

## 2024 Corporate Citizenship Report

Let's build a more  
resilient world



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“  
The best way to  
predict the future  
is to create it.”

—Peter Drucker

## Message from our CEO

At ICF, we believe in the power of collaboration and the transformative impact of working together. We are inherently a “people company,” and our collective success depends on the strength of our relationships—with each other, our clients, and our communities. Whether it’s creating new innovations or developing new strategies, we have always brought together people with a range of experiences and expertise to actively construct something innovative, valuable, and meaningful.

But it doesn’t stop there.

This passion for collaboration is paired with a deep, longstanding commitment to progress. Improvement. Tangible outcomes. A brighter future and a more prosperous and resilient world for all. Because when we do it together, we go further, faster.

Our latest corporate citizenship report shows how we are doing just that. This year’s theme is “Let’s build a more resilient world,” which highlights our culture of teamwork and innovation.

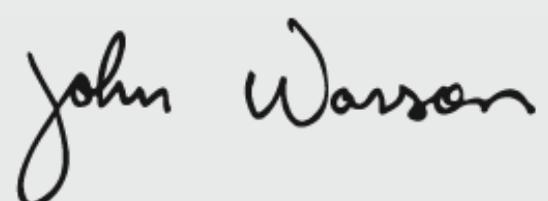


Throughout, we share information on the new, improved, and impactful solutions we have created for our people, our planet, and our communities. We use the report to not only celebrate the achievement of our goals, but to also tell the story of our journey in getting there. Because at ICF, we measure success not just by what we achieve, but by how we achieve it.

We expanded our reach into critical industries, harnessed cutting-edge technologies to unlock new solutions, and welcomed more than 2,300 bold thinkers to our team—each one bringing fresh ideas to shape the next era of change. We didn't just respond to today's needs, we anticipated tomorrow's challenges. From integrating generative AI and cloud computing to designing smarter, more comprehensive solutions, we're proving that innovation and responsibility go hand in hand.

We are proud of both what we have achieved and the partnerships we have forged. Together, we have created—and are continuously creating—something truly remarkable that makes a lasting impact on the people and communities we serve. At ICF, we're not waiting for a more resilient world. We're building it.

Thank you for doing that with us.



John Wasson, Chair and Chief Executive Officer



## Corporate citizenship highlights

### Investing in our people

**83%**

of employees engaged with at least one of our learning platforms

**100%**

of employees have access to AI/GenAI tools and training

**98%**

of participants in our panel learning series recommended the experience

**100%**

of new managers completed our people manager training

### Making a sustainable commitment

**Since 2015**

committed to carbon neutrality

**90%**

reduction in GHG emissions per employee since 2013 baseline

**100%**

net renewable electricity for global operations

**SBTi**

approved science-based GHG reduction target

### Supporting important causes

**\$948K**

corporate donations and matching funds

**\$805K**

employee donations

**1 to 1**

match of employee donations

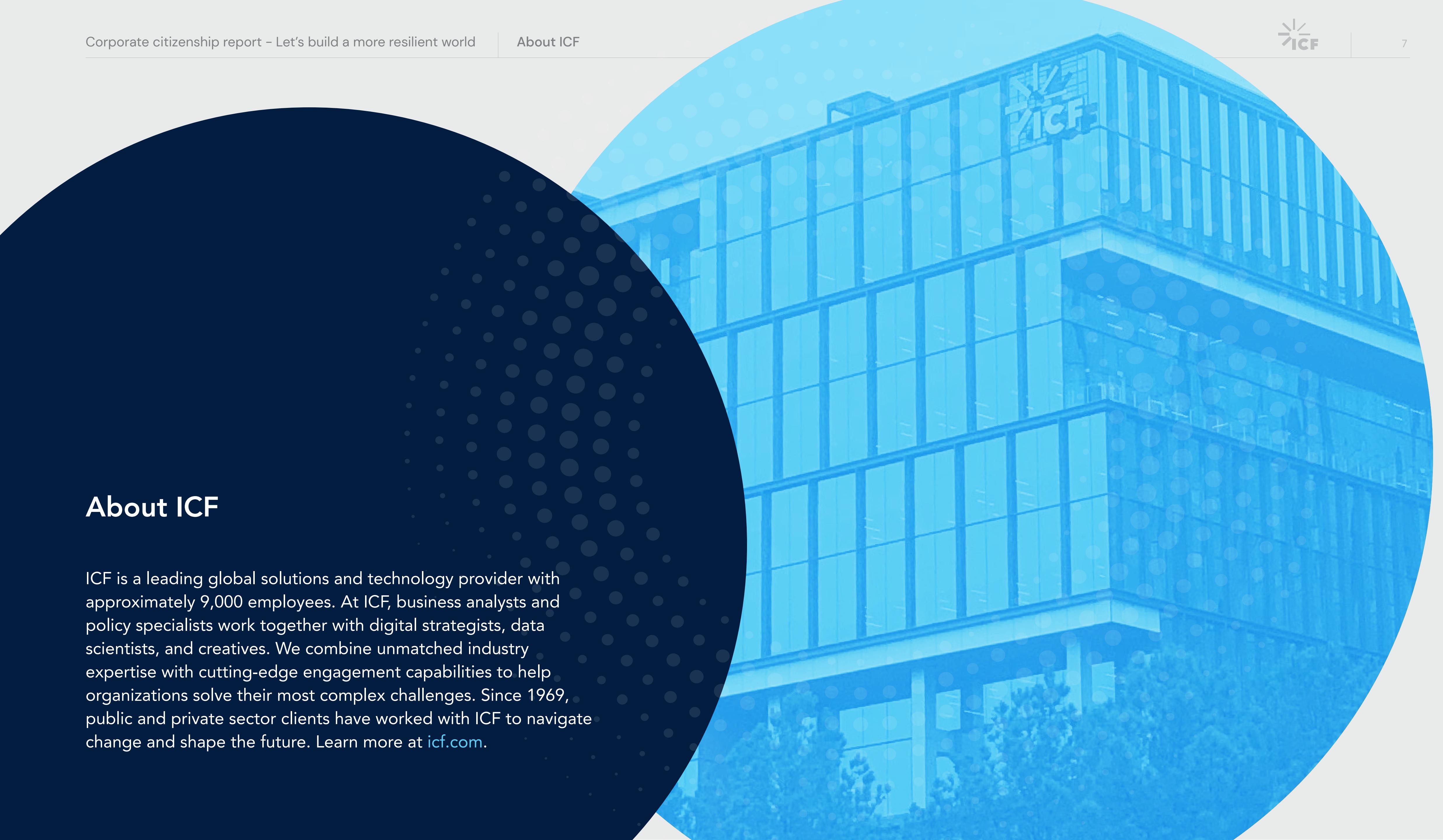
**7K+**

reported employee volunteer hours



## About ICF

ICF is a leading global solutions and technology provider with approximately 9,000 employees. At ICF, business analysts and policy specialists work together with digital strategists, data scientists, and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future. Learn more at [icf.com](http://icf.com).



## Our values

### Interact with integrity

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

### Bring your passion

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

### Embrace differences

Invite all perspectives and experiences. Design multifaceted teams to achieve better solutions.

### Challenge assumptions

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

### Work together

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

### Be greater than

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



## Impact at the speed of innovation

At ICF, rapid innovation and efficiency are at the core of how we deliver on our mission to make a positive impact and build a more resilient world. We move fast with purpose—combining deep expertise and advanced tech to help clients navigate complexity and deliver impactful solutions quickly. Our future-forward mindset ensures we're not just responding to today's challenges but anticipating tomorrow's needs, helping organizations and communities become stronger, more adaptive, and better prepared for what's next.

A key part of this impact comes from how we're leveraging AI to accelerate outcomes for our clients. By integrating AI into our solutions, we're streamlining processes and enhancing decision-making. This also uncovers new opportunities for innovation, from optimizing workflows and improving customer experiences to designing smarter, data-driven programs.

But it's not just about the technology. It's about combining it with our decades of industry expertise to deliver outsized impact. From government agencies to commercial enterprises, we're helping our clients deploy AI responsibly and effectively, turning raw potential into tangible progress—and reshaping what's possible along the way.



## Corporate citizenship approach

Our approach to corporate citizenship focuses on the issues most relevant to our people, stakeholders, and operations—and the ones that inform our strategy, targets, and reporting.

In this report, we dive into our corporate citizenship performance for calendar year 2024. The report is organized into four key areas: our employees, the planet, our communities, and governance. This breakdown aligns with the following reporting frameworks: Sustainability Accounting Standards Board, Task Force on Climate-Related Financial Disclosures (TCFD)<sup>1</sup>, and the UN Global Compact. For reference, a summary of each framework is included at the end of this report.

### Corporate citizenship mission

- Invest in our **employees** and ensure a workplace that welcomes everyone and where we can all do our best work.
- Serve our **clients** and manage suppliers with integrity, while contributing to a low-carbon value chain.
- Minimize our impact on the **planet** by reducing our carbon footprint and growing the environmental capabilities we offer our clients.
- Give back to our **communities** and society, both philanthropically and through our innovative services.
- Create long-term value for our **shareholders** through solid management.

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

## How we engage our stakeholders

We use materiality assessments to identify key issues for our engagements with stakeholders throughout 2024.

| Stakeholders            | Engagement channels  | Examples of information shared  |
|-------------------------|--|---|
| Employees               | Employee networks and volunteer organizations (e.g., Green Team and GiveForward); all-hands meetings and town halls; employee surveys monitor sentiment at key moments like onboarding and anniversaries; manager roundtables, focus groups, and listening sessions; one-on-one conversations; learning and development programs, mentoring programs, recognition programs, and impact conversations about goals, performance, and progress; resource hubs for career growth and well-being; social media and blogs. | We used employee feedback to shape, prioritize, and accelerate strategies to meet our employees' continuously evolving expectations. Our focus on the employee experience includes total rewards and benefits, career development, performance management, communication preferences, culture and values. |
| Clients                 | Co-creation of innovative solutions through frequent and transparent dialogue, client surveys, corporate reports, research, and supply chain questionnaires.   | We shared our corporate citizenship best practices via supply chain questionnaires where we disclose our carbon management approach, data privacy and security policies and practices, and inclusive workplace policies, among others.  |
| Investors               | Quarterly earnings calls, financial filings, investor conferences, presentations, reports, meetings.   | We included information on our corporate citizenship performance in our proxy statement and our presentations to investors.   |
| Suppliers               | Supplier code of conduct, mentor-protégé program, new vendor management system.  | Our supplier code of conduct included information regarding measuring and reducing carbon emissions.  |
| Partners and affiliates | Contributions to research, participation in working groups and conferences.  | We contributed to the <a href="#">2024 Professional Services Sustainability Bulletin</a> , which highlights trends and best practices.  |

## Reporting frameworks

Here are the frameworks we used to identify and report on material issues.

### CDP (formerly the Carbon Disclosure Project)

Environmental reporting aimed at building a sustainable economy by understanding and managing environmental impact.

### Task Force on Climate-Related Financial Disclosures (now part of the International Sustainability Standards Board)

A framework to help public companies more effectively disclose climate-related risks and opportunities.

### Sustainability Accounting Standards Board (SASB)

Industry-specific disclosure standards across social and governance topics.

### UN Global Compact

A call to companies to align strategy and operations with universal principles on human rights, labor, environment, and anti-corruption.

## Advancing global goals

As a signatory of the UN Global Compact on human rights, labor, environment, and anti-corruption, ICF is committed to making these principles part of our strategy, culture, and day-to-day operations. Through our client services, corporate responsibility program, and operations, we champion the UN Sustainable Development Goals (SDGs).

Here are examples of projects where we're building a better future for all:

# SUSTAINABLE DEVELOPMENT GOALS



### Good Health and Well-Being →

Enabling faster public health response through APIs

**Challenge:** The Tri-Agency Task Force for Emergency Diagnostics, a coalition of federal health agencies, needed a more efficient way to collaborate and share critical data in real time. Each agency brought their own unique capabilities, but the lack of seamless, secure data-sharing systems limited the agencies' ability to act quickly and effectively on public health priorities.

**Solution:** ICF helped the task force implement application programming interfaces (APIs) that enable real-time, secure data exchange across agency systems. Central to this solution was the deployment of Internet Quality Improvement and Evaluation System (iQIES), a modern, cloud-based platform designed to break down data silos and serve as a single source of truth for health data.

**Impact:** Our API-driven solution enhanced interagency collaboration and streamlined data flows, allowing for faster, more coordinated public health responses across agencies. **This work supports the UN Sustainable Development Goal of good health and well-being by strengthening health system infrastructure and enabling data-informed decision-making that improves outcomes at scale.**



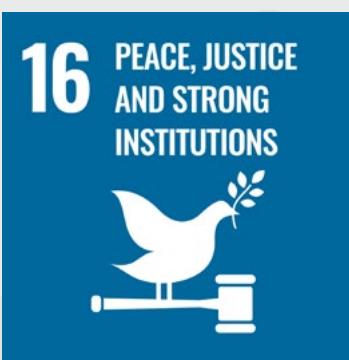
## Affordable and Clean Energy →

Boosting adoption of energy-efficient programs

**Challenge:** As a part of a statewide effort to advance New Jersey's clean energy goals, the utility Public Service Electric & Gas (PSE&G) launched a suite of energy efficiency programs aimed at helping residential customers reduce energy use and lower utility bills. The primary challenge was to build customer awareness and participation to meet ambitious energy-saving targets.

**Solution:** PSE&G, in collaboration with ICF, engaged customers through diverse marketing tactics including but not limited to out-of-home transit ads, high-impact display ads, and branded connected TV ads. In 2024, we launched a custom-built escape room experience where participants solved puzzles to uncover tips on cost-saving measures available through PSE&G energy efficiency programs.

**Impact:** 90% of escape room participants said they planned to implement strategies they learned in the game at home. Nearly 415,000 PSE&G customers have participated in energy efficiency initiatives and are collectively projected to save more than \$640 million annually on their energy bills. Program participation conserved 2.5 million megawatt-hours of electricity—enough to power nearly 360,000 homes. **This project supports the UN Sustainable Development Goal of affordable and clean energy by empowering customers to adopt energy-efficient behaviors and technologies, helping them reduce household energy costs.**



## Peace, Justice, and Strong Institutions →

Boldly inviting citizens behind the scenes of government.

**Challenge:** Is European democracy a static concept in a textbook—or a living, breathing force shaped by its people? To inspire its 450 million citizens across 27 countries and 24 official languages, the European Parliament set out to bring democracy to life. By offering a behind-the-scenes look at how it works—and why it matters—the Parliament aimed to spark deeper engagement in the democratic process.

**Solution:** Through drone footage, interviews, and more, we created an immersive virtual tour to bring the European Parliament to the citizens who are called upon to vote for their representatives every five years in the European Elections. Our solution takes users—via various devices—on an informative, guided tour of the Parliament buildings in Brussels and Strasbourg.

**Impact:** The experience gives citizens the chance to meet, discover, and experience the European Parliament—and to better understand what goes on at the heart of European democracy. **This Digital Journey supports the UN Sustainable Development Goal of peace, justice, and strong institutions by inviting users to meet the people behind the European institutions and hear in their own words how their work impacts the everyday lives of citizens—fostering transparency, civic understanding, and trust in the legislative process.**



## Investing in our people

Building a more resilient world starts with finding and recruiting the right people. As a leading global solutions and technology provider, our successes come from building innovations as a multifaceted team, whether it's creating new products, systems, or strategies. Every engagement, every innovation: it always comes down to people. To that end, we put extraordinary effort into attracting, developing, and retaining highly qualified individuals who share our purpose and deliver excellence to the clients and communities we serve. We encourage and support our employees so they can reach their full potential by providing benefits that matter and investing in new technology, tools, and resources that empower us all.

## Who we are

We are a vibrant and growing community of experts, united by our drive to increase the value we provide and make a positive impact. Grounded in data-driven insights and our shared purpose, we foster a high-performance environment that values creativity, critical thinking, mutual respect and support, and a multidisciplinary approach.



**9.3K**  
full-time and part-time  
employees

**1.9K**  
technologists

**2K+**  
advanced degrees

**73**  
languages

**5.5K**  
subject matter and  
domain experts



## Building teams that fuel our growth



We are most successful when we attract, develop, and retain exceptional experts with a broad range of experiences, skill sets, and perspectives. In 2024, our teams have continued to innovate to drive immediate impact and long-term success for our clients. 

— Caryn McGarry, Chief Human Resources Officer

We focus on ensuring we recruit and develop the most capable professionals to best support our growth and the clients we serve across the multifaceted markets in which we operate.

Our employee experience begins with our modern, agile, and responsive talent acquisition function. Our team is made up of global specialists who bring deep expertise and relationships across key markets. These markets are structured as **centers of expertise** for talent sourcing, recruitment marketing, 24-hour global recruiting operations, and early talent hiring.

Our investments in leading-edge **tools and technologies** ensure our recruitment process is a compliant and seamless experience, while managing nearly half a million applicants and 1 million prospects every year. We use data analytics tools to provide market insights that inform our sourcing and recruiting strategies, helping us efficiently fill roles and remain agile in a competitive job market. Our compensation practices are focused on ensuring employees are paid in line with fair market remuneration, regardless of tenure.

Through high-touch candidate engagement, we proactively build and nurture a **pipeline of qualified candidates** to ensure we have a pool of ready-to-hire talent across key skill sets and priority markets. With robust **recruitment marketing** we keep potential applicants consistently engaged and informed about ICF news, culture, projects, and opportunities, so they can learn about our work and impact and envision how they can apply their expertise at ICF.

## Building a distinctive employer brand

Our capacity planning and talent pipeline enable us to effectively manage **dynamic hiring** demands by scaling resources across the enterprise, pivoting to find niche skills for specific projects or hard-to-fill roles, and managing transitions smoothly.

These efforts have driven year-on-year growth in job applications, nearly doubling since 2022. **In 2024, recruitment marketing accounted for two-thirds of the nearly half a million job applications to ICF and resulted in one-third of all hires.**

Engagement with our talent community to create continuous connections with those who are interested in working with us is the second top source of job applications after major job boards.

In the past year, ICF has been recognized as an employer of choice in a range of categories by Newsweek. We have also been named as one of the best places to work by PRWeek and one of the best places to work in Washington, D.C., by Built In, a community for startups and tech companies.



“

This high-touch candidate approach leads to an engaging experience for all candidates, contributing to a rapid time-to-find for new hires. For example, our time-to-find for immediate roles is 10.7 days, demonstrating our efficiency in the recruitment process. This means we help our clients solve their toughest challenges faster.

— Jana Smyth, Vice President, Global Talent Acquisition

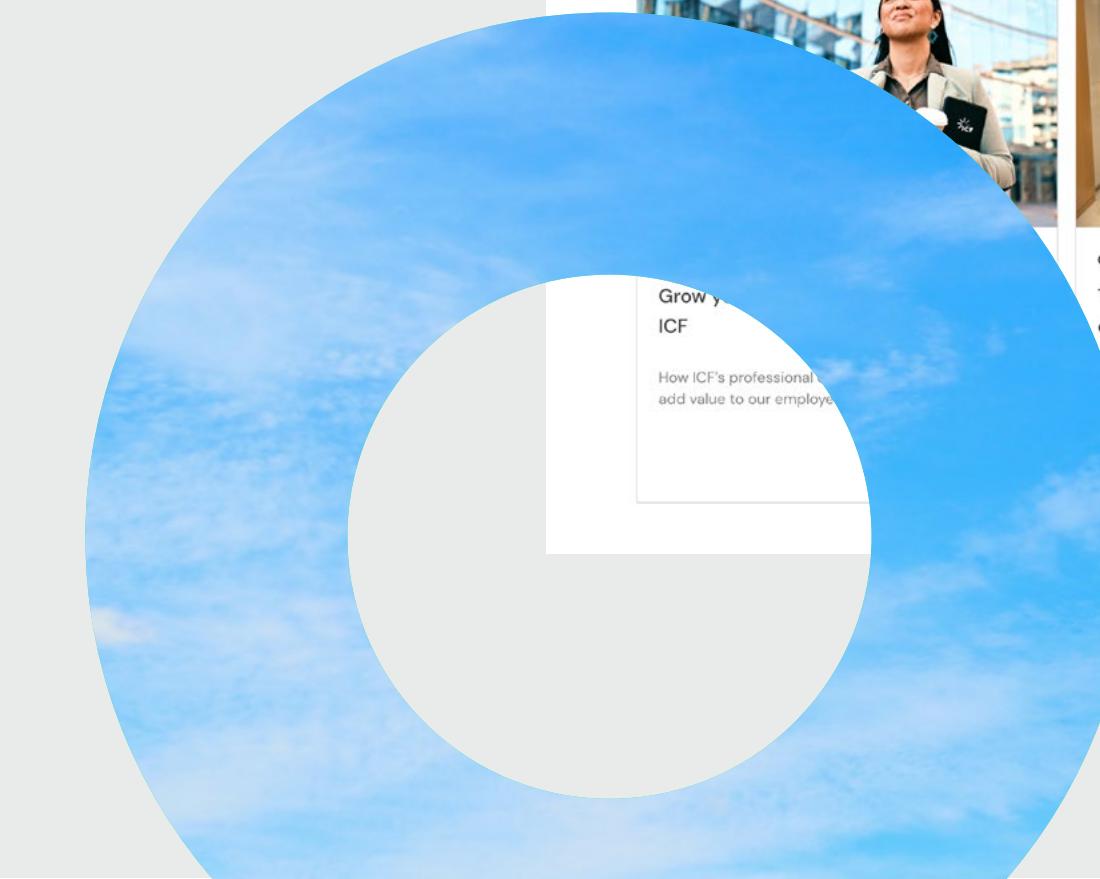
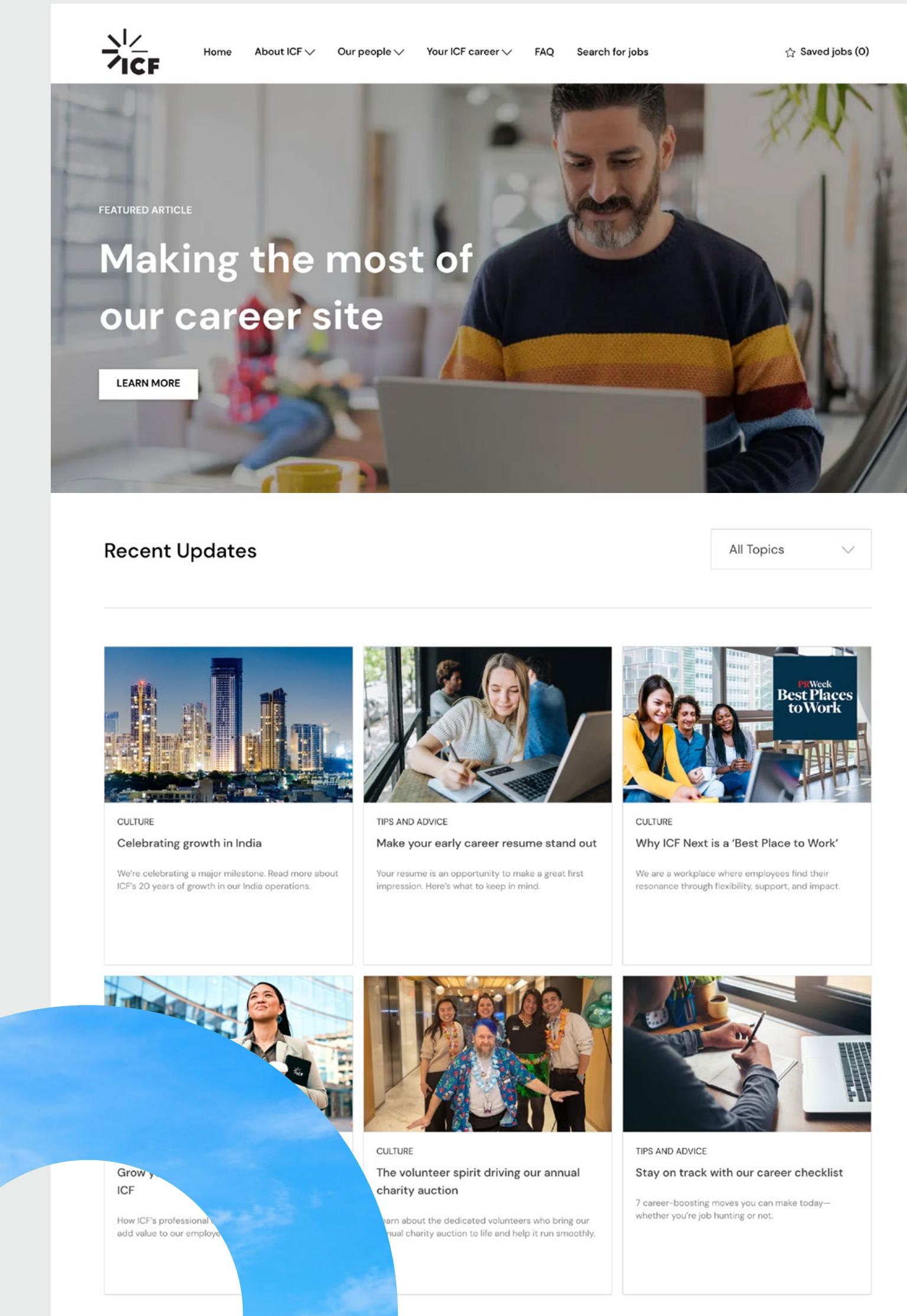
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## Growing our brand on the ground

We focus on attracting a wide pool of talent and perspectives so we can select not only the most capable people, but those who can best support our clients and the communities they serve.

"Successful talent attraction and retention hinges on a distinctive and memorable employer brand," says talent marketing lead, Jessica Steinberg. "We have built a vibrant digital ecosystem that includes our career site, career blog, social media presence, and newsletters. These platforms bring our employer brand, 'find work you believe in,' to life through the authentic voices and experiences of our employees. By sharing their stories, we create a genuine connection with potential candidates."

The ICF career blog launched in 2024, allowing jobseekers to discover stories that highlight our culture, our commitment to employee growth, tips and advice, and our team members who do world-changing work—and make ICF a rewarding place to be.

The screenshot shows the ICF career site homepage. At the top, there is a navigation bar with links to Home, About ICF, Our people, Your ICF career, FAQ, and a search bar. A 'Saved jobs (0)' button is also present. The main feature is a large image of a man with a beard working on a laptop. Below the image, the text 'FEATURED ARTICLE' and 'Making the most of our career site' is displayed, with a 'LEARN MORE' button. The 'Recent Updates' section follows, with a dropdown menu for 'All Topics'. There are six cards in the grid:

- CULTURE**: Celebrating growth in India. Description: We're celebrating a major milestone. Read more about ICF's 20 years of growth in our India operations.
- TIPS AND ADVICE**: Make your early career resume stand out. Description: Your resume is an opportunity to make a great first impression. Here's what to keep in mind.
- CULTURE**: Why ICF Next is a 'Best Place to Work'. Description: We are a workplace where employees find their resonance through flexibility, support, and impact.
- TIPS AND ADVICE**: The volunteer spirit driving our annual charity auction. Description: Learn about the dedicated volunteers who bring our annual charity auction to life and help it run smoothly.
- CULTURE**: Stay on track with our career checklist. Description: 7 career-boosting moves you can make today—whether you're job hunting or not.



### CULTURE

ICF unwrapped: Nine moments that embodied our culture

Here are some of the people and moments that inspired us over the last year.



### MEET THE TEAM

Beyond 'The Big Short': Ryan shares his career story

Read how Ryan creates positive change through his contributions to projects, culture, and communities.



### CULTURE

How ICF comes together to support causes like breast cancer awareness and research

Learn how we support the causes and communities that matter the most to us.

See our recent updates 

## Shaping the next generation of experts

In addition to our digital presence, we also connect with jobseekers in person at a wide range of recruiting and industry events—like the AWS Summit in Washington, D.C. Our team was excited to attend this event to spread the word about ICF and our opportunities.

"ICF has built a strong network of technology partnerships. As an AWS Advanced Tier Services

Our 2024 cohort of interns from 51 different schools got the opportunity to explore and grow in a supportive, dynamic environment—and be part of meaningful projects that make a real impact.

During their time with ICF, interns applied their knowledge by contributing to real-life client projects while learning about the breadth of



partner for more than a decade, ICF has used our expertise and capabilities to leverage AWS technologies and deliver innovative solutions for clients. We love that AWS makes the Summit free for attendees and focused on learning. "We attracted many problem-solvers interested in making an impact at ICF," said lead talent acquisition partner, executive recruiting, Daniel Menzel.



ICF's work. While working alongside ICF managers and mentors, interns also participated in personal and professional development sessions throughout the summer. Not only did our interns connect with each other, we also paired interns with peer mentors. This networking opportunity allowed them to connect with someone 2-3 years into their career journey. **Nearly half of our 2024 interns accepted a full-time offer at ICF upon graduation.**



As a manager, ICF's internship program is one of the highlights of the year for me. The program not only presents an opportunity for managers and interns to test out potential full-time opportunities in the coming years, but we also get to inject new ideas and perspectives into our work. Each intern brings their unique skill sets and knowledge, making sure we never stand still and continue to evolve as a team. Many of our most successful employees started out as interns, and the growth of the program is a testament to our dedicated managers, our interns, and our corporate teams that continue to improve the program and make it possible each year.

— Felix Amrhein, Senior Manager, Energy Markets

"During my internship, I had the unique opportunity to jump right in as a contributing team member. My manager was fully confident in my ability to help the team."

— Chloe, 2024 intern

"The intern program helped me gain a comprehensive understanding of ICF's capabilities and allowed me to build connections with leaders across our various lines of business."

— Shagun, 2024 intern



## Fostering a culture of shared purpose on day one

At ICF, we've built a culture rooted in expertise, innovation, and **purpose**—enabling us to build a more prosperous and resilient world for all. Since our founding in 1969, we have delivered exceptional solutions that empower communities, drive progress, and inspire lasting, positive change.

We're a vibrant and growing community of experts, united by our drive to make a positive impact. Our **shared values** emphasize integrity and collaboration as we embrace our personal passions and unique strengths—all to challenge assumptions and deliver outcomes that we and our clients can be proud of.

From their first day at ICF, new employees learn about our purpose and values, to ensure we connect each role to our core beliefs and encourage new employees to develop their personal connection to them. As part of our **onboarding** process, new employees join our "Start with Purpose" session to learn about our rich 50+ year history and identify personal goals that align with those of the company.



## Recognizing contributions that matter

We believe that continuous feedback from our employees will build a stronger, engaged workforce. In 2024, we created a **continuous employee listening** process that allows us to monitor and respond in an agile fashion. An employee's anniversary is a natural time for reflection, and we use it as an opportunity to gather feedback on their experience at ICF as well as reinforce resources and programs to support their engagement. Results<sup>2</sup> reflect a strong culture that encourages our employees to stay and grow a career with us. 87% of our employees are satisfied with their manager, 84% feel valued as a teammate, 83% are proud to be part of ICF, and 83% believe their values align with our values.

This is also reflected in our **employee voluntary turnover**, which is consistently below industry benchmarks. In 2024, our overall company turnover was 12.6% and 10% when excluding our on-call team members.

### Employee voluntary turnover

2024

12.6%

2023

14.7%

2022

20.6%

2021

21.8%

2020

11.7%

We also create an intentional culture of **continuous coaching and feedback** through our Impact Conversations program. In addition, our anytime feedback process and recognition program empower employees to receive (and give) feedback or kudos from peers, managers, and leaders at any point during the year. In 2024, all eligible employees received a performance appraisal with feedback from their manager on their 2023 performance.

Recognition is deeply embedded in ICF's culture. It ranges from organic peer-to-peer acknowledgements to group-level awards for outstanding client satisfaction and company-level awards recognizing employees who exemplify our values. In 2024, there were over 50,000 instances of ICF employees recognizing each other's achievements.



“

Our recognition program has boosted morale, fostered a culture of gratitude and collaboration, and increased employee engagement and satisfaction. By celebrating achievements and acknowledging efforts, we create an environment where everyone feels motivated and empowered to contribute their best. Managing this program has expanded my perspective on the impact of making people feel valued, appreciated, and seen.

”

— Lindsay Landry, Employee Experience Lead

# Celebrating 50 years of dedicated service

"Cynthia's passion for ICF and pride in her work is admirable and truly inspires the people around her."

— John Wasson,  
Chair and Chief Executive Officer



In 2024, we celebrated 55 years of ICF—and honored our longest-serving employee Cynthia Whitfield, who has been with the company for 50 of those years. Over this time, Cynthia's watched ICF grow from a 12-person venture capital firm that financed community-owned businesses in Washington, D.C., into the leading global solutions and technology provider we are today.

Cynthia has seen a lot of changes over the years—within ICF, in her life, and in the broader world around her. But one thing hasn't changed: ICF's dedication to delivering excellent work that provides value to clients, something that Cynthia is well acquainted with as a senior proposal design specialist. She says, **"I always believed ICF would be a successful company. I've never met a better group of people."**

We held an event to celebrate Cynthia's 50<sup>th</sup> anniversary, which was emceed by ICF chair and CEO John Wasson and attended by Cynthia's family and several current and former colleagues.

## Activating our employees' potential

When our employees grow, our solutions thrive. We have tailored learning offerings for every stage of career, and every type of learner, ranging from experiential learning to informal learning and formal courses. In 2024, we delivered digital and instructor-led programs to build skills in areas including people management, project management, consulting, business development, finance, technology, and innovation skills.

To support enterprise-wide access to industry-leading content, we partner with best-in-class providers for digital learning in self-paced programs. In 2024, 83% of employees engaged with at least one of our learning platforms. Our evidence-based approach to development also leverages technology to enhance learner experiences by streamlining communication and administration.

In 2024, we developed an enterprise-wide framework that outlines the consulting skills that are critical for our employees' success. In 2025, we will roll out the Consulting Skills Academy, which is designed to build a common language and knowledge, and provide experiences to practice and hone core consulting skills. It consists of three learning components—learning paths, skill labs, and on-the-job experiences. Each component builds on each other to reinforce learning while allowing flexibility for learners to progress at their own pace.



By leveraging advanced technology, we create a collaborative and supportive learning ecosystem. This allows program managers to focus on delivering high-quality content and personalized support. Learners benefit from engaging experiences and enhanced networking, ultimately driving business success through their expertise and improved client delivery.

— Leonel Villarreal, Lead Instructional Designer

## Exchanging ideas to fuel growth

At ICF we also recognize that everyone has something to offer beyond their job description. From a project manager to a technologist, or a marketer to a business development lead, every skillset is applicable to employees across the company. **The Exchange**—our monthly virtual panel series featuring experienced colleagues from across ICF—provides perspectives for everyone in every conversation.

"Prior to 2024, we had four Exchanges—project management, business development, technology, and people management," says learning practice lead, Angela Mosby. "Participants had to choose which of the four Exchanges they would spend time attending. Now, they get perspectives applicable to each area in every Exchange and don't have to choose."

Covering topics from building trust with AI and change management, to mitigating risk in contract management, these cross-functional educational sessions are fuelling growth. In 2024, Exchange sessions had an average of 504 participants, with many individuals attending multiple sessions.

98% of participants recommended the Exchange to others, 98% reported the content was relevant to their development, and 97% said it would positively impact their contributions to ICF's business.

## Developing our people managers

Our **Skills Labs** offer practical, hands-on training for people managers. In three hours or less, they can develop specific skills that can be immediately applied to real-world situations, such as maximizing team strengths, motivational coaching, and analyzing project financial performance.

"Almost 1,000 employees across ICF engaged in these learning experiences voluntarily, with around 20% returning for more than one session," says people management practice lead, Jen Lahman. "Seeing the volume of returning participants was a testament to the value of investing in our people and their growth. The success of these labs also highlighted our commitment to excellence and our dedication to supporting our managers in their professional journeys."

Not only does it help people managers grow, it gives them an opportunity to connect with others and build their network. "I really liked the sample scenarios discussed during training," said one participant. "It's a great opportunity to engage but also learn from others' experiences while receiving feedback from the trainers."

- **97% of participants would recommend Skills Labs to others**
- **96% of participants rated the content as relevant**
- **96% of participants said the Skills Lab would positively impact their contributions at ICF**

Skills Labs complement the suite of development opportunities available to people managers. For example, our **Managing Others** course supports employees who are new to the role of people manager at ICF—whether we're promoting new managers or hiring managers with prior leadership experience. In 2024, all employees taking on a role with at least one direct report completed this course. Another course, **Exploring People Management**, gives employees a more in-depth insight into the role while **Crucial Conversations** allows people managers to learn and practice key communication skills.

## Building connections through peer coaching and mentoring

We're fortunate to have a workforce with deep and varied expertise. We encourage people to connect not only on industry-related topics, but also on aspects of personal and professional development at work. To build connections, we offer both peer coaching, where employees at similar levels connect with each other, and traditional mentoring, where more experienced employees coach those who are less experienced.

**Peer coaching** is targeted at employees experiencing key transition moments, like new hires and employees new to the role of people manager. Through structured conversations, participants can find a sounding board, advice, and a better understanding of themselves, ICF, and the value they bring to the company. In 2024, 98% of participants rated their peer coaching conversations as helpful, very helpful, or breakthrough.

Our annual mentoring program, **Mentor Connect**, is open to all employees, helping mentees achieve career and development goals by accessing support and career guidance, expanding networks, and developing specific skills. Mentors can build their leadership skills, appreciate a renewed perspective, and make an impact on the next generation of professionals.

"The shared experiences of ICF's extensive and talented experts are invaluable to helping me learn how to do a better job and get to know my new company and its capabilities. I consider attending these discussions is essential to my growth."

— The Exchange participant

"The questions were great as they made me think about the value that I bring in, next steps to focus on, and how appreciative I am of experiences learnt from my leaders."

— Peer coaching participant

"My mentor has coached me through project transition, people management, client relationships, and more. She is a great resource and was always willing to help me with my questions."

— Mentor Connect participant





## A journey of growth

We're working to create a culture where everyone feels they belong and can build their careers with ICF. Someone who's done just this is **Anamika Choudhary**.

Anamika's promotion to revenue compliance lead sees her managing initiatives and guiding team members through complex challenges.

"My journey at ICF has equipped me with valuable insights into the company's practices and culture, which I will leverage to drive success in this new position, along with a commitment to continuous improvement."

The support and guidance of Anamika's colleagues, team members, and mentors have played a crucial role in her professional journey.

"My managers' mentorship and support have been instrumental in shaping my career—from helping me understand ICF's business practices, revenue compliance processes, and various complex concepts, to providing me with the motivation and encouragement to push forward, set high standards, and excel in my role."

Together, their mentorship and support created a strong foundation for Anamika's career path and helped her navigate the challenges she encountered along the way. She's grateful for their trust in her abilities and their commitment to her success.

## Growing leaders for today and tomorrow

We offer programs that support the development of leaders and ensure they have the tools and resources they need to be effective, whether they are at an emerging, experienced, or senior level.

Our key focus is taking an enterprise-wide approach to continue building our pipeline of tomorrow's leaders. We have identified a core set of leadership skills that are critical for all ICF leaders and for leaders at line of business, division, and group levels. Combined with 360-degree assessment data, this leadership framework guides our development offerings and decisions to ensure we have a pipeline of leaders with the right skills for the most critical roles, while still focusing on individual leaders and their unique development needs.

Our leadership programs allow participants to develop their personal effectiveness, business acumen, networking, critical thinking, and decision making. In 2024, we added a new enterprise-level business simulation to our longest running leadership development program, giving participants the opportunity to apply broader strategic thinking and decision making in an executive setting with peers from different operating groups and roles.

"The dedication to leadership development at ICF is invaluable. My training came at a crucial time when I had just moved into a new role as a project director. The ability to practice thinking through complex problems, hear how others have negotiated trade-offs and handled challenges and opportunities, and the opportunity to sit, talk, and think with colleagues was extremely valuable."

— Activating Leadership Influence participant



## Harnessing the power of AI

"Expanding the range of GenAI applications and integrating them with other enterprise tools will further enhance their utility and impact. Regularly reviewing and updating our adoption strategies based on user experiences and technological advancements will ensure we stay ahead of the curve."

— Allisyn Jones, senior manager, learning operations



We give all employees access to in-depth training and help them better understand how they can use artificial intelligence (AI) and generative AI (GenAI) to take innovative approaches to client work and day-to-day operations. Integrating responsible AI/GenAI practices and tools into their daily workflows has delivered productivity gains, greater insights, and stronger collaboration

by improving efficiency, creating a more agile work environment, and freeing up time for higher-value activities and strategic initiatives. We're also bringing our expertise and services to clients and partners, so we can help them solve complex challenges and scale impact.

### Leveraging project gains with AI tools

Under the Federal Power Act, energy providers can apply to operate outside normal limits during emergencies, allowing them to move faster and adapt to critical situations. We used AI to analyze these requests, freeing up our employees to refine the output into insightful reports—and reducing the time to develop a report by 60%.

In our disaster recovery work, we've made efficiency gains in data processing, giving employees more time for high-value tasks. Utilizing AI has expedited the analysis of documents like deeds and mortgages to determine ownership and property details, and reduced the time spent on record keeping by more than half.

Our transportation data specialists used AI tools to streamline and enhance the coding process when analyzing survey data. When paired with our team's oversight and quality assurance processes, this approach automates repetitive tasks and improves code quality while accelerating development workflows.

## Leading the way with AI



As lead innovation specialist, **Whitney Millegan** is providing leadership and responsible advancement of ICF's AI capabilities. She is program manager for our GenAI advancement initiatives, overseeing the execution of initiatives aimed to unleash the power of ICF's workforce using GenAI and enable client delivery of GenAI solutions. This includes leading Agile teams, prioritizing backlog, and building executive buy-in to develop a suite of GenAI-powered business process improvements.

Recognized by the Northern Virginia Technology Council as a 2023 Tech 100 NextGen Leader for driving impact in the region's tech community, Millegan applies an entrepreneurial approach to implementing new ways of working through experimentation. And her vision, leadership, and empathy have prepared us well to take advantage of GenAI now and into the future.

## Supporting our employees' well-being



We offer a comprehensive range of flexible programs and resources to meet the needs of our employees—whether they are focused on mental health, family needs, wellness services, health and fitness, or location-specific perks.

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

In 2024, we enhanced medical and pharmacy plan support, increased access to gym memberships, and focused on making it easier for employees to manage and understand their benefits. Through our “Illuminating benefits” campaign, we raised awareness about our programs and how they recognize that each employee and their family has unique needs.

We care deeply about offering a meaningful total rewards package that meets the evolving and multi-faceted needs of our workforce. As part of our continued efforts, our well-being and total rewards team benchmarks externally and assesses the evolving needs of our workforce. In 2024, we conducted an employee benefits survey to better understand which benefits employees value most.

To prioritize mental health support and strengthen our collective well-being, we decided to invest in a new, expanded employee assistance program to be launched in 2025. The new program is designed to provide employees and their families with comprehensive mental health support to help them thrive—at work and at home.

Our commitment to supporting employees holistically, regardless of where they live and work, reinforces our focus on fostering a resilient, engaged workforce that drives long-term success. This flexibility was rated as a top reason people choose to build their career with ICF.

ICF's success is built on the expertise and dedication of our talented teams. By continuing to invest in their development and support, we ensure they are well-equipped to continue to deliver impactful results.



## Reducing our impact on the planet

As we help our clients save energy and reduce GHG emissions, we're also refining our own operations to improve efficiency and reduce our environmental impact—through 2024 and beyond. We are setting ambitious targets, optimizing our resources, adapting to evolving regulations, and strengthening our long-term strategy.

## Our climate and environmental leadership

We're proud to announce a significant 2024 milestone in our commitment to climate leadership: **the approval of our new 1.5°C-aligned science-based target by the Science Based**

**Targets initiative (SBTi).** This ambitious target underscores our dedication to reducing greenhouse gas (GHG) emissions in line with the latest climate science and helping limit global warming to 1.5°C above pre-industrial levels.

Here are some associated recognitions we have received in the past year:



Environmental Business Journal  
Achievement Award, 10+ years

**environmentanalyst | top 100**

Ranked #17 in Environmental Analyst's  
Top 100 Environment & Sustainability  
Consultancy Firms, 2024



Ranked #41 of 200  
Environmental Firms, 2024



Scored 90% in Supplier Sustainability  
Assessment for Professional Services, 2024



CLIMATE  
LEADERSHIP  
AWARDS

2023 Organizational Leadership Award Winner

Climate Leadership Award Winner



CDP Discloser, 10+ years

## Our approach to carbon neutrality



Since 2015, we have committed to carbon neutrality, including our emissions from business travel and employees' commutes. Our strategy involves these critical activities:

Conducting an annual assessment of our GHG emissions.

Setting targets and developing plans to reduce GHG emissions.

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

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

Disclosing transparently and in alignment with globally recognized frameworks and standards, including CDP, TCFD, and UNGC.

## Understanding our impact

Every year, we conduct an inventory of GHG emissions across our global operations, which is then verified by an external auditor. We estimate the emissions of every office<sup>1</sup>, our small fleet of vehicles, all business travel, our employees' commutes, and our purchased goods and services<sup>2</sup>. In 2024, the primary sources of emissions included business travel and upstream emissions from purchased goods and services.

### Scope 1 and 2 emissions

- Facility-related emissions: 4%  
(after purchasing renewable energy certificates<sup>3</sup>)
- Fleet-related emissions: 2%

### Scope 3 emissions<sup>4</sup>

- Business travel-related emissions: 44%
- Emissions from our purchased goods and services: 32%
- Emissions generated by our commutes: 19%

### Trends in emissions over time

Thanks to our efforts to reduce energy use, purchase renewable energy certificates (RECs), and reduce fossil fuel use in our vehicle fleet, as well as changes in the nation's energy supply—scopes 1 and 2 emissions have dropped 90% since 2013<sup>5</sup>.

<sup>1</sup>ICF solicits building data from all landlords. Our GHG emissions inventory reflects data from office buildings whose landlords have opted to participate and responded to our data collection requests. ICF estimates building data for offices in which landlords do not provide data.

<sup>2</sup>For any data ICF does not receive during the given data collection period, ICF uses best practice assumptions to fill data gaps and estimate emissions.

<sup>3</sup>Green-e certified renewable energy certificates for North American operations and comparable certificates in other geographies.

<sup>4</sup>Total percentages may not add up to 100% due to independent rounding.

<sup>5</sup>With RECs.



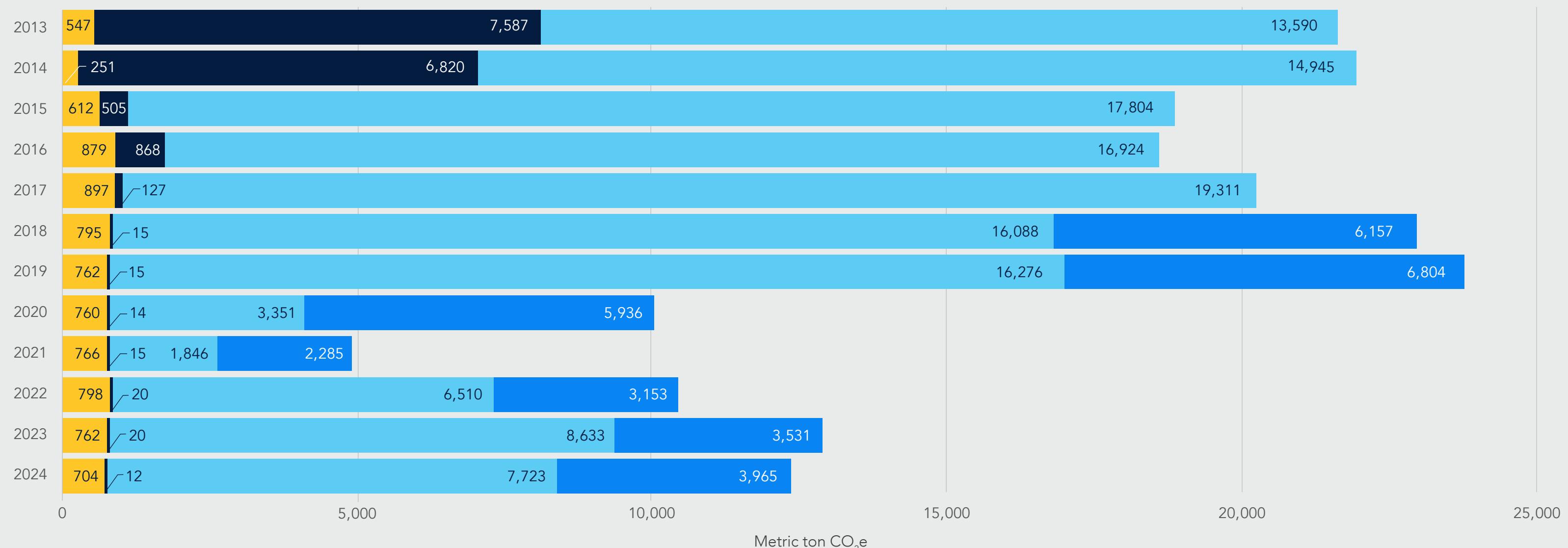
## Emissions by scope (MT CO<sub>2</sub>e)

Scope 1: Direct emissions

Scope 2: Indirect emissions

Scope 3: Business travel and commuting

Scope 3: Purchased goods and services



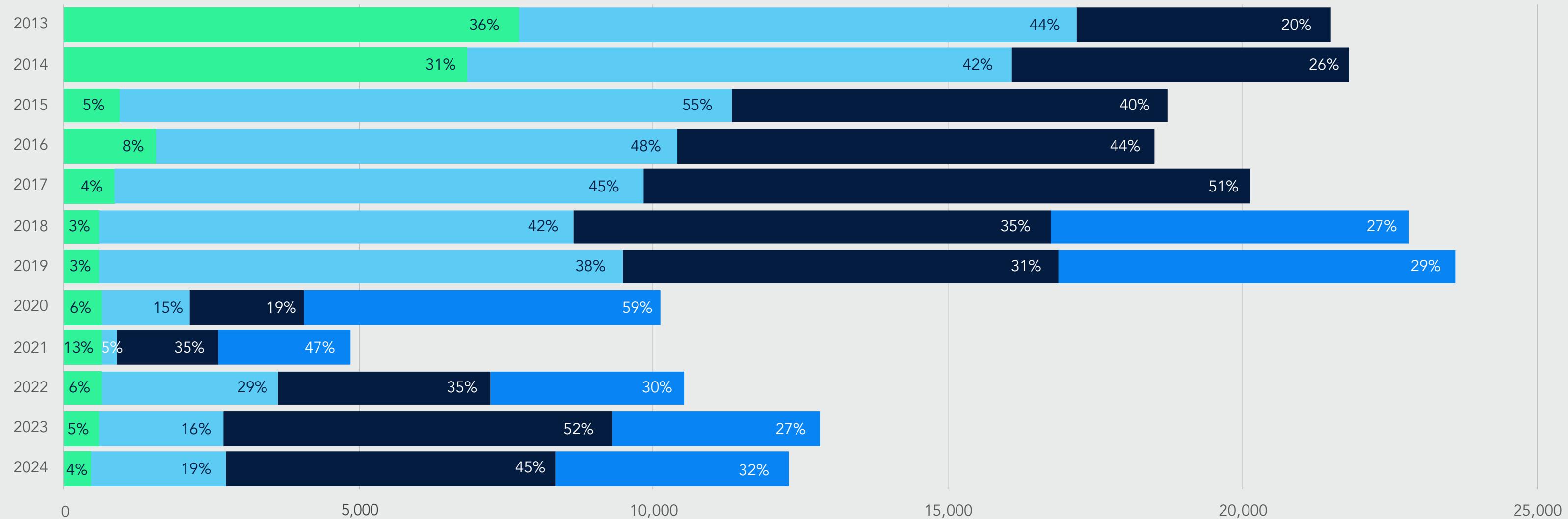
## Emissions by source (% of CO<sub>2</sub>e)

Facilities

Employee commuting

Business travel

Purchased goods and services



<sup>1</sup>ICF solicits building data from all landlords. Our GHG emissions inventory reflects data from office buildings whose landlords have opted to participate and responded to our data collection requests. ICF estimates building data for offices in which landlords do not provide data.

<sup>2</sup>For any data ICF does not receive during the given data collection period, ICF uses best practice assumptions to fill data gaps and estimate emissions.

<sup>3</sup>Green-e certified renewable energy certificates for North American operations and comparable certificates in other geographies.

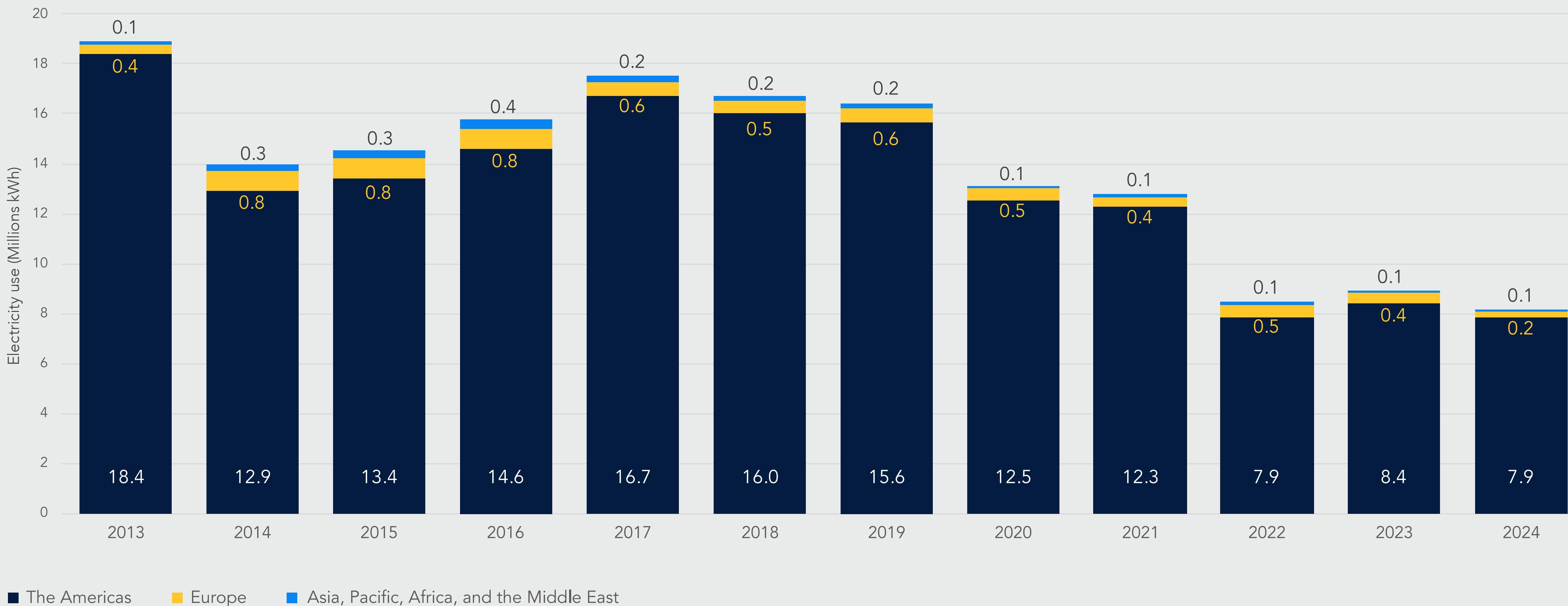
<sup>4</sup>Total percentages may not add up to 100% due to independent rounding.

<sup>5</sup>With RECs.

## Electricity used by our global operations

We calculate our electricity use at the end of each year and purchase RECs equivalent to 100% of the electricity used by our global operations: Green-e certified certificates in North America

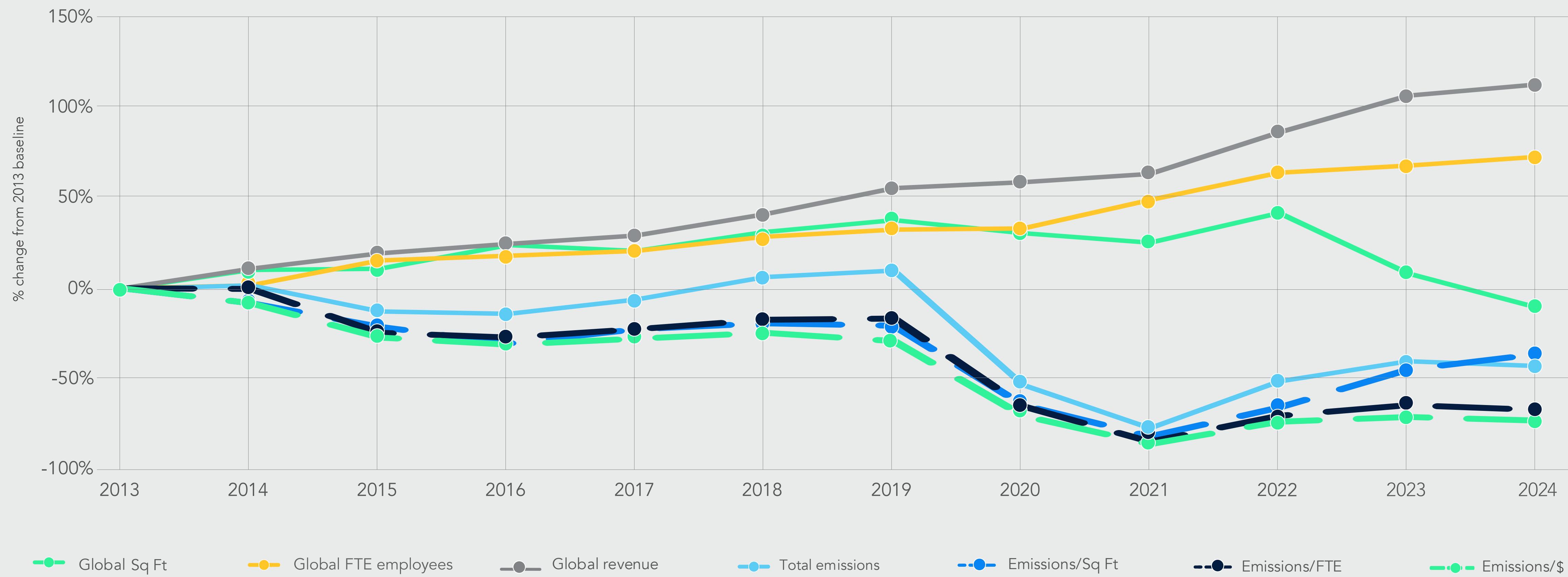
and comparable certificates in other geographies. Since we are a tenant in each of our facilities, buying green power directly from the grid is not an option, which is why we purchase RECs.



## Emissions as it relates to our growth

Since establishing our baseline emissions in 2013, we have shrunk our carbon footprint in absolute terms, as well as emission intensity per employee, revenue, and leased space, even as

our company grows. This graph depicts scope 1 and 2 emissions (after accounting for RECs), plus calculated scope 3 emissions (business travel, employee commuting).<sup>6</sup>



<sup>6</sup>Does not include emissions from purchased goods and services, which we began estimating in 2018

## Assessing our climate risks and opportunities

ICF uses the Task Force on Climate-Related Financial Disclosure's (TCFD) framework to present a detailed analysis of our climate-related risks and opportunities within our climate report to CDP. The following matrix outlines

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

## Summary of ICF's disclosures in alignment with TCFD

| TCFD recommendations  | Summary of ICF's response to TCFD's recommendations   | CDP disclosure location 2024           |
|---|---|--|
| <b>Governance</b>   |   |  |
| Describe the Board's oversight of climate-related risks and opportunities.  | ICF developed a governance model to ensure effective oversight and good governance. The ICF Board of Directors, chief executive officer, Governance and Nominating Committee, management, and several committees play an important role in identifying, assessing, and mitigating climate-related and non-climate-related risks. The Board monitors top-ranked risks as part of overseeing the enterprise risk management program. Climate-related risks are considered in this program.  | 4.1, 4.2, 4.3, 4.4, 4.5                |
| Describe management's role in assessing and managing climate-related risks and opportunities.                               | The CEO, as a member of both our Board (as chair) and the most senior member of management (as president), serves as a connection point between the Board's oversight and management's handling of climate-related risks and opportunities. In collaboration with various committees, the CEO assesses material climate-related risks and reviews and implements options for mitigation.<br><br>The CR council, composed of senior executives, confers on climate-related risks and opportunities of the highest impact, and provides the CEO with recommendations regarding climate-related risks.<br><br>The governance section of this report details the roles and responsibilities governing our climate strategy. |  |
| <b>Strategy</b>   |   |  |
| Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term. | Scenario analysis is useful for assessing the business implications and understanding how a company might perform under different hypothetical climate futures. ICF selected three climate scenarios to assess the potential impact of climate-related risks and opportunities on our business and operations. For all three scenarios, ICF climate experts conducted a transition risk assessment and physical risk assessment. For the former, ICF used a time frame that extends until 2035, and for the latter, ICF used a time frame that extends until 2030.  | 2.1, 2.2, 3.1, 3.6, 5.1, 5.2, 5.3, 5.4 |

**TCFD recommendations****Summary of ICF's response to TCFD's recommendations****CDP disclosure location 2024**

Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.

Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

**The first scenario** was a low emission scenario where global warming is limited to 1.5°C above pre-industrial levels due to major decarbonization interventions (often called an "RCP 1.9 Scenario"). Under this scenario, ICF only evaluated transition risks, since ICF does not identify any near- or medium-term physical risks under such low-warming conditions. For the transition risk, ICF modeled using the emission pathway assumptions as shown in IEA NZE 2050.

**The second scenario** was a moderate scenario that assumes emissions increase until 2040 and then rapidly decline, resulting in an increase of global temperatures of 2.4°C (often referenced as an "RCP 4.5 Scenario"). Again, as with the low emissions scenario, ICF only evaluated the transition risk resulting from this moderate warming scenario, using pathway assumptions as shown in IEA STEPS.

**The third scenario** ICF evaluated assumes an increase of global temperatures of more than 4.1°C above pre-industrial levels due to a lack of decarbonization interventions (referred to as the "RCP 8.5 Scenario"). For the transition risk, ICF created our own assumptions surrounding decarbonization, which assumed very limited climate policy measures, slow pace of innovation of non-fossil fuel technologies, and no low-emissions transportation.

For the transition risk, the main conclusion of our scenario analyses is that ICF is not directly exposed to significant legal, policy, or reputational risks related to changes in climate in the short, medium, and long-term. While changing regulations have the potential to impact our regulated clients and related services, our total service offerings include a diverse set of services that bolster us.

For the physical risk of this high emissions scenario, ICF evaluated risks through 2030 under a high scenario of future changes in climate, represented by RCP 8.5. The assessment consisted of a qualitative rating of the exposure, sensitivity, and adaptive capacity of nine elements of ICF's infrastructure and operations to nine extreme weather events. Our assessment identified no significant near- or medium-term risks.

**Risk management**

Describe the organization's processes for identifying and assessing climate-related risks.

Describe the organization's processes for managing climate-related risks.

Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.

Risk management is an integrated business process vital to the overall success of our business. To identify, assess, and mitigate risks, ICF has incorporated a multi-disciplinary companywide risk management process. Climate-related risks are considered in this process. At the highest level, our Board oversees risk management through our ERM process. This involves the annual assessment of key risks (that can include climate-related risks) to our business. Additionally, the Board receives quarterly reports and briefings on top-ranked risks from management.

Our CEO, both a member of the Board and the most senior member of management, assesses major risks and ensures appropriate attention and allocation of resources to address climate-related risks.

The CR council, composed of senior executives and reporting to the CEO, also addresses climate related risks, as well as other climate-related issues associated with our business.

2.1, 2.2, 2.3, 2.4

**TCFD recommendations****Summary of ICF's response to TCFD's recommendations****CDP disclosure location 2024****Metrics and targets**

Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.

Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.

Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.

We use metrics, targets, and business indicators to monitor progress against the strategy. As noted earlier in this report, we have assessed our carbon footprint. You will find details about our GHG emissions and targets beginning in the section, Our goals. We have been measuring, trending, and setting targets to reduce emissions since 2013. We use this and other data to help assess climate-related risks and opportunities as we prepare for a carbon-constrained future.

47.1, 7.2, 7.3, 7.4,  
7.5, 7.6, 7.7, 7.8,  
7.9, 7.10, 7.11,  
7.12

## Our goals

We have taken steps to set and strengthen our emissions reduction targets, aligning them with the latest climate science and global best practices. This section outlines the evolution of our goals, highlighting key milestones including:

- **2018:** Set our first internal targets with a 2025 goal year
- **2021:** SBTi approved our 2°C-aligned targets with a 2025 goal year
- **2024:** SBTi approved our 1.5°C-aligned targets with a 2030 goal year

In 2018, we set an internal target: 60% reduction in absolute scope 1 and 2 emissions by 2025, compared to our 2013 emissions<sup>7</sup>. With our 2024 emission inventory, we surpassed this target and reduced these emissions by 90% relative to 2013, including through the purchase of RECs equivalent to 100% of the electricity used by our global operations.

To continue to drive progress, we then set science-based GHG reduction targets and increased our ambition for GHG emission reduction. In March 2021, the Science Based Targets initiative (SBTi) approved our initial 2°C target.

Based on the progress toward our 2025 goal, ICF committed to an even more ambitious science-based emissions reduction target with a goal date of 2030. **We are proud to announce that our new 1.5°C target was approved by SBTi at the end of 2024, which replaced our previous SBTi target.** This target is based on the concept of a global carbon budget to limit global warming well below the internationally recognized target and in line with the Paris Agreement.



<sup>7</sup>Target equates to a 5% annual linear reduction and aligns with the Science Based Targets initiative guidance to limit global warming to less than

With our 2024 inventory, we are on track to meet or exceed our targets. Here is our latest progress toward our goals:

| Target                               | Goal   | Target year | Base year | Base year | Metric tons of CO <sub>2</sub> e |        |  | Goal progress |
|--------------------------------------|--|-------------|-----------|-----------|----------------------------------|--------|--|---------------|
|                                      |  |             |           |           | 2024 inventory year              | Change |  |               |
| Internal target                      | Reduce absolute scope 1 and 2 emissions by 60% (Market-Based) <sup>8</sup>       | 2025        | 2013      | 8,134     | 717                              | -91%   |  | Achieved      |
| SBTi approved 2°C-aligned targets    | Reduce absolute scope 1 and 2 GHG emissions by 23% (Location-Based) <sup>9</sup> | 2025        | 2018      | 7,210     | 3,232                            | -55%   |  | Achieved      |
|                                      | Reduce scope 3 GHG emissions by 30% per benefits-eligible employee <sup>10</sup> | 2025        | 2018      | 2.74      | 0.99                             | -64%   |  | Achieved      |
|                                      | Continue annually sourcing 100% renewable electricity                            | 2025        | 2018      | 100%      | 100%                             | N/A    |  | On track      |
| SBTi approved 1.5°C- aligned targets | Reduce absolute scope 1 and 2 GHG emissions by 63.19% (Location-Based)           | 2030        | 2018      | 7,210     | 3,232                            | -55%   |  | On track      |
|                                      | Reduce scope 3 GHG emissions by 58.5% per full time employee <sup>11</sup>       | 2030        | 2018      | 3.53      | 1.34                             | -62.1% |  | On track      |
|                                      | Continue active annual sourcing of 100% renewable electricity                    | 2030        | 2018      | 100%      | 100%                             | N/A    |  | On track      |

## Climate Transition Plan

Our Climate Transition Plan will disclose how we plan to manage emissions from our operations to meet our SBTi-approved GHG emissions reduction targets.

Our new SBTi targets and Climate Transition Plan accompanying implementation plan will be summarized in our Climate Transition Plan, which we aim to publish in 2025.

<sup>8</sup>Target equates to a 5% annual linear reduction and aligns with the Science Based Targets initiative guidance to limit global warming to less than 1.5°C.

<sup>9</sup>Definition: scope 1—direct GHG emissions from sources owned or controlled by ICF; scope 2—GHG emissions from purchased electricity and steam.

<sup>10</sup>Definition: scope 3—GHG emission sources beyond the walls of ICF facilities.

<sup>11</sup>The SBTi approved 1.5°C-aligned target includes scope 3 GHG emission sources not included in ICF's historically reported and verified emissions including emission sources beyond the GHG Protocol's minimum recommended boundaries.

## Taking action towards our goals

Our approach balances mitigating our GHG emissions while serving our clients with excellence. Key priorities include:



Reducing our facilities footprint

Managing emissions from business travel and commuting

Purchasing responsibly

Prioritizing reduction, reuse, and recycling over disposal

Conserving water

Buying renewable energy

Investing in verified carbon offsets

Reporting on sustainability performance

Managing for continuous environmental improvement

Partnering for sustainability

Fostering a culture of sustainability

These priorities help us work towards meeting climate goals, reducing costs, and inspiring confidence in our people by upholding our purpose and principles.



## Reducing our facilities footprint

Across our global population of employees, we continue to leverage the work modes that meet our business needs and effectively enable successful delivery for our clients. We grant employees flexibility to work remotely, which decreases our future facility needs. We also proactively analyze facility usage and regularly evaluate options for optimizing our physical footprint. In fact, since January 2022, we reduced the square footage of our leased space by 50% by closing and consolidating offices to optimize our use of space.

**Leasing green facilities**<sup>12</sup>. When selecting office space, we aim to lease in buildings that use energy and water more efficiently, are located near mass transit, and offer other health and lifestyle benefits. These criteria helped inform our choice for our new global headquarters in Reston, Virginia, USA. We moved into the new headquarters in the fall of 2022. The office is in a LEED Silver Building with a LEED Gold Interior and ENERGY STAR certification. The building interior received LEED Gold certification for implementing strategies and solutions such as sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. These criteria also guided our choice for our new San Francisco office that is LEED Gold certified.



<sup>12</sup>The term Green facilities refers to buildings which are ENERGY STAR or LEED certified or for which an ISO 14001 certified environmental management system is in place that are leased by ICF.

More than 70% of office-based employees work in green facilities<sup>12, 13</sup>

| City                           | ENERGY STAR score | LEED certification  | EV charging stations | ISO 14001         |
|--------------------------------|-------------------|---|----------------------|-------------------|
| Reston, Virginia; Headquarters | 77 (2024)         | Interior: Gold (2023) and Building: Silver (2023)                       | ✓                    |                   |
| Arlington, Virginia            | 76 (2023)         | O+M existing buildings: Gold (2021)                                     | ✓                    |                   |
| Atlanta, Georgia               | 89 (2023)         |   | ✓                    |                   |
| Brussels, Belgium              |                   |   |                      | Through Nov. 2027 |
| Guaynabo, Puerto Rico          | 76 (2023)         |   | ✓                    |                   |
| Irvine, California             | 86 (2024)         |   | ✓                    |                   |
| London, United Kingdom         |                   |   |                      | Through June 2025 |
| Los Angeles, California        | 88 (2024)         | Building: Gold (2022 recertification)                                   | ✓                    |                   |
| New York, New York             | 86 (2018)         |   |                      |                   |
| Rockville, Maryland            | 87 (2024)         | Interior: Platinum—floors 5, 6, 7, 8 (2012) and Gold—floors 1, 2 (2014) | ✓                    |                   |
| Sacramento, California         | 77 (2024)         | Building: Gold (2015)   | ✓                    |                   |
| San Diego, California          | 92 (2024)         | Building: Gold (2015)   | ✓                    |                   |
| San Francisco, California      | 94 (2024)         | Building: Gold (2015)   |                      |                   |
| Seattle, Washington            | 77 (2024)         | Building: Gold (2016 recertification)                                   |                      |                   |
| Tempe, Arizona                 | 87 (2024)         |   |                      |                   |

<sup>12</sup>The term Green facilities refers to buildings which are ENERGY STAR or LEED certified or for which an ISO 14001 certified environmental management system is in place that are leased by ICF.

<sup>13</sup>Percentage reflects the number of employees assigned to green facilities listed in the table, divided by the total number of employees assigned to ICF office locations.

**Using HVAC systems efficiently.** We work with landlords where possible to ensure we use heating, ventilation, and air conditioning systems as efficiently as possible—and only during working hours. In some locations, we also participate in utility demand response programs.

**Employing lighting controls.** Now a standard for nearly all our new offices, we use electronic lighting controls to conserve energy in unoccupied spaces.

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

### Managing emissions from business travel and commuting.

Some of the largest emission sources lie beyond the walls of our buildings. We measure our emissions from business travel and employee commutes and include them in our climate goals.

Our travel guidance encourages employees to first consider whether a virtual meeting will meet the objectives of any planned in-person meeting. When booking through our travel program, employees see the carbon emissions associated with flight, rail, and rental car options—enabling them to select less carbon-intensive travel. Additionally, we continue to host virtual meetings for both internal and client collaborations, where possible.

**Collaborating effectively virtually.** Across our global population of employees, ICF continues to leverage the work modes that meet our business needs and effectively enable successful delivery for our clients. All employees have access to technology to improve virtual communications and collaborate from a computer or mobile device. We use technology to connect with each other, manage projects, capture free-form brainstorming, create data visualizations and sophisticated visual presentations, as well as produce videos and collect feedback through surveys.

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



## Purchasing sustainable aviation fuel.

In 2024, we worked with our internal experts from our aviation and energy practice to purchase sustainable aviation fuel (SAF) certificates from airline partner Virgin Atlantic. While the SAF market and GHG accounting for SAF are in their early stages, purchasing SAF certificates provides funding for the research and development of clean fuels for flight. We did not use these SAF certificates to offset ICF's own emissions, but to support a future where we can produce less emissions while traveling.

The SAF certificates we purchased represent the reduced carbon emissions of synthetic jet fuel produced from renewable biological resources—such as refined used cooking oil. Such fuel can be replenished rapidly and emits significantly less CO<sub>2</sub> than traditional jet fuel—in some cases reducing lifecycle emissions by as much as 80%<sup>14</sup>.

**Understanding our commuting habits and subsidizing mass transit.** We survey employees globally to better understand their commuting practices and preferences. We received a 35% survey response rate from our employee base on their 2024 commutes, which helped inform our GHG inventory and mitigation efforts. Of the respondents who commute to and from ICF offices, 29% of employees commute to work by public transportation, carpool, walking, or biking and help reduce our GHG emissions.

To help promote more sustainable commuting habits, each year we provide a subsidy for U.S. employees who use mass transit. In 2024, nearly 275 employees used this benefit—an outlay of more than \$105,000. Additionally, proximity and accessibility to mass transit is one of the criteria used when selecting facilities for new office locations. For example, we intentionally located our headquarters to be easily accessible by metro.

**Supporting our cycling commuters.** We offer a subsidy to employees who regularly bike to work and promote local biking events, such as Bike-to-Work Day—now coined Bike to Wherever Week by our cycling enthusiasts. In 2024, 24 offices engaged more than 200 participants in Bike to Wherever Week. Our cycling commuters use creative tactics to increase participation—holding breakfasts, forming virtual Peloton teams, mapping routes, and offering instruction on bike safety and maintenance. In 2024, our volunteer leaders found new ways to connect employees across the company and the globe. They introduced a new Two Wheel Challenge with activities such as committing to a car-free week, sharing your favorite route on social media; hosted two Lunch & Learns on Biking for Transportation and ICF Cycling Projects; and designed customized ICF cycling jerseys. Additionally, many of our leased facilities include bike storage and gyms to support our employees who use bicycles to commute to work.



<sup>14</sup>CORSIA Eligible Fuels – Life Cycle Assessment Methodology

## Purchasing responsibly

We work with select suppliers to measure and manage the environmental impact of our value chain. Our requests for emissions data and expressed preferences for less carbon-intensive products and services promote transparency, accountability, and carbon-reducing action. Our computers must be registered as EPEAT Gold. Our travel management vendors provide reports tailored for our GHG inventory.

We request that all suppliers certify their compliance with our [supplier code of conduct](#) or a comparable supplier version. On top of a commitment to follow laws and act ethically, our suppliers are asked to commit to awareness of their environmental impact when supplying products or services to ICF. We encourage our suppliers to measure, set targets, and reduce the impact of their operations on the environment, including setting a carbon reduction goal.

In 2024, we acquired a new ICF Supplier Hub that will enable centralized supplier onboarding and can capture data regarding a supplier's environmental impact. With the new system, we can also create profiles for each supplier related to risk, sustainability, and more, and use these profiles to set criteria for procurements.

## Prioritizing reduction, reuse, and recycling over disposal

We undertake several initiatives to keep circular economy in mind and optimize our use of resources. We maintain company-issued computers on a schedule to extend their useful life. We stock recycled paper, purchase recycled printer cartridges, and, when possible, purchase products made with recycled materials. Duplex printing is the default setting on network printers. We print fewer copies of our promotional materials, preferring instead to drive traffic to our website. We've stocked most office kitchens with reusable dishes, glassware, and utensils to help minimize single-use waste. In all offices, building management maintains recycling programs.

**Reusing and recycling IT equipment.** During 2024, we reused or recycled more than 6,300 assets, weighing 44,000 pounds. We engaged an e-Stewards certified partner to reuse or recycle expiring laptop components and dispose of unusable parts in an environmentally responsible way.

The reuse and recycling of our retired computers benefited the environment in several ways:

**Saved the energy equivalent of electricity used to power**

**164 homes for one year**

**Avoided emissions equivalent to carbon sequestered by**

**20K+ tree seedlings grown for 10 years**

## Conserving water

Our LEED-certified offices are constructed to include high-efficiency water fixtures. We have also installed high-efficiency toilets and upgraded faucet aerators in some of our largest offices.

## Buying renewable energy

As a tenant in all our office locations, we do not control the selection of energy providers. Therefore, we do not directly participate in the ownership of renewable energy assets or investment in fossil fuel expansion. To comply with our goal of procuring 100% renewable electricity, we purchase Green-e certified RECs in North America and comparable certificates in the global markets. Each renewable energy certificate we purchase represents the environmental benefits associated with one megawatt-hour of electricity generated from renewable resources. Guided by our in-house renewable energy experts, ICF purchased renewable energy attribute certificates equivalent to 100% of the 2024 electricity used at our offices worldwide. Doing so supports the demand for green energy and the expansion of the supply of low-carbon energy generation facilities.

## Investing in verified carbon offsets

We prioritize investments of time and money in initiatives that reduce emissions. We take inventory of the GHG impact across our value chain, including emissions from business travel, employees' commutes, and our purchased goods

and services. After taking measures to reduce our carbon footprint, we purchase verified carbon offsets. We purchase a volume that removes or avoids emissions equivalent to what we calculated our operations generated during the previous year.

ICF's offset portfolio is chosen by our in-house technical experts whose client-facing job involves vetting offset projects. They apply stringent criteria to ensure that the reduction would not have occurred without a carbon market (additional), is verified by a reputable third party, is of a recent vintage (the past three years), and is not associated with social or environmental harms. We purchase offsets equivalent to all calculated scope 1, 2, and 3 emissions. We choose offsets that, in addition to reducing carbon emissions, offer other community benefits, such as providing local employment or economic investment.

To counterbalance emissions generated in 2024, net of RECs, we purchased offsets from three carbon offset projects. For scope 1 emissions, we invested in coal mine methane removal. This project targets a long-standing methane leak from an abandoned coal mine in Cadiz,

Ohio. Methane, which continues to escape from coal seams long after mining ends, is a potent GHG with a warming potential nearly 30 times greater than CO<sub>2</sub>. By capturing and destroying this methane, the project not only mitigates environmental harm but also enhances safety by reducing explosive gas buildup and supports the local economy through the creation of technical jobs.

To offset our 2024 scope 2 and part of scope 3 emissions, we invested in an improved forest management project located on about 24,000 acres in the industrial forests of northern Maine. This project promotes sustainable forestry by shifting from commercial harvesting and logging to supporting maple syrup production. This approach not only reduces carbon emissions but also protects biodiversity, soil health, and water resources, ensuring long-term ecological and economic benefits. To offset remaining scope 3 emissions, we invested in a Louisville, Kentucky project that converts a coal-burning power plant to run on renewable biomass, providing a sustainable energy source for the local community. It reduces waste, lowers energy costs, and creates nearly 30 permanent green-collar jobs through the use of previously unused organic materials.

## Public commitment and alignment

Transparent sustainability disclosures that align with globally recognized organizations, initiatives, and frameworks are needed to push the global economy toward a shared zero-carbon future.

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

- Boston College Center for Corporate Citizenship
- CDP (Carbon Disclosure Project)
- International Organization for Standardization (ISO) 14001
- Professional Services Sustainability Roundtable
- Science Based Targets initiative
- Task Force for Climate-Related Financial Disclosures<sup>15</sup>
- United Nations Global Compact
- United Nations Framework Convention on Climate Change

## Reporting on sustainability performance

Annually, we publish our Corporate Citizenship Report, submit our Communication on Progress as a signatory to the UN Global Compact, and disclose to CDP. Additionally, many clients ask us to report on our environmental performance throughout the year as part of their supply chain questionnaires.

We also complete the Supplier Sustainability Assessment for the Sustainable Supply Chain Alliance (SSCA), an organization of utilities and suppliers working together to advance sustainability best practices in utility supply chain activities and supplier networks. Over the last three years, ICF has scored above average in peer benchmarks.

## Managing for continuous environmental improvement

We use an informal environmental management system (EMS) to assess and improve the environmental performance of our global operations.

We assign responsibilities, measure, manage, set goals, and then report on GHG emissions of our offices, business travel, employee commuting, and purchased goods and services. Our EMS is ISO certified in several offices including our U.K. offices in London and Birmingham and our Brussels office in Belgium adhering to the ISO 14001 standard. The U.K. offices have received annual certification since 2012.



## Partnering for sustainability

We partner with the communities where we work and live to engage in sustainable practices. For example, in preparation for moving to our new headquarters in Reston, Virginia, we contributed company resources to help develop the Reston Association's climate assessment. The approved assessment describes steps that could be taken to plan, mitigate, and adapt to changes in the environment and climate in the near term.

In 2024, ICF joined the Fairfax County Green Business Partners program as a Leader. Through this program, Fairfax County is recognizing businesses that are actively engaging in or interested in sustainable business practices and will help create a carbon neutral economy.

Each year, we continue to partner with other organizations to drive the consulting industry toward more sustainable practices. As a member of the Professional Services Sustainability Advisory Board and the Boston College Center for Corporate Citizenship, we collaborate with peers at leading companies to establish best practices, and address challenges in the field of corporate sustainability.

We also contributed to the [2024 Professional Services Sustainability Bulletin](#), which highlights trends in sustainability that are shaping industry landscape.

## Fostering a culture of sustainability

ICF is committed to stakeholder engagement and capacity building on environmental issues. Our operations reflect the ethos of our senior leaders, the passion of our employees, and the expectations of many clients and other stakeholders. And, perhaps most importantly, our purpose of building a more prosperous and resilient world for all. We communicate our sustainability goals to build awareness, engage and encourage employees, and cultivate a culture of sustainability.

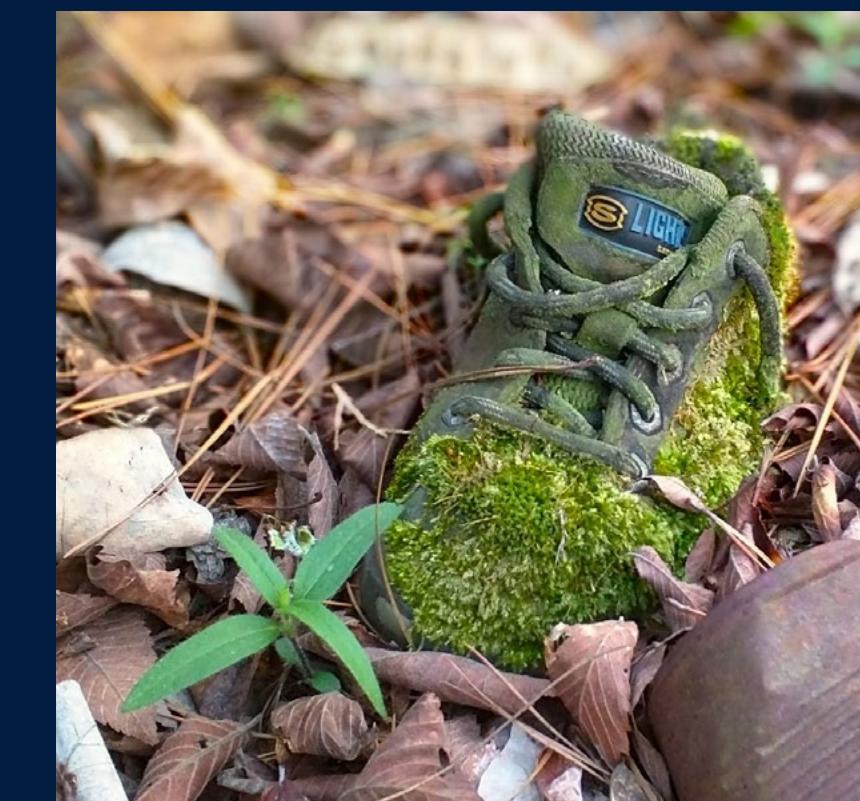
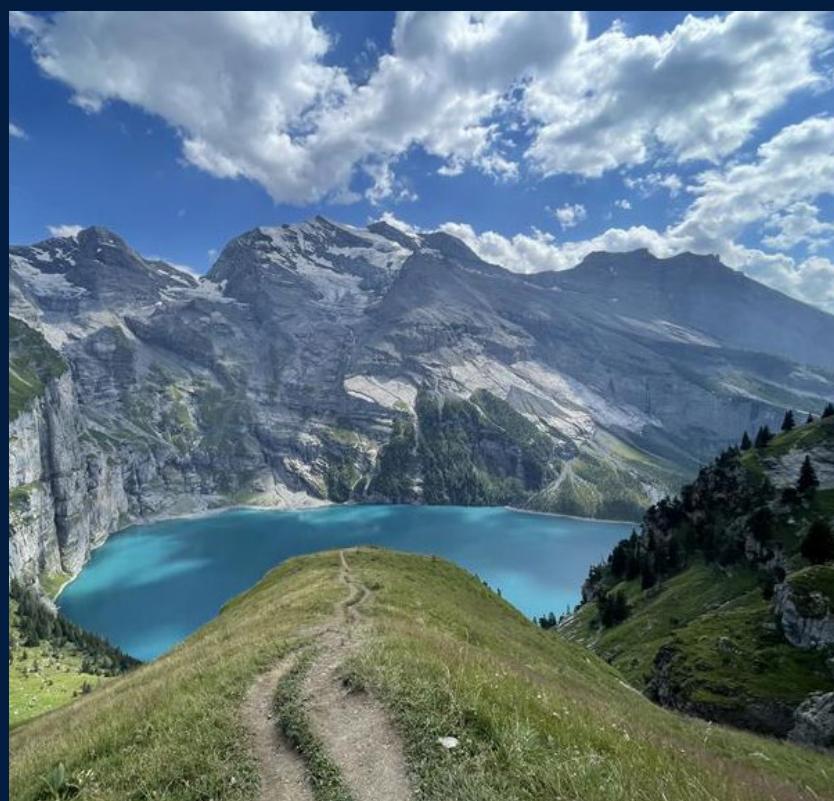
**Rewarding sustainability contributions.** Our annual volunteer awards recognize employees who contribute significantly to our communities. Two awards each year focus on sustainability. Winners receive company-wide recognition, a crystal memento, and a \$1,000 donation to the charity of their choice. Past winners were recognized for leading colleagues in sustainability initiatives, promoting renewable energy in their communities, volunteering at a marine mammal center, maintaining hiking trails, and other meaningful volunteer efforts.

**Sponsoring a Green Team.** Our employee-led volunteer Green Team helps us identify and adopt sustainable practices. Each year, we survey participants to identify new areas of focus and structure our program accordingly. In 2024, members expressed interest in connecting with like-minded employees and noted it as the greatest benefit to being part of the community. In response, our Green Team leaders launched two new initiatives:

1. **Sustainability Spotlights**, which highlighted members who are taking a step to live more sustainably, and
2. **Green Connects**, small pods organized to facilitate regular conversations on the topics most pressing to members.

Our Green Team also celebrated Earth Month throughout April with various activities in honor of the theme: ***Ecosystems are Everywhere***. Employees participated in a photo contest, submitted recipes for a sustainable cookbook, and logged more than 500 hours volunteering in community plantings and clean-ups. ICF held a volunteer match campaign and donated \$10 per hour volunteered.

We honored nature's beauty with our Earth Month photo contest



**Together, ICF and employees donated more than \$5K to charities in April!** Employees also hosted several Lunch & Learns on how to build a community garden, individual actions to reduce carbon footprint, and how to start a compost.

## Supporting our communities

At ICF, we empower our employees to give back to the causes that matter most to them. Through our employee-driven giving program, we amplify their impact—matching donations up to \$5,000 per year and supporting the organizations they are passionate about.

In 2024, our employees prioritized giving in three key areas: **disaster relief, strengthening communities and families, and advancing research for life-threatening conditions.** Beyond financial contributions, ICF employees also volunteered their time and expertise, working together to drive meaningful change in their communities.

By aligning our giving program with our employees' passions, we not only support their generosity but also help build stronger, more resilient communities.



## How we gave: a commitment to giving back

At ICF, our charitable giving approach reflects the generosity of our employees. We support the causes and communities that matter most to them by offering access to a vast network of over 800,000 organizations and matching employee donations dollar-for-dollar—up to **\$5,000 per employee each year**.

In 2024, we matched the \$805,000 our employees contributed through our giving platform and provided additional gifts, bringing our total cash giving to \$948,000. Combined with employee donations, we collectively gave \$1.75 million to charities worldwide. Our platform enables employees to support any U.S.-based 501(c)(3) organization, as well as charities with equivalent status in many other countries.

ICF employees made thousands of contributions to causes close to their hearts—delivering meals on the front lines of crises, providing aid after global disasters, strengthening families and communities, and advancing research for life-threatening conditions.

While our philanthropic efforts align with all United Nations Sustainable Development Goals, the majority of our 2024 giving focused on five key areas, underscoring our commitment to global impact.



**\$805K**  
Employee donations

**\$948K**  
ICF matching funds and other cash donations

**\$1.75M**  
total cash donations

Here are the organizations that received our greatest support:



More than 1,500 organizations benefited from our support. Our employees donated and volunteered across 15 cause categories, showing the breadth of our program.

### Giving back where it matters most

While ICF encourages our teams to give their time and effort to their local communities, there's something to be said for the impact of companywide campaigns. Seeing teams across offices and regions come together for a singular cause underscores our shared mission and purpose, while encouraging deeper connections between our people. Here are some of the companywide campaigns that our employees were most passionate about in 2024.



## Expanding ICF's pink presence

**\$24K**

raised for the fight against breast cancer

In 2024, ICF employees across nine offices stepped up to engage in a companywide effort to raise funds and participate in local walks in support of Breast Cancer Awareness. Campaign efforts included a bake sale, BINGO, lunch-and-learns that featured survivor stories and more.

ICF joined in eight American Cancer Society Making Strides Against Breast Cancer walks across the country. Our Puerto Rico team got in the spirit and decked out in pink for their local Susan G. Komen walk, where all funds raised were kept on the island to support Puerto Ricans dealing with breast cancer.



## Waves of Change: A record-breaking year!

**\$887K**

raised since auction inception

**\$786K**

collected in past decade alone

**\$168K**

raised in 2024, auctioning off 164 items to 304 bidders



In 1992, our Washington, D.C. office hosted a small charity auction alongside their holiday party. Little did they know that this modest event would evolve into a cherished companywide tradition centered around community, giving, and employee engagement. Fast forward to 2024 and this 100% volunteer-led event reached new heights, focused on building connections and ensuring an ongoing wave of charity within our community.

While the funds raised continue to break records, the auction is about more than fundraising. The 2024 theme was "Waves of Change," and auction volunteers came together to put on a beach inspired event, bringing in both waves of attendees and donations. ICF volunteers created an online auction site, secured donations from employees and local businesses, and produced a live event in our Reston, VA headquarters. The auction catalog showcased the talents and generosity of ICF teams, featuring items ranging from handmade ceramics and baked goods to experiences like a South African safari and sporting tickets.

Auction item winners donated the full proceeds from their purchases to charities of their choice through GivingPlace, our donation platform. ICF then matched each gift dollar for dollar, without

limits. Through a thoughtful catalog, strong employee engagement, and extreme generosity, **this year's event raised more than \$168K, a new record.**

Our planning committee also found innovative ways to engage remote employees across the company. In addition to the auction, employees had the opportunity to contribute directly to the World Food Program (WFP), a nonprofit that delivers lifesaving food to over 140 million people in more than 120 countries. For the second year in a row, we held the "leadership matching" initiative, where ICF executives multiplied employee donations up to \$2K. We also added a new element available to all employees: a remote-for-all sweepstakes. Each ticket was a donation to the World Food Program, and winners received a donation to the charity of their choice along with a personalized birthday message from our CEO and lunch celebration with their team. In total, we raised more than \$15K for the WFP.

As ICF evolves and grows, so does our charity auction. But one thing remains the same—the employee driven roots that make the event so special and keep bringing in the "Waves of Change" for good.

## Donate blood with purpose #ICFSleevesUp

In 2024, ICF hosted four blood drives. We celebrated January's National Blood Donor Month with a virtual blood drive through the American Red Cross (ARC) SleevesUp platform, which allows employees to easily book an appointment at a time and location convenient for them. We used the same platform for our September drive in support of Sickle Cell Awareness Month. As an extra incentive, **ICF donated \$10 to the ARC for each pledge—totaling \$2,000.**

In addition to the virtual blood drives, our Puerto Rico team hosted two in-person blood drives, bringing in over 90 blood donations with the support of Banco de Sangre de Servicios Mutuos. Each donation saved up to three lives and touched so many more.

## Well-being at work: Supporting each other during Colleague Care Month

Members of our volunteer network and our well-being team partnered together for Colleague Care Month, highlighting ways employees can create a deeper sense of belonging among colleagues, giving back to those we work with every day.

Throughout July, ICF employees took time to build community with their colleagues, giving back close to home. We held weekly themes with suggested ideas and resources. **In July alone, a total of 1,744 e-cards were sent through You Matter (our recognition platform) and 329 employees participated in the Be Kind Challenge—performing 1,025 acts of kindness.**

## Providing a place like home for ill children and their families

In 2024, ICF continued our support to the **National Institutes of Health Children's Inn** and donated **\$10,000**, sponsoring the Inn's biggest charitable fundraiser event of the year, the NIH Children's Inn Gala. In addition to having a table at the gala, we took the opportunity to give back in a meaningful way by purchasing and serving dinner to families at the Inn. We also made gifts for the children receiving treatment through the NIH clinical center, bringing smiles and joy to those who need it most.



## Uplifting families with mental health counseling, support and education

For the fourth year in a row, ICF sponsored **The Women's Center's (TWC)** leadership conference, which focused on personal and professional development. More than a dozen ICF employees attended the conference. We also supported TWC's fall gala as an "Adolescent Advocate" sponsor. **Our gala sponsorship will provide 14 low-income, uninsured, and disproportionately underserved adolescent community members with more than 80 hours of individual, family, and group therapy at reduced fees.**



## An ongoing international partnership

Since 2019, ICF has empowered girls and young women in India through our support of the **Pardada Pardadi Educational Society (PPES)**, an organization that provides free education, job opportunities, healthcare, and more in Uttar Pradesh. Ranking as the #1 school in Uttar Pradesh, PPES stands as a symbol and facilitator of education for over 3,000 girls coming from more than 120 villages in Bulandshahr, Western Uttar Pradesh. ICF's contributions continue to transform these girls' education, with the girls having received a 100% pass rate in the 2023-2024 board exams for grades 10 and 12.

The project aims to empower girls and women in various aspects of their lives. By fostering critical thinking and analytical skills, the project seeks to build confidence among girls, enabling them to make informed decisions and pursue their goals. The project also emphasizes the importance of hygiene and healthcare, aiming to prevent diseases through better living practices and providing affordable curative healthcare. Ultimately, these efforts aim to change the mindset of the communities, fostering a supportive environment for girls and women.



In 2024, we contributed \$25,000 toward several essential initiatives. The donation covered the sponsorship of education for 27 girls for the year, installation of water coolers across the school campus, and supporting menstrual hygiene. By addressing these critical needs, we're fostering a healthier, more educated, and empowered community.

This ongoing partnership allows PPES to continue building up the lives and communities of young girls and women, paving a path for increased opportunities.

## Solar empowerment

At ICF, we have long been committed to sustainability and the benefits of the clean energy transition. In line with these values, we had the honor of stepping up as a host at the **International Solar Festival 2024**, hosted by our client, the International Solar Alliance (ISA). The International Solar Festival 2024 was a landmark event in the global pursuit of renewable energy, bringing together policymakers, business leaders, innovators, and advocates from around the world. Through a series of insightful sessions and discussions and the diligent efforts of our team to bring together community leaders, the pavilion showcased successful initiatives and strategies.



## Responding quickly to disasters

This past year, various communities important to our employee base experienced the devastation of several hurricanes and other natural disasters. Our employees gave generously to help those affected and ICF matched donations one-to-one.

Our response efforts for Hurricanes Beryl, Helene, and Milton totaled over **\$19,000** in donations and supported relief efforts from the **American Red Cross, Houston Food Bank, World Central Kitchen, and Direct Relief**. Donations were used to provide water, food, emergency supplies and shelter to families until they could return to their homes.





## Honoring a retiring leader

Faith Welling, Vice President of Corporate Responsibility (CR), was instrumental in building our CR program and after nearly 30 years at ICF, retired in April 2024. To honor her remarkable career and the legacy she left at ICF, her colleagues from across the company came together to celebrate her retirement with the gift of giving back. Together, we donated nearly **\$3,000** to her favorite charities:

- **ALIMA (The Alliance for International Medical Action):** This organization works to save lives and provides medical care for the most vulnerable populations, without any discrimination based on identity, religion, or politics. Since 2009, ALIMA has treated more than 10 million people in 14 countries around the world, mainly in Africa.
- **Michael J Fox Foundation for Parkinson's Research:** Dedicated to finding a cure for Parkinson's disease, this foundation aggressively funds research and ensures the development of improved therapies for those living with Parkinson's today.

These donations ensure a lasting impact in honor of someone who gave back so much to ICF.



## Local spotlights

While companywide efforts address widespread community needs, our local ICF offices have their fingers on the pulse of their communities—and are encouraged to make their impact on a much more local level. From working with charities in their communities to volunteering in person, we applaud the office-led efforts to make a difference in their own backyards.



## Joining forces with clients to maximize community impact

We formed a Community Engagement and Charity Committee with our energy utility clients to organize local events that bring together ICF volunteers and clients to give back to their communities together. In 2024, these teams participated in 29 different events across the U.S. and engaged nearly 200 participants, including:

- The **Lifepath Letter Writing Campaign**, where team members wrote heartfelt letters that were distributed through meals on Wheels to homebound seniors.
- The **Feeding Empty Little Tummies Initiative**, which supports children in need by providing backpacks filled with evening and weekend food, ensuring they have access to nutritious meals outside of school hours. Our DC, MD, and VA offices collected truckloads full of donations. To further support the efforts, they launched a giving campaign that engaged 27 donors, totaling more than \$3,500.



- Volunteering with **HOPE Program** to participate in a mock interview event with a cohort for career training.
- The **Road Runner Food Bank**, where employees helped package fresh fruits and vegetables for distribution to Southern New Mexico residents.
- Helping to package 11.7 total tons of food for the **St. Louis Area Food Bank**, including 352 Senior Boxes, 12,038 lbs. of apples, and 256 cases of cooking oil. In total the team helped provide over 19,000 meals for the hungry.

Through these local volunteer events, ICF employees connect with their community while providing crucial services and showing up for those in need.



## Local ICF offices collect for a cause

Our DMV (Washington D.C./Maryland/Virginia) offices collected supplies for a back-to-school drive supporting the **National Center for Children and Families** and raising over \$1,500 dollars.

Our DMV and Durham offices donated more than 280 coats and raised over \$1,700 for **One Warm Coat**, a national nonprofit that provides free coats to children and adults in need while promoting volunteerism and environmental sustainability.

Our Reston office collected over 130 pounds of food and supplies for **Food for Neighbors** and raised over \$600 to support local families by providing them with essential food items during the holiday season.

Our Financial Planning and Analysis team participated in the **Fairfax Adopt-a-Family** program, collecting gifts and donations totaling over \$1,500 to help families celebrate the holiday season.



## Puerto Rico: Connecting with the community

For over a decade, ICF employee Ingrid Ramallo Diaz has partnered with community leaders to provide Thanksgiving food baskets to local Puerto Rican families in need, bringing joy and food to homes and tables for the holiday. For the third year in a row, she invited ICF and partners to join her in this initiative of the **Puerto Rico Bountiful Basket Drive**. **Together, we provided baskets for 360 people, including seniors and survivors of domestic violence.** Not only was the team able to deliver food to the community, but they were able to visit with the recipients and dedicate the time to connecting with folks. Diaz shared that the connection was “worth more than the food provided.”

The team also came together through the year to give back through two local in-office blood drives and to participate in **Breast Cancer Awareness Month**, raising \$2,000 for breast cancer research, all of which stayed on the island to support local individuals with breast cancer.



Raised over

**\$13,000**

Delivered nearly

**200**

food baskets

Impacted

**800+**

people across 8 municipalities

## Jacksonville: A remote team comes together to give back

Our teams in Jacksonville, Florida are fully remote but came together several times throughout the year to make a positive impact in their community. This group of passionate individuals is united by a common goal: To give back and support local initiatives. Their commitment to volunteering not only showcases the power of teamwork and the importance of community engagement but also proves that even remote teams can make a significant difference when they come together for a worthy cause.

The ever-growing ICF team in Jacksonville began their volunteer efforts working in the garden at **Eartha's Farm and Market**, an urban farm and market that believes in and promotes the idea that everyone should have access to affordable, fresh, and healthy foods. The team continued their volunteer efforts with the initiative, helping to pack food for local families.



## Austin: An ongoing partnership with the Central Texas Food Bank

Our Austin office has a long-standing partnership with the **Central Texas Food Bank (CTFB)**. Twice a year, the ICF team comes together to volunteer as a group, packing boxes of food for local Texans. Additionally, many employees take the initiative to volunteer on their own throughout the year, further supporting the food bank's mission to fight hunger and provide nutritious food to those in need. In 2024, ICF volunteers' support helped provide more than 7,000 meals for Central Texans in need!

Our employees held creative fundraisers such as "PiE Day...A Sweet Never-Ending Way to Feed Our Community." To celebrate Pi Day on March 14 (commemorating the mathematical sign pi), the team held a pie contest and encouraged donations to CTFD, **raising more than \$1,000** while also enjoying some delicious pie slices.



## Durham: A year of giving

Our Durham office is dedicated to a year-round approach to giving, engaging colleagues in several philanthropic opportunities throughout 2024. Their charitable committee kicked off the annual efforts with a donation drive in honor of MLK day in January, a plant-based potluck for Earth Month in April, and a November food drive for the Food Bank of Central & Eastern North Carolina, **raising over \$5,000**.

The ICF Durham office also continued their standing efforts of serving dinner at the **SECU Family House at UNC Hospitals-Chapel Hill**, where the team purchases and prepares food for families who have loved ones going through treatment. Our team of volunteers, nicknamed the "Tater Tots," bring comfort and joy to families each month with creative dinner themes such as a hot dog bar in honor of the Olympics and a winter wonderland complete with a hot cocoa bar.



## Baton Rouge: Getting proactive on disaster management

The Baton Rouge office, which primarily supports ICF's disaster management services, is going beyond their daily work by helping communities impacted by natural disasters. Our team there is motivated by their shared lived experiences. In 2024, the team's contributions extended far beyond their professional duties—from fundraisers for epilepsy awareness to organizing food, water, and holiday toy drives to volunteering at local shelters. In total, the Baton Rouge team came together over 2024 to support 21 different causes and activities with efforts every month of the year.



*"It's not just about doing a job; it's about being a part of the community, about making a difference where it matters most."*

—Jennifer Simonet, volunteer leader

## Seattle: A local focus

In 2024, our Seattle team united to support various community efforts. They volunteered for **Food Lifeline**, sorting **10,000** pounds of food for local families, and participated in a park cleanup organized by their building. The Seattle ICF team consistently rallies for volunteer opportunities.



ICF teams in Louisiana held a back-to-school drive and raised more than \$1,300 for the students at Crestwood Elementary School in Baton Rouge. The team's efforts were [highlighted](#) on the local news!



## 2024 Volunteer Award Winners

Our purpose to build a more prosperous and resilient world for all extends beyond our professional work. It's also reflected in how we show up in our communities during our personal time. Across the company, ICF employees lead philanthropic efforts supporting causes important to them, and our annual Volunteer Awards celebrate their work, passion, and dedication. This year's Volunteer Award winners are employees who have been nominated and selected by their peers for making an exceptional contribution to important causes in communities around the world.



## Feeding low-income families

### Endurance Award

Vivek Thomas is the Food Deliveries Director managing Citylight Church's pantry in partnership with Food for Others. Through his efforts, which include over 200 hours of service, many students have been able to remain in school and graduate since their families no longer rely on them to work and provide food.

**"As a volunteer partner, Vivek coordinates and runs the Citylight pop up distribution, expanding our reach and the impact we can have in our community. In 2023, the Citylight pop up distribution site served over 6,700 individuals through Vivek's leadership. We are stronger because of this valuable partnership and support."**

—Citylight



## Rallying ICF team to help fight hunger

### Local Hero Award

Lauren Phillips has been a consistent volunteer at the Central Texas Food Bank, helping to prepare over 7,000 meals for people in need. She rallied dozens of ICF team members in Austin, TX to join her for her regular volunteer opportunities at the food bank. Now, she coordinates routine team events that allow ICF volunteers to bond and help combat food insecurity.

**"Lauren Phillips has been a dedicated group volunteer liaison between the Central Texas Food Bank and ICF since 2020. Her leadership has helped at least 43 ICF volunteers provide more than 300 hours of service in that time. Her dedication has made an important impact for our neighbors facing hunger!"**

—Central Texas Food Bank



## Rehabilitating marine animals

### Platinum Award - Sustainability Focus

Tonya Redfield volunteers on the animal care crew at the Marine Mammal Center in Sausalito, CA. She has spent almost 500 hours over the past year tending to elephant seals, California sea lions, Guadalupe fur seals, sea otters, and other marine animals. Her duties include preparing food and medications, cleaning enclosures, weighing animals, and teaching baby seals how to learn to eat fish—all in support of the center's goal to rehabilitate and release the animals back into the wild.

**"Tonya's absolute willingness to do any kind of work necessary for the care of the animals is exemplary! Her efforts make rehabilitating critically ill or injured marine mammals possible and helps lead to their successful release."**

—Marine Mammal Center



## Nourishing souls for hospital patients and their families

### Rising Star Award – Humanitarian Focus

Taylor Hamlet volunteers at the SECU Family House at the UNC Hospitals in Chapel Hill, NC. Partnering with ICF volunteers from our Durham, NC office, she prepares and serves meals for patients and their family members, many of whom travel long distances to receive life-saving procedures and treat serious illnesses. Her hospitality always puts others in good spirits and her thoughtful menu themes add a special touch to residents' dining experience.

*"Taylor's dedication to creating thoughtful menu themes doesn't just fill stomachs; it adds a dash of warmth and a sprinkle of joy to the dining experience, turning each meal at Family House into a moment of connection for those who need a break from a long day at the hospital with loved ones. We are so grateful to her!"*

—SECU Family House



## Providing sanctuary for horses

### Rising Star Award – Sustainability Focus

Since 2022, Rachel Sarner has supported the equine sanctuary Horses of Tir Na Nog – cleaning corrals, grooming horses, and even fundraising. She is now a Bucket Buddy and responsible for prepping over 100 buckets of food for each horse that includes a mixture of specific grain, pellet mixtures, and medical supplements. This year, Rachel was even able to sponsor an abandoned pony named Josie and will donate \$3,000 annually for all of Josie's upkeep.

*"All of Rachel's efforts have helped make us a stronger, more sustainable organization. Given our mission to 'create a safe haven for horses that have few options remaining, thereby ensuring them a better quality of life,' Rachel's efforts as a volunteer have given so many horses a chance at a better life. We are so grateful that Rachel has chosen to share her time and talents with our sanctuary."*

—Horses of Tir Na Nog



## Giving school children the proper equipment and facilities to thrive

### GivingPlace Champion Award

Tom Lock manages the Bassingbourn Village College Parents and Friends Association, serving multiple roles as the chief fundraiser, accountant, meeting organizer, head of communications as well as copywriter for newsletters, web-content, and PR pieces. In 2024, he spent almost 300 hours helping to raise nearly £9,100 so the school could renovate their audio and lighting capabilities, a necessity for music concerts, art showcases, and dance shows.

*"Tom has been invaluable in his role as our Chair of the PFA for Bassingbourn Village College. His dedication and efforts have been instrumental in the increase of monies raised for our school."*

—Bassingbourn Village College Parents and Friends Association



## Sponsoring children's education

### Platinum Award – Humanitarian Focus

After a devastating earthquake hit Nepal in 2015, Manorama Adhikari mobilized friends and colleagues in the Netherlands to donate £10,000 to rebuild homes in the Danuwar community in Baluwa, Kavre, Nepal. Since then, she has gathered a community of friends to help her sponsor 33 children's education every year.

**"Manorama has gone above and beyond to support students from the Danuwar Community. She visits the school annually to meet with students and parents and even supports them with hospital expenses, extra books, clothes, lunch expenses, and more. We are very glad for Manorama's efforts!"**

—Danuwar Community Residents



## Ensuring value through governance

Integrity is the foundation of everything we do, fueling sustained growth and inspiring confidence among all our stakeholders.

At ICF, we prioritize strong governance because trust isn't just earned—it's upheld through transparency, accountability, and open communication. We are committed to engaging with shareholders, clients, employees, and communities in ways that reflect our core values and long-standing reputation for reliability.

Guided by our mission to build a more prosperous and resilient world, our governance framework ensures that decisions align with best practices, professional oversight, and a commitment to ethical leadership.



## Good governance is good business

In today's rapidly evolving world, the foundation of any successful organization lies in its commitment to integrity and ethical governance. At ICF, we believe strong governance is about more than compliance—it's about fostering a culture of trust, transparency, and accountability. Our governance framework is essential for maintaining regulatory compliance, mitigating risks, and preserving stakeholder trust. It's designed to uphold our core values and formed by our [code of business ethics and conduct](#), which guides our business practices to uphold the laws where we operate.

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

### Corporate citizenship best practices we follow

- Prioritize management attention based upon materiality and broader enterprise risk management (ERM) assessment: integrity and ethics, data security and privacy, employee experience, and climate leadership.
- Corporate citizenship principles guide internal operations and influence business strategy.
- Report against voluntary frameworks and initiatives: CDP (formerly the Carbon Disclosure Project), Sustainable Accounting Standards Board, Sustainable Development Goals, Task Force on Climate-Related Financial Disclosures<sup>1</sup>, Science Based Targets initiative.
- Publish annual corporate citizenship report showing progress against our goals.
- Summarize corporate citizenship performance in annual proxy filing.

- Communicate with stakeholders frequently regarding corporate citizenship topics.
- Designate senior leaders and Board committees with responsibility for corporate citizenship topics.

### Governance resources

- Our purpose, mission, values, and vision
- Code of business ethics and conduct
- Supplier code of conduct
- Policy against Human Trafficking
- Data Security and Privacy
- Europe and Asia Safeguarding Policy
- DFID Transparency Statement for the UK Department for International Development
- 2024 Proxy Statement
- Financial documents

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

## Governance framework

While governance involves the actions and behaviors of all employees, it is a particular responsibility of our leaders as they guide ICF in accordance with our [values](#). In the following section, we describe some of our governing bodies.

**Board of Directors:** Guides the management of the firm, oversees strategies and priorities with the best interests of shareholders, and with clients and employees in mind. Considers risks and opportunities related to climate, cybersecurity, and regulatory changes as part of our enterprise risk management (ERM) process, long-term strategic planning, and/or regular briefings. Our directors bring extensive experience to our Board and key qualifications highly relevant to our core business areas.

### **Governance and nominating committee:**

Broadly oversees corporate citizenship matters under its charter, including evaluating and addressing operational and investment priorities along with material risks and opportunities. Encourages the integration of significant corporate citizenship elements into our strategy and goals. Communicates with

stakeholders regarding our corporate citizenship priorities and accomplishments. Assesses senior management succession planning.

**Audit committee:** Oversees financial reporting, risk management and compliance, and internal/external audit. Oversees our compliance and ethics program and the corporate compliance committee. Regularly receives reports from the corporate controller, chief ethics and compliance officer, and head of internal audit. Oversees disclosures, including data security risks and related disclosures, and receives regular reports from the chief information officer and the chief information security officer.

**Human capital committee:** Oversees senior management performance and compensation, as well as matters involving our investment in our people, our greatest asset. Oversight responsibility, together with executive management and human resources, to evaluate steps to promote ICF's culture and values.

**Senior leadership team:** Determines our business strategy and corporate priorities. Acts upon recommendations of the CR Council and communicates our priorities.

### **Governance highlights: Our Board of Directors**

- At the end of 2024, the membership of our Board was 85.7% independent.
- Directors reflect a range of talents, skills, and expertise.
- Each director attended at least 75% of applicable Board/committee meetings in 2024.
- Our Board has three independent standing committees, each operating under a written charter, chaired by an independent director, and composed entirely of independent directors.
- Our Board has adopted comprehensive corporate governance guidelines to guide its oversight and leadership.
- Our Board conducts an annual evaluation of the roles of the chair of the Board and CEO.
- We have stock ownership guidelines for our directors and executive officers.
- Our Board reviews our management talent and succession plan annually.
- The Human Capital Committee, in conjunction with an independent compensation consultant, routinely reviews our pay-for-performance executive compensation program.
- Our Board and management comply with related party transactions requirements and policy.
- Our Board has a strong lead independent director with clearly articulated responsibilities.
- All of our current directors are independent, with the exception of John Wasson, our chair, president, and CEO.

**Corporate responsibility (CR) council:**

Supports the integration of CR principles into our business strategy, oversees CR reporting, and reviews recommendations from the CR advisory committee. Reports to the chief executive officer (CEO), chaired by the executive vice president for corporate strategy, and composed of senior executives.

**Corporate compliance committee:** Provides input to our compliance and ethics program, creating awareness of the code of business ethics and conduct, promoting a culture of ethical conduct, and striving to ensure corrective measures if any improper conduct occurs by employees.

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

**Corporate project management office:**

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

**Corporate responsibility advisory committee:**

Recommends strategies and initiatives to the CR council that enhance corporate citizenship. Serves as a communication channel between employees and executive leadership.

## Putting our values into practice

How we conduct our business is just as important as the services we provide. Our code of business ethics and conduct outlines our shared responsibilities and commitment to respect each other, build trust with clients and partners, build and protect ICF values, and work responsibly. The code is designed to ensure accountability, transparency, belonging, and empowerment, among other values.

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

## Broad representation for focused action

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

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

We maintain a secure, third-party ethics hotline—including an international phone line and website available in more than 20 languages—to gather anonymous or confidential feedback from all stakeholders. We communicate and publicize these channels across our intranet, through training and targeted email, and on posters in high-traffic office spaces to increase visibility.

## Ethical business training

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

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

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

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

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

## Data security and privacy

Data privacy is a primary goal at ICF. Our global data privacy program, overseen by our global data protection officer, follows best practices and complies with regulatory frameworks across the globe—such as the European Union's General Data Protection Regulation (GDPR) and California's privacy legislation (California Consumer Privacy Act). For further information, please see our global [data privacy white paper](#).

We institute data privacy, data security, and ePrivacy measures that safeguard personal and sensitive data. This ensures we honor the rights of data subjects and follow through on our privacy commitments.

See our [privacy statement](#), which details our commitment to respect, protect, and process personal data responsibly in compliance with applicable laws, and explains the choices and rights individuals have regarding their personal data. We align our internal procedures and processes, data systems, documentation, and supplier relationships to comply with globally recognized data protection laws and regulations.



## Security practices adhere to strict industry standards

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

- ISO 27001—an international standard that validates our ability to successfully manage information security.
- Statement on Standards for Attestation Engagements (SSAE) 18 Service Organization Control 2 (SOC2)—a standard for evaluating internal controls that attests to our core corporate standards pertaining to trust services principles and criteria for security, confidentiality, integrity, availability, processing, and privacy.
- National Institute of Standards and Technology (NIST) guidelines and standards are utilized to enhance the organization's security strength and posture.

## Clearly defined roles, policies, processes, and procedures

- Data protection officer (DPO) meets the requirements of the GDPR and leads a global data protection team to oversee our privacy program and ensure its continued success.

- Chief information security officer (CISO) maintains the information security plan, policy, incident response plan, and breach notification protocols. Conducts information security risk assessment and threat analysis.
- Employ data protection practices like Privacy by Design and Privacy by Default (PbDs), multifactor authentication, transparent and comprehensive privacy statements, and risk mitigation and escalation protocols.
- Monitor the constantly evolving international landscape for changing privacy and security requirements.

## Employees and contractors trained in data security and data protection

We conduct annual mandatory training for all employees and contractors to ensure data protection awareness. Key topics include:

- Global data protection laws and regulations, data subjects' rights, our policies and procedures, and contractual obligations to ensure compliance.
- Data protection concepts and how they fit into our daily operations.

- Being alert and vigilant to properly safeguard all data, including personal data.
- Employees and other's rights as a data subject.
- General topics such as phishing, social engineering, and reporting incidents.

## Monitor vendor and partner compliance

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



## Responsible AI

Artificial intelligence (AI) brings the potential to enhance our productivity and creativity, optimize service delivery, and accelerate innovation.

AI technologies also carry risks, such as data leakage, inaccurate outputs, intellectual property infringement, and biased results. We help our clients get the most value out of generative AI, while employing safeguards to ensure the secure and responsible use in our operations and client delivery. Within our organization, we use AI technologies to drive operational excellence, improve collaboration, and enhance decision-making while maintaining strict governance and ethical standards.

Our corporate policy governing AI provides essential guidance to our employees and partners. Anchored in our [code of business ethics and conduct](#) and other corporate policies, our AI Responsible Use policy addresses compliance, accountability, transparency, privacy, security, intellectual property, monitoring, and reporting concerns, among other responsibilities. **We provide a governance framework that helps employees and project teams determine appropriate use cases and tools for AI and mitigate associated risks.**

As AI technology continues to evolve at a rapid pace, it is critical to establish and honor clear guidelines for responsible usage. When built on a strong foundation, AI has the power to transform organizations and drive dramatic differentiation, but it requires a robust governance framework and a commitment to transparency and fairness.

We follow these guiding principles to help our clients harness the benefits of AI, while mitigating risks:

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

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

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

**4. Fairness:** We are committed to fairness and ethical practices in deploying AI technologies. We have developed processes that seek to identify and avoid biases in AI systems.



## Climate-related governance

Our Board of Directors, CEO, other leadership, and several committees all play pivotal roles in managing sustainability related issues, including climate-related risks and opportunities.

### Board of Directors

The ICF Board oversees our enterprise risk management (ERM) process, which involves the annual assessment of key risks to our business. Climate and disaster risks are among those evaluated as part of our annual assessment.

The Board monitors top-ranked risks as part of overseeing the ERM program. It receives quarterly reports on the program and briefings on top-ranked risks of the company throughout the year, as well as mitigation plans and implementation progress.

While the Board collectively oversees our ERM program and reviews our corporate citizenship program, our CEO, who has an extensive background working on environment and climate related projects throughout his career, is on the Board and ensures appropriate attention and the allocation of resources to address our climate impact.

The Board considers climate risk to inform strategy, at least annually, in reviews of our climate-related services. The Board also reviews the annual report of our sustainability programs as part of the corporate citizenship disclosure in our proxy statement. The Board and the Governance and Nominating Committee receive periodic updates on our sustainability performance, climate-related regulatory disclosure requirements, and progress implementing the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD, now part of the International Sustainability Standards Board), among other climate-related issues.

### Chief executive officer

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

The CEO oversees the annual strategy process, which includes pursuing resilience opportunities, acquisition of new businesses, and siting of new business locations (including our new and more sustainable corporate headquarters). The CEO monitors and, where appropriate, responds to communications from investors—to include communicating our performance on sustainability, as presented in the proxy statement.

The CEO approves resources for measuring, benchmarking, setting targets, and managing our carbon emissions; verifying and reporting our carbon impacts; purchasing renewable energy certificates; investments to meet reduction targets; investing in high-quality carbon offsets equivalent to the remaining carbon emissions that we cannot eliminate by efficiency. The CEO also provides guidance for and approves new carbon reduction targets.

### Corporate responsibility council

The council is composed of senior executives and confers on climate-related risks and opportunities of the highest impact. It presents recommendations to the CEO. It reviews annual climate-related reporting.

## Executive vice president of strategy

The executive vice president reports to the CEO and leads corporate strategy, which includes responsibility for monitoring climate-related risks and opportunities. In this role, the executive vice president:

- Convenes internal climate experts—led by the senior vice president of climate, energy, and transportation—to identify climate-related risks and opportunities, benchmark against best practices, and propose operational changes, as needed.
- Uses climate-related risks and opportunities to inform our strategy. As chair of the corporate citizenship council, presents recommendations to the council for operational or resource changes needed to meet carbon reduction targets.
- Briefs the CEO regarding progress toward carbon reduction goals and significant changes to climate-related opportunities and risks. As needed, proposes new carbon reduction targets for approval.
- Briefs the Board on corporate citizenship initiatives and sustainability progress.

- Provides climate-related information for inclusion in the annual SEC filing, proxy statement to investors.
- Includes climate-related information in communications to investors.
- Approves expenditures related to our corporate responsibility program.
- Reviews recommendations presented by the senior vice president of climate, energy, and transportation and the director of corporate responsibility.
- Manages the director of corporate responsibility.
- Serves as executive sponsor for the corporate responsibility advisory committee.
- Monitors climate-related issues via regular meetings with the director of corporate responsibility; quarterly meetings with the senior vice president of climate, energy, and transportation and the corporate responsibility advisory committee; and more frequent meetings as needed.

## Senior vice president of climate, energy, and transportation

The senior vice president leads the climate-related line of business. The senior vice

president serves two roles: (1) leads a team that includes our climate business; and (2) leverages subject matter expertise to advise the executive vice president of strategy and the director of corporate responsibility regarding the assessment and management of climate-related issues. In this second role of advising the firm on climate-related issues, the senior vice president:

- Assesses and reports climate and other environmental impacts.
- Guides the development of a strategy and sets targets for reducing our impacts.
- Shares best practices for operational efficiencies with our internal stakeholders.
- Advises internal stakeholders regarding managing and achieving targets.
- Participates on the corporate citizenship council.
- Guides our purchase of renewable energy certificates and carbon offsets.
- Meets regularly with the director of corporate responsibility, quarterly with the executive vice president of strategy, and as needed with other internal stakeholders across ICF.

## Director of corporate responsibility

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

- Coordinates across our corporate services to gather climate-related data.
- Works with the senior vice president of climate, energy, and transportation to implement an approved strategy for managing and assessing climate-related issues.
- Leads our corporate responsibility advisory committee regarding the assessment and management of climate-related issues.
- Meets regularly with the senior vice president of climate, energy, and transportation to monitor progress toward goals and plot improvement strategies, as needed. The monthly agenda includes updates on our footprint related to facilities, business travel, commuting, and supply chain; sustainability reporting; employee volunteer-led Green Team initiatives; and sustainability standards, amongst others.
- Convenes meetings with stakeholders across ICF as needed and reports updates to the executive vice president of strategy on a regular basis.

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

Our code of business ethics and conduct applies to our employees, officers, consultants, and Board of Directors. Separately, our companion [supplier code of conduct](#) applies to our subcontractors, vendors, and partners. These codes specify how we:

- Maintain a safe and respectful workplace that's free of discrimination.
- Safeguard vulnerable populations and prohibit and stand against human trafficking, child labor, or involuntary servitude.
- Seek to procure with integrity and responsibly.
- Guard against retaliation for any expressed concerns of unethical conduct.

Our policy against human trafficking—which applies to our employees and suppliers—reinforces our code of business ethics and conduct and supplier code of conduct and asserts our compliance with all applicable laws and respect for internationally recognized human rights.

Our policy describes a recruitment and wage plan that ensures wages meet legal

requirements, wherever we operate. Our policy also states that prohibition of forced labor flows down to subcontractors and consultants, as applicable. We strive to ensure there is no forced labor in any part of our business or supply chain. We collaborate with experts, suppliers, contractors, and technology partners who, like us, wish to make a positive difference for our clients. We maintain a dedicated procurement team, along with a set of policies and procedures to govern our procurement process. We use management controls, such as training and internal audits, to ensure we follow policies, regulations, and laws.

We actively seek suppliers who can commit to the same guiding principles we follow, as outlined in our supplier code of conduct. This includes our expectation that our suppliers provide a healthy and safe work environment; uphold human rights in the workplace and within their sphere of influence; and manage their environmental footprint. We encourage suppliers to take inventory of their carbon emissions and work to reduce them, because their emissions are part of our carbon footprint. We expect our suppliers to uphold the freedom of their employees to collectively bargain for improved conditions without fear of retaliation. In the past 10 years, we have spent more than \$950 million with nearly 8,500 small and disadvantaged businesses and partnered with eight companies to graduate the Federal Mentor Protégé program.

## Objective advice

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

## Governance factors

| Key factors                       | 2020    | 2021    | 2022    | 2023    | 2024    |
|-----------------------------------|---------|---------|---------|---------|---------|
| Revenue (U.S. \$ millions)        | \$1,507 | \$1,553 | \$1,780 | \$1,963 | \$2,020 |
| Employees                         | 7,000+  | 8,000   | 9,000   | 9,000   | 9,300   |
| Board of Directors                | 8       | 9       | 8       | 8       | 7       |
| Independent directors             | 7 of 8  | 8 of 9  | 7 of 8  | 7 of 8  | 6 of 7  |
| Board/committee meetings held     | 26      | 29      | 28      | 27      | 26      |
| Corporate political contributions | 0       | 0       | 0       | 0       | 0       |

## About this report

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

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

**Boundaries:** Data in this report covers our global operations and was provided by business leaders worldwide. Emissions data account for emissions generated by our operations through calendar year 2024.

**Reporting year:** Calendar year 2024, unless otherwise noted

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

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



## Making progress toward goals

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

| Goals   | Timeline                 | On track | Achieved |
|---|--------------------------|----------|----------|
| Investing in our employees  |                          |          |          |
| Offer a companywide mentorship program to foster leader development   | Annually                 |          | ✓        |
| Survey full-time employees and act upon feedback to enhance culture and employee experience   | Ongoing feedback surveys | ✓        | ✓        |
| Cultivate and develop expertise and support clients across domains  | Annually                 |          | ✓        |
| Inspire all new hires by sharing our purpose and values during the onboarding process   | Annually                 |          | ✓        |
| Enhance support and offerings for employees' well-being   | Annually                 |          | ✓        |
| Reducing our impact on the planet   |                          |          |          |
| Track progress on our internal and SBTi goals - see 'Our goals' section for details   | Ongoing                  | ✓        |          |
| Conduct an inventory of ICF carbon emissions from facilities, business travel, employee commuting, and more   | Annually                 |          | ✓        |
| Provide a transit subsidy to encourage employee use of mass transit   | Annually                 |          | ✓        |
| Recycle e-waste through a certified vendor providing end-to-end accountability to ensure data security and health and worker safety, and that items are not disposed of through exportation, prison labor, dumping, or incineration | Annually                 |          | ✓        |
| Making a difference in our communities  |                          |          |          |
| Support employees' philanthropic priorities by matching their charitable donations one-to-one, up to a cap  | Annually                 |          | ✓        |
| Match employees' volunteer hours with a donation during an annual campaign  | Annually                 |          | ✓        |
| Recognize employees' outstanding volunteerism with annual awards  | Annually                 |          | ✓        |
| Ensuring value for our clients and shareholders   |                          |          |          |
| Hold 100% of eligible staff accountable for required compliance training on code of conduct, harassment and discrimination, timekeeping, security awareness, data privacy, procurement, and anti-corruption policies                | Annually                 |          | ✓        |

## Upholding the UN Global Compact principles

Throughout this report, we describe our support for the UN Global Compact (UNGC) principles, a set of universal values to guide organizations. This table identifies where we address each principle in this report.

## Endorsing the task force for climate-related financial disclosures

In 2021, ICF formally declared our support for the Task Force for Climate-Related Financial Disclosures (TCFD)<sup>1</sup>. The TCFD's recommended disclosures aim to improve and increase reporting of climate-related financial information to be consistent, comparable, reliable, and clear. Many of TCFD's recommended disclosures include data that ICF has assessed and reported for years in our corporate citizenship report and/or our report to CDP (formerly the Carbon Disclosure Project). **Our CDP report is our primary channel for TCFD disclosure.**

In the Planet section of this report, we briefly summarize our approach to TCFD disclosures and identify the specific location in our CDP report where we disclose in detail.

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

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

## Supporting the Sustainability Accounting Standards Board disclosure

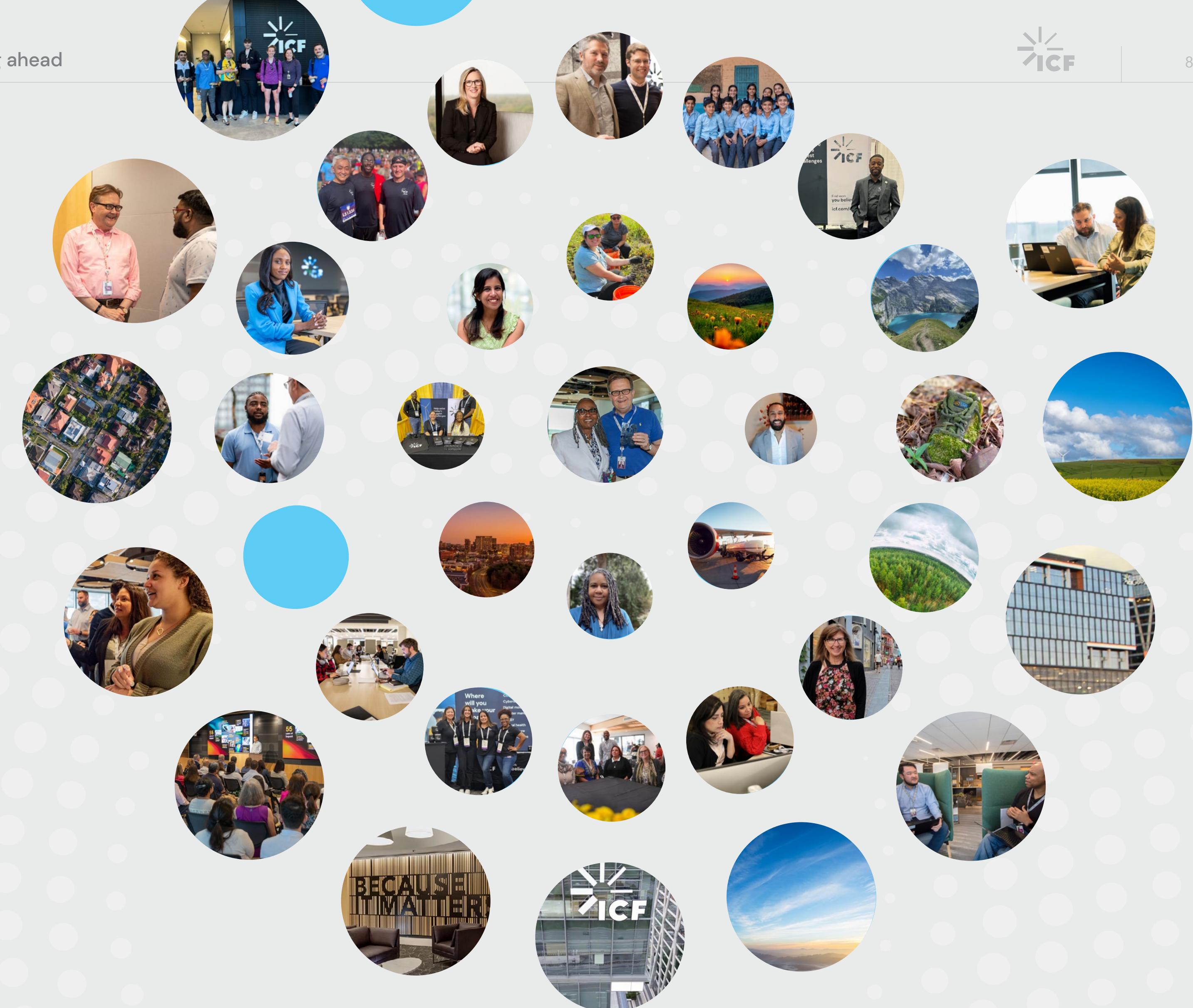
ICF supports the mission of the Sustainability Accounting Standards Board (SASB), which guides the disclosure of financially material sustainability information by companies to their investors. The table below indicates where we address topics material to ICF from SASB's list of disclosure topics and associated metrics for professional services firms.

| Accounting metrics   | Code         | Location in this report |
|--|--------------|-------------------------|
| Data security  |              |                         |
| Description of approach to identifying and addressing data security risks                                  | SV-PS-230a.1 | Governance              |
| Description of policies and practices relating to collection, usage, and retention of customer information | SV-PS-230a.2 | Governance              |
| Workforce engagement   |              |                         |
| (1) Voluntary and (2) involuntary turnover rate for employees  | SV-PS-330a.2 | Our People              |
| Employee engagement as a percentage  | SV-PS-330a.3 | Our People              |
| Professional integrity   |              |                         |
| Description of approach to ensuring professional integrity   | SV-PS-510a.1 | Governance              |

# Looking ahead

To continue making a positive impact through our professional services and corporate citizenship, we welcome your feedback. Please email your recommendations or comments to our corporate responsibility advisory committee at [CorpResponsibility@icf.com](mailto:CorpResponsibility@icf.com).

Thank you for your interest in our progress.





## About ICF

ICF (NASDAQ:ICFI) is a leading global solutions and technology provider with approximately 9,000 employees, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists, and creatives. We combine unmatched industry expertise with advanced engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future.

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