. When possible, ICF uses products made with recovered materials and reuses or repurposes equipment. Our office supply catalogs offer sustainable versions of many products, and ICF purchasers are encouraged to buy green. In addition, we stock only recycled paper, reuse printer cartridges, print stationery on 100% recycled paper, and use refurbishment to extend computer life by one to two years. We also print fewer copies of our own promotional materials, driving traffic to our website instead. Even this CR report is available online only.

We initiated default duplex printing in most ICF offices—decreasing our paper use by an estimated 25%. We’re now working to expand that service to all offices. Many of our office kitchens have replaced disposable utensils, plates, and cups with reusable ones.

Conserve water. Our LEED-certified offices are constructed to include high-efficiency toilets and faucets, and we’ve installed high-efficiency toilets and upgraded faucet aerators in some of our largest offices. We expect these devices to reduce water usage by up to 50%.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

A Look Back: ICF Facility
Energy Usage

Reducing Facility Energy
Usage Moving Forward

Minimizing Emissions from
Employee Commuting

Minimize Emissions from
Business Travel

Other Sustainable Actions

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS



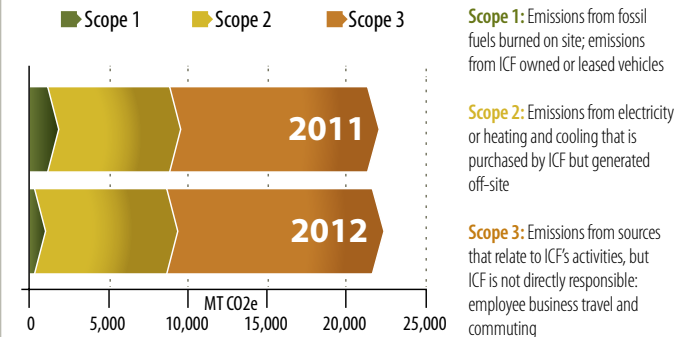
ICF offset a portion of its carbon emissions by investing in wind generation.

Invest in carbon offsets. Although we work hard to reduce our carbon emissions, we also offset our emissions by investing in high-quality projects. ICF's climate change experts apply stringent criteria to ensure the projects' quality and efficacy. Our most recent carbon offsets included a fuel switch project (from natural gas to biomass) at a Mississippi paper facility, a wind farm in India, and a furnace modernization at a steel works in Ukraine.

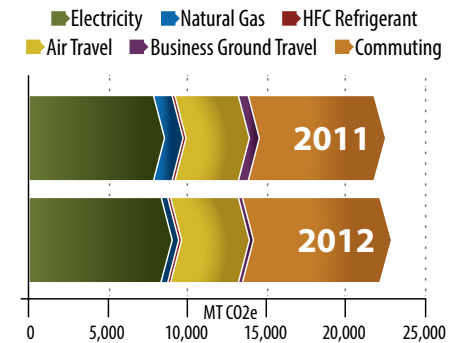
Carbon Offset Projects	Metric Tonnes
Wiggins, Mississippi Fuel Switch at Coastal Paper Facility—Switch from natural gas to biomass	8,167
Tamil Nadu, India Wind Generation	2,873
Alchevsk, Ukraine—Iron and steel works furnace modernization	10,900

Donate to improve climate science. ICF is cosponsoring a major study being conducted jointly by MIT and Tsinghua University in Beijing. The goal: Develop economic models that will enable Chinese policymakers to examine various climate change and energy policies. These policymakers hold ongoing discussions with climate change experts to analyze policy scenarios that will curb transportation emissions.

Emissions by Scope



Emissions by Source



2011/2012 Emissions Comparison

	2011	2012
Total Emissions (MT CO2e)	22,221	21,499
ICF Revenue (\$Mil)	840.8	937.1
Total Employee Count	4226	4647
Average Emissions per Employee	5.02	4.63
Average Emissions per Square Foot	0.0211	0.0194
Average Emissions per \$1M Revenue	25.24	22.94



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

A Look Back: ICF Facility
Energy Usage

Reducing Facility Energy
Usage Moving Forward

Minimizing Emissions from
Employee Commuting

Minimize Emissions from
Business Travel

Other Sustainable Actions

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Advise clients to minimize environmental impacts. ICF applies sophisticated modeling of future scenarios, measurement of impacts, climate science expertise, engineering capabilities, natural resource management experience, and policy knowledge to help clients plan and implement environmental solutions that both benefit stakeholders and comply with regulations.



For Earth Month 2013, nearly 40 ICF offices took part in projects with more than 300 employees, family, and friends participating.

Volunteer to help the planet. Every April, ICF offices worldwide celebrate Earth Month. Each weekend of the month, employees volunteer in their communities planting trees, shrubs, and gardens; removing invasive plants and trash along trails and watersheds; restoring trails; and more.

We also hold “green” potlucks where all food is locally sourced, and some offices hold drives to recycle personal electronics.



ICF staff train Cambodian partners to measure the carbon captured in mangrove forests.

Photograph taken by Rattasiri Wachirapunyaant, USAID LEAD Program/ICF International.

Goals: Making a Sustainable Commitment

Goal Stated in ICF 2011-2012 Corporate Responsibility Report	Progress on these Goals		
	Not Started	More to Do	On Track/ Achieved
Remain carbon neutral by investing in high-quality carbon offsets.			✓
Improve the quality of our carbon emissions data so we can more accurately measure our impact and set reduction goals.			✓
Continue to take measures to decrease our environmental impacts, including the reduction of energy use, waste, and water use .		✓	

New Goals

- Reduce carbon emissions per ICF staff member by an average of 10% (including facilities, business travel, and commuting) by 2018 compared to a 2013 baseline.
- As part of our energy management strategy, conduct an energy audit of ICF's largest facilities to document opportunities for the largest energy savings—then use this information to develop a plan for investment.
- Analyze ICF offices with the lowest emission intensity, considering what practices might be replicated.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

Prioritizing for Meaningful
Giving

Health, Education, and Social
Programs

Environment, Energy, and
Infrastructure Programs

Public Safety, Emergency
Management, and Veterans
Programs

Employee-Initiated Giving

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Making a Difference:

OUR COMMUNITIES

Every day, ICF employees work on issues that impact our neighborhoods, regions, and society at large. But we are more than consultants providing professional services—we are engaged citizens. As such, many of us grapple with the imbalance of vast need versus limited resources.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

**Prioritizing for Meaningful
Giving**

Health, Education, and Social
Programs

Environment, Energy, and
Infrastructure Programs

Public Safety, Emergency
Management, and Veterans
Programs

Employee-Initiated Giving

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Making a Difference:

OUR COMMUNITIES

Our work provides us with a greater understanding of community and societal needs as well as alternative solutions to fulfilling them. So our staff is continually recommending ways for ICF to engage, give, and effect meaningful change.

Prioritizing for Meaningful Giving

ICF's corporate giving reflects both the professional focus and personal commitment of our employees and stakeholders. About a third of our giving is directed by our Corporate Responsibility Steering Committee, which invites all employees to take part in selecting the charities ICF will support.

The balance of ICF's corporate giving is directed by business leaders across the firm who donate to organizations particularly relevant to their staff and stakeholders. Bearing in mind scope and geography, they often give at the local level.

In the 2011 companywide survey, employees chose the American Cancer Society, The Trust for Public Land, and Disabled American Veterans as the three charities that would benefit from ICF's corporate giving. For the past three years, we've supported these charities with contributions of money and time. Each organization aligns with an area of ICF's professional focus.

Why ICF Supports the American Cancer Society

ICF employees work to fight cancer—on the clock and off. For our clients, ICF tracks cancer data to help health officials monitor cancer trends, plan and evaluate cancer control programs, prioritize resources, and advance research.

Meanwhile, our employees volunteer to help victims of cancer and raise money for research. Joining forces with ACS was an obvious choice for ICF.



San Francisco employees walked in the 2013 Making Strides Against Breast Cancer event.

Through 100 years of research, education, advocacy, and service, ACS has worked to prevent cancer, diminish suffering from the disease, and save lives. Those who receive a cancer diagnosis can find immediate support from ACS—all day, every day. ACS guides patients in understanding their diagnosis, finding and paying for treatment, understanding treatments and side effects, and finding local support.

As the largest nongovernmental funder of cancer research, ACS has spent more than \$4 billion on cancer research since 1946. ACS funds researchers with innovative ideas early in their careers—47 of whom were eventually awarded Nobel Prizes. ACS has also played a role in nearly every cancer breakthrough in recent history, such as developing drugs to treat leukemia and advanced breast cancer.

We believe in ACS's goal of transforming cancer from deadly to preventable.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

MAKING A DIFFERENCE: OUR COMMUNITIES

Prioritizing for Meaningful Giving

Health, Education, and Social Programs

Environment, Energy, and Infrastructure Programs

Public Safety, Emergency Management, and Veterans Programs

Employee-Initiated Giving

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Health, Education, and Social Programs

ICF specializes in areas that support the framework of our lives—public health, education, community development, housing, and social programs. It's only natural for a portion of our corporate giving to encompass these issues.

Our employees' commitment, enthusiasm, and engagement were manifest in our American Cancer

Society (ACS) giving effort. During our three years of support, ICF's corporate giving and community fundraising for ACS totaled \$194,500.

In 2013 alone, ICF sponsored Making Strides Against Breast Cancer and Relay for Life events in the United States in Atlanta, Burlington, Richmond, San Francisco, and Washington, DC. Nearly 300 ICF staff, friends, and families participated in ACS fundraising walks throughout

the year, while hundreds more contributed to ICF's general fundraising—bringing our annual total for ACS to \$53,500. Because of ACS's national reach, this effort has been a unifying activity for staff across the United States.

ICF also donated to a variety of other health, education, social, and civic organizations in 2013, with total contributions exceeding \$120,000.

During our three years of support, ICF's corporate giving and community fundraising for ACS totaled \$194,500.



Atlanta employees raised money for ACS via the 2013 Making Strides Against Breast Cancer event.



Washington, DC, employees donned red for the American Heart Association's "Go Red" campaign.



Gillette, Wyoming, employees ran in the ACS Relay for Life event (in the rain!).



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

Prioritizing for Meaningful
Giving

Health, Education, and Social
Programs

**Environment, Energy, and
Infrastructure Programs**

Public Safety, Emergency
Management, and Veterans
Programs

Employee-Initiated Giving

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS



ICF's donations to The Trust for Public Land helped install a fitness zone in Anacostia Park in Washington, DC.

Why ICF Supports The Trust for Public Land

Sustainable stewardship of our environment is a fundamental value to ICF employees. During nonwork hours, ICF staff volunteers on projects that clean up watersheds, plant trees, and remove invasive plants from local parks. Because of this personal commitment, ICF employees selected The Trust for Public Land as our partner in protecting the planet.

The Trust for Public Land is a nonprofit organization that creates parks and protects land for people to enjoy today and tomorrow. The Trust works with cities and suburbs to ensure that everyone can enjoy close-to-home access to a park, playground, or other natural space.

For instance, The Trust acquires land to preserve for community parks or wilderness areas. It also designs these parks in urban areas that support climate-smart cities. Designs include elements like shade trees, green alleys to naturally manage storm water, walk-bike corridors for carbon-free transportation, and waterfront parks to buffer low-lying cities from sea-level rise and coastal surges. By protecting wilderness, waterfronts, and forests, The Trust helps communities balance the demands of growth. It helps prioritize conservation goals and then employs its finance, legal, and transaction expertise to accomplish them. The outcome: protected life-giving land and water resources for all to enjoy.

Environment, Energy, and Infrastructure Programs

Energy and environment have been focus areas of ICF since our inception in 1969. We are adamant about protecting and improving the spaces and places we all cherish.

Our selected charity partner, The Trust for Public Land, presented opportunities for ICF to advance our commitment to protect the planet. The Trust's mantra—"land for people"—resonates with much of ICF's work and our employees' passions. And in many ways, The Trust touches on several issues important to ICF staff, such as accessibility, affordability, community development, urban parks and recreation, and multi-use sites that bring together multiple generations and strengthen families.

During the three years that ICF has supported The Trust for Public Land, our donations helped The Trust conserve the equivalent of more than 100 acres of land. Additionally, in 2013, we paid for the installation of a fitness zone in Anacostia Park in Washington, DC. The Trust's fitness zone Program provides outdoor fitness equipment in urban parks that enables a workout similar to that of a gym. Residents of all ages started enjoying the Anacostia fitness zone, located in an underserved community, from the very first day.

Also during 2013, ICF donated to a variety of other organizations focused on environmental concerns, with total contributions exceeding \$150,000.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

Prioritizing for Meaningful
Giving

Health, Education, and Social
Programs

Environment, Energy, and
Infrastructure Programs

**Public Safety, Emergency
Management, and Veterans
Programs**

Employee-Initiated Giving

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Public Safety, Emergency Management, and Veterans Programs

Many of ICF's clients and programs focus on the issues of homeland security, critical infrastructure protection, crime and victims of crime, veterans, and military members and families. Our corporate giving shares this focus.

Our commitment to those injured while defending their country is unwavering, and ICF employees have demonstrated their support by choosing a charity partner focused on veterans. Disabled American Veterans (DAV) is dedicated to helping veterans access the full range of benefits and services available to them.

During the three years that ICF supported DAV, our donations enabled the equivalent of transporting DAV's mobile office 6,000 miles to deliver compensatory benefits to more than 1,000 veterans.

To recognize Veterans Day in 2012 and 2013, ICF hosted DAV's mobile office at our Martinsville, Virginia facility. Throughout 2013, ICF staff helped veterans in multiple ways, such as offering professional mentoring to prepare for a career change or driving them to medical appointments.

In 2013, ICF was named DAV's Outstanding Large Employer of the Year. We were recognized specifically for recruiting and hiring veterans, sponsoring and hosting symposiums regarding veteran employment, and securing contracts and forging mentor-protégé relationships with veteran-owned small businesses.

ICF donated to a variety of other organizations addressing public safety, emergency management, and veterans' programs in 2013, with the annual total contributions exceeding \$70,000.



***In 2013, ICF was named
DAV's Outstanding Large
Employer of the Year.***



Martinsville, Virginia, employees welcomed DAV and local veterans on Veterans Day 2013.

Why ICF Supports Disabled American Veterans

For more than 30 years, ICF has worked on veterans issues such as housing access, employment readiness, retention, and mentoring programs. We helped the U.S. Department of Veterans Affairs reach more veterans and families by designing and implementing a digital self-service eBenefits Portal. Many ICF employees are veterans themselves. To quote our CEO, "As employees, veterans enrich our perspective and strengthen our client services. As partners, they offer reliability and trust." For these reasons and

more, ICF staff chose Disabled American Veterans (DAV) as our partner to support veterans.

DAV is dedicated to helping veterans and their families access the full range of benefits available to them. DAV uses mobile offices to deliver services to veterans in the communities where they live. These offices are staffed with counselors who help veterans navigate the complex web of forms and approvals needed to secure benefits earned during their service.

When DAV finds holes in the safety net provided by government programs, it strives to fill them quickly. The services DAV provides to veterans include entrepreneurship training, identifying support for pain management, housing searches, and job training.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

Prioritizing for Meaningful
Giving

Health, Education, and Social
Programs

Environment, Energy, and
Infrastructure Programs

Public Safety, Emergency
Management, and Veterans
Programs

Employee-Initiated Giving

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Employee-Initiated Giving

Purposeful, motivated, self-directed—these are characteristics common to ICF employees. It's tough to hold us back when we can make a positive difference and effect meaningful change. Although we don't have a formalized workplace giving program to track all employee giving, here are some examples of how ICF staff made an impact in our communities during 2013.

Responding to Tragedy

When disaster strikes the communities where we live and work, ICF employees take action.

The Philippines. When Typhoon Haiyan destroyed nearly everything in its path, millions of people needed immediate rescue and relief. Our Manila-based employees quickly volunteered to distribute food and supplies. To kick-start fundraising, ICF donated to the Red Cross and pledged



Rockville, Maryland, employees looked rosy for the American Heart Association's "Go Red" campaign.

to match employee contributions up to \$10,000. Within a few days, employee donations exceeded the matching gift, and within weeks, we raised \$33,000. By the end of the campaign we donated \$34,500.

Savar, Bangladesh. When a garment factory collapsed in Savar, killing more than 1,000 people, ICF employees working nearby rushed to the site in an attempt to bring comfort amid such devastation. Those employees advised ICF on how we could be most helpful—and ICF then donated to a rehabilitation hospital in Savar that provided free medical services to victims.

Uttarakhand, India. In June 2013, devastating floods hit northern India and killed more than 5,000 people. ICF staff in New Delhi rallied to collect clothing and supplies to send to the victims. The staff asked ICF to help them respond, so we donated \$2,500 to the International Federation of Red Cross and Red Crescent Societies to help the victims' families.

Boston, Massachusetts. In the aftermath of the horrific Boston Marathon bombing in 2013, ICF worked with our Boston-based employees and clients to donate \$2,500 to One Fund Boston, which supports the victims of the bombing and their families.



Employees from Rockville, Maryland, volunteer to help The Children's Inn.

Caring for the Families of Sick Children

The Children's Inn at NIH provides free lodging for very sick children and their families while they receive groundbreaking medical treatment at the National Institutes of Health. The Inn provides an environment that feels like home—a place children can retreat with their families after a long day of treatment. While NIH takes care of the child's medical needs, the Children's Inn tends to the heart, soul, and spirit. ICF staff volunteer on a regular basis to make meals for the residents, which number between 60 and 80 people at any given time.

The Inn's budget is funded completely by charitable donations. A primary fundraising mechanism is an annual gala. ICF has sponsored the gala for several years and donated a total of \$35,000 in 2013 and 2014, when ICF staff led the gala committee in raising a combined \$1,680,000.

The Inn makes it possible for children to reside on the NIH campus to receive treatment. Their treatments contribute to hundreds of biomedical research studies. ICF and our staff are honored to be part of the caring team that supports these families.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

MAKING A DIFFERENCE: OUR COMMUNITIES

Prioritizing for Meaningful Giving

Health, Education, and Social Programs

Environment, Energy, and Infrastructure Programs

Public Safety, Emergency Management, and Veterans Programs

Employee-Initiated Giving

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS

Fighting Disease and Promoting Health

Throughout the year, ICF employees participated in a myriad of sporting events including walks, runs, bike rides, triathlons, and climbs. Together, we raised money to fight disease, treat the sick, and support hospitals, among other causes. Here we describe some activities that gained traction with a large number of employees.



Richmond, Virginia, employees showed their mettle for ACS at a Relay for Life event.



Fairfax, Virginia, employees got hairy and flipped pancakes at a Lumberjack Breakfast to raise money and awareness to fight prostate cancer.

American Cancer Society.

Employees in Atlanta, Burlington, Columbia, DC, Denver, Fairfax, Gillette, Richmond, Rockville, and San Francisco raised money for the American Cancer Society. Staff raised money for ACS through activities such as ping-pong tournaments, relays, team competitions, penny wars, and happy hours. We sold raffle tickets, baked goods, books, and clothes. Notable participation incentives included a ride in a WWII airplane. Together, we raised \$53,500.

Supporting Men's Health. Staff in Maryland, Virginia, and California offices formed fundraising teams to help fight prostate cancer. They ran online campaigns, displayed posters, held lumberjack breakfasts, and even grew mustaches to raise \$9,400 for prostate cancer research and other men's health issues.

Supporting Our Local Communities

GiveForward® is ICF's employee volunteer organization that leads philanthropic activities across many offices. We chose the name GiveForward® because, like "pay forward," we hope our giving will encourage others to do the same. Nearly all ICF offices support and respond to community needs in

some way—many through initiatives taking place around holidays. How did ICF staff give forward in 2013?

Providing Healthful Meals. The most fundamental support we can provide our communities is nutrition. In 2013, our efforts included donating canned and dry goods in response to requests from local food pantries, purchasing meals to deliver to those who are homebound, and volunteering at soup kitchens. We also held a virtual food drive so employees could donate online by purchasing grocery bags of healthful food for families in need. In an effort to perpetuate healthy practices, we helped food pantries construct urban gardens to teach their communities about growing and preparing nutritious food.

Supporting Education. Many ICF employees serve as mentors and tutors in their communities. Some have supported the same school or program for many years. One program that has garnered support from several of our offices is LearnServe, an after-school program that helps prepare high school students to design and lead social ventures.

Through LearnServe, mentors help teach students skills like business



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE: OUR EMPLOYEES

MAKING A SUSTAINABLE COMMITMENT: OUR PLANET

MAKING A DIFFERENCE: OUR COMMUNITIES

Prioritizing for Meaningful Giving

Health, Education, and Social Programs

Environment, Energy, and Infrastructure Programs

Public Safety, Emergency Management, and Veterans Programs

Employee-Initiated Giving

ENSURING VALUE THROUGH GOVERNANCE: OUR CLIENTS AND SHAREHOLDERS



Employees from headquarters-area offices put on our 21st annual charity auction to raise funds for local charities.

leadership, innovative problem solving, and cross-cultural fluency. Students work to make the world a better place through projects such as a scholarship program for children of incarcerated parents, a campaign to mobilize high school students to bike to school, and a podcast about social issues produced for teens by teens.

Holiday Giving. Regardless of which days we celebrate and how, holidays remind us of those less fortunate—and present an opportunity to make holidays special for everyone. During these times, many ICF offices donate food, clothing, and toys to those in need. Each year, our office lobbies overflow with an assortment of donated gifts ready for collection.

Every December at ICF's headquarters, employees hold a charity auction. Scores of staff from multiple offices donate and bid on auctioned items, including arts and crafts created by employees. Also for auction, employees donate their time to do labor-intensive projects, such as

painting and gardening, while others donate vacation property for a week away. In 2013, the auction raised a total of \$20,000 for several charities selected by employees.

Serving on Boards. ICF employees have so much to offer—and are generous with their time and expertise. You'll find our employees sit on numerous nonprofit boards, lending their strategic, management, organizational, and technical skills to others. Organizations served include those focused on health, education, environment, social services, and business efficiency, among others.

Following our Hearts. Our philanthropy is as diverse and interesting as the employees who give. Our time and donations extend across the causes that matter to us. For example, we choose to support many programs for children (foster children in particular), animal shelters, and environmental causes that keep our land and waterways healthy. We also support victims of domestic violence and human trafficking by raising awareness and support at rallies, and we give to veterans organizations, including ones that mentor female veterans and provide professional development to military spouses.

Total 2013 Corporate Giving: \$349,125

Health, Education, Social, Civic Programs	Environment, Energy, Infrastructure Programs	Public Safety, Emergency Management, Veterans Programs
\$122,725	\$156,075	\$70,325

Goals: Making a Difference in Our Communities

Goal Stated in ICF 2011-2012 Corporate Responsibility Report	Progress on these Goals		
	Not Started	More to Do	On Track/Achieved
During 2013, ICF will increase employee engagement with our selected charities and other philanthropic organizations to help improve the health and well-being of our communities.			✓
New Goals			
Increase employee engagement with our selected charities in 2014 as compared to 2013.			
Increase the number of offices participating in ICF's volunteer program, GiveForward®.			
Establish an employee volunteer awards program to recognize their volunteerism.			



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Ensuring Value through
Governance

Transforming Commitment
into Action

Ensuring Value through Governance:

OUR CLIENTS AND SHAREHOLDERS

Meeting growth and profitability targets is only one measure of a company's performance. How we conduct ourselves is just as crucial for our employees, clients, and shareholders.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Ensuring Value through
Governance

Transforming Commitment
into Action

Ensuring Value through Governance:

OUR CLIENTS AND SHAREHOLDERS

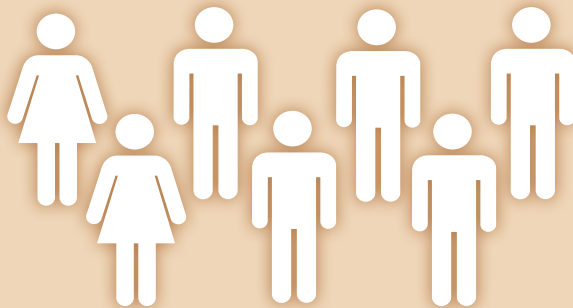
Ensuring Value through Governance

All of us at ICF adhere to a strict [code of ethics](#) and hold ourselves to the highest professional standards. We believe everything begins at the top: Governance makes corporate responsibility real.

ICF's leadership adds long-term value for all stakeholders by enforcing our commitment to transparency and integrity, as well as ensuring that our firm complies with applicable laws and regulations.

- ICF's **Board of Directors** oversees the management of the firm, serving the best interests of the company and its shareholders. Assisted by [ICF's corporate governance guidelines](#), the board maintains a continual focus on long-term investor value.

- The **Executive Leadership Team** sets ICF's business strategy and corporate priorities, which are then reviewed by the board. The team is comprised of our C-Suite executives, plus those executives leading primary operating and major corporate services groups.
- **ICF's Corporate Compliance Committee** oversees our Compliance and Ethics Program, which creates awareness of the Code of Business Ethics and Conduct, promotes a culture of ethical conduct and ensures corrective measures for improper conduct.



Seven directors, two of whom are women, make up ICF's Board of Directors—29% female directors as compared to the 17% average for boards of U.S.-based companies.¹

¹ Catalyst Knowledge Center, [Women on Boards](#), March 3, 2014.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

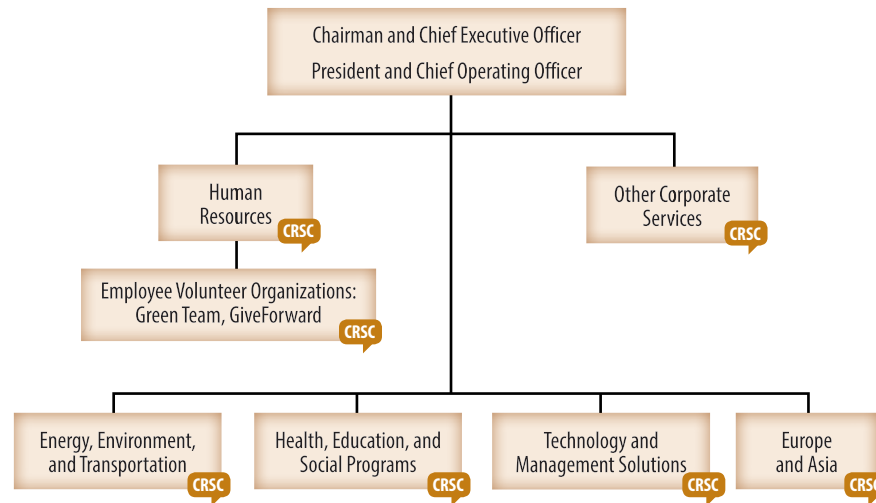
Ensuring Value through
Governance

Transforming Commitment
into Action

- **The Corporate Responsibility Steering Committee** recommends strategies, policies, and initiatives that will enhance corporate citizenship. The committee is co-chaired by our director of corporate responsibility and a member of the executive leadership team. Committee members are nominated by their executive leader, giving representation to every operating group and corporate services.

ICF's Corporate Responsibility Steering Committee: An Inclusive Voice

CRSC indicates representation on the CR Steering Committee



- **ICF's Corporate Project Management Office** was established in 2012 to ensure the firm follows management best practices to maintain accountability, transparency, and fairness in our relationships with stakeholders.

Transforming Commitment into Action

Clients and ultimately shareholders benefit from a corporate responsibility framework that transforms our commitment to good citizenship into action. Here are ways our stakeholders benefit:

- **Ethical business practices:** Our employees are trained from day one to lead ethically. Employees learn corporate policies around conflicts of interest, timekeeping, security awareness, and our anti-corruption policy so they can help ensure ICF complies with the law. Each year all employees must take a refresher

course. At the end of training, employees test their knowledge to determine where they need to enhance their understanding of ICF's code of ethics.

- **Carbon neutrality:** As a carbon-neutral firm, ICF serves as a model for clients. As part of our clients' supply chains, our carbon-neutral status helps clients minimize their own environmental impacts.
- **Impartial advice:** ICF holds independence as a core principle. We apply independence as a benchmark for all of our work, and consider this specifically during project reviews, conflict of interest reviews, and when enforcing our code of ethics. We provide impartial analysis, not advocacy positions. ICF's studies and advice on contentious topics are often sought by advocates on both sides of an issue. While being socially and environmentally responsible, we are intent on getting the right answers for our clients.
- **Accountable and responsive management:** We respect our clients, seek their feedback in both formal and informal ways, and apply their feedback to improve our services and products. We



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

Ensuring Value through
Governance

Transforming Commitment
into Action

annually conduct a formal quality review and survey of nearly all projects in our largest operating group. Having reached a 92% customer satisfaction rating in this group, we're in the process of standardizing quality reviews companywide.

- **Project management excellence, quality assurance, and accountability:** Our clients' projects are managed following the Project Management Institute (PMI) best practices. ICF is an active member of the Global Executive Council of PMI and a PMI Registered Education Provider for our in-house professional development courses in project management. Clients benefit from contract-wide quality management plans and project-specific quality assurance plans, as appropriate for the contracts.

- **Sustainable, long-term solutions:** We help our clients achieve lasting program success in environments that demand optimal performance under tight budgets, strict regulatory mandates, and unforgiving marketplace pressures.

During 2012 and 2013, quality review surveys revealed a customer satisfaction rating of 92% for ICF's largest operating division.

		2013	2012	2011
Revenue	Millions	\$949	\$937	\$841
Employees		4,500	4,500	4,000
Size of the Board	Number of directors on the company's board.	7	8	8
Independent Directors	Independent board members are not employees of the company, do not receive any remuneration from the company except for their compensation, and are not directly related to any of the company's executives.	6 of 7	7 of 8	7 of 8
Women on Board	Number of women on the Board of Directors.	2 of 7	2 of 8	2 of 8
Board/Committee Meetings Held	Number of corporate board meetings held in the past year.	25	22	29
Corporate Political Contributions	Amount of corporate donations to political groups, parties or individuals. (\$)	0	0	0

Goals: Ensuring Value through Governance

Goal Stated in ICF 2011-2012 Corporate Responsibility Report	Progress on these Goals		
	Not Started	More to Do	On Track/Achieved
Hold 100% of eligible staff accountable for taking required compliance training.			✓
Implement customer surveys more broadly to better understand clients' interests and continue to align our services with their missions.		✓	

New Goals
In 2014 hold 100% of eligible staff accountable for taking required compliance training.
In 2015 implement customer surveys more broadly to better understand clients' interests and continue to align our services with their missions.



CEO MESSAGE

ABOUT ICF

ABOUT THIS REPORT

INVESTING IN PEOPLE:
OUR EMPLOYEES

MAKING A SUSTAINABLE
COMMITMENT:
OUR PLANET

MAKING A DIFFERENCE:
OUR COMMUNITIES

ENSURING VALUE
THROUGH GOVERNANCE:
OUR CLIENTS AND
SHAREHOLDERS

ICF International's Commitment to Meaningful Change Continues



In this report, we outlined specific goals ICF plans to achieve during 2014 and beyond. We want to continue making a positive impact through our professional services and corporate citizenship. Thank you for your interest in our progress. We do not achieve our goals alone. We welcome your feedback to help us improve our performance. Please email your recommendations or comments to our Corporate Responsibility Steering Committee at CorpResponsibility@icfi.com.