2025

CORPORATE CITIZENSHIP REPORT

Impact, Every Day

REPORT

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> Great things are done by a series of small things brought together.
>
> —Vincent Van Gogh

Message from Our CEO

At ICF, we believe impact is not defined by a handful of big moments. It is shaped by the choices we make every day in how we operate, how we work together, and how we deliver for our clients. Each decision, action, and interaction carries weight. And together, they create a ripple effect that extends beyond our four walls to the people and communities we serve.

This year's Corporate Citizenship Report theme, *Impact, Every Day,* reflects this belief. It's how we take on complex challenges and address them in practical, grounded ways. That's how we've grown and made progress not only this year, but for the last 56.

Driving impact is embedded in how we think, operate and show up, day in and day out. Whether we are developing our people, applying new technologies, managing resources sustainably, or strengthening our accountability, our focus is the same: Do exceptional work and do it in a way that creates lasting value.

This year's report captures the positive outcomes of thousands of daily actions across our company. I'm incredibly proud of what our teams have accomplished, and the impact reflected on these pages. At the same time, this isn't new for us. It's simply how ICF has always approached our responsibilities. And how we will continue to move forward.

John Wasson

Chair and Chief Executive Officer

John Wasson, Chair and Chief Executive Officer

About ICF

ICF is a leading global solutions and technology provider. 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.

Technology is critical to how we deliver impact every day. We apply it with purpose, focusing on practical solutions that quickly improve how work gets done and strengthen the outcomes we deliver. This includes the responsible integration of advanced and emerging technologies, including AI, to help solve complex challenges faster, more efficiently, and at scale.

Our strength, however, is not in technology alone. It is in how we bring it all together and apply it with deep subject matter expertise. This integrated approach enables real-world applications, ensuring innovation drives meaningful results, not just new capabilities.

By embedding technology into our everyday execution, we strengthen our ability to deliver consistent, measurable impact at scale. Learn more at **icf.com**.

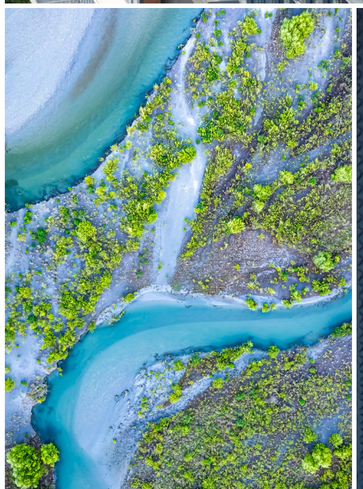
Revenue generation*

85% of our $1.8B revenue in 2025 came from services delivering environmental and social impact:

33% from **social areas** supporting health, education, and development programs

52% from **energy and environmental areas** supporting energy savings, resilience, natural resources, or emission reduction programs

*Consistent with our financial reporting



Our values

Interact with Integrity

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

Challenge Assumptions

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

Bring Your Passion

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

Work Together

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

Embrace Differences

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

Be Greater Than

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

2025 Corporate Citizenship Highlights

Investing in our people

89%
of employees actively engaged in learning

100%
of employees have access to AI/GenAI tools and training

95%
of participants said our mental health program improved their well-being

100%
of new managers completed our people manager training

Making a sustainable commitment

Climate Transition Plan
Board-approved and published in 2025

93%
reduction in scope 1 & 2 GHG emissions since 2013*

100%
net renewable electricity for global operations

1.5°C-aligned GHG reduction target
approved by SBTi

Supporting important causes

$930K
corporate donations and matching funds

$777K
employee donations

1 to 1
match of employee donations

6.8K+
reported employee volunteer hours

*Market-based approach; including the purchase of renewable energy certificates (RECs)

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 2025. The report is organized into four key areas: our employees, the planet, our communities, and governance. This breakdown aligns with the following reporting frameworks and standards: Sustainability Accounting Standards Board (SASB)[1], Task Force on Climate-Related Financial Disclosures (TCFD)[2], and the UN Global Compact. For reference, a summary of each of these frameworks 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.
- Reduce our impact on the **planet** by lowering our GHG emissions and growing the environmental capabilities we offer our clients.[3]
- Give back to our **communities** and society, both philanthropically and through our innovative services.
- Create long-term value for our **shareholders** through growth and effective management.

[1] Now maintained by the International Sustainability Standards Board (ISSB).

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

[3] See Reducing Our Impact on the Planet chapter for details on our GHG emission reductions, progress towards our goals, and performance relative to our 2013 baseline.

Earth Day, Tulsa, Oklahoma

Elev8 GovCon

How we engage our stakeholders

We regularly engage with stakeholders to understand their priorities and perspectives, which help inform our focus areas and guide our activities.

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 to 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; engagement through 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 share our corporate citizenship best practices via supply chain questionnaires where we disclose our GHG management approach, data privacy and security policies and practices, and inclusive workplace policies, among other best practices.
Investors	Quarterly earnings calls, financial filings, investor conferences, presentations, reports, and meetings.	We include information on our corporate citizenship performance in our proxy statement and our presentations to investors.
Suppliers	Supplier Code of Conduct, mentor-protégé program, and vendor management system.	Our Supplier Code of Conduct includes information regarding measuring and reducing emissions.
Partners and affiliates	Contributions to research, participation in working groups and conferences.	We contributed to the 2025 Professional Services Sustainability Bulletin, which highlights trends and best practices.

Reporting frameworks and standards

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

CDP

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

Task Force on Climate-Related Financial Disclosures[5]

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

Sustainability Accounting Standards Board[4]

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.

[4] Now maintained by the International Sustainability Standards Board (ISSB)

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

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 programs, and operations, we champion the UN Sustainable Development Goals (SDGs).

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

A Universal Message: Scaling Civic Empowerment in the European Union

Challenge: As the 2024 European elections approached, the European Parliament faced the monumental task of re-engaging a diverse electorate across 27 Member States—including 53 million "at-risk" citizens who were unlikely to participate. The campaign required an emotional, authentic narrative to inspire collective action in shaping the future of Europe during a highly unstable and geopolitically challenging period. The core challenge was to deliver a universal message that would resonate across varying languages, cultures, and perspectives: regardless of beliefs or political affiliations, there is real value in democracy.

Solution: We centered our strategy on authenticity, producing a series of films featuring real people telling their stories, rather than scripted actors. For "Together.eu," our team captured spontaneous moments of community, while the "Go-to-vote" film utilized a documentary-style approach to celebrate the shared act of participating in democracy. To ensure total inclusivity, the team delivered 162 unique assets in all 24 official European Union (EU) languages and 10 additional regional dialects—even integrating International Sign Language and audio descriptions—to ensure every citizen could hear the call to action, regardless of background or ability.

Impact: The result was a deeply impactful campaign that reached more than 99 million people and generated over 13 million full video views in just four weeks. And beyond campaign reach, the European elections saw the highest voter turnout since 1994. We didn't just deliver a message; we made people feel it through the use of real voices and real emotion. By delivering accessible, culturally resonant content, we effectively humanized the democratic process, initiating vital conversations about voting and positioning the European Parliament as a visible champion of civic empowerment.

Innovation in Service of Affordability: Using Simulation to Reduce Energy Costs

Challenge: Energy efficiency programs are often measured by kilowatt-hours saved, peak demand avoided, and emissions reduced. But their impact can go further: lower utility bills can ease financial pressure for households and businesses, and redirect savings back into local economies. Baltimore Gas and Electric (BGE) wanted to show the broader value of its EmPOWER programs to customers, policymakers, regulators, and community stakeholders using a rigorous, defensible methodology.

Solution: As a supporter of BGE's **EmPOWER programs** since 2008, we analyzed how program investments and customer bill savings contribute to local economic development. The analysis covered energy efficiency and conservation programs for residential, commercial, and industrial customers, as well as demand response programs. Using program expenditure data, we developed modeling inputs and estimated direct, indirect, and induced impacts across BGE's nine-county service territory.

Impact: Based on program activity and lifetime energy savings from measures installed that year, we found EmPOWER supported more than 5,600 Maryland jobs and generated nearly $1.5 billion in total economic output. The programs also contributed more than $791 million to Maryland's Gross State Product and produced more than $180 million in annual tax revenues, including $72 million in state and local taxes. For every dollar BGE invested, the programs generated nearly $7.90 in economic output, showing how energy conservation can strengthen affordability, support local businesses, and deliver strong returns for Maryland communities.

Fighting Fire with Data: Streamlining Intelligence to Protect Lives and Property

Challenge: As wildland fires reached record highs in early 2025, the U.S. Forest Service (USFS) struggled with a fragmented legacy system that hindered emergency response. Firefighters and dispatchers were forced to juggle a dozen non-interoperable applications that required multiple authentications and lacked offline functionality in remote, smoke-covered areas. This fragile technology infrastructure could not be updated during active fire seasons, creating a dangerous intelligence gap when clarity and interoperability were most critical to protecting lives and property.

Solution: We modernized the USFS Fire and Aviation Management Enterprise Geospatial Portal (EGP) by launching WildFireSA, a consolidated situational awareness tool built in phases on real-world user feedback. By deploying subject-matter experts to active fire sites, we developed an agile architecture that streamlined disparate data pipelines into a single, user-friendly interface. This modernization included optimized data sets and AI-driven analytics, transitioning the agency from a suite of disconnected apps to a mission-critical "one-stop" intelligence hub that functions across federal, state, and local agencies.

Impact: The transition to WildFireSA delivered immediate operational and financial returns, saving the USFS approximately $525,000 annually in legacy licensing fees. The platform's automation tools achieved a 70% reduction in manual data entry, significantly lowering the technology burden on frontline responders and allowing them to focus on active firefighting. With over 8,000 interagency users and counting, the system's predictive modeling and FedRAMP-compliant security have improved resource allocation and decision-making, setting a new gold standard for national wildland fire response.

Investing in Our People

At ICF, our people are the driving force. When we combine expertise and a culture where people can do their best work, we turn insights into impact, every day. By fostering a high-performance environment that values agility and multidisciplinary collaboration, we ensure that our workforce—from our 400+ doctoral scholars to our rising interns—has the foundation of support needed to drive excellence for the clients we serve and the communities they represent.

In 2025, we accelerated our commitment to building this future-ready workforce by welcoming over 1,600 new hires and maintaining a voluntary turnover rate consistently below industry benchmarks. Recognizing that career journeys evolve in different ways, we supported opportunities for learning and growth through initiatives such as pioneering AI upskilling and structured mentorship through Mentor Connect, while also investing in award-winning resources to support mental health and well-being. By investing in the next generation of talent and preparing our leaders to guide with clarity, we are not just responding to today's demands—we are equipping a resilient, engaged team to lead the innovations of tomorrow.

Impact starts with purpose

Whether it's attracting, developing, or retaining talent, our focus is empowering our experts to deliver the insights that drive our impact as an organization. We focus on core priorities: growing a workplace culture where individuals are connected and supported; preparing leaders to guide teams with clarity and confidence; building future-ready skills and capabilities; and creating an employee experience that reflects how our people work and live. This ensures our experts are equipped, motivated, and supported to deliver excellence—and meaningful results for our clients and the communities that we serve.

Best Companies to Work For, U.S. News & World Report

Top 100 Company to Watch for Remote Work, FlexJobs

Best Places to Work, PR Week

America's Best Employers for Company Culture, Forbes

America's Most Admired Workplaces, Newsweek

America's Greatest Workplaces for Mental Well-Being, Newsweek

Greatest Workplaces for Parents and Families, Newsweek

America's Greatest Workplaces for People with Disabilities, Newsweek

World's Best Companies, TIME

America's Best Mid-Size Companies, TIME

> Supporting our people isn't separate from delivering for our clients—it's how we do it. When capable people have the right tools and resources, and leaders who are equipped to support them, we move faster, adapt better, and show up stronger for our clients and communities.

—Caryn McGarry
Chief Human Resources Officer

Who we are

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

Our people

8.4K
Full-time and part-time employees

405
Doctoral degrees

3,155
Master's degrees

67
Juris Doctor degrees

Geographic distribution

91%
The Americas

6%
Europe

3%
Asia and the Pacific

<1%
Africa and the Middle East

Building our team of experts

During 2025, we welcomed more than **1,600 new hires**—adding to our team of experts who support our growth and drive our impact.

We continue to invest in the team, technology, and storytelling that bring our culture to life for jobseekers and differentiate us in the talent market. Our digital and social media presence, built with an employee-first lens, highlights the experiences and impact of our people and strengthens our visibility as an employer of choice.

In 2025, our **talent acquisition** efforts reached 1.5 million unique prospects; investments like this help us maintain a targeted pipeline of skills-based talent. Fifteen percent of career site visitors who engaged with our blog content applied for a role, and one in five hires applied through engagement features built into our career site technology. Our structured, cross-functional hiring approach—bringing together sourcing, talent marketing, compensation and planning, data, and operations, and enabled by technology—continues to shorten time to find for new hires.

Environment & Planning
California Meeting

Disaster Management
Florida Meeting

Disaster Management
Wyoming Meeting

Supporting the next generation of talent

Our **internship program** offers aspiring professionals a unique opportunity to launch their careers through real-life client work, professional development, and mentoring and networking opportunities.

Jash Sangani and Kamarion Moore first joined ICF as interns. After completing their degrees, they accepted full-time roles in our Utilities Programs and Services division, where they now support energy pilots—ICF's structured approach to designing, testing, and scaling innovative utility energy programs.

> From a phenomenal summer internship program, to my last year of college, my supervisors and peers at ICF strengthened me through it all. As we continue to pursue energy diversification and accessibility for all, I am thrilled to have the ICF pilots team at my side.
>
> —Kamarion Moore

> In my second year I focused on supporting the implementation of residential and commercial and industrial programs across utilities in Michigan. The depth of knowledge and passion within these teams is truly inspiring. I am eternally grateful to David Meisegeier, VP, Energy Offerings and Innovation, for his guidance and support throughout my internship journey.
>
> —Jash Sangani

Kamarion Moore (left) and Jash Sangani (right)

Jash Sangani (left) and David Meisegeier (right)

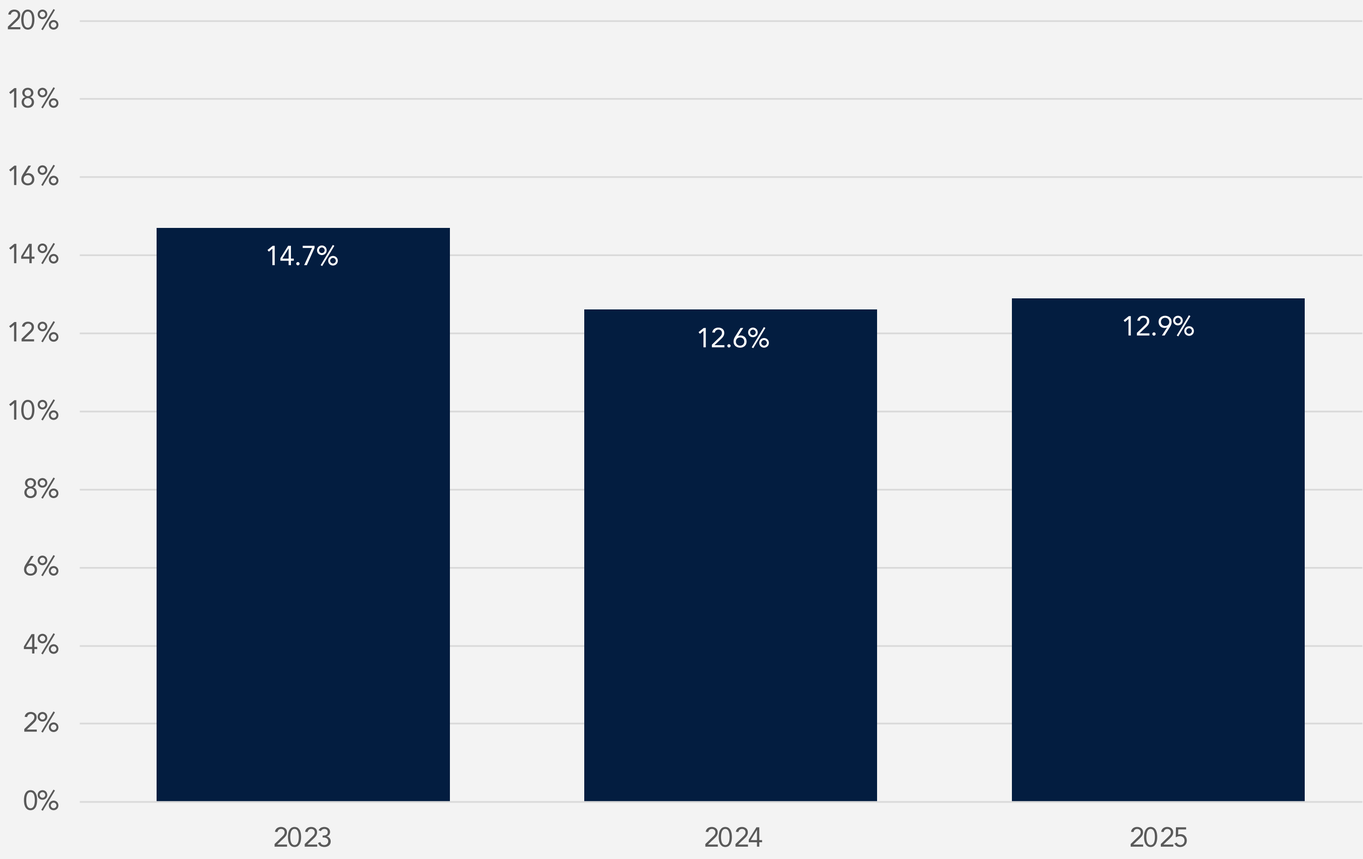
Growing our culture of innovation and impact

Once a **new hire** joins us, we engage with them to enable their long-term success with a robust onboarding program, including sessions focused on our purpose and values, well-being and benefits offerings, and growth opportunities. Regardless of their role, team, or location, all employees have opportunities to make connections and build community, including informal networking, and formal mentoring and peer connection programs.

The results of our **continuous employee listening** surveys consistently reflect a strong level of engagement that empowers our employees to excel in their work, in our culture, and in their lives. Employee ratings consistently exceeded 80 out of 100 across key measures such as finding work meaningful, feeling valued, having a positive relationship with their manager, intention to stay at ICF, alignment with ICF values, and feeling proud to work at ICF.

Year over year, we experience **voluntary employee turnover** that is consistently below industry benchmarks. In 2025, our overall company turnover was 12.9% (9.4% when excluding our on-call team members).

Voluntary turnover rate 2023-2025



Recognition matters at ICF. By celebrating achievements and acknowledging efforts, we create an environment where contributions to our impact are valued. All employees participate in our Impact Conversations program, which includes an annual performance appraisal with their manager, alongside regular feedback and coaching, and career growth planning. In addition, our anytime feedback process and recognition program empower employees to give and receive feedback or kudos from peers, managers, and leaders at any point during the year.

Recognition in action

> Sowmya and team, thank you for your efforts in taking on this challenge after already meeting and exceeding your current project deliverables. Your ability to problem-solve, communicate effectively, and bring innovative solutions is appreciated. This project required agility and teamwork, and you demonstrated both at the highest level. Your support was a standout example of high-value collaboration.

—Anonymous nomination submitted through our employee recognition program

> Carina, your leadership and constant encouragement has created a work environment where I feel valued, motivated, and happy to come to work every day. I've learned from your example as a leader, and I feel so grateful to have been able to work with you for this past year. Having you as a supervisor is one of the reasons I love working for ICF.

—Anonymous nomination submitted through our employee recognition program

In 2025, our teams gave each other kudos more than 32,000 times—reflecting the culture that earned us a spot on Forbes' list of America's Best Employers for Company Culture. Liz Janssen, VP of Talent and Organizational Development, shared insights into our workplace culture and leading practices at O.C. Tanner's Influence Greatness 2025 in Salt Lake City, Utah. She took the stage to tell the story of how we're building a culture for all rooted in collaboration, engagement, and achievement.

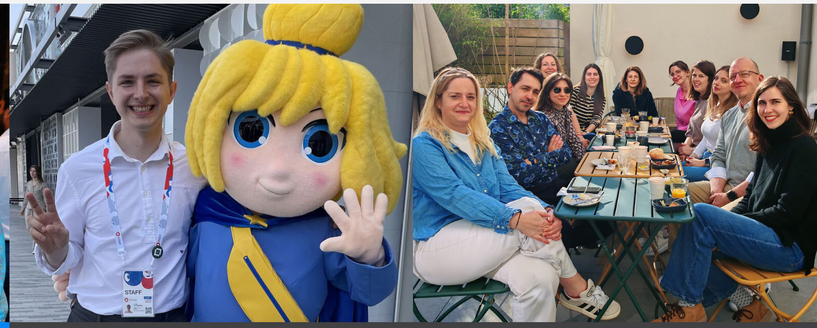
Teams are at the heart of our impact

Highly effective teams, intentionally brought together, are a cornerstone of our culture and central to our ability to move faster, adapt more effectively, and deliver high-quality outcomes in a dynamic environment.

Experts in our Utility Programs and Services division work across the utility industry, from understanding customer behavior to managing energy demand growth. In 2025, its leaders were recognized for fostering a culture of trust, collaboration, and excellence that empowers their teams to thrive and deliver innovative programs that help keep energy affordable and reliable for communities across the nation.

2025 marked 20 years of ICF's presence in India. Over the past two decades, our India operation has been on a journey of growth, innovation, and collaboration. In 2005, we opened an office in the heart of Delhi and welcomed 10 employees. Since then, we've opened new locations in Delhi and Bangalore and our India business has become a key hub for global operations, spanning multiple lines of business including aviation, energy, transport, infrastructure, digital, and more.

20 years in India



Our team in Brussels works with businesses and governments on complex challenges and projects across Europe—like creating the European Union pavilion and its mascot Europa for World Expo 2025 in Osaka, Japan. Pictured with Europa is Linas, one of the communications and events experts who worked behind the scenes to bring Europa and the EU pavilion to life, showcasing Europe's innovations, solutions, and cultural contributions alongside more than 150 other regions and countries.

Developing our capabilities for the future

We invest in learning paths and tools that support employees to maximize their impact. No two careers look the same, and career paths aren't always linear. We help employees consider options, set clear goals, and take meaningful action like building new skills, stepping into a leadership role, gaining expertise in a different area, or exploring new opportunities across ICF.

When our employees grow, they stay equipped to meet evolving business needs. We have tailored **learning and development** offerings for every stage of career and every type of learner, ranging from experiential learning to informal learning and formal courses. Skills and role assessments provide objective insight into proficiency, supporting targeted development rather than one-size-fits-all training.

In 2025, ICF delivered development experiences designed to support employee growth and capability building in leadership, people management, project management, consulting, business development, finance, technology, collaboration, and innovation.

89%
of employees actively engaged in learning

95%
of participants in our panel learning series recommend the sessions

100%
of new managers completed our people manager training

Brussels Training Session

Disaster Management Strategy Meeting

Employees engaged in technology and AI learning through **industry-leading content** on platforms like Pluralsight and LinkedIn Learning, with strong participation in generative AI, cloud, and data skills. These experiences combined broad access with depth—using skill assessments, hands-on labs, and long-term education assistance to ensure relevance and impact. Participation trends and feedback continue to inform how ICF evolves its learning offerings to meet emerging business and workforce needs.

For **managers and leaders**, we offer programs that support their development and ensure they have the tools and resources they need to be effective, whether they are at an emerging, experienced, or senior level. In 2025, we introduced a new enterprise-wide approach to continue building our pipeline of tomorrow's leaders. This program provides a robust, shared framework for developing leaders in their current roles and preparing highly effective leaders for future roles, in line with our business objectives.

AI and technology upskilling with Pluralsight

600+

technologists participated in role-aligned learning

3.6K+

hours of technology learning completed

2K+

unique courses accessed, with generative AI among the most-engaged topics

100%

of employees have access to AI/GenAI tools and training

Creating connections for growth

Our company-wide mentorship program, **Mentor Connect**, offers employees a structured way to explore career pathways, expand their professional networks, and learn new skills—including AI and other technical skills.

Feedback from 2025 participants showed they valued their exposure to people, work, and practices outside their immediate team and line of business—and often left with new connections or potential collaborations. Many said the program gave them a clearer career direction, increased confidence, and practical steps to build their visibility. The program also created sustained relationships—many participants planned to continue meeting after the formal program was complete.

564
employees connected

2.6K
contact hours recorded

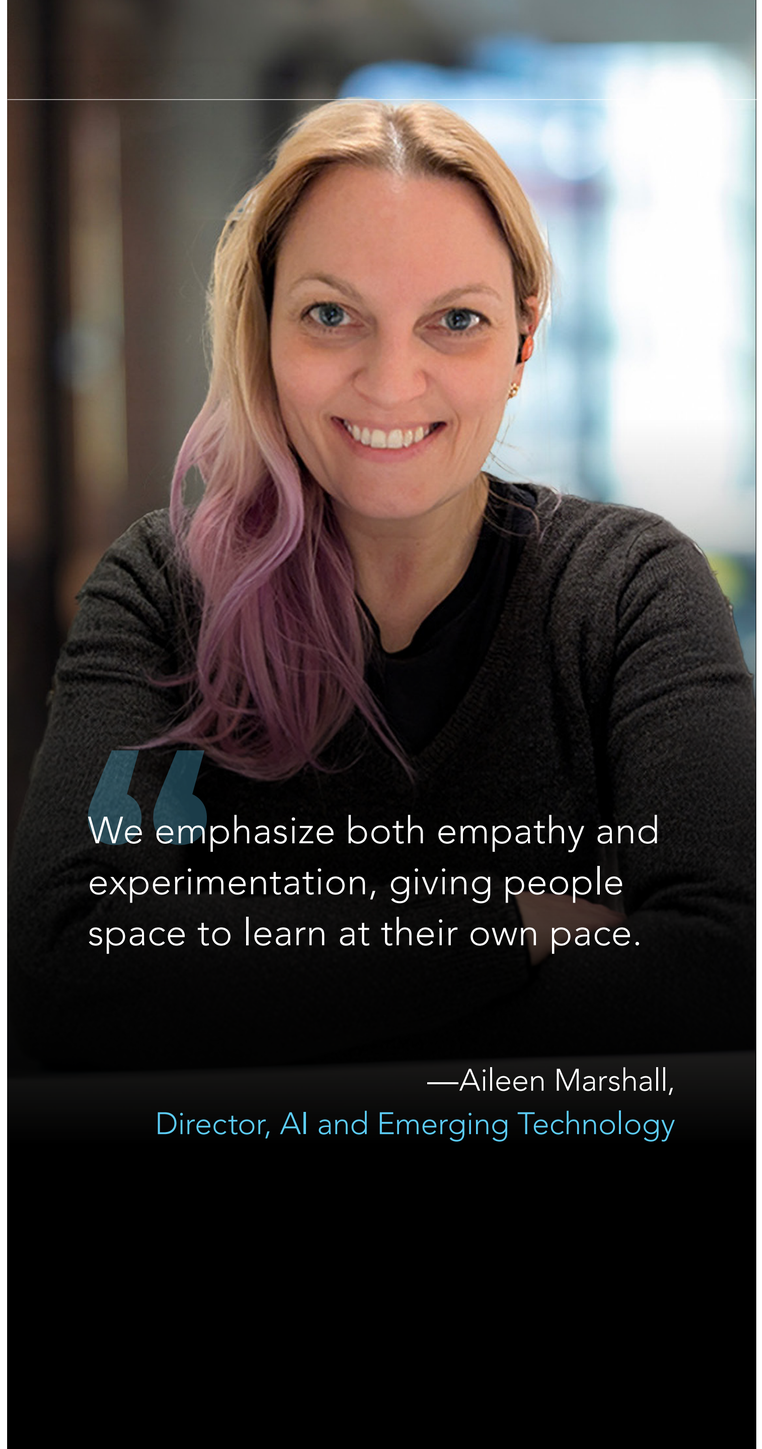
84
locations represented

> Career growth goals can transcend industries and geography. We collaborated to identify tools and opportunities. This reinforced the power of mentorship as a two-way street—where learning, support, and growth are mutual.
>
> —Mentor

Harnessing AI responsibly

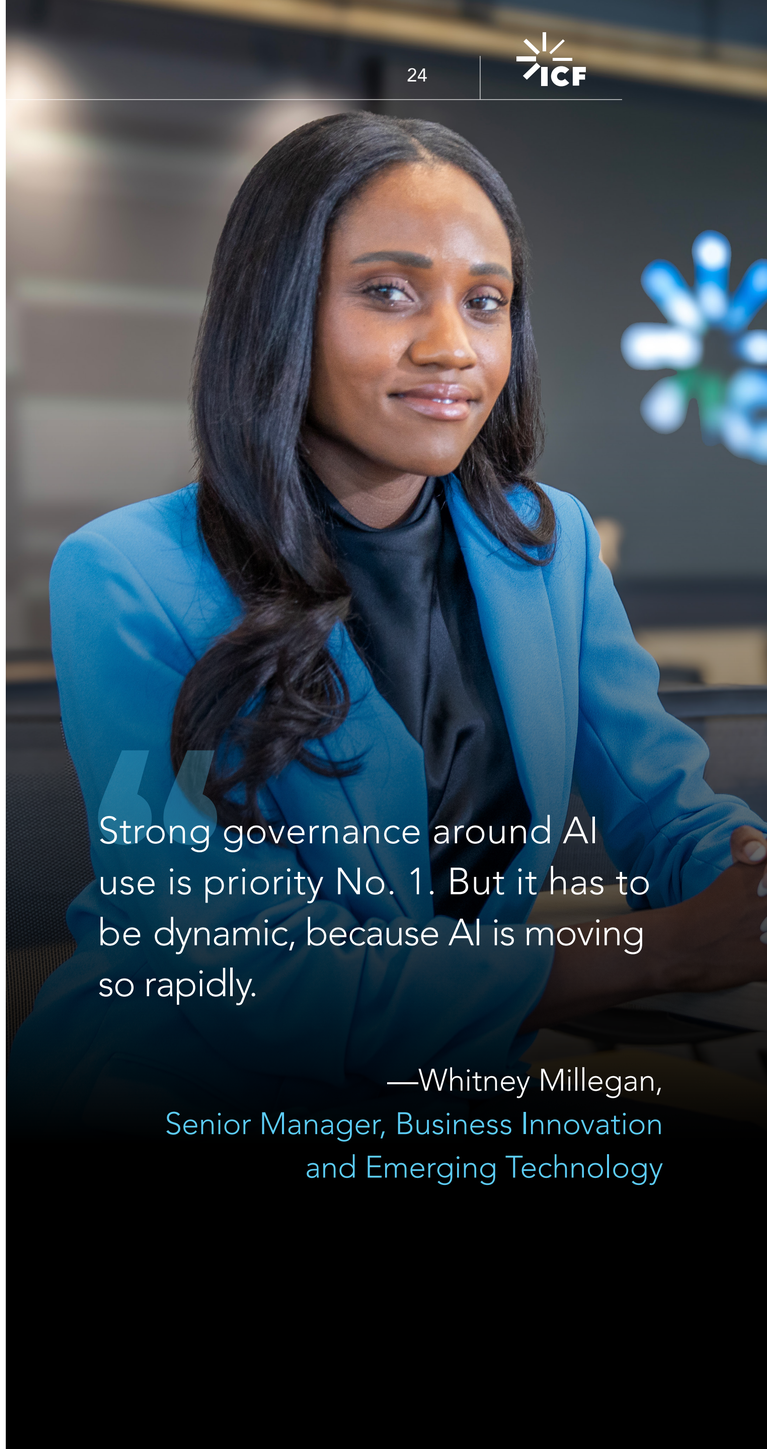
In addition to bringing our AI expertise and services to clients and partners, we invest in **AI training programs** that empower employees to take innovative approaches to client work and day-to-day operations. Integrating responsible AI practices, policies, and tools has delivered productivity gains, 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've built a strong foundation of governance with clear policies and practical guardrails, backed by experts who keep us at the forefront as technology evolves. Not only do all employees have access to approved AI applications, but they also receive training and guidance, as well as access to world-class, cutting-edge tools.



"We emphasize both empathy and experimentation, giving people space to learn at their own pace."

—Aileen Marshall,
Director, AI and Emerging Technology



"Strong governance around AI use is priority No. 1. But it has to be dynamic, because AI is moving so rapidly."

—Whitney Millegan,
Senior Manager, Business Innovation and Emerging Technology

AI in action

We help clients with environmental challenges—from executing impact assessments to managing complex projects, engaging stakeholders, and navigating regulatory obligations. Archaeology is an area where we provide this kind of support. We help archaeologists in the field survey, describe, and monitor sites more efficiently by using AI to extract text from extensive field notes and produce summaries and reports. This has created significant time savings, and freed them up for higher-level activities such as building client relationships.

Our energy specialists have developed AI agents to act as virtual subject matter experts, supporting team members with domain-specific knowledge acquisition and data analysis. For example, one agent provides the latest data on transportation electrification policies and advancements in on-road transportation and non-road equipment electrification. Another supports utility integrated resource planning and integrated system planning initiatives. A third agent helps engineers and consultants optimize system performance, address complex challenges and stay current with advancements in solar, battery, grid integration, and energy management technologies.

We used AI to improve visibility and engagement for a federal public health website. Schema markup is code that helps search engines read and understand website content. By optimizing this code with AI, we increased the number of clicks and impressions, boosted the click-through rate, and improved the ranking of the website—ensuring it appears in the first few search results and reaches its intended audience.

Supporting our team's well-being

Our well-being and total rewards team benchmarks externally and evaluates evolving **workforce needs**, incorporating insights from voluntary employee surveys. This process helps ensure our offerings align with what employees value most. When surveyed, employees reported that the top three reasons they continue to work at ICF are strong relationships with coworkers and managers, flexible work schedules, and the ability to work remotely.

We also conducted a survey to inform our 2026 **benefits** strategy. Based on this input, we expanded mental health resources, introduced a new medical coverage carrier to improve access and manage costs, enhanced reproductive and family health support, and hosted more than 30 educational webinars.

When we surveyed employees who engaged with our metnal health support program, 95% of respondents said it improved their well-being. Our commitment to supporting employees holistically—regardless of location—reinforces our focus on fostering a **resilient, engaged workforce** that drives long-term success. FlexJobs named ICF among its Top 100 Companies to Watch and Newsweek recognized us as one of America's Greatest Workplaces for Mental Well-Being in recognition of this approach.

> In 2025, we rolled out 35 new human resources projects designed to build a strong, adaptable, high-performing organization—one that can meet today's demands and tomorrow's challenges.

—Caryn McGarry
Chief Human Resources Officer

Reducing Our Impact on the Planet

At ICF, reducing our impact on the planet is a commitment backed by science, guided by clear targets, and measured year over year. As outlined in our **Climate Transition Plan**, we established near-term greenhouse gas (GHG) reduction targets in 2024 to guide us through 2030, providing a roadmap for reducing emissions across our operations and value chain. Progress toward these targets is driven throughout our business—from optimizing our real estate footprint and reducing energy use to investing in renewable energy certificates (RECs) equivalent to 100% of our global electricity consumption and purchasing verified carbon offsets to address remaining emissions.

Since establishing our emissions baseline in 2013, we have reduced our scope 1 and 2 GHG emissions by 93% using a market-based approach and reduced the square footage of our leased office portfolio by more than 50% since 2022, demonstrating continued progress as we work toward our 2030 targets.

Our accolades, partnerships, and disclosures

ENR Engineering News-Record

Ranked #37 of 200 Environmental Firms, 2025

Fairfax County Green Business Partners, Leader 2025

environmentanalyst

No. 12 U.S. Environmental & Sustainability Consultancy March 2026 edition

CDP Discloser 2025

CDP Discloser, 10+ years

BC CCC Boston College Center for Corporate Citizenship, Carroll School of Management

Advisory Board on Professional Services Sustainability

Sustainable Supply Chain Alliance

Scored 94% in Supplier Sustainability Assessment for Professional Services, 2025

Science Based Targets

1.5˚C-aligned GHG reduction target approved by SBTi

TCFD

Task Force on Climate-related Financial Disclosures*

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

ISO

ISO 14001 Environmental
London, UK (through June 2027)
Brussels, BE (through Nov. 2027)

Our approach

Our strategy to reduce our GHG emissions involves these critical activities:

Realize

Conduct an annual assessment of our emissions footprint.

Resolve

Set measurable reduction targets and develop plans to achieve them.

Reduce

Implement our plan to reduce emissions from significant sources—including our offices, business travel, and employee commuting.

Invest in certified renewable energy certificates[6] (RECs) equivalent to 100% of the electricity used by our global operations and purchase verified carbon offsets to address remaining scope 1, 2, and 3 emissions.

Report

Disclose our progress transparently and in alignment with globally recognized frameworks and standards, including CDP, TCFD, and UNGC.

In 2025, we published our first Board-approved **Climate Transition Plan**, outlining how we will manage emissions across our operations and value chain to meet our Science Based Targets initiative (SBTi)-approved goals. The Plan provides a roadmap for our efforts and reinforces our commitment to taking action to achieve measurable, transparent progress toward those goals.

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

Understanding our impact

Every year, we compile an inventory of GHG emissions across our global operations, which is then verified by an external auditor. We estimate the emissions of our offices[7], our small fleet of vehicles, business travel, our employees' commutes, and our purchased goods and services.[8] In 2025, our primary sources of emissions were business travel and purchased goods and services.

Scope 1 and 2 emissions[9]

Facility-related emissions

3%

(after purchasing RECs)

Fleet-related emissions

2%

Scope 3 emissions[10]

Business travel-related emissions

26%

Emissions from our purchased goods and services

50%

Emissions generated by our commutes

19%

[7] 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.

[8] 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.

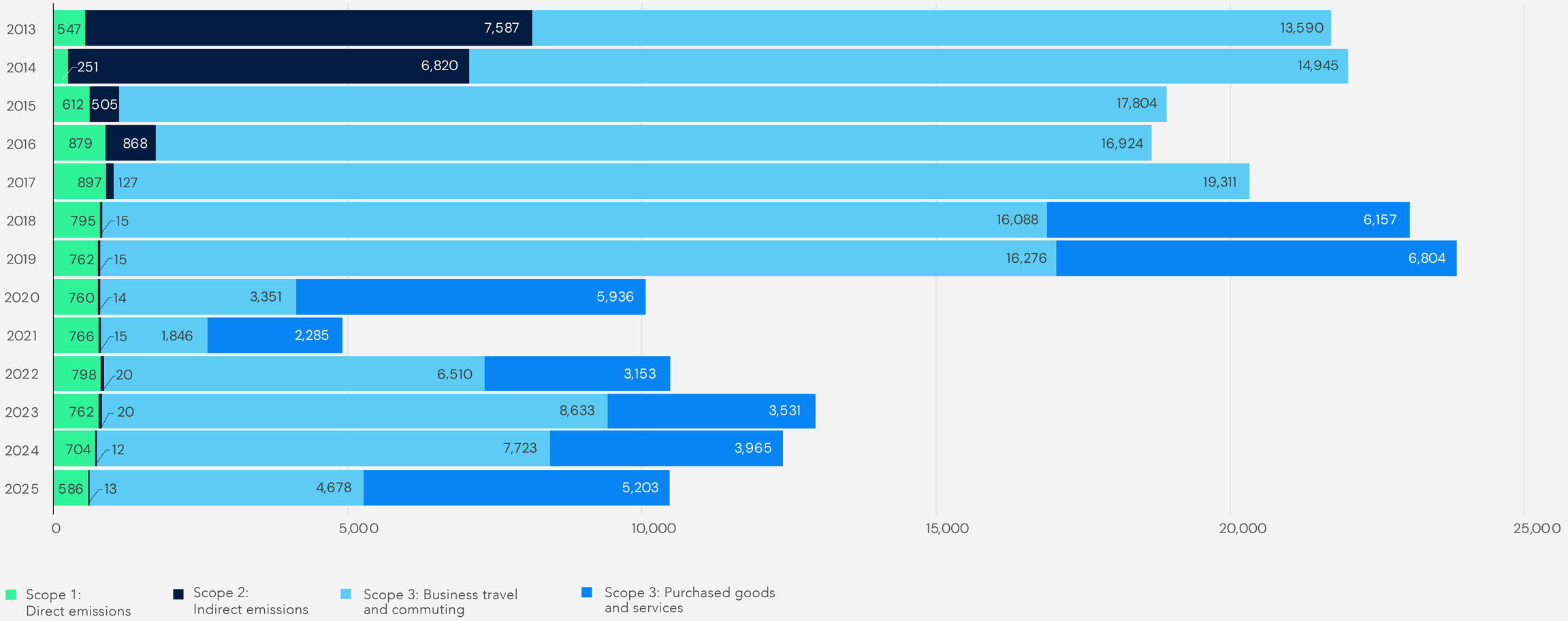
[9] Definition: scope 1—direct GHG emissions from sources owned or controlled by ICF; scope 2—GHG emissions from purchased electricity and steam.

[10] Definition: scope 3—GHG emissions from sources in ICF's value chain, upstream from ICF's operations.

Trends in emissions over time

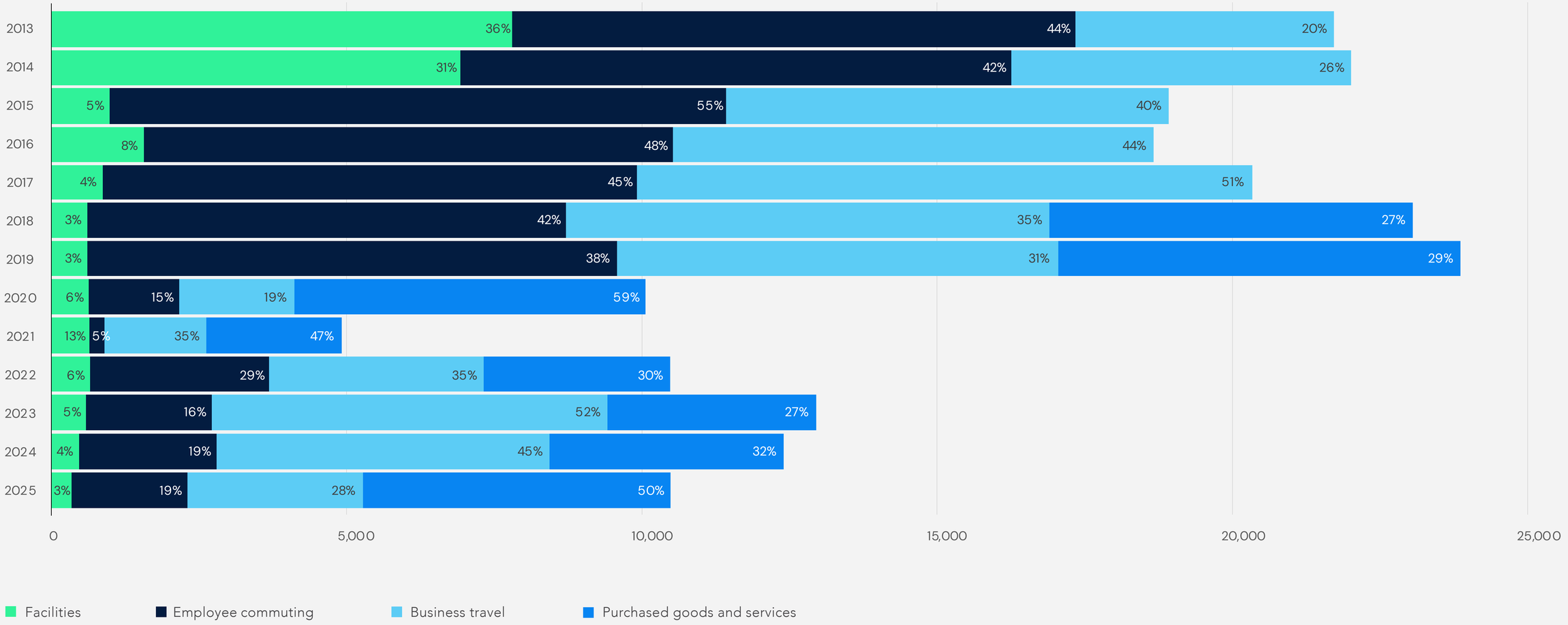
We've reduced our scope 1 and 2 emissions by 93% since 2013 (market-based approach; including with the purchase of RECs).

Emissions by scope (MT CO_2e)



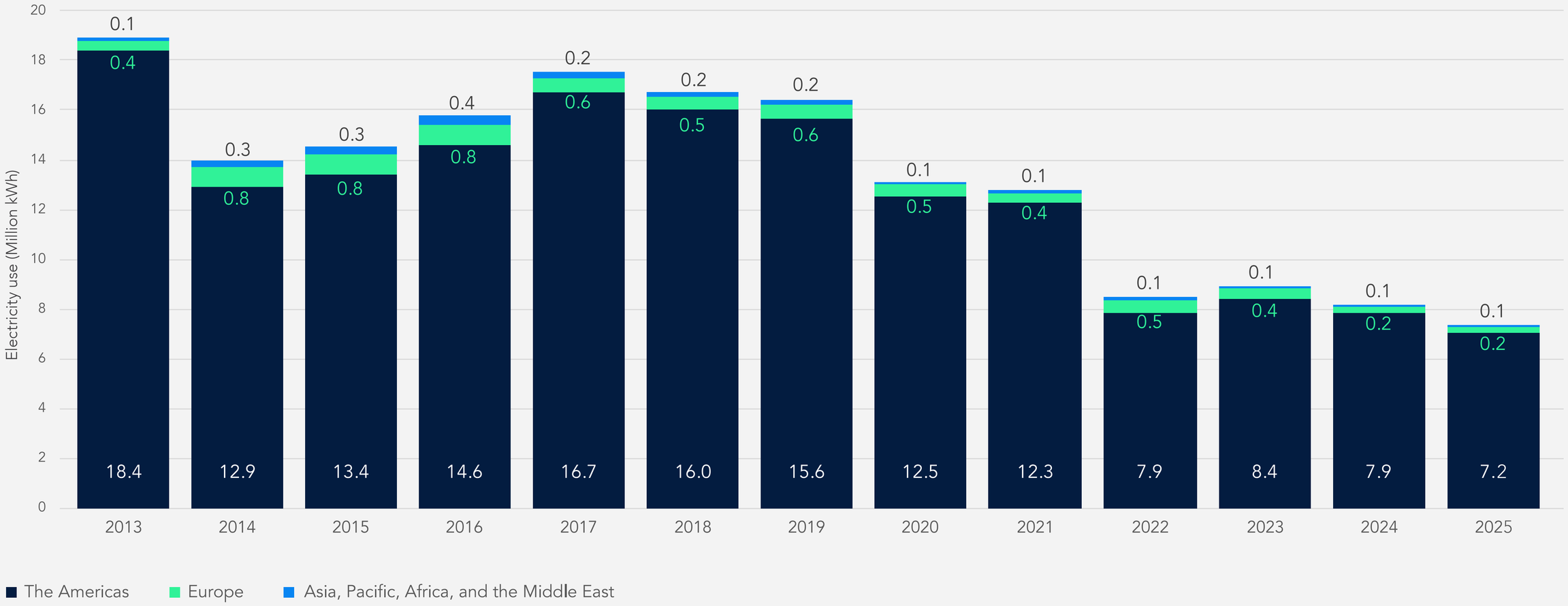
Trends in emissions over time

Emissions by source (% of CO_2e)



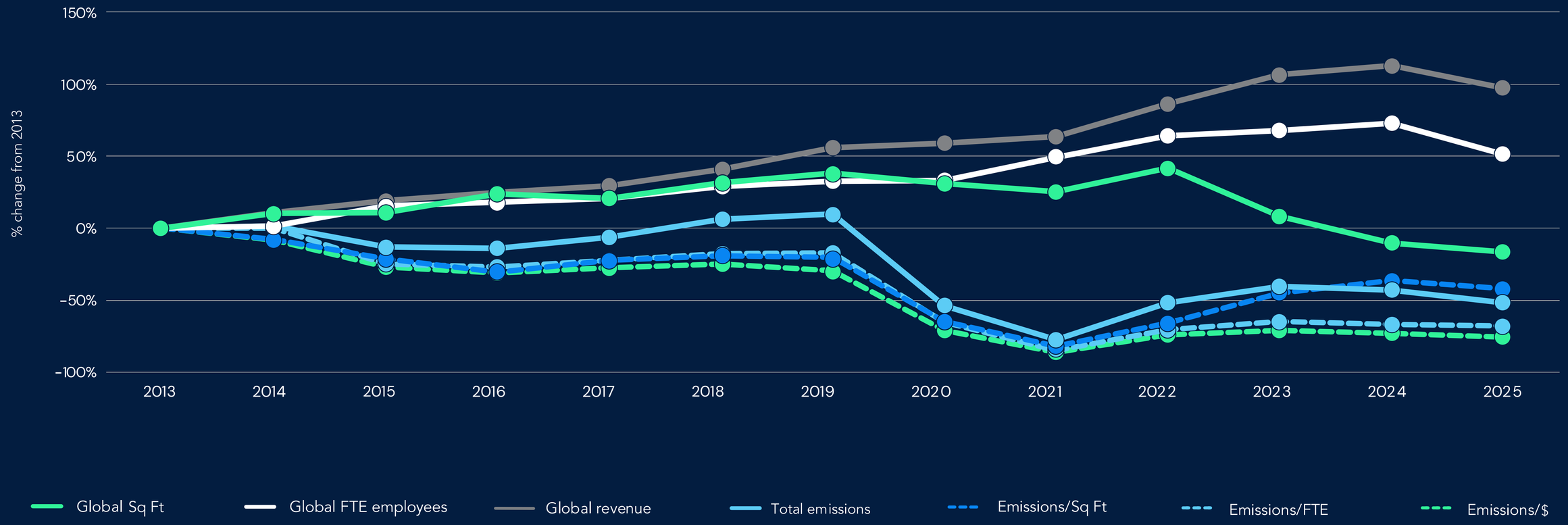
Electricity used by our global operations

Every year, we calculate our electricity use 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 regions. Since we're a tenant in all of our facilities, purchasing green power directly from the grid is not an option.



Growing responsibly

Since establishing our baseline in 2013, we have significantly reduced emissions while continuing to grow. Both our total emissions and our emissions intensity—per employee, revenue, and leased space—have declined over time as shown in the graph below. This graph depicts scope 1 and 2 emissions (after accounting for RECs), along with calculated scope 3 emissions from business travel and employee commuting.[11]



[11] Does not include emissions from purchased goods and services, which we began estimating in 2018

Assessing risks and opportunities

We use the Task Force on Climate-Related Financial Disclosures (TCFD) framework to assess and disclose climate-related risks and opportunities. The matrix below outlines the four pillars of the framework and summarizes our approach to each. Additional details can be found in our CDP report.

TCFD recommendations	Summary of our response to TCFD recommendations
Governance	
Describe the Board's oversight of climate-related risks and opportunities. Describe management's role in assessing and managing climate-related risks and opportunities.	We developed a governance model to enable effective oversight and good governance. The ICF Board of Directors, chief executive officer (CEO), Governance and Nominating Committee (GNC), management, and other committees play an important role in ICF's overall corporate responsibility (CR) program, which may encompass 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. The CEO, as a member of both our Board (as chair) and the most senior member of management, serves as a connection point between the Board's oversight and management's handling of climate-related risks and opportunities. Our 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. The governance section of this report details the roles and responsibilities governing our strategy.
Strategy	
Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	Scenario analysis is useful for assessing business implications and understanding how a company might perform under different hypothetical situations. We selected three scenarios to assess the potential impact of climate-related risks and opportunities on our business and operations. For all three scenarios, our environment experts conducted a transition risk assessment and physical risk assessment. For the former, we used a time frame that extends until 2035, and for the latter, we used a time frame that extends until 2030.

TCFD recommendations	Summary of ICF's response to TCFD's recommendations
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 emissions scenario where global average temperature 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, we only evaluated transition risks, since we do 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 emissions 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, we only evaluated the transition risk resulting from this moderate warming scenario, using pathway assumptions as shown in IEA STEPS. The third scenario was a high emissions scenario that 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 policy measures, slow pace of innovation of non-fossil fuel technologies, and no low emissions transportation. • For the climate-related transition risk, we concluded at the time of the assessment that our current exposure was low, as the company does not own or operate carbon-intensive assets, and has limited direct exposure to carbon-pricing mechanisms. While changing regulations have the potential to impact our regulated clients and related services, our total service offerings are bolstered by a diverse set of services. • For the physical risk, we evaluated risks through 2030 and our assessment consisted of a qualitative rating of the exposure, sensitivity, and adaptive capacity of nine elements of our 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, we have 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 includes consideration of climate-related risks) to our business. The Board receives quarterly reports and briefings on top-ranked risks from management. Our CEO, both as 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.

TCFD recommendations	Summary of ICF's response to TCFD's recommendations
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.	We use metrics, targets, and business indicators to monitor progress against our strategy. As noted earlier in this report, we have assessed our GHG emissions. Since establishing our baseline in 2013, we have measured and tracked emissions and set targets to reduce them. Our near-term GHG reduction targets align with a 1.5°C pathway and were validated by the Science Based Targets initiative (SBTi) in December 2024. Additional details are provided in the next section.
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.	

Our goals

As we've met and exceeded our earlier goals, we've sought to establish new targets to reflect our ongoing commitment to lower our environmental impact. Our latest 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. Here are key milestones in that evolution:

2018

Set our first internal targets with 2025 goal year against a 2013 base year

- Reduce absolute scope 1 and 2 emissions by 60% (market-based)

2021

Set first SBTi-approved 2°C target with 2025 goal year against a 2018 base year

- Reduce absolute scope 1 and 2 GHG emissions 23% (location-based)
- Reduce scope 3 GHG emissions by 30% per benefits-eligible employee
- Continue annually sourcing 100% renewable electricity

2024

Committed to a 1.5°C target with 2030 goal year against a 2018 base year

- Reduce absolute scope 1 and 2 GHG emissions by 63% (location-based)[12]
- Reduce scope 3 GHG emissions by 58% per full-time employee
- Continue active annual sourcing of 100% renewable electricity

[12] Under a location-based approach, RECs are not applied in ICF's GHG Inventory. Location-based emissions represent GHG emissions calculated using the average emissions intensity of local electricity grids, consistent with GHG Protocol guidance and SBTi target tracking requirements.

Managing our impact

We manage environmental performance across our operations through a range of practical measures that help us reduce emissions, operate efficiently, and monitor progress. Our approach is guided by our Climate Transition Plan, which outlines our emissions reduction strategy and key actions. We also report these activities through risk ratings, disclosures, and client sustainability questionnaires.

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

Supporting employee-led sustainability activities

Reducing our facilities footprint

As our work model evolves, we continue to optimize our physical footprint. Since January 2022, we've reduced the square footage of our leased space by more than 50% by closing and consolidating offices, as well as enabling more flexible work arrangements for our teams. We regularly analyze facility usage and evaluate opportunities to improve how we use space across our global operations. In 2025, we closed our Chicago office and initiated plans to close our Martinsville, Virginia call center—resulting in reductions of more than 15% of our global portfolio at that time, or approximately 120,000 square feet of occupied space.

Leasing efficient facilities.[13] When selecting office space, we prioritize buildings that use energy and water efficiently, are located near mass transit, and support employee health and well-being. These criteria informed the selection of our global headquarters in Reston, Virginia, which opened in fall 2022. The office is located in a building with LEED Silver, LEED Gold Interior, and ENERGY STAR ® certifications. Over 50% of our current leased offices[14] are located in efficient buildings—defined as those that are ENERGY STAR or LEED-certified or covered by an ISO 14001-certified environmental management system.

Efficient HVAC use. Where possible, we work with landlords to ensure heating, ventilation, and air conditioning systems operate efficiently and primarily during working hours. In some locations, we also participate in utility demand response programs.

Lighting controls. Electronic lighting controls are now standard in nearly all new offices, reducing energy use in unoccupied spaces.

Efficient IT equipment. Our equipment standards require laptops be EPEAT Gold certified, and IT equipment to meet ENERGY STAR standards. This equipment uses 25% less energy than typical alternatives. We also issue laptops with the power management setting activated so computers enter sleep mode when not in use.

[13] The term efficient 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.

[14] This metric excludes locations where energy-efficient building options are not available, including industrial, laboratory, and licensed facilities.

LEED Gold certification recognizes buildings that meet high standards for sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

More than 70% of our office-based employees work in efficient facilities.

City	ENERGY STAR score	LEED certification	EV charging stations	ISO 14001
Reston, Virginia (Headquarters)	80 (2025)	Interior: Gold (2023) Building: Silver (2023)	✓	
Arlington, Virginia	76 (2023)	O+M existing buildings: Gold (2021)	✓	
Atlanta, Georgia	91 (2025)		✓	
Brussels, Belgium				Through Nov. 2027
Guaynabo, Puerto Rico	87 (2025)		✓	
London, United Kingdom				Through June 2027
Los Angeles, California	92 (2025)	Building: Gold (2022 recertification)	✓	
New York, New York	78 (2025)	O+M existing buildings: Silver (2012)		
Rockville, Maryland	84 (2025)	Interior: Platinum—floors 5, 6 (2012) Gold—floors 1, 2 (2014)	✓	
Sacramento, California	83 (2025)	Building: Gold (2015)	✓	
San Diego, California	93 (2025)	O+M existing buildings: Gold (2024 recertification)	✓	
San Franscisco, California	90 (2025)	Building: Gold (2015)		
Seattle, Washington	77 (2024)	Building: Gold (undergoing recertification)		
Tempe, Arizona	87 (2025)			

Managing emissions from business travel and commuting

A significant portion of our emissions comes from business travel and employee commuting. We measure these sources and include them in our emissions reduction goals.

Our travel guidance encourages employees to first consider whether a virtual meeting can meet the objectives of an in-person meeting. When booking through our travel program, employees see the estimated emissions associated with different travel options, including flights, rail, and rental car, giving them the option to choose lower-emission alternatives.

Supporting virtual collaboration. Employees across ICF have access to technology that enables effective virtual collaboration. We continue to expand the use of virtual meetings for internal and client engagement, helping reduce the need for business travel where appropriate. Many of our conference rooms have also been upgraded to support high-quality, hybrid meetings and virtual presentations. Our conference rooms offer high-definition camera images and audio, 360-degree view, active speaker tracking, and pan, tilt, zoom, and split-screen capabilities.

ICF Reston
Virginia Headquarters

Purchasing sustainable aviation fuel. In 2025, we worked with our aviation experts to purchase sustainable aviation fuel certificates (SAFc) from airline partners Alaska Airlines and Virgin Atlantic to support the development and scaling of lower-emission aviation fuels.[15] These certificates represent emissions reductions associated with synthetic jet fuel produced from renewable biological resources—such as used cooking oil—which can reduce lifecycle emissions by up to 80% compared to traditional jet fuel.[16]

We're also integrating SAFc into project delivery for new work with the UK Department for Transport. As part of the contract, we are required to purchase SAFc to address emissions associated with our own team's project-related air travel. We've recently published an **article** exploring the role of SAFc in corporate decarbonization, sharing what we've learned about how these instruments can be applied in practice.

Understanding commuting habits and supporting transit use. We surveyed our global workforce to better understand commuting practices and preferences. In 2025, the survey received a 35% response rate, helping inform our emissions inventory and reduction strategies. Among respondents who commuted to ICF offices, 29% reported traveling by public transportation, carpool, walking, or biking.

Additionally, we provided a subsidy for U.S. employees who used mass transit. In 2025, more than 225 employees used this benefit, representing nearly $100,000 in support. Proximity to public transportation is also a factor when selecting new office locations. For example, our global headquarters was intentionally located near metro rail access.

Supporting cycling commuters. We support employees who regularly bike to work through commuting subsides and by promoting local biking events, such as "Bike-to-Work Day" or "Bike to Wherever Week." Many of our leased facilities also provide bike storage and fitness amenities to support employees who commute by bicycle.

Our cycling enthusiasts hold local biking events, form virtual teams, design cycling jerseys, and offer e-bike resources.

[15] As the SAF market and related emissions accounting are still evolving, these certificates were not used to offset ICF's own emissions.

[16] CORSIA Eligible Fuels – Life Cycle Assessment Methodology

Purchasing responsibly

We work with select suppliers to better understand and measure the environmental impact of our value chain. By requesting emissions data and encouraging lower-emission products and services, we promote transparency and accountability across our supply chain. For example, our computers must be registered as EPEAT Gold, and our travel management vendors provide emissions reports that support our GHG inventory.

We ask all suppliers to certify their compliance with our **Supplier Code of Conduct** or a comparable standard. In addition to complying with laws and ethical business practices, suppliers are expected to be aware of and manage their environmental impacts when performing work or traveling on behalf of ICF. Because supplier emissions are part of our value chain, we encourage them to measure, set targets, and work to reduce their environmental footprint.

In 2024, we implemented a new ICF Supplier Hub, a centralized platform for supplier onboarding and management. The system allows us to capture reported sustainability data, create supplier profiles related to risk and environmental performance, and more.

Prioritizing reduction, reuse, and recycling

Across our offices, we prioritize reducing waste and making efficient use of resources. We extend the useful life of company-issued computers, stock recycled paper, and purchase recycled printer cartridges and products made with recycled materials where possible. Network printers are set to duplex printing by default, and we limit printed promotional materials by directing audiences to digital content. Many office kitchens are stocked with reusable dishes, glassware, and utensils to reduce single-use waste, and recycling programs are maintained in all offices.

Reusing and recycling IT equipment. In 2025, we reused or recycled more than 4,400 IT assets, weighing 36,000 pounds. We engaged an e-Stewards certified partner to reuse viable laptop components and responsibly recycle components that can no longer be used.

Through our waste reduction and recycling efforts, we achieved measurable environmental benefits in 2025, including:

Saving the energy equivalent of powering **132 homes** for one year[17]

Avoiding emissions comparable to the carbon sequestered by nearly **18K tree seedlings** grown for 10 years[18]

Conserving water

Our LEED-certified offices 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 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 support our goal of procuring 100% renewable electricity, we purchase Green-e certified RECs in North America and comparable certificates in the global markets. Guided by our in-house renewable energy experts, ICF purchased renewable energy attribute certificates equivalent to 100% of the electricity used at our offices worldwide in 2025. Each certificate represents the environmental benefits associated with one megawatt-hour of renewable electricity generation.

[17] Source: Electronics Environmental Benefits Calculator, EPA
[18] Source: Greenhouse Gas Equivalencies Calculators, EPA

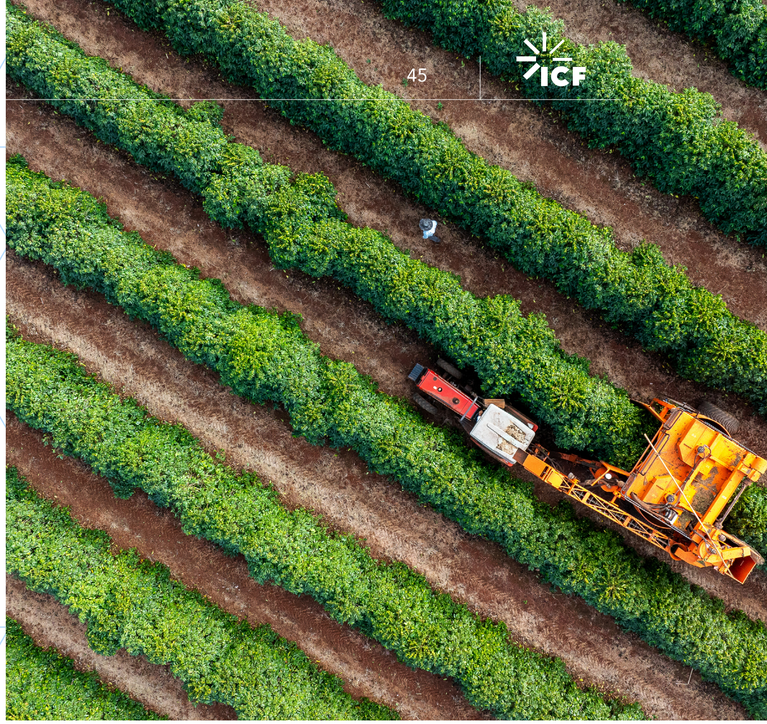
Investing in verified carbon offsets

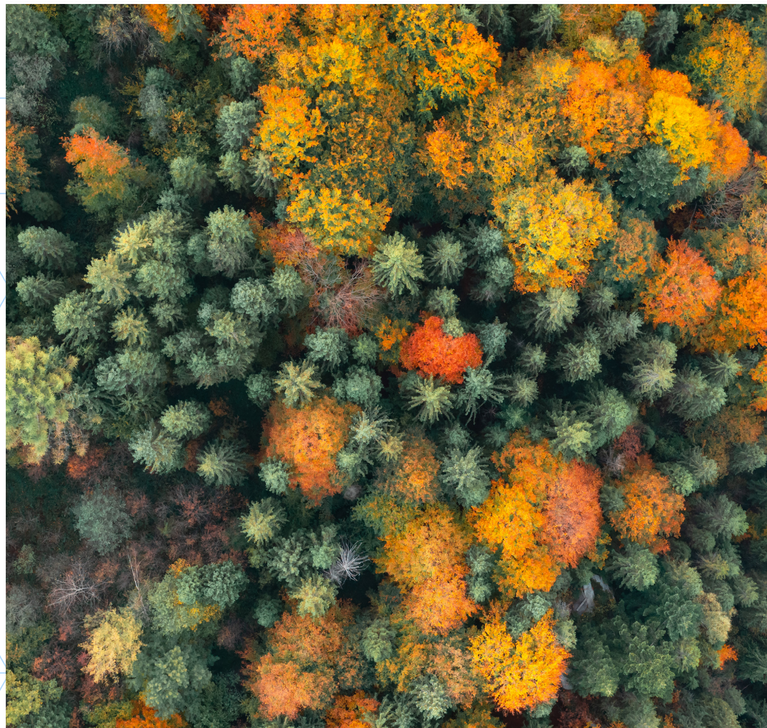
After implementing reduction measures and buying RECs, we purchase verified carbon offsets to address the remaining emissions associated with our operations. Each year, we purchase offsets that remove or avoid emissions equivalent to our calculated scope 1, 2, and 3 emissions generated by our operations during the previous year.

ICF's offset portfolio is selected by our in-house technical experts who regularly evaluate offset projects in client-facing work. They apply criteria to offsets to ensure they are additional, verified by a reputable third party, and recent (generally within the past three years). The selected offsets prioritize co-benefits beyond carbon, such as local employment, environmental quality, or community health.

To counterbalance emissions generated in 2025 (net of RECs), we supported a portfolio of carbon projects designed to reduce or remove emissions while also contributing to community and environmental outcomes:

- Across the United States, the **Indigo U.S. Project (CAR1459)**[19] works with thousands of farmers to implement regenerative agriculture practices that store carbon in soils while improving crop resilience, soil health, and water conservation. By creating new revenue streams for growers and reducing agricultural runoff, the project strengthens rural economies while supporting healthier watersheds and more resilient food systems.
- In northern Maine, the **Anew Big Six Forestry Project (ACR0588)** protects more than 22,000 acres of forest by shifting from commercial timber harvesting to conservation-focused management. This approach enhances long-term carbon storage while supporting the rural livelihoods tied to the land. Carbon revenue allows the owners, a family timber and maple syrup business, to keep the maple operation running rather than log the forest to stay solvent.





[19] Methodology achieved Integrity Council for the Voluntary Carbon Market (ICVCM) Core Carbon Principles (CCP) certification. For details, please see Assessment Framework: **https://icvcm.org/assessment-framework/**

- At **Skyridge Farms (Verra 2525)** in Washington State, an advanced manure management system captures methane emissions by separating and repurposing waste before it can decompose in open lagoons. Beyond emissions reductions, the project improves air and water quality and generates new income streams that help sustain a family-run dairy operation.
- Closer to our headquarters, the **Hampton Roads Landfill Project (CAR1562)** captures and destroys landfill gas that would otherwise be released into the atmosphere, preventing methane emissions at the source. In doing so, the project reduces local air pollution risks while supporting critical waste management infrastructure that protects public health and surrounding communities.

Together, these projects reflect solutions that reduce emissions while also delivering meaningful co-benefits: supporting farmers and rural economies, protecting natural ecosystems, improving air and water quality, and strengthening the communities where we live and work.

Reporting on sustainability performance

We believe transparent disclosures that align with globally recognized organizations, initiatives, and frameworks help ensure accountability and consistency in sustainability reporting. We engage with leading organizations and initiatives, both in our corporate environmental efforts and our client work, including:

- Boston College Center for Corporate Citizenship
- CDP
- International Organization for Standardization (ISO) 14001
- Professional Services Sustainability Advisory Board
- Science Based Targets initiative
- Task Force for Climate-Related Financial Disclosures
- United Nations Global Compact

Every year, we report on our corporate responsibility performance through several key disclosures. This includes publishing our Corporate Citizenship Report, submitting our Communication on Progress to the UN Global Compact as part of our commitment as a signatory, and disclosing data through CDP.
We also respond to client requests related to environmental performance, including supply chain sustainability questionnaires. In addition, we complete the Supplier Sustainability Assessment for the Sustainable Supply Chain Alliance (SSCA), a collaboration of utilities and suppliers advancing sustainability best practices in supply chains, where we have scored above average in peer benchmarks for the past four years.

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, track performance, set goals, and report on emissions of our offices, business travel, employee commuting, and purchased goods and services. Our EMS is ISO-certified in our London and Brussels offices, adhering to the ISO 14001 standard. The UK offices have received annual certification since 2012.

Supporting employee-led sustainability activities

Employees across the company participate in volunteer and community activities related to environmental stewardship. ICF supports these efforts through employee programs, recognition initiatives, and opportunities to collaborate with colleagues and leaders who share similar interests.

Recognizing sustainability-related volunteer efforts. Our volunteer awards recognize employees who make meaningful contributions to their communities. Awards highlighted sustainability-related volunteer work. Winners received company-wide recognition, a commemorative award, and a $1,000 donation to a charity of their choice. Past recipients have been recognized for activities such as organizing community cleanups, supporting renewable energy initiatives in their communities, volunteering at wildlife rehabilitation centers, maintaining local hiking trails, and more.

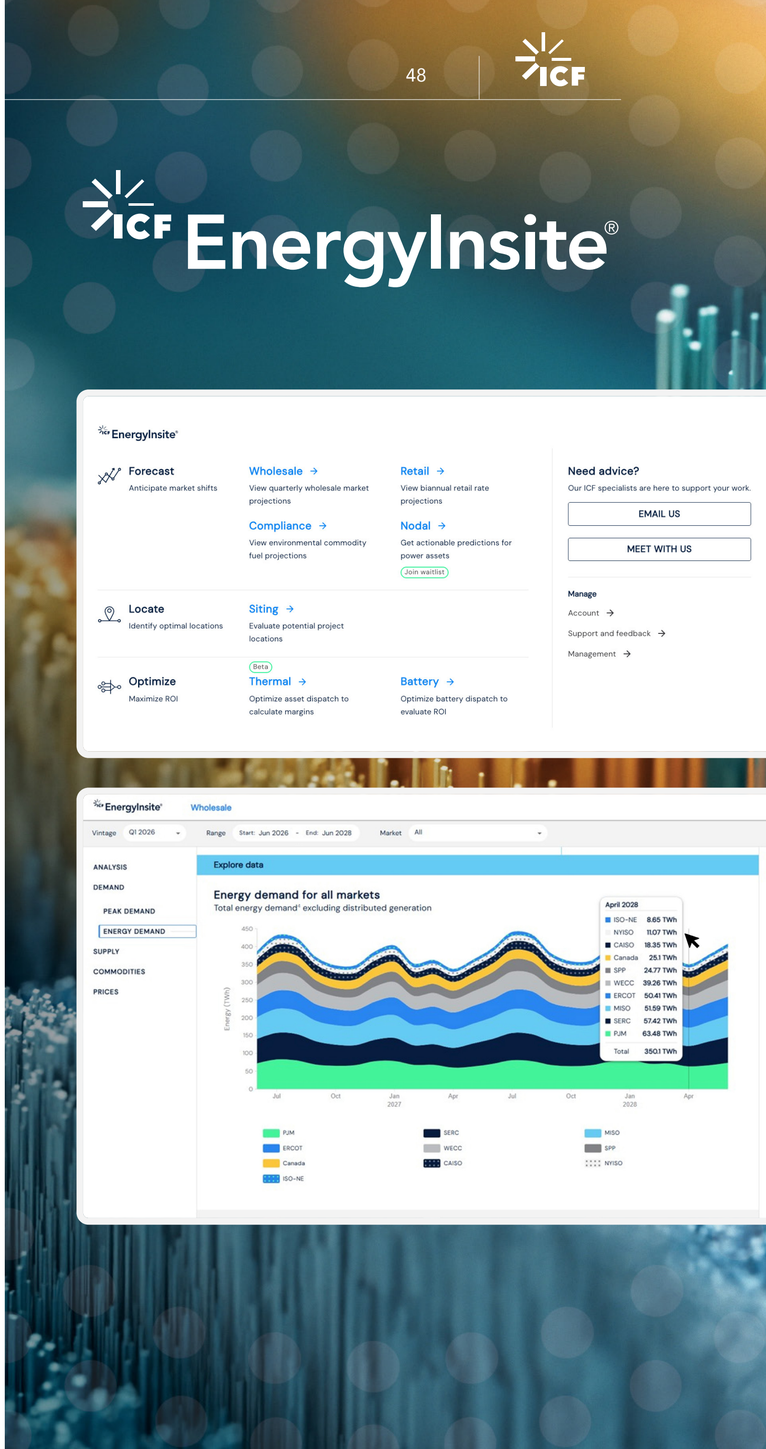
Employee Green Team. Our employee-led "Green Team" is an internal reference for the company that refers to a forum for employees interested in environmental topics to connect, share ideas, and collaborate. Members identify opportunities for local and virtual engagement that support community involvement. In 2025, the leadership team launched a local ambassadors program to encourage office-based participation and established a remote team to engage employees not located near an ICF office. During April's Earth Month, employees volunteered in their communities and fundraised for an organization chosen by members. In addition to its standard employee matching program, we ran a special campaign during Earth Month in which the company matched volunteer hours at $10 per hour, up to 20 hours per employee.

Guiding clients on a sustainable path

Beyond our own internal practices, ICF experts work with clients to plan and implement solutions that support environmental performance initiatives, benefit stakeholders, and meet regulatory requirements. As a science-based, data-driven solutions provider, we provide predictive risk analytics, data center solutions, alternative fuels accounting, natural resource management, stakeholder engagement, and policy and planning solutions—helping organizations use resources more efficiently, reduce costs, and accelerate mission achievement.

Connecting natural gas, electricity and transportation markets to see the full picture

As energy markets grow more complex, we expanded our EnergyInsite® analytics platform to meet the needs of our clients. We added an Environmental Commodity forecasting module that enables clients using renewable natural gas, renewable electricity, and other biofuels in transportation to have access to quarterly pricing forecasts and market analysis for the value of Renewable Identification Numbers, Low Carbon Fuel Standard credits, and credits from other low-carbon fuel programs. These new tools are integrated directly alongside our existing tools for energy market forecasting, siting optimization, and strategic planning. For renewable fuel producers, utilities, investors, and industrial buyers, this module can enable the evaluation of clean fuel incentives and traditional energy market dynamics in one place, side by side. By connecting electricity markets and transportation fuel decarbonization—two of the largest sources of emissions—we support clients as they assess and consider cross-sector opportunities, including those that through action may reduce risk, and support an economic case for investment.

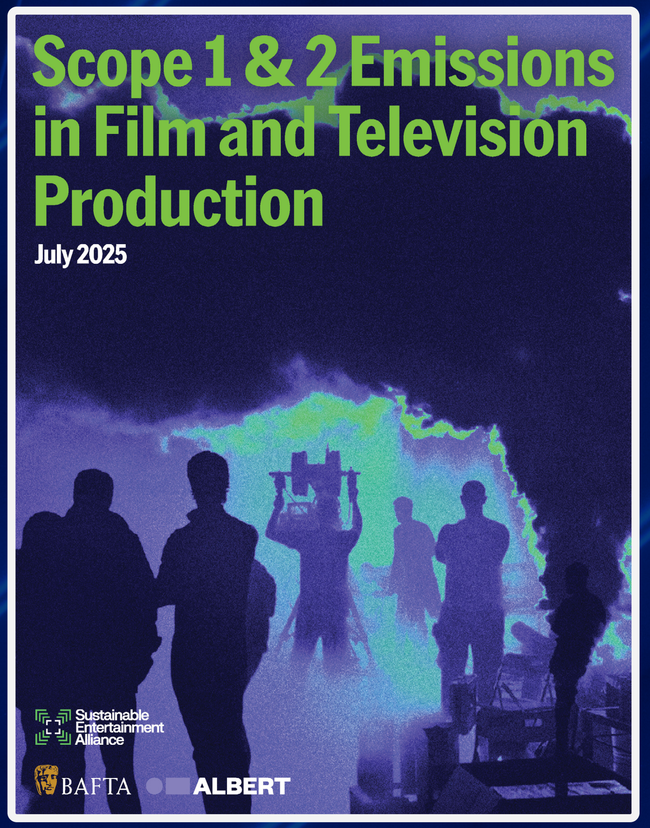


Mapping a sustainable future through collaboration

In 2025, we supported the Metropolitan Washington Council of Governments' (MWCOG) development of a Comprehensive Climate Action Plan for the Washington, DC metro region. We built for them a region-wide greenhouse gas inventory, identified near- and long-term reduction targets for consideration by MWCOG, and quantified high-priority mitigation activities to be applied across buildings, transportation, waste, and land use. When it became clear that the region's rapid data center growth was reshaping its emissions profile, we developed and presented a dedicated GHG accounting methodology to capture it accurately—and co-facilitated a multi-county working group to enable discussion of the policy, grid, sustainability, and land-use challenges that came with it. The plan is designed to help local governments understand which tools are available and work together to use them effectively.

Transforming production-level data into industry-wide action

The film and television industry has long struggled with inconsistent emissions data based on varying emissions calculation methodologies. Working alongside the Sustainable Entertainment Alliance, British Academy of Film and Television Arts, and industry leaders including Netflix, Disney, Warner Bros. Discovery, and A24, we helped develop a **white paper** identifying a standardized framework for accounting for scope 1 and 2 emissions across the content creation lifecycle, from pre-production through post-production. The framework affords studios and producers consistent methods for calculating emissions, supporting preparation of more transparent disclosures, and enabling a common benchmark methodology for emissions calculations for the industry. Paired with a companion scope 3 **white paper** released in 2024, this body of work represents a significant step toward making production-level emissions data accurate, consistent, comparable, and more actionable at scale.



Making progress towards our goals

With our 2025 inventory, we are on currently on track to meet our targets. Here is our latest progress:

Target	Goal	Base year	Target year	Metric tons of CO_2e		Change	Goal progress
				Base year	2025 inventory year		
Internal target	Reduce absolute scope 1 and 2 emissions by 60% (market-based)	2013	2025	8,134	599	-93%	Achieved
SBTi approved 2°C-aligned targets	Reduce absolute scope 1 and 2 GHG emissions by 23% (location-based)	2018	2025	7,210	2,958	-59%	Achieved
	Reduce scope 3 GHG emissions by 30% per benefits-eligible employee	2018	2025	2.74	0.73	-73%	Achieved
	Continue annually sourcing 100% renewable electricity	2018	2025	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)	2018	2030	7,210	2,958	-59%	On track
	Reduce scope 3 GHG emissions by 58.5% per full time employee[11]	2018	2030	3.53	1.10	-69%	On track
	Continue active annual sourcing of 100% renewable electricity	2018	2030	100%*	100%*	N/A	On track

*Renewable electricity sourcing is shown as a percentage of total electricity used by our global operations.

Supporting Our Communities

At ICF, impact doesn't clock out at the end of the workday. Our people show up for their communities with the same energy, expertise, and purpose they bring to their work—volunteering their time, leading grassroots campaigns, responding to crises, and giving to the causes that matter most to them. In 2025, that commitment added up to something remarkable: **$1.7 million in total donations**, nearly 6,800 volunteer hours, and a company-wide giving program shaped from the ground up by employee passion.

From disaster relief efforts in Los Angeles and Texas to long-standing partnerships supporting girls' education in India, and a record-breaking Charity Auction to letter-writing campaigns that ease the isolation of older adults—our people find ways, every day, to turn individual action into collective impact. This is what it looks like when a purpose-driven culture extends beyond the office walls.

Impact starts with our people

At ICF, **impact happens every day**—through the time, skills, and energy our people dedicate to causes they care about in their communities. We supported this commitment by matching employee donations up to **$5,000 per year for participating employees** and by offering a giving program shaped by employee interests.

The success of this program reflects the generosity and engagement of our people. In 2025, our employees contributed $777,000 through our giving platform, which we matched and supplemented with additional gifts—bringing corporate giving to $930,000. Together, ICF and our employees donated $1.7 million to charities worldwide, extending **our collective impact across local and global communities**.

The impact goes beyond financial support. In 2025, employees reported **6.8K volunteer hours**, sharing their time, knowledge, and skills to make a difference where it matters most. Employee giving and volunteering aligned with all **United Nations Sustainable Development Goals**, with the majority of support focused on five areas:

2025 Giving at a Glance

$930K

corporate cash donations and matching funds

$777K

employee donations through our giving program

$1.7M

total donations

By meeting employees where they give back, we help turn individual actions into impact, every day—supporting the many ways our people show up for their communities around the world. Here are the organizations that received our greatest support:

World Central Kitchen

American Red Cross

MEDECINS SANS FRONTIERES
DOCTORS WITHOUT BORDERS

AMERICAN CANCER SOCIETY

CAPITAL AREA FOOD BANK®

Breast Cancer Awareness Walk, New York

John Auerbach pariticpating in a blood drive

Bountiful Baskets participants

Our employees build community with ICF

While employees give back to their communities in many ways, our companywide campaigns create opportunities to come together and make a collective impact. Each campaign started with passionate employees who bring their causes to work and engage colleagues across the company. Through these efforts, each participant makes a unique contribution and helps amplify impact in the communities they serve.

Colleague Care Month

Colleague Care Month began as a simple, employee-driven response to the isolation many experienced during the COVID 19 pandemic, when one colleague shared how disconnected they were feeling—a sentiment that resonated widely. What started as a conversation grew into a companywide campaign focused on care, appreciation, and belonging. Through a Chain of Kindness, employees uplifted one another thoroughout July by sending **1,744 You Matter e-cards and awards**, creating a ripple effect of recognition across teams and geographies and demonstrating how small, intentional acts—led by employees—can strengthen community and create meaningful impact every day.

Virtual Blood Drive for National Sickle Cell Awareness Month

In 2025, our employees rolled up their sleeves to support lifesaving blood donations through a companywide virtual blood drive held in September in recognition of Sickle Cell Awareness Month. Nearly 100 employees donated blood through the campaign, and ICF contributed **$1,000 to the American Red Cross** to support critical blood services. By combining the American Red Cross' Sleeves Up campaign with DonatingBlood.org, employees were able to find convenient donation locations regardless of geography. In addition, employees in Puerto Rico hosted an in-person blood drive supporting **Banco de Sangre de Servicios Mutuos**, extending the campaign's impact through local community action.

CPX Go Live Party

Manny Ramirez pariticpating in a blood drive

Breast Cancer Awareness Month

In October, ICF colleagues around the world came together to support Breast Cancer Awareness Month by walking, fundraising, and raising awareness for breast cancer research and patient care. Through 15 teams and the collective efforts of more than 150 participants, our employees raised over **$25,000** to support organizations including the American Cancer Society's *Making Strides Against Breast Cancer*, Susan G. Komen, Macmillan Cancer Support, and Prisma Health Breast Centers. This global effort demonstrates the power of collective action and ICF's shared commitment to supporting patients, families, and lifesaving care.

Breast Cancer Awareness Walk, Puerto Rico

Breast Cancer Awareness Walk Jacksonville, Florida

Charity Auction

Our 2025 Charity Auction was a record-setting event that brought the Gardens of Giving theme to life through generosity, creativity, and community. Featuring more than **175 items**, the largest catalog in the auction history—including handmade treats and unique experiences like guided fishing trips and personalized wine tastings—this employee-led event raised **$130,000** in 2025 and surpassed **$1 million** in total funds raised since its inception in 1992. Driven by dedicated employee volunteers who led planning and execution, the auction demonstrates the lasting impact of coming together with shared purpose to support communities year after year.

> "What I love most about the Charity Auction is how it creates connection. It reminds us that generosity isn't just about writing a check—it's about building a culture where people feel part of something bigger and energized to support one another.

—Jen Welham
Senior Vice President, Health, People, and Human Services

We sat down with Charity Auction Co-Chair **Cole Guinther** (left) to reflect on the impact of the auction and the employee passion that brings it to life each year.

"As a junior employee starting my career at ICF, I was looking for ways to get involved and make a positive impact, and the Charity Auction immediately stood out. Through volunteering—and eventually serving as co-chair—I've seen firsthand how the auction brings our community together around giving back, with the $1 million milestone being an especially meaningful moment. The experience has helped me grow professionally and personally, and it's shown me that you can make a real difference at any stage of your career—sometimes all it takes is reaching out and taking that first step."

Answering the call when disaster strikes

Across ICF, our employees unite in response to disasters impacting our communities. Through coordinated giving and matching contributions, we support frontline organizations delivering emergency aid, recovery services, and long-term support.

In January 2025, a series of five destructive fires significantly impacted communities across Los Angeles, prompting a swift response from ICF employees. Coming together in support of those affected, employees raised funds for the **American Red Cross** and the **California Fire Foundation**, organizations providing critical relief and recovery services on the ground. Through collective giving—and with ICF's dollar-for-dollar match—the effort raised nearly **$11,500**, helping to support emergency assistance, recovery efforts, and affected families and communities.

This response reflects ICF's continued commitment to standing with communities in times of crisis and amplifying employee generosity when it matters most.

This remained true as floods in Texas brought devastating consequences, with torrential rainfall causing rivers to rise to deadly heights. Employees came together to support three organizations providing lifesaving support on the ground. These include **Texas Search and Rescue** who were conducting aerial search, K9 search, ground search and rescue, disaster relief services and more; **Community Foundation of the Texas Hill Country** who directed funds to organizations providing rescue, recovery, and relief; and **World Central Kitchen** who served freshly-made meals to the people affected by the flooding in Kerr County and surrounding areas. With the ICF match, employees raised over **$5,000** to support efforts on the ground.

Teams turning purpose into impact

Impact doesn't happen only through large, companywide initiatives or when disaster strikes; it's created every day by employees who come together to support their local communities. Across offices and regions, our teams lead grassroots efforts rooted in shared purpose, from hands-on volunteering and local fundraising to long-term nonprofit partnerships. These team-led opportunities reflect consistent, ongoing engagement, as colleagues build relationships, respond to evolving community needs, and support the causes that matter most where they live and work. Together, these employee-driven efforts show that when people are empowered to lead locally, impact becomes a daily practice.

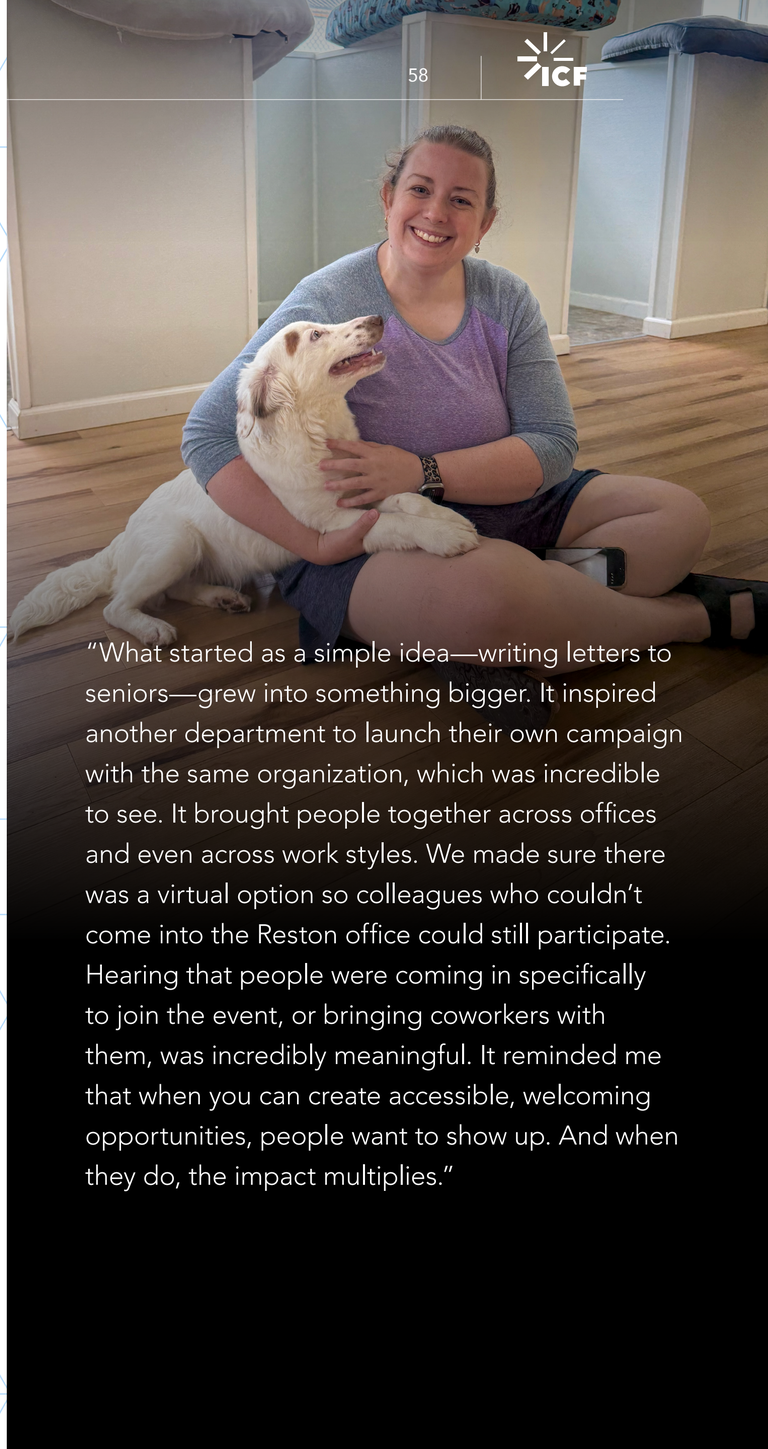
Local drives, collective impact

Employees across four offices came together during the 2025 holiday season to support neighbors in need through local donation drives. Teams collected coats and non perishable food for **One Warm Coat** and local food banks, raised funds for **Feeding America**, and personalized donations with handwritten notes in coat pockets. In addition, our financial planning and analysis team supported **Fairfax Adopt a Family**, contributing over **$1,500** in gifts and donations.

Connecting across generations

Our Reston office supported **Love For Our Elders** through a letter-writing campaign designed to ease the social isolation among older adults. Colleagues participated both in person and remotely, inspiring multiple teams to host similar efforts and demonstrating how small, thoughtful actions can create meaningful connection.

To highlight the employee leadership behind the campaign, we sat down with **Rachel Oliveri,** (right) volunteer leader of the initiative, for a conversation about what inspired the effort and its impact.



"What started as a simple idea—writing letters to seniors—grew into something bigger. It inspired another department to launch their own campaign with the same organization, which was incredible to see. It brought people together across offices and even across work styles. We made sure there was a virtual option so colleagues who couldn't come into the Reston office could still participate. Hearing that people were coming in specifically to join the event, or bringing coworkers with them, was incredibly meaningful. It reminded me that when you can create accessible, welcoming opportunities, people want to show up. And when they do, the impact multiplies."

Remote, yet connected

Even without a shared physical office, our Jacksonville team came together throughout the year to address food insecurity and basic needs. Employees volunteered with **Eartha's Farm and Market**, supported meal service at **Clara White Mission**, and donated Thanksgiving baskets to **BEAM**, showing how remote teams can still build strong local impact.

Employee centered engagement in action

Our Baton Rouge office hosted **18 volunteer and community events** including 11 new initiatives shaped by employee interest surveys. By aligning activities with staff availability, skills, and passions, the team increased participation and empowered employees to support causes they care about most.

Sustaining what works

Our Puerto Rico team continued its multi-year Bountiful Baskets Drive, raising over **$3,000** with ICF matching support to provide food and turkeys to more than 300 people. Expanding the effort in response to hurricane-related flooding, the team showed how recommitting to proven initiatives can deliver lasting community support. Over the last three years, this intiative has raised over $16,000, led to the distribution of nearly 250 baskets, and has impacted over 1,500 people in need.

Small team, strong partnerships

Despite being fully distributed, our Columbia, South Carolina team launched new initiatives in 2025 by coordinating activities around in-person meetings and fundraising drives. Working alongside Dominion Energy South Carolina, employees supported causes spanning environmental sustainability, housing stability, wildlife rehabilitation, animal welfare, and support for survivors of domestic violence, including an Earth Day initiative and a **Habitat for Humanity** build.

Central to our Columbia team's efforts is employee volunteer leader **Jennifer Cannon** (right), whose guidance helps align the team's shared commitment to giving back.

"One of the most meaningful volunteer experiences for our team was supporting Special Olympics, which came together almost unexpectedly through our work with our client. When we learned they needed help preparing their new office for reopening, our entire team showed up—planting bushes, spreading mulch, and later using our matched volunteer hours to fund palmetto trees for their space. Volunteering has shown me how generous and compassionate our team truly is, and how powerful it can be when people come together to support their community in whatever way they can."

From project to partnership

In 2025, our Mississippi team formed a new partnership with The Goodness Project, expanding energy work into broader community engagement. Through employee leadership and client collaboration, ICF supported three major events and distributed **950 energy efficiency kits**, helping families improve home comfort and reduce costs.

Utility teams powering community impact

Employees across our energy utility division organized 25 volunteer events in 2025, engaging more than 300 participants alongside utility clients. Activities ranged from packing **3,800 meals** with Open Hand in Atlanta, volunteering with God's Love We Deliver in New York City, assembling **600+ backpacks** with 4MyCiTy in Baltimore, supporting Twin Cities Habitat for Humanity's all electric housing project, and advancing animal well-being through conservation activities at Turtle Back Zoo in Florida.

Culture, causes, and connection

Our London office hosted four employee-led events supporting meaningful causes, including International Women's Day, Pride Month, UK Black History Month, and a bake-off benefiting Macmillan Cancer Support. These efforts combined learning, creativity, and giving to strengthen culture and community.

Everyday action, broad reach

Ottawa employees blended hands-on volunteering with national giving initiatives throughout the year. Groups volunteered in Ottawa's public spaces through the Cleaning the Capital program, helping restore shared outdoor environments. They also embraced healthy habits through The Million Reasons Run challenge, and raising support for The Hospital for Sick Children Foundation. Throughout the year, employees extended their impact to children and families by contributing school supplies through the Ottawa Community Housing Foundation's Pack-a-Thon and donating toys to Children's Hospital of Eastern Ontario during the holiday season.

Great events rely on great leadership, and the London office has the benefit of the support from **Amen Sukhera**.

"I've always believed in spreading kindness like it's confetti, and volunteering at ICF is how I turn that belief into action. Whether I'm helping raise awareness, bringing people together, or creating moments that genuinely matter, these initiatives allow me to lead with kindness, creativity, and purpose. Through volunteering, I've grown more confident and connected—not just professionally, but personally—and I've seen how even small efforts can build a culture where people feel valued, included, and part of something bigger than themselves."

Empowering girls and young women through education and health

Since 2019, we have partnered with the **Pardada Pardadi Educational Society** (PPES) to support the education, health, and empowerment of girls and young women in Uttar Pradesh, India. In 2025, we contributed **$25,000** to advance initiatives at PPES—the #1 ranked school in Uttar Pradesh. This support funded cervical cancer vaccinations for over 200 girls, regular medical visits, menstrual and reproductive health kits, and health screening camps, providing basic care and pathways for follow-up treatment. Through this long standing partnership, we continue to help remove barriers to education and healthcare while fostering confidence, opportunity, and lasting community change for girls and women.

215
girls protected through cervical cancer vaccination

27,083
sanitary napkins distributed to promote menstrual health

30
health camps delivered across 30 villages

6,815
patients connected to healthcare services

450
women supported with menstrual hygiene kits

Cervical cancer vaccination

Menstrual Kit Distribution

Sanitary napkin distribution

2025 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 every day, creating impact where it matters most. Across the company, employees lead philanthropic efforts supporting causes important to them and our annual Volunteer Awards celebrates their work, passion, and dedication. These are employees who have been nominated by their peers for making an exceptional contribution to important causes in communities around the world.

Endurance Award Winner

Helping individuals heal from trauma

Shamaila Iqebal is a dedicated member of the Daoist Society – Daesoon Foundation and volunteered over 1,300 hours in the past year alone. By spending about 25 hours a week with the society, Shamaila provides remedial support, organizes a biweekly sandwich drive for 300 people, and leads volunteer efforts with local charities and organizations. Day after day, she has provided consistent support to vulnerable populations while fulfilling her personal mission to continue fostering both spiritual and material well-being for those who need it.

Local Hero Award

Making an impact throughout Louisiana

As part of the volunteer team in the Baton Rouge, Louisiana office, **Victoria Cooper** led a Back-to-School Drive that raised more than $1,300 and dozens of school supplies boxes for students at Crestworth Elementary School. In her free time, she is also on the Board of Directors for the Jubilee Foundation—an organization supporting community programs, educational enrichment, and scholarships in northern Louisiana. In that capacity, she has raised over $40K to assist residents affected by local water supply issues, provide homeless people with footwear, support youth with toiletries and uniforms, and more. Victoria consistently fosters a spirit of collaboration and community engagement.

Breast Cancer Awareness Walk
Baton Rouge, Louisianna

4MyCity Volunteers
Maryland

God's Love We Deliver
Volunteers, NYC

Platinum Award–Humanitarian Focus

Supporting the next generation

Having roots in Freetown, Sierra Leone, West Africa, **Velma Macauley** is an ambassador for a local school, Wilberforce Primary School. Over the past year, she's organized a book drive for the school's library that resulted in the collection of over 2,000 books. She led a campaign that provided over 1,000 children with new shoes and partnered with schools to set up pen pal programs and backpack drives. Velma hopes more people will join in her efforts to support the children at Wilberforce Primary School to help set them up for success.

Rising Star Award-Humanitarian Focus

Providing a lifeline to those who need it most

Adrienne Furniss spends four hours a week volunteering at the San Francisco Suicide Hotline. They answer local hotlines and textlines that support children, teenagers, people under 25, those worried about contracting HIV or those living with a current diagnosis, and those in need of mental health support. Though taxing at times, Adrienne prioritizes this service and knows that their presence has made a difference in the lives of others.

Open Hand Volunteers
Atlanta, Georgia

Habitat for Humanity
Volunteers, Minnesota

Breast Cancer Awareness Walk
Columbia, South Carolina

Platinum Award-Sustainability Focus

Rallying ICFers to make an impact in Florida

Michelle Neeley leads a dedicated team of ICF volunteers, consistently finding new opportunities for them to support local organizations. Most notably she led a team, including clients, in digging a trench to cultivate crops at Eartha Farm—a nonprofit that promotes food sustainability in communities of color. She and her team have also provided 500 bags of produce for seniors affected by Hurricane Milton, provided over 2,612 meals for local families in need alongside Feeding Northeast Florida, and more. Michelle takes pride in being able to foster team-building and give back to the community.

Rising Star Award-Sustainability Focus

Engaging youth to drive community impact

Summer Wyatt-Buchan has spent more than 600 hours over the past year volunteering with the British Red Cross serving as the chair of the Youth Leadership Team. In this capacity, she has mobilized over 200 youth to get involved in community initiatives and humanitarian efforts. She regularly organizes educational workshops, leads community outreach programs, and collaborates with international societies to advance meaningful efforts. Summer is a dedicated advocate for youth engagement, empowering young people with the knowledge, skills, and opportunities to contribute to a more sustainable and resilient future.

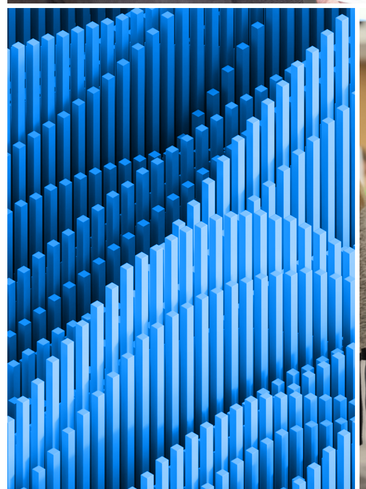
Breast Cancer Awareness Walk
Chicago, Illinois

Open Hand Volunteers
Atlanta, Georgia

God's Love We Deliver
Volunteers, NYC

Ensuring Value Through Governance

At ICF, transparent governance is how we earn and keep the trust that makes our work possible. Every day, across every engagement, our governance framework shapes the decisions we make, the standards we hold ourselves to, and the culture we build. Grounded in our Code of Business Ethics and Conduct and reinforced by our commitment to the UN Global Compact, our approach to governance spans ethics and compliance, data privacy and security, responsible AI, human rights, and fair labor practices. It runs from our Board of Directors through every employee and to the standards we establish for our suppliers. We don't govern to meet requirements—we govern because integrity, transparency, and accountability are inseparable from the impact we're here to deliver.



Good governance, real impact every day

Strong governance isn't just a framework—it's how we approach business every day. In a rapidly evolving world, integrity, transparency, and accountability guide the decisions we make and the way we work at ICF. Our approach to governance goes beyond meeting requirements; it shapes a culture of trust that supports our people, our clients, and our communities.

Our governance framework helps ensure regulatory compliance, manage risk, and uphold the values that guide our daily actions. It's grounded in our **Code of Business Ethics and Conduct**, which sets clear expectations for how we operate wherever we do business and reinforces our commitment to doing the right thing—consistently and responsibly.

As a signatory to the UN Global Compact (UNGC), we align our everyday practices with universal principles related to human rights, labor standards, environmental responsibility, and anti-corruption. We respect the UN Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work—embedding these commitments into the way we lead, collaborate, and deliver impact.

Corporate citizenship best practices we follow

- Prioritize management attention based upon materiality and significant risks identified as part of our annual enterprise risk management (ERM) assessment, as well as focus on integrity and ethics, data security and privacy, employee experience, and climate leadership.
- Consider corporate citizenship principles in our internal operations and business strategy.
- Report against voluntary frameworks and initiatives: CDP, Sustainable Accounting Standards Board, Sustainable Development Goals, Task Force on Climate-Related Financial Disclosures[20], and 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 to oversee corporate citizenship areas and brief Board committees with responsibility on key corporate citizenship topics.

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

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
- 2025 Proxy Statement
- Financial documents

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: Oversees the management of the firm and our strategies and priorities with the best interests of shareholders, clients, and employees in mind. Considers risks and opportunities, including those related to climate, cybersecurity, and regulatory changes, as part of our ERM process, long-term strategic planning, and regular briefings. Our directors bring extensive experience to our Board and possess key qualifications highly relevant to our core business areas.

Governance and nominating committee: Broadly oversees corporate citizenship matters under its charter, including evaluating and considering operational and investment priorities along with material risks and opportunities, as part of the broader discussion of our strategy and goals. Communicates with responsible executives 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 and administers 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 (CISO).

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

Senior leadership team: Determines our business strategy and corporate priorities. Considers recommendations of the Corporate Citizenship Council, of which several members of our senior leadership team are members, and communicates our corporate citizenship priorities as part of the broader discussion of our business strategy.

Governance highlights: our Board of Directors

- At the end of 2025, 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 2025.
- 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 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. Reporting to the chief executive officer (CEO), the CR council is currently chaired by the executive vice president for Growth, Marketing & Innovation, and composed of senior executives.

Corporate compliance committee: Provides input to our compliance and ethics program, creates awareness of the Code of Business Ethics and Conduct, promotes a culture of ethical conduct, and strives to ensure corrective measures if any improper employee conduct occurs.

Data protection officer (DPO): Oversees the global data protection compliance framework to ensure adherence to data protection and ePrivacy regulations. The DPO establishes strategy and provides guidance on best practices worldwide. The role includes ensuring compliance with the General Data Protection Regulation (GDPR) and other relevant privacy laws, serving as the primary contact for Privacy Regulators, and reporting compliance findings to executive leadership and the 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 our 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, and those who report a violation of the code are protected from retaliation. Violating the code may prompt disciplinary action.

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

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 vice president of strategy, the committee is comprised of:

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

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 complete an annual Code of Business Ethics and Conduct course that improves their understanding of the code through relatable scenarios that show practical application.

100% of eligible staff completed compliance training tailored to their role.

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

96% responded that the training was relevant

99% had adequate support to complete training

Examples of governance and compliance training topics for employees annually or periodically and for 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
- UK corporate tax and finance considerations

Data privacy and security

Data privacy is a primary goal at ICF. Our global data privacy program, overseen by our global DPO, follows best practices and complies with regulatory frameworks across the world—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 in order to 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 industry standards

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

- SO 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

- DPO role meets the requirements of privacy laws including GDPR and leads a global data protection team to oversee our privacy program and ensure its continued success.
- 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, 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 certain 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 data, including personal data.
- Employees' and others' rights as a data subject.
- General topics such as various forms of phishing, social engineering, cyber threats, 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 are working with our clients in their adoption of AI, with safeguards designed to support the secure and responsible use in operations and client delivery. Within our organization, AI technologies are used to support our professionals in delivering operational excellence while maintaining appropriate 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 implement clear guidelines for responsible usage. When built on a strong foundation, AI has the power to transform organizations, 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. Responsibility for the quality and accuracy of our AI-generated outputs remains with our professionals.
2. **Protection of rights:** Protecting the rights of clients and third parties is paramount. Our processes seek to safeguard data, privacy, information security, and intellectual property throughout AI development and deployment.
1. **Transparency:** The trust of our clients is critical. Many organizations are curious about the potential benefits 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.
2. **Fairness:** We are committed to fairness and ethical practices in deploying AI technologies. Processes are in place that help identify and mitigate potential biases in AI systems.

Climate-related governance

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

Board of Directors

The Board oversees our Enterprise Risk Management (ERM) process, which involves the annual assessment of key risks to our business. Climate and disaster 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.

The Board collectively oversees our ERM program and reviews our corporate citizenship program. Our CEO, who serves on the Board and has an extensive background working on environment projects throughout his career, ensures there is the appropriate level of attention and resource allocation to address our environmental impact.

The Board considers risk in informing strategy, including through an annual review 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 its committees receive periodic updates on our sustainability performance, 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, the CEO serves as a connection point between the Board's oversight and management's handling of climate-related risks and opportunities. The CEO assesses major risks to our company and reviews options for mitigation—to include annual risk assessments, evaluation, and management of key risks to our business, and periodic reporting to our Board regarding the most significant risks to our business.

Climate and disaster risk are evaluated by management as part of our annual ERM assessment to determine the top risks facing our business. The CEO oversees the annual strategy process, which includes consideration of resilience opportunities, acquisitions, and the siting of new business locations. The CEO also monitors and, where appropriate, responds to investor communications, including those related to sustainability performance as reported in the proxy statement.

The CEO approves resources for measuring, benchmarking, setting targets, and managing our GHG emissions; verifying and reporting our GHG impacts; purchasing renewable energy certificates; making investments to meet reduction targets; and investing in verified offsets equivalent to the remaining GHG emissions that we cannot eliminate. The CEO also provides guidance for and approves new GHG 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 also reviews annual sustainability reporting.

Executive vice president of growth, marketing, and innovation

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 experts—led by the vice president of corporate sustainability—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 CR council, works with director of CR to present recommendations to the council for operational or resource changes needed to meet GHG reduction targets.
- Briefs the CEO regarding progress toward GHG reduction goals and significant changes to climate-related opportunities and risks. As needed, proposes new GHG reduction targets for approval.
- Briefs the Board on CR initiatives and sustainability progress.
- Approves expenditures related to our CR program.
- Reviews recommendations presented by the vice president of corporate sustainability and the director of CR.
- Oversees the corporate strategy function, which manages the CR program.
- Monitors climate-related issues via meetings with the director of CR, biannual meetings with the vice president of corporate sustainability and the CR council, and more frequent meetings as needed.

Vice president, corporate sustainability

The vice president leads a team supporting federal, state/local, utility, and NGO clients with GHG inventories, energy market forecasting, and other climate-related services. The vice president serves two roles: (1) leads a team in our climate business; and (2) leverages subject matter expertise to advise the vice president of corporate strategy and the director of CR regarding the assessment and management of climate-related issues. In this second role of advising the firm on climate-related issues, the 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 both the CR council and CR advisory committee.
- Guides our purchase of renewable energy certificates and offsets.
- Meets regularly with the director of CR, quarterly with the vice president of corporate 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 relevant data.
- Works with the vice president of corporate sustainability to implement an approved strategy for managing and assessing sustainability-related issues.
- Provides sustainability information for inclusion in the annual SEC filing, proxy statement, and communications to investors.
- Leads our CR advisory committee regarding the assessment and management of sustainability issues.
- Meets regularly with the vice president of corporate sustainability to monitor progress toward goals and plot improvement strategies as needed. The monthly agenda includes updates on our footprint related to facilities, business travel, commuting, and supply chain; sustainability reporting; employee volunteer-led Green Team initiatives; and sustainability standards, among others.
- Convenes meetings with stakeholders across ICF as needed and reports updates to the vice president of corporate strategy and the executive vice president of Growth, Marketing & Innovation.

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:

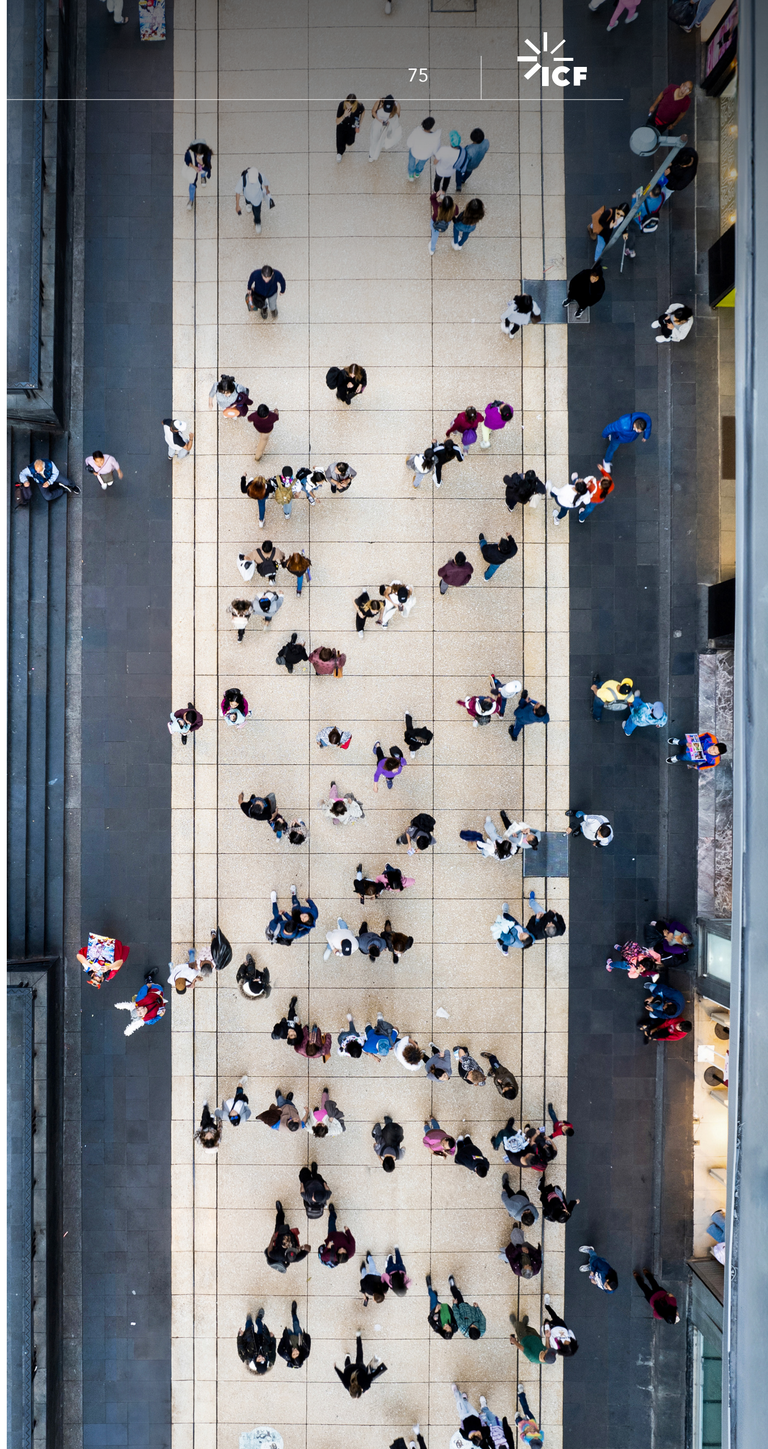
- Maintain a safe and respectful workplace that's free of discrimination.
- Safeguard vulnerable populations and prohibit and stand against human trafficking, child labor, or involuntary servitude.
- Seek to procure with integrity and responsibly.
- Guard against retaliation for any expressed concerns 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 impact. We encourage suppliers to measure, set targets, and work to reduce the impact of their operations on the environment, because their emissions are part of our value chain and reporting obligations. 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 from the Federal Mentor Protégé program.



Objective advice and government relations

ICF is a nonpartisan, non-political company. 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 objectivity makes us a reliable resource for advocates on either side of many issues. Accordingly, we train employees on 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.

Where appropriate to advocate for the company's business interests in the U.S., at multiple levels, we strive to responsibly and ethically engage in political, lobbying, or government relations activities and in compliance with applicable laws and company policies.

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. ICF strives to meet all reporting and disclosure obligations related to government relations and lobbying efforts. ICF does not use government funds to pay lobbyists or consultants to influence or attempt to influence executive or legislative decision-making in connection with the award or modification of any contract.

Governance factors

Key factors	2021	2022	2023	2024	2025
Revenue (U.S. $ millions)	$1,553	$1,780	$1,963	$2,020	$1,870
Employees	8,000	9,000	9,000	9,300	8,400
Board of Directors	9	8	8	7	8
Independent directors	8 of 9	7 of 8	7 of 8	6 of 7	7 of 8
Board/committee meetings held	29	28	27	26	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 chapter)
- Reducing our impact on the planet (Planet chapter)
- Supporting our communities (Communities chapter)
- Serving clients with integrity (Governance chapter)
- Providing long-term value for shareholders (the entire report)

Boundaries: Data in this report covers our global operations and was provided by business leaders. Emissions data account for emissions generated by our operations through calendar year 2025.

Reporting year: Calendar year 2025, 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 the Planet chapter for details	Ongoing	✓	
Conduct an inventory of ICF GHG emissions from facilities, business travel, employee commuting, and more	Annually		✓
Purchase renewable energy certificates to offset 100% of electricity used at ICF's global facilities	Annually		✓
Provide a transit subsidy to encourage employee use of mass transit	Annually		✓
Recycle e-waste through a certified vendor providing end-to-end accountability to ensure data security and health and worker safety, and that items are not disposed of through exportation, prison labor, dumping, or incineration	Annually		✓
Support employees' philanthropic priorities by matching their charitable donations one-to-one, up to a cap	Annually		ü
Match employees' volunteer hours with a donation during an annual campaign	Annually		ü
Recognize employees' outstanding volunteerism with annual awards	Annually		ü
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		ü

Upholding the UN Global Compact principles

Throughout this report, we describe our support for the UNGC principles, a set of universal values to guide organizations. The table shown on the right 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 TCFD[21]. 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. **Our CDP report is our primary channel for TCFD disclosure.** In the Planet section of this report chapter we briefly summarize our approach to TCFD disclosures.

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

UN Global Compact principles	Location in this report
Human rights	
1. Support and respect the protection of internationally proclaimed human rights	Governance
2. Ensure non-complicity in human rights abuses	Governance
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

Supporting the Sustainability Accounting Standards Board disclosure

ICF also 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 to the right indicates where we address topics material to ICF from SASB's list of disclosure topics and associated metrics for firms like ours.

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 services, solutions, and corporate citizenship, we welcome your feedback. Please email your recommendations or comments to our corporate responsibility advisory committee at **CorpResponsibility@icf.com**.

Thank you for your interest in our progress.

About ICF

ICF (NASDAQ:ICFI) is a leading global solutions and technology provider. 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.

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