



Corporate Responsibility Report

# Shaping A Better World



June 2016



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# CEO Message



*Sudhakar Kesavan*  
*Chairman and Chief Executive Officer, ICF*

In calendar year 2014, ICF crossed a new threshold: We surpassed \$1 billion<sup>1</sup> in revenue for the first time—achieving \$1.13 billion in revenue for 2015. This achievement presents ICF with significant opportunity and responsibility as we work to shape a better world—the theme of this corporate responsibility report.

“Shaping a better world” reflects the services ICF employees provide that significantly affect our world today and will shape our future. We develop forward-thinking, sustainable solutions related to health, social programs, education, climate, energy, transportation, strategic communications, digital engagement, and beyond.

“Shaping a better world” also describes our efforts outside of work—as a firm and as individuals. We’re pleased to give our time and support to causes that inspire us, and we’re in good company. Our clients and partners work side-by-side with us to create progress and build for the future.

## Seizing Opportunity

Our increased size and scale mean greater capacity to do increasingly important work—with greater depth and breadth of services and in more geographies. Our expanded expertise in social, mobile, analytics, and cloud technology empowers us—now more than ever—to drive innovation for our clients.

New opportunities abound—allowing our employees to grow professionally, follow their passion in an area of focus or location, and reap well-earned rewards. Our people work on projects that matter. They’re surrounded by like-minded professionals who challenge and inspire them to innovate. And ICF provides a platform for them to meaningfully engage with communities—locally and globally.

<sup>1</sup> All monetary references in this report are in U.S. dollars.

In the following pages, we describe a few projects that provide a glimpse into our work. I invite you to read more about our accomplishments in our [2014–2015 Highlights](#).

## Acting Responsibly, Prioritizing Efforts

Our corporate responsibility mission addresses five stakeholder groups: employees, clients, communities, shareholders, and the planet. This report addresses how we fulfill our responsibility to each stakeholder. Here are some areas of focus during 2014 and 2015 that address our stakeholders’ priorities:

**Equipping our people for success.** As our employee population develops and expands geographically, it’s gratifying to see our people take full advantage of our tools and resources for growth and collaboration. Professional affinity groups, comprising employees from distant geographies, leverage technology to share best practices and solve intractable problems for our clients.

**Cultivating trust with governance.** We continue to maintain governance safeguards to mitigate risk; promote a culture of ethical conduct; and cultivate the trust of employees, clients, shareholders, and other stakeholders.

**Supporting causes, improving quality of life.** Our commitment to philanthropy and the causes important to our employees remains strong. During 2014 and 2015, ICF employees engaged more than ever with our charity partners: the American Cancer Society, the Red Cross, and Water For People. In keeping with ICF’s growth and our employees’ philanthropic commitment, we increased corporate donations year-over-year by 19 percent in 2014 and 13 percent in 2015. And our employees’ generosity continues to provide inspiration for us all.



# CEO Message

**Reducing greenhouse gas emissions.** As a growing company, we're tasked with minimizing our environmental impact while expanding operations. So, we set a goal: We will curtail our greenhouse gas emissions by 10 percent by 2018, as measured by emissions per employee and using 2013 as our baseline. In our most recent greenhouse gas inventory, using the emissions per employee measure, we saw a 14 percent reduction in emissions from powering our facilities, but an 8.5 percent increase in emissions from our business travel and commuting. While the reduction at our facilities is encouraging, we must do more. Business travel and commuting generate ICF's largest environmental impact, and we're employing a number of tactics to reduce our footprint.

**Protecting the ozone layer by purchasing offsets.** Since 2006, ICF has measured our greenhouse gas emissions and offset them by investing in high-quality green projects. In 2014, we purchased credits generated by the safe destruction of refrigerants—chlorofluorocarbons (CFCs), which are ozone-depleting substances and highly potent greenhouse gases. That purchase extended the work ICF leadership has undertaken since the 1980s, when we looked into how a ban of CFCs would affect industries. Thirty years later, our groundbreaking work has come full circle as the ozone layer shows signs of recovery.

**Investing in sustainable projects.** In 2015 ICF offset our greenhouse gas emissions by investing in green projects in impoverished communities. In rural Vietnam we invested in household biodigesters—a sanitation technology that converts animal and human waste from a health hazard to a safe fertilizer and a source of free energy. In Honduras we invested in a wind power project that adds affordable renewable electricity to the grid and creates jobs. In poor rural villages in China we invested

in solar cookers that replace the use of coal-fired stoves, resulting in clean energy at a cost saving of about 10 percent of residents' annual income.

Reflecting on our growth and success of 2014 and 2015, we're proud of our accomplishments. And we're committed to finding new, innovative ways to fulfill our responsibility—to our employees, our clients, our communities, shareholders, and the planet.

As we continue to improve, grow, and learn, we'll be sure to update you on our efforts to support a more sustainable world.

Sudhakar Kesavan

Chairman and Chief Executive Officer, ICF

“

*Our people work on projects that matter. They're surrounded by like-minded professionals who challenge and inspire them to innovate. And ICF provides a platform for them to meaningfully engage with communities—locally and globally.*

”

Sudhakar Kesavan

Chairman and Chief Executive Officer, ICF



# About ICF

## ICF's 2015 Corporate Citizenship Performance at a Glance





# About ICF



## ICF at a Glance

# 65+

Offices Worldwide



# \$1.13

Gross Revenue of U.S.  
Billion in 2015



Nearly

# 6,000

Employees



ICF is a global consulting and technology services provider with nearly 6,000 professionals focused on making big things possible for our clients. We are business analysts, public policy experts, technologists, researchers, digital strategists, social scientists, and creatives. Since 1969, government and commercial clients have worked with ICF to overcome their toughest challenges on issues that matter profoundly to their success. Though diverse in backgrounds and experiences, ICF employees share common values and a core set of beliefs, including:

- Honesty, integrity, and mutual respect
- A client-driven focus
- Excellence derived from intellectual rigor, creativity, and practical experience

ICF is committed to being a good corporate citizen. Our corporate responsibility mission is to:

- Invest in our employees
- Serve our clients with integrity
- Minimize our impact on the planet
- Give back to our communities and society
- Create long-term value for our shareholders

## Selected Awards and Recognition



ICF is proud to have received numerous distinguished honors recognizing our efforts during the past two years, including the following:

- Forbes: America's Best Midsize Employers 2016
- Forbes: America's Best Management Consulting Firms 2016
- Women in Technology 2016 Corporate Leadership Award
- American Marketing Association Gold Top 50 (formerly Honomichi Top 50)
- *PR Week* Agency Ranking
- MarCom Awards
- Communicator Awards
- Telly Awards
- *PR News* Platinum Award
- Cannes Corporate Media & TV Awards
- Top 100 Government IT Contractors
- Adobe North American Marketing Partner of the Year
- Deauville Green Award
- Best Advisory Consultancy Award in Voluntary Carbon Market Survey
- Cathy Cole Memorial Award for Telework-Association for Commuter Transportation
- NVFS CARE Award (Companies as Responsive Employers)

Olson, a creative agency acquired by ICF in 2014 and now operating as ICF Olson, garnered more than 60 awards for helping clients "Think Like People". ICF Olson's award-winning work includes brand and digital services, customer relationship management and loyalty, public relations, and social media for a diverse set of clients that includes Belize Tourism, the Minnesota State Lottery, Oscar Mayer, Skittles, and Trulia.

[See a complete list of ICF's awards here.](#)



# About ICF

## What We Do

In today's rapidly changing and increasingly complex world, government and commercial enterprises need a trusted partner capable of producing powerful customer engagement solutions—from start to finish. ICF delivers value throughout the lifecycle of every program, project, and initiative.

We deliver results through five tightly integrated core service areas:

- **Research and analyze.** We delve deeply into critical policy, industry, and stakeholder issues, trends, and behavior. By collecting and analyzing data of all kinds, we help clients understand the current landscape clearly and plan their next steps wisely.
- **Assess and advise.** With equal parts experience and dedication, our experts get to the heart of the issue—asking all the right questions from the start. After examining the results and evaluating the impact of research findings, we counsel clients on how to best navigate societal, market, business, communications, and technology challenges.



- **Design and manage.** We design, develop, and manage the plans, frameworks, programs, and tools that are key to each client's mission or business performance. These solutions often stem from our analytics and advice.
- **Identify and implement.** Our experts define and put into action the technology systems and business tools that make our clients' enterprises more effective and efficient. We deploy standard or customized methodologies based on each business context.
- **Engage.** The digital revolution requires foresight and heightened understanding—we incorporate these into the solutions-focused engagement work that runs through all we do.

*ICF helps clients solve business problems and create meaningful outcomes through customer engagement. We conduct research, build strategies and plans, implement management platforms, and integrate clients' front and back offices. Our years of experience have given us the tools and processes necessary to expand our clients' reach, enable meaningful engagement, and increase brand recognition. Pictured above, employees in our Richmond, Virginia, office map a digital experience strategy.*



# About ICF

## ICF Is Helping Shape a Better World

Every day, ICF consultants work on projects aimed to make the world a better place. Here are a few examples of how we're working to shape a healthier, better-connected, more sustainable, and equitable world.

### Supporting the Sustainable Development Goals.

Much of ICF's longstanding work to shape a better world addresses the sustainability priorities of global leaders. For example, in September 2015 at the United Nations Sustainable Development Summit, world leaders adopted [17 Sustainable Development Goals](#) to end poverty, fight inequality and injustice, and tackle climate change. On this page, we present a small sample of our work toward these goals.

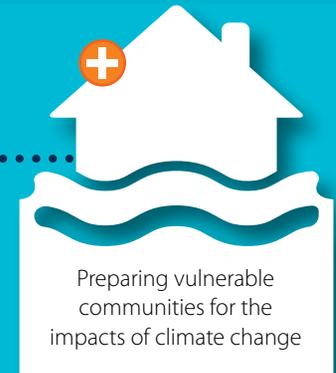
Click  to read more.



Promoting tolerance by telling the unspeakable



Working to stop slavery and human trafficking



Preparing vulnerable communities for the impacts of climate change



Persuading commuters to share transportation



Using virtual reality to treat post-traumatic stress



Saving energy to protect the planet



Synthesizing health and demographic data to address disease



Using digital technology and communications to change unhealthy behaviors



Captivating the science classroom with genomics



Stimulating engagement that reshapes the global humanitarian system



# About This Report

This report is organized around ICF's key stakeholders. In each section, we describe our understanding of stakeholder needs, outline our performance in response to those needs, and identify goals for improvement. Each year, we consider our performance in light of stakeholder needs and expectations so we can continue to fulfill our commitments, set achievable goals, and improve our performance while growing to meet the world's needs.

## Our Stakeholders



Employees



Clients



Planet



Communities



Shareholders

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

- ICF as employer—providing jobs to nearly 6,000 employees
- ICF as solution creator—serving clients in areas critical to the world's future
- ICF as community contributor—investing where we work and live

In this report, we describe our commitment to each group and provide an account of the year's performance.

### The Boundaries of This Report

This CR Report addresses ICF's citizenship performance through December 31, 2015. It includes activities throughout 65+ offices located in 12 countries.

ICF's emissions data account for emissions generated by our operations through 2014. Our 2015 emissions will be calculated during calendar year 2016.



*This corporate responsibility report conveys some of the ways ICF... connects with our people across locations around the globe... reinforces our shared values... embraces the diversity and traditions of all our people*

*Pictured above, our CEO Sudhakar Kesavan addressed our Brussels employees at a session known as "Ask Sudhakar." Such meetings occur regularly throughout the year across our offices.*

*Pictured below, our New Delhi employees celebrated Diwali, the festival of lights, by creating colorful Rangoli. Each year our employees in India share their artistry with the rest of ICF through photos and stories in our online news column.*





# About This Report

**ICF's Roles and Impact:** ICF's daily operations impact all of our stakeholders in varied, fundamental ways.

		As an <b>EMPLOYER</b> ICF impacts...	As a <b>SOLUTION CREATOR</b> ICF impacts...	As a <b>COMMUNITY CONTRIBUTOR</b> ICF impacts...
<b>ICF's STAKEHOLDERS</b>	 <b>EMPLOYEES</b>	For our nearly 6,000 talented employees, we provide a respectful environment that welcomes divergent views and encourages staff at every level to flourish. We also provide ample leadership opportunities for staff at all levels. As a result, our employees have fulfilling careers that lead to long tenures—making ICF's turnover rate among the lowest in our industry.	Our motivated employees are able to pursue their passions and become thought leaders in areas important to them. We provide them with training, development opportunities, challenging assignments, an extensive set of online resources, management coaching, and leadership development programs.	By helping to choose which charities and causes we support, our employees have an enduring voice in our corporate philanthropy and long-term impact. Our employees appreciate an employer that encourages them to get involved—and one that cares for its communities. Employees enjoy leadership opportunities and engage with communities by participating in ICF's volunteer organizations: Green Team and GiveForward.
	 <b>CLIENTS</b>	Our clients benefit from ICF's ethical culture. ICF frequently communicates with employees and rigorously enforces a code of ethics throughout every level of management. Clients can trust our solutions to be impartial and aligned with our commitment.	Together with our clients, we develop solutions to some of the most challenging concerns related to climate, energy, environment, health, and social issues, among other vital areas. What's more, we are a positive part of our clients' supply chains: Because we offset our own carbon emissions, we don't contribute to our clients' carbon footprints.	Many of our clients run community programs—both government and nonprofit. ICF supports our clients' constituents with donations and critical services.
	 <b>PLANET</b>	We recognize our company's activities have an environmental impact. We work in facilities that use natural resources and generate waste. Our employees commute to and from their offices, and they often travel in order to meet client needs. When we calculate our carbon emissions each year, we consider the totality of our impact. We know that measuring is the first step in managing, but we don't stop there: We work to reduce and offset our emissions through various green projects.	Many of ICF's projects benefit our planet. We tackle issues such as reducing the need for energy, combatting climate change, increasing climate resiliency, protecting and conserving natural resources, reducing and managing transportation demand, revitalizing and sustainably developing brownfields—and more.	A portion of our giving is targeted toward environmental causes. We supported an MIT-sponsored research program focused on helping China dramatically reduce its carbon emissions. And, every Earth Month, we undertake projects in our communities that help restore and protect the planet.
	 <b>COMMUNITIES</b>	ICF is a local employer and an active member of the communities where we have offices. The jobs we provide enable commerce, investment, and stability. We pay taxes that benefit schools, roads, and other infrastructure. And we purchase goods and services that support the local economy, including small businesses.	ICF designs and implements programs that strengthen families and communities. Areas of focus include housing assistance, justice-related youth programs, fatherhood programs, workforce development, victim services for those affected by crime or natural disasters, and business and process improvement for governments and nonprofits.	ICF gives back to our communities—supporting health improvement, the environment, disaster response, veterans, and more. Our employees' volunteerism and giving help leverage and maximize corporate donations.
	 <b>SHAREHOLDERS</b>	ICF shareholders benefit from all that we do as an employer, service provider, and responsible corporate citizen. The outcome for shareholders is long-term value.		



# Investing in People: **Our Employees**





# Our Employees

Our employees shape the world for the better—at work, at home, and in their communities. That's why we make employees our first priority. We provide opportunities to grow and learn new skills, regardless of one's role in the organization. We prepare our people to improve lives through their daily work.

## A Place to Grow Your Career

An important part of ICF's business strategy is to attract—and retain—top talent. We choose carefully when we hire, because we hope it's the beginning of a long and mutually beneficial relationship. Then we offer leadership, resources, and the training employees need to grow, and we provide an environment where they can thrive.

Our employees' tenure indicates that our formula works. ICF's voluntary turnover rate—the rate of employees who chose to leave ICF—remains below the industry average. Our senior staff remain with the firm, on average, for 13 years. High staff retention contributes to our stability and helps retain our knowledge leadership.

In November 2014, ICF acquired Olson, a full-service marketing agency that employed 550 people. Voluntary turnover rates of marketing agencies run significantly higher than those of firms in ICF's legacy business—management, scientific, and technical consulting services. The average annual agency turnover is about 30 percent.<sup>3</sup> Combine the higher turnover of agencies with the expected higher turnover that follows an acquisition—and one might predict a voluntary turnover rate greater than 30 percent. In fact, the ICF Olson turnover rate in 2015 was 24.2 percent—lower than other agencies, on average, although higher than ICF's historical low turnover. For those reasons, ICF's 2015 voluntary turnover rate, including ICF Olson, was 15.1 percent. The industry benchmark that represents the mix of work performed across ICF's expanding business is 16.7 percent.<sup>4</sup>

<sup>3</sup>Duggan, Bill. "The Five Biggest Trends on the State of Ad Agencies." Association of National Advertisers, October 30, 2015.

<sup>4</sup>ICF worked with the Society for Human Resources Management (SHRM) to develop a blended industry turnover benchmark that represents the proportion of ICF's business in various sectors.

## A Snapshot of ICF Employees

### Global Citizens Equipped to Tackle Universal Issues



### Languages We Speak

We're fluent in the mother tongue of our clients and stakeholders worldwide.

English, French, Hindi, Spanish, German, Italian, Swedish, American Sign Language, Chinese (Mandarin), Cantonese, Portuguese, Russian, Ukrainian, Urdu, Nepali, Greek, Thai, Hungarian, Arabic, Assamese, Japanese, Faroese, Danish, Indonesian, Armenian, Kyrgyz, Punjabi, Afrikaans, Swahili, Tagalog, Kikuyu, Dutch, Gujarati, Kannada, Malayalam, Tamil, Telugu, Marathi, Akan, Turkish, Kazakh, Canadian French, Vietnamese, Persian, Bambara, Uzbek, Romanian, Malay, Albanian, Latin, Korean, Bosnian, Croatian, Kiswahili, Polish, Czech, Slovak, Chichewa, Bahasa Malay, Bulgarian, Galician, Bengali, Hebrew, Khmer, Burmese, Amharic, Catalan, Serbian, Finnish, Bihari, Kashmiri, Kongo, and Norwegian



### Advanced Degrees We Hold

We're experts in topics that shape our world.

**2200+ advanced degrees in:** Social Sciences, Physical Sciences, Life Sciences, Public Policy, IT/Mathematics, Planning, Engineering, Economics, Business and Management, Human Capital/Training, Law, among others



### Our Offices



### Where We're From

Our nearly 80 homelands represent 75% of global population.

Argentina, Australia, Austria, Bangladesh, Belgium, Bolivia, Brazil, Bulgaria, Burkina Faso, Canada, China, Colombia, Czech Republic, Denmark, Dominica, Dominican Republic, Egypt, Ethiopia, Finland, France, Gambia, Germany, Ghana, Greece, Guatemala, Guyana, Honduras, Hong Kong, Hungary, India, Indonesia, Ireland, Italy, Jamaica, Japan, Jordan, Kazakhstan, Kenya, Latvia, Lebanon, Lesotho, Malaysia, Mali, Malta, Mauritius, Mexico, Moldova, Republic of, Nepal, Netherlands, New Zealand, Nigeria, Peru, Philippines, Poland, Portugal, Romania, Singapore, Slovakia, Slovenia, Somalia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Taiwan, Thailand, Trinidad and Tobago, Turkey, Uganda, Ukraine, United Kingdom, United States, Uruguay, Uzbekistan, Venezuela, Zambia, and Zimbabwe





# Our Employees

We provide many reasons to work at ICF. Our employees value the following offerings.

## Our Collective Vision

The drive to make a positive impact unites us at ICF. The unifying glue of our mission-driven organization includes the substance of our work, leaders with vision, and our commitment to contribute to society.

- **Important work.** Changing lives, strengthening communities, restoring the environment, adding fun to everyday life—it's all part of our routine work at ICF. Our clients range from government agencies to Fortune 100 companies, providing great variety in our engagements. Our employees make tangible differences in public health, education, climate change, energy security, the environment, international development, cybersecurity, and other vital areas. Our employees often join ICF because of the work we do for clients. According to employee engagement survey data<sup>5</sup>, 86 percent of our employees enjoy their work.

- **Leaders who inspire.** Our leaders care deeply about ICF's work and envision a better world—with our help. ICF leaders convey that passion to employees by

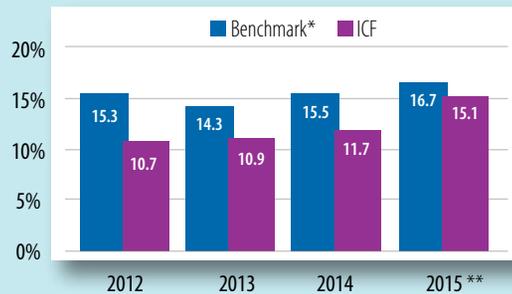
offering examples of where our services transformed problems into progress. We promote the stories of project managers from across ICF operations to highlight their success and inspire others. Our leaders communicate routinely through all-hands meetings, stories in our

<sup>5</sup> In 2014-2015, ICF's operating groups conducted employee engagement surveys. Each operating group tailored the survey for their employees, although some questions were common to all. In 2016, we conducted ICF's first companywide employee engagement survey and look forward to addressing this feedback.



### ICF's Voluntary Turnover Rate Is Better Than the Industry Average

High staff retention contributes to stability and knowledge leadership.



\*Industry benchmark is based on SHRM research of turnover rates among consulting firms.

\*\*Benchmark includes advertising agencies, proportionate to ICF's advertising business. ICF turnover includes ICF Olson.

*A commitment to take care of our planet—that's just one of the values that unites ICF employees. Pictured here, San Francisco ICFers, family and friends celebrated Earth Month by restoring a habitat at Heron's Head Park.*



intranet news column, and management memos. Employees engage directly with CEO Sudhakar Kesavan through a series of live discussions called *Ask Sudhakar*. President and Chief Operating Officer John Wasson connects with employees directly through his blog, *Straight Talk*. ICF leaders at every level encourage employees to engage. According to employee engagement survey data, 84 percent of ICF employees approve of their leaders' performance.

- **Opportunities to give back.** ICF provides opportunities to connect and engage with the community. Through employee volunteer organizations, our people give their time and resources to causes that are important to them. Each year, ICF employees give thousands of hours to support our communities.

## Shared Workplace Values

Creating an environment where people can thrive is fundamental to a productive workplace. Below are some of the workplace values we share. According to employee engagement survey data, 82 percent of employees state that they have a good work environment.

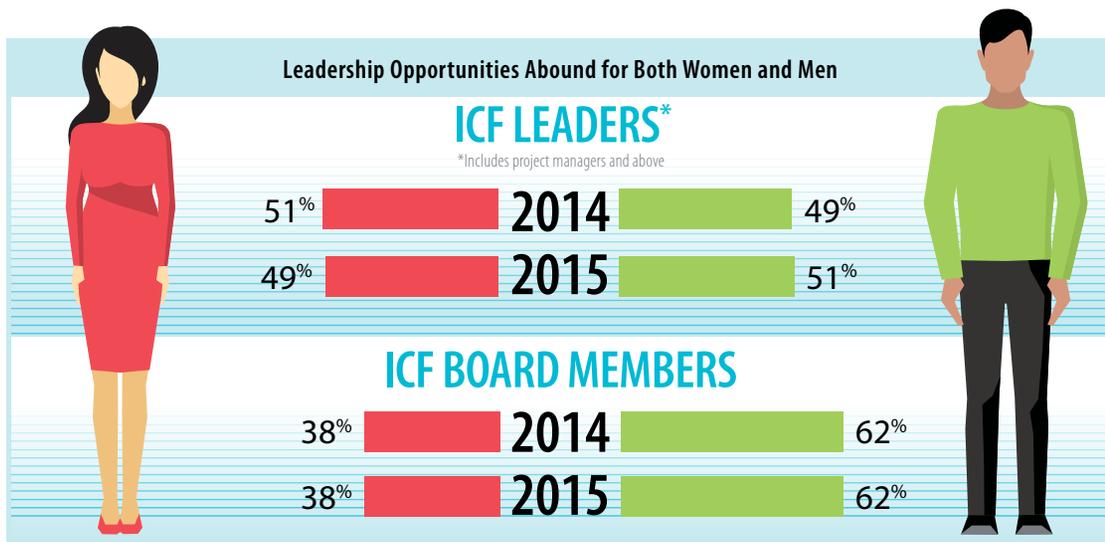
- **Respectful, safe, and inclusive practices.** ICF cultivates a supportive environment that encourages employees to express themselves, experiment with new ideas, share information, and work with others of diverse backgrounds, geographies, and perspectives. We ensure respectful conduct with practical policy and effective implementation. We encourage healthy debate and healthy relationships. And we prohibit harassment of any kind.



# Our Employees

- Diverse talent.** We have found, over and over, that teams with members from different backgrounds, experiences, perspectives, and disciplines develop the most robust solutions for our clients. We value this variety in our staff, and we actively pursue it when recruiting and developing talent. We seek out people who reflect the vast global markets we serve, and we provide equal employment opportunity for all applicants without regard to race, color, creed, religion, gender, ancestry, age, disability, marital status, citizenship, national origin, veteran or military status, sexual orientation, or gender identity.
- Opportunities.** We want employees at every stage of their careers to make a global impact, so we provide opportunities to support that. Our senior experts, leaders in their fields, provide valuable mentorship along the way. As we work on the most pressing issues of the day, employees at all levels have the opportunity to develop solutions that improve life tangibly today and in the future.

Because we hire and promote employees based on performance, potential, skills, experience, and background, both women and men have leadership opportunities at ICF. In fact, the prominence of our female executives and board members puts us ahead of the pack in our industry. In 2015, women constituted 49 percent of ICF's leaders (project managers and above) and 38 percent of ICF's board of directors.



## Leveraging Communities to Advance Our Impact

Sharing best practices, work experiences, and new ideas helps us minimize internal silos, sharpen skills, improve processes, reduce costs, increase capacity, and innovate. That's the intent of ICF's communities of practice, developed informally by passionate employees.

*ICF employees check out poster presentations at the 2015 REI Summit.*

ICF's **Research and Evaluation Institute (REI)** was formed to advance ICF's research capabilities, foster a sense of community among our researchers and evaluators across disciplines, and establish a set of unifying research and evaluation principles. REI formed as a grassroots organization with only a few members, but the community now boasts more than 600 employees—experts in public health, psychology, sociology, education, economics, and more. Now, REI holds frequent webinars on member-recommended topics, hosts an annual summit, and maintains an online community of practice.

Another ICF community, **Igniting Innovation**, was formed to share ideas about accelerating, scaling, extending, and mobilizing solutions for our clients. Members of the community presented webinars on the results of their most effective projects—such as a data visualization prototype and advanced analytical tools that combine demographic, psychographic, and property data. Soon presenters were connecting with colleagues in distant geographies and business areas to discuss new applications for this work.

These are just two examples of about a dozen professional affinities at ICF—and characteristic illustrations of the collaboration we've come to expect from our employees.



# Our Employees

“  
*Speak your mind. We believe  
 in constructive confrontation.  
 The best ideas survive when  
 we argue.*”



*John Wasson  
 ICF President and  
 Chief Operating Officer*

But we aren't satisfied with being better than average. We continue to enable our employees' professional growth with training, mentoring, and opportunities—providing the flexibility and support that every employee needs to succeed.

- Collaborative community.** We know that the best solutions require a range of expertise—a range of perspectives to poke at problems from all angles. So we constantly encourage employees to find new ways to work together. One way we facilitate collaboration is by creating community sites on our intranet. For example, “Consulting 101” provides a place for those who are just beginning their careers to share experiences and consult with peers. Other communities focus on areas of expertise where members can share best practices on topics such as social media, environmental assessment, and software development. Still others promote overarching goals, such as innovation and research. We value collaborative skills in our staff, include collaboration in performance reviews, and recognize and reward outstanding efforts across the company.
- Honest feedback.** ICF leaders invite employees' input through multiple channels—from formal channels like surveys and annual reviews to informal channels like our newsfeed, employee blogs, and open conversations on leader blogs and the company news column. Our leaders encourage respectful argument. President and COO John Wasson, speaking with all employees at our semiannual meeting, said it best: “We need you to speak up. Speak your mind. We believe in constructive confrontation. The best ideas survive when we argue.”

## Emphasis on Professional Development

ICF provides numerous development opportunities so all our people can serve as vital contributors to our growing company. We offer training through the ICF Learning Institute, a tuition reimbursement program, support for professional certifications... and the list of career development opportunities goes on.

### Employee Development

Feedback on performance and academic training are essential to professional growth. ICF employees benefited from both—and many employees received promotions.

## 2014

98% of benefit-eligible employees received a performance review

327 employees used the tuition assistance program

13% of employees received promotions, **which exceeds the 9% average** of promotion rates for U.S. companies surveyed\*



## 2015

98.5% of benefit-eligible employees received a performance review

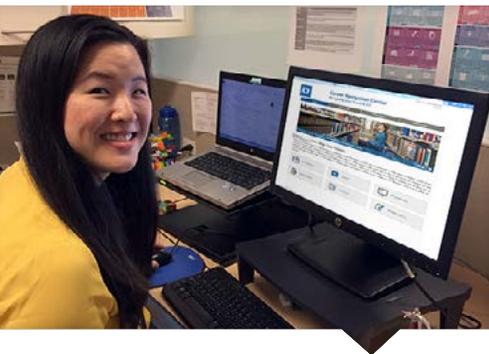
277 employees used the tuition assistance program

14% of employees received promotions, **which exceeds the 9% average** of promotion rates for U.S. companies surveyed\*

\* PwC's Trends in People Analytics: With excerpts from the 2015 PwC Saratoga Benchmarks



# Our Employees



*Our Career Navigation Center helps employees define career goals, set milestones, and form a realistic career plan.*

In addition to professional training, we offer challenging assignments (and opportunities to demonstrate leadership through those assignments), publication awards, management coaching, leadership development programs, and an extensive set of online resources. Here are some of our professional development offerings:

**Career development.** ICF's Career Navigation Center provides access to a rich library of tools, resources, and assessments that empower employees—and those they manage—to think about their careers more broadly. These career-specific resources help employees define their career goals, set milestones, and devise a focused and realistic career plan. The Center was designed in 2014 with a successful launch in the first quarter of 2015.

**Clear, challenging goals.** ICF helps our employees fulfill their potential with specific guidance and tools to help them set meaningful performance goals. We provide challenging expectations tailored to each person's role and experience. Each year, all of our people set new performance goals to help everyone define and achieve their career goals.

**Constructive and equitable performance feedback.** To ensure employees receive the feedback they need to grow and improve, we use a comprehensive process for evaluating and rewarding performance. Employees request feedback from managers, clients, coworkers, and direct reports—to ensure meaningful feedback from all key stakeholders.

**Accessible learning.** The ICF Learning Institute provides access to more than 300 professional development courses. Available to employees from day one, it offers live and virtual sessions, instructor-led offerings, self-paced online training, and simulations.

Topics include:

- Management and leadership, including structured programs designed to develop leaders at all levels
- Project management, including Project Management Institute-aligned exam prep and professional development unit courses
- Business development
- Career management, including a library of tools and resources (e-learning and assessments)
- Technical training across ICF's core domain areas
- Software training



## ICF Learning Institute: Developing Talent

In 2015 ICF's Learning Institute focused on reaching more employees—increasing enrollment by 56% over 2014. During the same period, employees took fewer courses per person, on average—down from 6 courses per person in 2014, to 3 courses in 2015.

**2014**  **2015**

1,800 employees took professional development training.

- 8,000 courses completed online
- 2,500 instructor-led training courses attended

2,800 employees took professional development training.

- 6,300 courses completed online
- 1,200 instructor-led training courses attended

**130+ courses added since January 2013**





# Our Employees

## Competitive Compensation and Tools to Succeed

We designed our compensation and benefits program to attract and retain the highest caliber employees. We offer the tools to help employees succeed.

**Competitive salary and benefits.** Compensation and benefits are competitive within our industry. We frequently benchmark salaries and benefits to ensure that we attract and retain skilled professionals.

**Benefits, health, and wellness.** We offer a full menu of benefits—from the expected to the industry leading—to employees, their spouses or domestic partners, and their families. Our goal: Help our employees enjoy a healthy, happy, and rewarding life—at the office, on site, and outside of work.

**Flexibility.** We accommodate employees who want to alter their areas of focus or change clients by helping them move within the company. We also provide a range of flexible work arrangements, including flexible part-time assignments and telework, which best accommodate many employees' work-life schedules.

**Recognition.** We recognize stellar performers—and promote their successes through our many communication vehicles—for a variety of accomplishments: bringing in new business, doing exceptional work, referring their friends to the company, exceeding expectations, publishing thought leadership, volunteering to support our communities and improve sustainability.

**Effective tools.** Top talent needs the proper tools to support innovation and make both complex and routine tasks smooth and efficient. In addition to the collaboration tools every employee uses—such as desktop videoconferencing and screen-sharing capabilities—employees have resources to complete tasks related to project management, business development, professional training, and other areas. According to employee engagement survey data, 85 percent of employees state that they have the tools, facilities, and equipment to work effectively.



### Benefits for Security and Peace of Mind

- Family healthcare, such as medical, dental, and vision coverage and tax-advantaged healthcare accounts (where available)
- Health and well-being advice services on issues such as weight loss, nutrition, smoking cessation, addictions, healthy living, and pre- and post-natal care
- Paid time off
- Short- and long-term disability
- Life and accidental death and dismemberment insurance
- Child care assistance through tax-advantaged accounts and services



### Benefits Tailored for Each Employee

- Retirement plan including company contributions
- Employee assistance—an exceptional plan that provides confidential support and resources for life's challenges
- Other value-added coverage is available, depending on geographic location, such as:
  - Employee stock purchase plan
  - Financial and legal planning assistance
  - Adoption assistance
  - Insurance discounts: critical illness, hospital, accident, auto, home, pet
  - Commuter support, including public transportation and bike subsidies
  - Telecommuting options
  - Fitness center/gym benefits



### Professional Development – Benefits for Growth

- The Learning Institute, offering comprehensive online and in-person courses from general professional development to specialized skills and certifications
- Support for professional memberships, certifications, and conferences
- Recognition for publications and other achievements
- Tuition reimbursement (where available)



### Flexibility for a Busy Life

Flexible work arrangements enable our employees to work part time or from home and to take career breaks and sabbaticals. We offer significant latitude in choosing one's work environment. About 30% of employees telecommute regularly. With proper tools, training, and a collaborative environment, ICF accommodates flexible work schedules and remote locations.



# Our Employees

*For employees, ICF's growth translates to new opportunities, professional development, and rewards.*



*As with many parts of our organization, ICF recruiters gather annually to celebrate professional excellence and milestones achieved.*

## ICF Employees: A High Return on Investment

We're proud to reward and support our employees, and they affirm our investment with outstanding results. ICF employees are well qualified, motivated by their important work, highly engaged, and growing our company.

They also bring to bear their tremendous breadth and depth of expertise for our clients. Our work requires specialized proficiency, so advanced degrees are essential for many positions. In fact, 39 percent of our consulting staff holds post-graduate degrees.

## Fostering a Culture of Feedback

In employee engagement surveys, we learned that our employees want more timely feedback. ICF leaders recognize the value of constructive input. So why do we sometimes delay—or not provide feedback at all? Because an honest assessment can be uncomfortable and takes time. When employees provide their leaders a work product that is below standard, sometimes it's easier and faster for leaders to simply revise it.

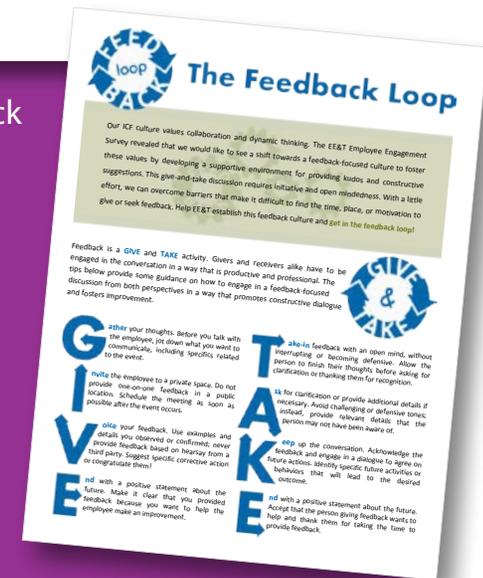
But the more fruitful and rewarding approach is to help employees actively develop their skills—advising them of changes needed and empowering them to adapt and grow.

That's why we're working on creating feedback norms and building this empowering approach into our routine. One proposal we're recommending: Employees will, during monthly meetings with their manager, discuss two strengths and two areas ripe for improvement. Another norm we're instilling: thanking those who offer constructive direction, reinforcing our companywide encouragement of feedback.

Our instructional flyer, *The Feedback Loop*, represents another initiative to promote a culture of feedback. The flyer advises on how to move from obstacles to solutions and recommends strategies for giving and receiving feedback. It also includes stories from several ICF leaders who describe both positive and negative examples of communicating feedback. Tools such as this make it easier to approach an uncomfortable topic.

One way we're addressing the need for *immediate* feedback is by using the ICF newsfeed to thank and congratulate colleagues. Sure enough, soon after, our leaders began communicating the need for more feedback, #kudos soon became one of the highest ranking hashtags on the ICF intranet.

We're systematically addressing the need for more (and more immediate) feedback through these efforts—and other efforts are still in the planning stage. We'll reassess our progress in the coming year and report our findings.





# Our Employees

As indicated earlier, 86 percent of employees responding to employee engagement surveys said they enjoy their work. The growth of our business across the years—we’ve averaged 9 percent growth over the last five years—is further evidence of our employees’ high engagement. For our employees, growth translates to new opportunities, professional development, and rewards.

We asked employees to describe ICF in a single word. The results are represented in the graphic to the right; the most frequently used words are largest. Employees also provided the photo. We are honored that our employees choose to make ICF their professional home.

## Goals: Investing in Our Employees

Each year we set goals to advance our investment in employees. Here are the details of our performance and future plans.



Goal	Timeline	2014 Progress			2015 Progress		
		More to Do	On Track	Achieved	More to Do	On Track	Achieved
Design a robust internship program framework.	2015		✓				✓
Continue to develop the career management module of our talent development system. Enable employees to create development activities in the system. Increase use of the system.	2016			✓		✓	
Evaluate existing onboarding tools, resources, and training. Enhance and tailor for seniority levels, including acquired leaders.	2016		✓		✓		
Survey full-time employees at least every two years regarding their job satisfaction.	Every 1–2 years			✓		✓	
Enhance the frequency and quality of feedback provided through the performance review process.	2017				New goal.		
Redesign and implement a new version of our “Management Excellence Program” to ensure strong, up to date, people management practices across ICF.	2017				New goal.		
Develop “Human Capital Dashboards” to provide line managers greater strategic insight into their workforce.	2017				New goal.		
Establish and execute a multifaceted strategy to enable well-informed employee use of the healthcare system and proactive improvement of their health.	2017				New goal.		



# Making a Sustainable Commitment: **Our Planet**





# Our Planet

## Sustainability Matters to ICF

Governments and companies around the world look to ICF for sustainable solutions. Employees join ICF to develop innovations to improve the global environmental outlook. And we commit to sustainability in our own operations, working to minimize our environmental footprint while maximizing our positive impact.

Sustainability consulting is one of our signature service offerings. We help clients worldwide develop climate change policies, comply with environmental regulations, reduce greenhouse gas emissions, increase resiliency, and identify opportunities to operate sustainably. The industry recognizes our expertise—awarding ICF for the quality of our advisory services and for our use of technology to address climate risk and prioritize habitat restoration.

When monitoring, managing, and minimizing our own environmental footprint, we apply the same rigor and commitment to sustainability that our clients have come to expect.

## Our Impact, Philosophy, and Goal

**Understanding our impact.** We use greenhouse gas emissions as a unifying metric to evaluate our overall environmental footprint. Each year, we inventory emissions generated by our operations: facilities, business travel, and employees' commute. During 2014,<sup>6</sup> our emission sources were as follows:

- Energy that powers our facilities accounted for 31 percent.
- Fossil fuels used to drive our commutes accounted for 41 percent.
- Business-related travel accounted for the remaining 28 percent of emissions.

Consequently, our strategy to reduce our footprint focuses on these three material sources. We address each source in the following pages, beginning with the source of greatest impact—our commutes.

<sup>6</sup> We complete our inventory each summer by calculating the previous year's emissions. As we write this report, our most recent inventory is for 2014 operations.



## Selected Awards and Recognition

In 2014 and 2015, ICF was recognized for achievements in sustainability.

### Technology Merit Award, 2015

ICF was recognized by the *Environmental Business Journal* for using a proprietary model to prioritize property actions, such as habitat restoration.

### Business Achievement Award, 2015 and 2014

ICF was recognized by the *Climate Change Business Journal* for...

- Translating climate research into practical measures to reduce risk and improve livelihoods—2015
- Developing climate risk information technology—2014



### Best Advisory Service Award

in Voluntary Carbon Market Survey, 2014

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

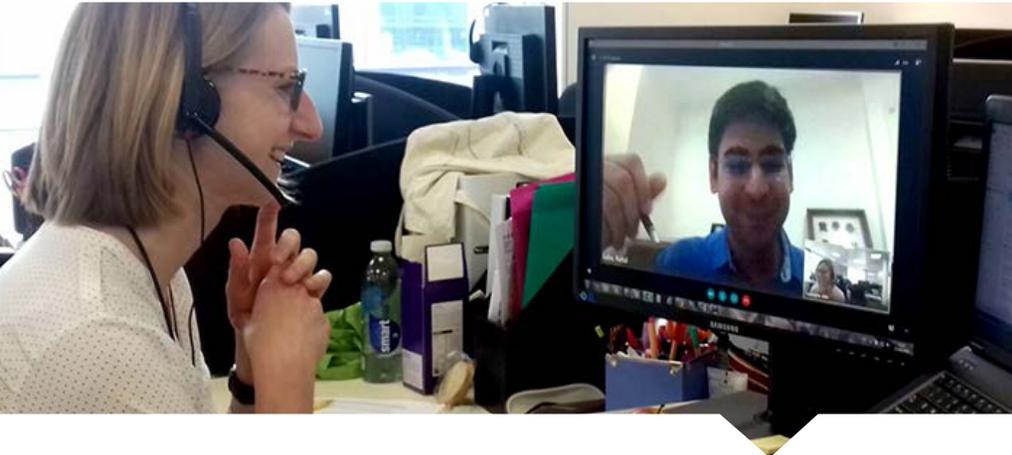
**Living our philosophy—maintain a net zero carbon status.** We work to minimize our carbon footprint and we take our commitment a step further...we are carbon neutral. We achieve a net zero carbon footprint by investing in projects that *offset* (i.e., remove as much carbon dioxide from the atmosphere as has been emitted) the carbon impact of our operations. We first established that commitment in 2006—and we've been carbon neutral each year since. In the following pages we describe recent offset investments.

**Establishing a carbon<sup>7</sup> reduction goal.** In early 2014 we set a goal: *By 2018, we will reduce the average greenhouse gas emissions per ICF employee (including facilities, business travel, and commuting) by 10 percent from a 2013 baseline.*

<sup>7</sup>"Carbon" refers to carbon dioxide emissions. Carbon dioxide (CO<sub>2</sub>) is a greenhouse gas that makes up 99 percent of ICF's greenhouse gas emissions. For that reason, we use the terms "carbon emissions" and "greenhouse gas emissions" interchangeably.



# Our Planet



*ICF provides tools that enable every employee to connect with colleagues around the globe—just like these colleagues connected from London and New Delhi.*

We've identified a set of key initiatives (described in the following pages) to help us achieve our net reduction goal. We've already begun many of these activities, but in the future, we plan to bring greater rigor and discipline to how we implement them.

In addition, we're currently exploring opportunities to implement a science-based emission reduction target, using methodologies recommended by CDP, in partnership with the UN Global Compact, World Resources Institute, and World Wildlife Fund.

## Minimizing Emissions from Employee Commuting

Leading organizations recognize that the largest emission sources, such as employee commuting, often lie beyond the walls of our buildings. At ICF, we recognize our responsibility for these emissions and we're committed to reducing them by implementing the following measures.

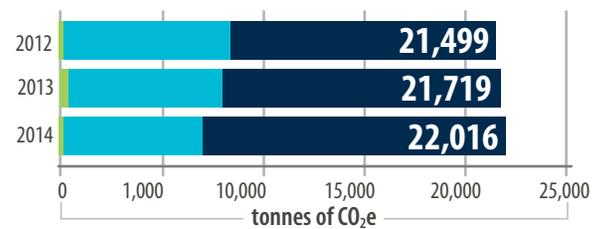
**Understanding our commuting emissions.** About every three years, we conduct a detailed survey of our employees' commuting practices and preferences and gather feedback on our commuter benefits. The survey results inform our greenhouse

## Our Carbon Footprint

As a result of our efforts to reduce energy use, emissions generated by ICF's facilities have decreased—even while our employee population has grown. Our commutes and business travel require continued focus to reduce those impacts.

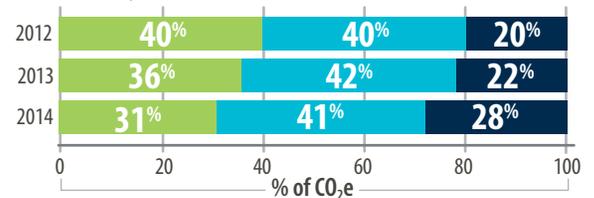


### Emissions by Scope



- **SCOPE 1:** Direct greenhouse gas emissions from sources owned or controlled by ICF
- **SCOPE 2:** Greenhouse gas emissions from purchased electricity
- **SCOPE 3:** Greenhouse gas emission sources beyond the walls of our facilities (e.g., business travel and commuting)

### Emissions by Source



- Facilities
- Employee Commuting
- Business Travel

gas inventory and mitigation activities. For example, our 2014 survey revealed that employees would more likely use public transportation if we improved the transit benefit we offer employees...so we did.



**Subsidizing mass transit.** To reduce the emissions of our employee commuting, we invest in a subsidy for U.S. employees who take mass transit. In 2014 and 2015, more than 1,100 employees leveraged this benefit. ICF spent \$582,000 in 2014 and \$524,000 in 2015 on this benefit to encourage use of mass transit. In 2016, in response to employee feedback that they would use mass transit if the subsidy were increased, we effectively doubled the transit allowance for those who use the benefit to encourage greater use of mass transit.



**Supporting telecommuting.** We have a progressive telecommuting policy, and about 30 percent of our employees regularly telecommute one or more days per week. We provide comprehensive tools and training, including classes on employing virtual communication strategies, conducting effective meetings, and cultivating successful team dynamics with team members not co-located.



# Our Planet

*In 2015, for the sixth consecutive year, ICF qualified as a member of Best Workplaces for Commuters.*



**Providing resources for remote work.** We use technology to educate staff on ways to maximize productivity while teleworking. We have a single communications platform for online web conferencing, instant messaging, and desktop video conferencing—which also offers the ability to share screens, programs, and whiteboards. This lets employees connect and collaborate from anywhere, at any time. In less than one year from the time we began measuring in 2015, use of the online communications platform has nearly doubled. In addition, we support a powerful, engaging intranet that is a hub for business resources, workplace services, career information, companywide news and capabilities, and employee profiles.

**ICF employees embrace tools that help reduce our travel footprint. Use of our online meeting platform doubled in less than one year.**

	Total conferences	Total participants	Total conference participant minutes
April 2015	10,346	36,273	928,592
Feb 2016	19,407	66,654	2,031,250



**Subsidizing cycling.** For employees who commute by bicycle, we offer a monthly subsidy to help with bicycle maintenance, and we contribute to a bicycle purchase every two years. Our 2014 commuter survey revealed that more than 100 employees bike to work on a regular basis, at an average combined distance of about 3,000 miles per week.



By commuting by bike instead of car, our employees prevented the release of more than 60 tonnes of CO<sub>2</sub> emissions in 2014 and 2015 combined.<sup>8</sup>



**Sponsoring Bike to Work events.** Each year, we promote Bike to Work Day companywide and unify the cycling enthusiasts across ICF. The Bike to Work events draw hundreds of employee cyclists from more than 40 offices. In 2015, 324 employees traveled an estimated 2,000 miles. In this single day, the combined impact of transport by human power rather than vehicle power equaled avoiding nearly 1.25 tonnes of CO<sub>2</sub> emissions.

**Bike to Work events at ICF offices worldwide recruit more cyclists and avoid more CO<sub>2</sub>, year by year.**

	Number of employees	Miles traveled	CO <sub>2</sub> emissions avoided if biking replaces driving alone
2014	265	1,600	0.64 tonnes
2015	324	2,000	0.81 tonnes

*Many Brussels employees bike to work frequently. Bike to Work Day encourages others to join their routine.*

<sup>8</sup>Public Transportation's Role in Responding to Climate Change, U.S. Federal Transit Administration



# Our Planet



**Providing electric vehicle (EV) charging stations.** In response to employee requests for EV charging stations at our headquarters office, we worked with the landlord to install charging stations in 2015. We also have EV charging stations at three other ICF offices.

## Reducing Facility Energy Usage

We're always looking for opportunities to conserve energy, reduce costs, and help the planet. Here are some of the ways we reduced our facility energy use in 2014 and 2015.

**Leasing LEED buildings.** LEED, or Leadership in Energy and Environmental Design, is the most widely used third-party verification for green buildings worldwide. We prioritize leasing space in LEED-certified buildings to ensure that our employees work in offices that are optimized for energy performance. As leases expire and we relocate to LEED buildings, such moves advance our energy reduction goals. LEED buildings meet specific sustainability criteria, such as energy-efficient LED lighting, minimum daylight illumination, energy-efficient appliances and equipment, and low-flow fixtures that use 40 percent less water and save energy. In 2014 to 2015, we increased the number of ICF offices located in LEED certified buildings to seven locations. In addition to locating in LEED buildings, four ICF offices have LEED certified interiors.

**Leasing ENERGY STAR certified buildings.** An ENERGY STAR certified building meets strict energy performance standards—and we should know: ICF has supported ENERGY STAR since the program's inception in the 1990s. ENERGY STAR buildings perform better than at least 75 percent of similar buildings in the United States. That's why we prioritize ENERGY STAR buildings when looking for a new facility—and currently have 11 offices located in ENERGY STAR certified buildings.

**Leveraging relationships for green.** In our long-term lease locations, we leverage our relationships with landlords to influence sustainable facility investments. For example, at our headquarters in Fairfax, Virginia, we have worked with the landlord to significantly improve the efficiency of systems within the 30-year-old building. First, we partnered to create a new conference center with the interior constructed to the LEED Platinum standard. In 2015 we collaborated to build out two floors (28,000 square feet) to the LEED Gold standard. Now, our landlord is working with our sustainable project management team to plan building-wide renovations that we expect will notably reduce energy usage.

**Consolidating offices.** In 2014 and 2015, we closed five offices to consolidate them with other facilities. By consolidating, we reduced our physical footprint by 20,000 square feet, helped bring more of our employees together for collaboration, and reduced our net vacant space.

## We Prioritize Locating in Green Buildings

*Of employees who are based in ICF offices, 50 percent are located in sustainable facilities.*

City	Employee Count	LEED Certified Building	LEED Certified Interior	ENERGY STAR
Rockville, MD	425	Gold	Floors 1 and 2 = Gold Floors 5, 6, 7 and 8 = Platinum	
San Diego, CA	50	Gold	Gold	★
Minneapolis, MN	350	Gold		★
Houston, TX	10	Gold		★
Seattle, WA	25	Gold		★
Chicago, IL (West Wacker)	70	Silver		★
New York City, NY (3rd Avenue)	40	Silver		★
Fairfax, VA	1040		Conference center = Platinum Floors 3, 5, and 9 = Gold	★
Durham, NC	40		All interior	
Los Angeles, CA	35			★
Englewood, CO	20			★
Chicago, IL (West Randolph)	80			★
Plano, TX	10			★
Austin, TX	30			★





# Our Planet

**Using HVAC systems efficiently.** To improve the efficiency of HVAC systems at our headquarters, we increased the frequency of maintenance from biannually to

quarterly during 2014 and continued that practice during 2015. We work with landlords at all

of our facilities to ensure that we use and maintain our heating, ventilation, and air conditioning systems as efficiently as possible—and we use them only during working hours. In some locations, ICF

participates in utility demand response programs, temporarily reducing our energy consumption during peak usage periods.

**Employing lighting controls.**

Now a standard for all new ICF offices, we've implemented electronic lighting controls in the

offices of 40 percent of our employees. These lighting controls use motion detectors and timers to shut lights off in unoccupied spaces. One ICF facility demonstrated impressive results, reducing energy use by 20 percent.



**Installing HVAC controls.** We worked with our landlords to install digital thermostats and other thermostat controls in the offices of 40 percent of our employees. The controls allow us to reduce our energy usage while delivering a strong return on investment. Based on product specifications, we expect 5–10 percent reduction in energy use.

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

**Managing for Continuous Improvement**

Environmental management systems provide practical tools to help organizations identify and control their environmental impact and continuously improve their environmental performance. ICF's London and Birmingham, UK, offices have environmental management systems that are certified to the ISO 14001:2004 standard (certified during 2014 and again in 2015).



Our Brussels office was awarded the "Eco-dynamic Company" label by Brussels-Capital Region (2009–2015), which recognizes excellent environmental management.



**Energy Reductions Preceding Our Goal**

Our goal to reduce greenhouse gas emissions by 10 percent uses 2013 emissions as the baseline. Prior to that, our efforts to reduce energy use and emissions were already showing results. From 2011 to 2013 we saw the following reductions:

- Reduced total electricity consumption by 12 percent (more than 2 million kWh)
- Reduced total electricity intensity (kWh/ft<sup>2</sup>) by 13 percent
- Reduced headquarters electricity consumption by 21 percent (1.35 million kWh)
- Reduced headquarters electricity intensity (kWh/ft<sup>2</sup>) by 32 percent



# Our Planet



*Fairfax employees and friends planted a butterfly garden in honor of Earth Month.*

## The Green Team's Earth Month Initiative: No Watt Left Behind!

For Earth Month 2015, our Green Team got competitive and cut their energy consumption. Across more than 20 ICF offices, 180 employees formed teams and chose names such as Watt Watchers, Hertz So Good, and SacTown PowerDown. They took simple actions to earn points and reduce energy use—such as turning off lights and electronics when not in use. And they encouraged colleagues, family, and friends to join them in leaving no watt behind. Together, our Green Team recorded thousands of energy-saving actions.



**Training staff to be energy vigilant.** Our facilities and security personnel are trained to look for unnecessary energy use. As they make their rounds, our security staff turns off lights that are not on motion detectors or timers. In locations where we have dedicated facilities staff, they follow a standard practice of morning and evening inspections.

**Empowering employees.** Our employees prioritize sustainability—and that passion is a driving force of our environmental stewardship. Our volunteer-based Green Team helps ICF identify and adopt sustainable practices—as described by our CEO Sudhakar Kesavan in this [Earth Day 2014 video](#). Management listens and responds. For example, in 2015 when employees pointed out that bottled water available in the headquarters café contributed unnecessary waste, management eliminated the practice and gave employees water bottles.

**Cultivating a culture of sustainability.** ICF leverages corporate communication channels to engage employees, build awareness around the need for more sustainable practices, encourage increased adoption of these practices, and foster a culture of sustainability. Communicating ICF's priority on green practices starts with our chief culture ambassador and CEO Sudhakar Kesavan—as he shared in this [video for Earth Day 2015](#). Messages encouraging sustainable efforts originate from across our diverse organization and from every level. Local Green Teams engage colleagues at their locations to participate in sustainability initiatives. And many of our employees join online conversations on our intranet—sharing green tips from their personal experience, seeking advice, and inviting participation for green initiatives.

## From Montreal to Nepal: A Tale of Defending the Ozone Layer

ICF has been working with the U.S. Environmental Protection Agency, World Bank, United Nations, European Commission, and other public and private sector organizations to protect the ozone layer since the 1980s. One of ICF's earliest projects involved developing a model to measure health effects of increased ultraviolet exposure resulting from ozone layer depletion. Our ongoing support of the Montreal Protocol—the international treaty that phases out production and consumption of ozone-depleting substances—continues today, not only through our client work, but also as part of our commitment to environmental stewardship.

In 2014, we offset 22,000 tonnes<sup>9</sup> of ICF's greenhouse gas emissions by purchasing equivalent credits generated by safely destroying chlorofluorocarbon (CFC) refrigerants stored in cylinders. CFCs are ozone-depleting substances and highly potent greenhouse gases that contribute to climate change.

The cylinders were confiscated by Nepalese customs officials because they were imported without proper licensing. Nepalese officials reported the seizure to the United Nations, which contracted an accredited offset services provider to safely transport and destroy the cylinders in a state-of-the-art facility in the United States.

With the purchase of these offset credits, we continue our legacy of supporting the Montreal Protocol and its effort to protect the ozone layer. And the treaty is making an impact: According to a 2014 report published by the World Meteorological Organization and the United Nations Environment Programme, there are indications that total ozone levels are increasing, proving that progress is possible.

<sup>9</sup>Greenhouse gas emissions equivalent to 22,000 tonnes of CO<sub>2</sub> were generated during calendar year 2013 and offset during 2014.



*Nepalese customs warehouse stored CFC cylinders until they could be safely destroyed.*



# Our Planet

## Reducing Emissions from Business Travel

Meeting face-to-face with clients is fundamental to a consulting business. But we work to reduce our impact while maintaining critical client interactions. We encourage virtual meetings whenever feasible, using technology to simulate the in-person experience.

**Maximizing the use of virtual tools.** We make the same technology that we leverage for internal meetings also available for client meetings. The communication platform is compatible with our clients' firewalls and enables video connection at multiple locations. Meeting participants can share documents, post ideas on a shared whiteboard, submit questions to presenters, and provide feedback via polls—all virtually. For meetings that require a higher quality of presentation, we installed sophisticated video equipment in 14 of our locations, providing crisp imagery and enabling interaction that simulates in-person meetings.

**Reminding staff of alternatives to travel.** ICF's travel policy leads with a reminder to consider alternatives: Always ask if a virtual meeting could satisfy the objectives of a planned offsite meeting. We identify tools that ICF provides to support virtual meetings.

**Tracking the details for a better understanding.** When booking each trip, we require employees to identify the purpose of their trip and select a charge code. During 2016 on a quarterly basis, we will begin to report internally regarding travel that supports ICF's overhead activities versus travel related to client service. These data will inform future revisions to our travel policy.

**Considering options to reduce trips.** In 2016 we will add a clause to our travel policy: Consider whether multiple business trips could be consolidated and still satisfy the objectives of planned meetings. Collaborate with colleagues and partners

to reduce business trips. Consider merging trips or sharing travel responsibilities.

**Raising awareness of low-carbon driving options.** In 2016 we will raise employees' awareness of low-carbon driving options with our preferred vendors for car rental—promoting hybrid, electric, and high-MPG vehicles. We will track our usage of low-carbon vehicles to inform future travel guidance.

## Advancing Climate Resiliency

ICF climate experts are conducting the first climate and extreme weather vulnerability assessment for a professional services firm. That's right—we're assessing our own climate resiliency. Using downscaled climate data and information on projected temperature and precipitation extremes, ICF employees are reviewing exposure, sensitivity, and adaptive capacity of the firm's assets and services, starting with our Fairfax, Virginia, headquarters building. This effort will lay the foundation for an approach that can be used by other professional services firms to investigate and mitigate risks posed by changes in climate and extreme weather to critical infrastructure and operations.

## Working on Other Sustainable Actions

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

**Prioritizing reuse over recycle.** We maintain ICF-issued computers on a schedule to extend the useful life. When employees return equipment for repair, we evaluate the useful life remaining. If the major components are viable, we repair and continue using the equipment. If beyond repair, we recycle in a sustainable way.



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





# Our Planet

**Minimizing waste.** ICF contracted an e-Stewards certified partner to reuse or recycle expiring laptop components and dispose of unusable parts in an environmentally responsible way.

In most of our facilities, we are one tenant among many. As a result, we have difficulty directly measuring our waste. However, we still work to reduce waste by reusing, recycling, and composting. In ICF offices where we have 30 or more employees, building management maintains recycling programs. Several offices also have composting programs that redirect waste from landfills to enrich farmland instead.

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

We initiated default duplex printing in most ICF offices—decreasing our paper use by an estimated 25 percent. Many of our office kitchens have replaced disposable utensils, plates, and cups with reusable ones.

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

*ICF volunteers in Atlanta make an annual event of restoring an urban wetland.*



## Philosophy of Reuse Serves Charity and the Planet

ICF volunteers held a variety of fundraisers for charity. Our Rockville, London, and Toronto offices found that a sustainable moneymaker is a “shwop”—a blend of swap and shop. Employees donated their gently used clothing, books, or home goods—which their colleagues then purchased. Charitable causes received all funds generated by the sales.

Former owners enjoyed knowing their treasure continued to be appreciated, while the buyer reaped the benefit of a good value—and all enjoyed the satisfaction of giving to charity. Even better, the planet benefited because we extended the useful life of those products—avoiding or delaying new purchases.





# Our Planet

**Greening our meetings.** Our meeting planners implement green meeting practices in all aspects of event, workshop, and conference planning. First, we ask: “Would a virtual meeting satisfy the objectives of the planned meeting?” If not, we select venues and vendors based on their responses to ICF’s green meeting questionnaire. Criteria include their use of reusable products rather than disposable ones, their use of minimal packaging, and their established practices for recycling and sustainable housekeeping. We distribute meeting materials electronically and, if printed materials are needed, print only on recycled paper. If requested, we can calculate the meeting’s carbon footprint and recommend ways to offset that carbon.

**Investing in carbon offsets.** We work hard to reduce our carbon emissions, and we offset our emissions by investing in high-quality projects. ICF’s climate change experts apply stringent criteria to ensure project quality and efficacy. For example, we ensure carbon offsets are verified independently and that carbon reduction would not have occurred without the carbon market. Recent projects that helped offset ICF’s carbon emissions include: a fuel switch—from natural gas to biomass—at a Mississippi paper facility; a wind farm in India; a furnace modernization at a steelworks in Ukraine; and the sustainable destruction of ozone-depleting refrigerants stored in canisters.

**Donating to improve climate science.** ICF cosponsored a major study conducted jointly by MIT and Tsinghua University in Beijing. The goal of the research: develop economic models that will give Chinese policy makers insight into various climate change and energy policies. Policy makers held discussions with climate change experts to analyze scenarios that will curb transportation emissions. The research offers insights regarding how China can reverse the rising trajectory of its CO<sub>2</sub> emissions within the next 20 years.

## Investing for Sustainable Impact: Beyond Carbon Reduction

In 2015, ICF offset our carbon emissions by investing in projects that harness renewable energy and bring other sustainable benefits to less-developed communities. As noted below, each project was verified to rigorous third-party standards that ensure the offset credit is real, additional, measurable, permanent, verifiable, and unique.



### Converting Waste to Energy in Vietnam: Household Biodigesters

Across rural Vietnam, human and animal waste are a health

hazard. Household biodigesters make it possible to turn that dangerous waste into energy. A biodigester is like a mechanical stomach. Organic material goes in, bacteria decompose the matter, and biogas is produced—a renewable energy source. This project subsidizes 10 percent of the cost of the equipment—making it affordable for many. Already 140,000 biodigesters have been sold across Vietnam and the project aims to distribute another 40,000 units by 2018. Additional benefits of this project include energy autonomy for households, less dependence on forests for energy, and time savings because households no longer must collect firewood or travel to purchase fuel.



### Capturing Sunlight in Rural China: Solar Cookers

The Danjiang River Basin is one of the poorer regions of China. Residents there

prepare meals on highly polluting coal-fired stoves—fueled at a cost that is 10 percent of their annual income, on average. Project partners saw an opportunity to introduce a low-cost, sustainable cooker to displace the old stoves. Solar cookers consist of a 2-square-yard parabolic dish that concentrates solar energy on a centrally located cooking pot. It’s ideal for cooking rice, a staple of the local diet. The project plan is to install solar cookers for 100,000 households. Additional benefits of this project include delivery of 100 percent renewable energy that is clean, convenient, and efficient. The cookers reduce the time needed for cooking, freeing households for other productive activities.



### Harnessing the Wind in Honduras: Francisco Morazan Wind Power

This project funded the construction and operation of the first wind power plant in Honduras. Located about 15 miles south of Honduras’s largest city, Tegucigalpa, the plant has the capacity of 102MW. It generates 350,000 MWh of electricity per year and avoids 225,000 tonnes of emissions. Additional benefits of this project include local grants for education, health, water, and infrastructure. Also, the project planted nearly 50,000 trees.





# Our Planet

**Advising clients to minimize environmental impacts.** In addition to our own efforts, we help others minimize their impacts. We apply sophisticated future scenario modeling and impact measurement, climate science expertise, engineering capabilities, natural resource management experience, and policy knowledge to help clients plan and implement solutions that improve our environmental outlook while benefiting stakeholders and complying with regulations.

**Volunteering to help the planet.** Every April, our offices worldwide celebrate Earth Month. In 2014 and 2015, employees volunteered in their communities. They planted trees, shrubs, and gardens; removed invasive plants; cleaned up trash along trails and watersheds; restored trails; and more. We also held green potlucks with all locally sourced food. Some offices held drives to recycle personal electronics, while other offices hosted swaps of clothing, books, and household goods.

## Progress Toward Goals: Making a Sustainable Commitment

Each year ICF sets sustainability goals—organizing our time and resources to focus on priorities—and we inform stakeholders of our progress. We report on our environmental performance through several channels: the CDP climate change program, the CDP supply chain program, supplier questionnaires from many of our clients, and through this corporate responsibility report. Chief among ICF’s sustainability goals is to reduce our carbon emissions.

**Breaking it down—progress toward our carbon reduction goal.** During 2014, we made great strides in reducing Scope 1 and 2 emissions—those resulting from powering our facilities. We achieved a 14 percent reduction (as compared to 2013 emissions) by taking the measures already described. Unfortunately, our Scope 3 emissions increased at a rate of 8.5 percent. The Scope 3 emissions that we measure are from business travel and employee commuting. In addition to the measures we have already taken to reduce these emissions (described earlier), we are taking additional steps. For example, as mentioned previously, we increased the commuter allowance to encourage use of public transportation and reduce our commuting footprint. Regarding business travel, we’re considering initiatives focused on reducing travel that is not directly for our clients.

*Sacramento employees have a tradition: Volunteer each Earth Month for the community Creek Week cleanup—rain or shine.*



The following table identifies all of our sustainability goals and progress. We set some goals to be achieved every year; others are one-time efforts. We hope to report even greater progress next year.

**Progress Toward ICF’s Carbon Reduction Goal**

	Scope 1 and 2: Emissions from powering ICF facilities			Scope 3: Emissions from business travel and commuting			Scope 1, 2, and 3 Combined
	Tonnes of CO <sub>2</sub>	Emissions/ Employee	Change	Tonnes of CO <sub>2</sub>	Emissions/ Employee	Change	Emissions/ Employee <sup>10</sup>
2013	8,134	1.72	Base year	13,590	2.86	Base year	4.58
2014	7,071	1.47	<b>Decreased 14.3%</b>	14,945	3.11	<b>Increased 8.5%</b>	4.58

**Defining Scope 1, 2, and 3**

Greenhouse gas accounting rules use Scope 1, 2, and 3 to delineate emission sources and degrees of responsibility.

**Scope 1** emissions are known as “direct emissions” from sources owned or controlled by ICF. Only a very small portion of ICF’s emissions falls in this category—those generated by heating oil or gas.

**Scope 2** emissions are from purchased electricity that powers our facilities.

**Scope 3** emission sources occur beyond the walls of our facilities—such as business travel and employee commuting.

<sup>10</sup> Why report “emissions per employee”? In our fast-growing company, it’s challenging to measure changes—because so many metrics are changing simultaneously. We chose to normalize or align our emissions metric with the number of employees—so our reduction goal is measured per employee.



# Our Planet

*ICF climate experts support our client, U.S. Agency for International Development, by training planners and policy makers in partner countries in Southeast Asia. ICF helps these officials organize national systems to inventory and track their greenhouse gas emissions—fundamental to developing a clean energy economy. For example, officials from the Philippines, pictured here with ICF consultants, can now better achieve sustainable economic growth while slowing the growth of greenhouse gas emissions.*



Goals	Timeline	Progress		
		More to Do	On Track	Achieved
Reduce greenhouse gas emissions per ICF employee by an average of 10 percent (including facilities, business travel, and commuting) by 2018 compared to a 2013 baseline.	2018	✓		
Conduct an inventory of greenhouse gas emissions resulting from ICF operations—including emissions from facilities, business travel, and employee commuting.	Year to year			✓
Remain carbon neutral by investing in high-quality carbon offsets.	Year to year			✓
Encourage employees' use of mass transit by providing a transit subsidy.	Year to year			✓
Add a clause to our travel policy that directs employees to consider consolidating trip or sharing travel responsibilities to reduce the volume of travel.	2016		✓	
Conduct an energy audit of ICF's largest facilities (100+ employees), document opportunities to maximize energy savings, and use this information to develop a plan for investment.	2016		✓	
Conduct a climate and extreme weather vulnerability assessment of ICF operations.	2016		✓	



# Making a Difference: **Our Communities**





# Our Communities



ICF's cash contributions to charity highlight our commitment to causes that shape a better world.

Donations supporting health, education, and social programs.



2014:	2015:
<b>\$179,000</b>	<b>\$236,000</b>



Donations supporting environmental sustainability, disaster response, public safety, and veterans.



2014:	2015:
<b>\$239,000</b>	<b>\$238,000</b>

**TOTAL CASH GIVING:**

2014:	2015:
<b>\$418,000</b>	<b>\$474,000</b>

For our clients, we routinely work on issues that improve our neighborhoods, regions, world, and daily lives. Our efforts provide us with a greater understanding of community and societal needs, and every day offers an opportunity to develop innovative solutions to the world's most pressing challenges.

But we're more than consultants providing professional services—we're engaged citizens, and we work to balance vast need with limited resources. Our employees continually recommend new ways for ICF to engage, increase our impact, and shape an even better global society.

## Prioritizing for Meaningful Giving

Our corporate giving reflects our employees' professional focus and personal commitment. About a third of our giving is distributed by our Corporate Responsibility Steering Committee, which invites all employees to take part in selecting the charities ICF will support. The balance of our corporate giving is distributed by business leaders across the firm—leaders who donate to organizations, often local, that are particularly relevant to their employees and other stakeholders.

In a 2014 companywide survey, employees chose [American Cancer Society](#), [International Red Cross](#), and [Water For People](#) as the three charities that would benefit from our corporate giving for the next few years. Each organization aligns with one of our core areas of expertise. Consequently, we support these charities with financial contributions, time, and energy.

In the following pages we report on our support for our charity partners during 2014 and 2015. We also share total funds raised throughout our partnerships with these important organizations—and others—to highlight our lasting relationships.



*Atlanta employees raised funds for several months to maximize donations for the American Cancer Society. With ICF's donation, together we raised \$16,000 for the 2015 Atlanta Making Strides Against Breast Cancer event.*

We organize our giving into two categories: donations focused on health, education, and social programs; and donations that support sustainability, disaster response, public safety, and veterans.

## Supporting Health, Education, and Social Programs

Because ICF specializes in areas that support the framework of our lives—public health, education, community development, housing, and social programs—we dedicate a portion of our corporate giving to these issues.

Throughout 2014 and 2015, we made corporate contributions to a variety of health, education, social, and civic organizations totaling **\$179,000** in 2014 and **\$236,000** in 2015. We highlight a few areas of focus in the following pages.



# Our Communities

*\$337,000—ICF's corporate giving plus employee fundraising during 5 years of support for the American Cancer Society.*

## Fighting Cancer

Our employees' commitment, enthusiasm, and engagement were particularly evident in our support of the American Cancer Society (ACS). During 2014 and 2015, we supported ACS events that engaged ICFers in nearly 20 offices: Making Strides Against Breast Cancer, No-Shave November, and Relay for Life. More than 300 of our employees, friends, and family members served as volunteer fundraisers across the United States, and hundreds more contributed to our general fundraising—bringing our annual total for ACS to \$77,000 in 2014 and \$74,000 in 2015.

During five years of support, our corporate giving and community fundraising for ACS totaled **\$337,000** in cash donations. ACS puts our donations to good use. For example, this is what ACS can do with our gifts:

**\$337,000 will fund...**



### A 3-year research grant for a pilot project at an academic research facility.

Such a project enables junior faculty to generate essential preliminary data for applications to national grant-funding agencies. ACS also provides those researchers with advice regarding how to build a successful research program.

The cost of hosting 40 cancer patients and their caregivers at an ACS Hope Lodge for 10 nights when their best hope for effective treatment is away from home.



*Washington, DC-area employees, family, and friends raised funds to fight breast cancer: \$20,000 in 2014 and another \$20,000 in 2015.*

## Why We Support the American Cancer Society

Fighting cancer is both a vocation and avocation for many ICF employees. For our clients, we track cancer data to help health officials monitor cancer trends, plan and evaluate cancer control programs, prioritize resources, advance research, and implement programs—such as smoking cessation interventions as part of SmokeFree.gov. Meanwhile, our employees volunteer to help victims of cancer and raise money for research.

Our commitment to the cause made joining forces with ACS an obvious choice. We believe in ACS's goal of transforming cancer from a deadly disease to a preventable condition—and we act on that belief.

ACS has spent more than \$4.3 billion on cancer research since 1946—including funding for 47 innovative researchers who went on to win Nobel Prizes. ACS has also played a role in nearly every cancer breakthrough in recent history, including the development of drugs to treat leukemia and advanced breast cancer.

Beginning in 2016, new ACS research grants focus on topics such as using genomics to identify resistance in immunotherapy; synthesizing a naturally occurring compound that has been found to have strong antitumor qualities; DNA repair as it relates to chemotherapy drug resistance; and cell structures that appear to contribute to metastasis and may present an opportunity to halt metastatic cancer.



# Our Communities



*In response to our #IHeartWater campaign in 2015, employees used social media to demonstrate how they appreciate water.*

## Improving Access to Clean Water Worldwide

Our employees chose to support Water For People (WFP) because of its focus on providing safe drinking water, sanitation facilities, and hygiene education programs in the developing world. Kicking off our partnership in midyear 2014, ICFers in Sacramento and San Francisco participated in fundraising and educational events for WFP. One of our water experts volunteered on a WFP project in India, analyzing water maps and satellite imagery, assessing groundwater depletion rates, and recommending ways to decrease water shortages.

In 2015, we launched our first companywide campaign for WFP on World Water Day. To raise awareness and funds for WFP, our employees participated in film events and softball competitions and held bake sales, raffles, and social media challenges. For

each post of a photo demonstrating how we appreciate water—#IHeartWater—ICF donated \$5. There were more than 80 posts and more than 600 interactions with the posts. Together, we raised \$58,000 for WFP since forging our relationship with them.

With cofinancing from project partners, local governments, and communities, WFP stretches our donations. Our gift of **\$58,000** equals the cost of equipment, installation, and ongoing maintenance for water pumps that serve 1,000 people in Rwanda.

*\$58,000—ICF's corporate giving plus employee fundraising during the first 2 years of our partnership with Water For People—the equivalent of supplying clean water indefinitely to 1,000 Rwandans.*

## Why We Support Water For People

Nearly 1 billion people worldwide lack access to clean water. WFP works to make access to safe drinking water and improved sanitation a permanent and reliable reality for everyone. WFP works with local partners to finance projects and develop capacity to monitor and maintain water systems—freeing communities from aid dependency for water and sanitation. WFP's mission: water for everyone, forever.

**Reaching everyone.** Fundamental to WFP's approach is the requirement that the water and sanitation system serve every family, every school, and every health clinic in the community. No one will be left out.

**Achieving forever.** WFP goes beyond project installation and focuses on developing within communities the skills, knowledge, and institutional systems to support water and sanitation services forever.

**Leveraging investment.** WFP ensures that investment in development is shared by the local government, the community, and other partners to address current and future water systems and services challenges.

**Monitoring.** WFP monitors each project for at least 10 years after implementation to ensure the project continues to meet the ongoing needs of the community.

**Replicating success.** WFP is building on the momentum of successful projects and is strategically partnering with nongovernmental organizations, policy makers, institutional funders, and individual philanthropists to create sustainable water and sanitation services at a national level.

Many ICF employees have an affinity for WFP. For many it's an appreciation for WFP's work to improve a community's health, education, economy, and quality of life. Some employees have a professional interest in water's role in the ecosystem, while others focus on water access and its role in economic development. It's clear that WFP's efforts align with our employees' professional and personal passions.



*WFP's work with Guatemalan schools was recognized by World Health Organization for "Best Practices for Promoting Health in the School Environment."*



# Our Communities

*\$119,000 donated to  
The Children's Inn at NIH during  
our 10-year partnership.*

## Providing a Homey Environment for Sick Children and Their Families

The Children's Inn at the National Institutes of Health (NIH) provides free lodging for very sick children and their families while the children receive groundbreaking medical treatment at NIH. The inn provides an environment for children to retreat with their families after a long day of treatment.

The inn's budget is funded almost entirely by charitable donations, and it relies on volunteers for part of its operations. Our employees volunteer on a regular basis to host family dinners—the evening meal at the Inn where all the residents gather. Volunteers plan, purchase, prepare, and serve the meal. There are 60 to 80 guests at any given time.

The inn's primary fundraising mechanism is an annual gala. ICF has sponsored the gala for seven years, and our leaders have both served on and chaired gala committees each year since 2012. The gala averages a net donation of \$800,000 to the Inn. Notably, an ICF executive chaired the 2016 gala and achieved a record \$892,500 net donation. During 2014 and 2015, ICF donated a total of \$38,000 to The Children's Inn. During our 10-year partnership with The Children's Inn, ICF has given cash donations of **\$119,000**.



## Supporting Environmental Sustainability, Disaster Response, Public Safety, and Veterans

Space and place are central to our work, and we're dedicated to protecting and improving cherished land, air, and water resources—in their most serene and most disastrous conditions. We help communities prepare for, respond to, and recover from disasters and other emergencies. And we support our veterans, who have devoted themselves to protecting us.

We are involved in these issues through our work, our personal service, and of course our corporate giving. Throughout 2014 and 2015, we donated to a variety of organizations that focus on environmental sustainability, disaster response, public safety, and veterans. Our corporate contributions totaled **\$239,000** in 2014 and **\$238,000** in 2015.

## Supporting Climate Research That Contributed to the Successful 2015 Paris Climate Conference

ICF cosponsored a major study conducted jointly by the Massachusetts Institute of Technology and Tsinghua University in Beijing: the China Energy and Climate Project (CECP). Over a five-year period, ICF gave **\$625,000** in cash donations to support CECP. The project analyzed the impact of existing and proposed

*ICF volunteers—pictured here with The Children's Inn CEO Jennie Lucca (center left)—support the Inn about eight times per year by planning, purchasing, preparing, and serving the family meal.*



# Our Communities

*\$625,000 donated to support the China Energy and Climate Project during our 5-year sponsorship—which produced evidence that China’s emissions reduction goal is viable—and offered strategies for achieving it.*



*Professors Henry Jacoby, Xiliang Zhang, and Valerie Karplus of CECP at a panel discussion held by the MIT Club of Paris during the COP21 talks in December 2015.*

energy and climate policies in China on its technology, energy mix, environment, and economy. CECP researchers showed that, by combining carbon taxes with ongoing investment in cost-competitive renewable energy technologies, China could achieve emissions reduction goals by 2030 without undermining long-term economic growth. The study helped positively shape climate cooperation between the United States and China and contributed to the success of the 2015 Paris Climate Conference, also known as COP21.

With ICF’s support, CECP achieved the following additional benefits:

- Developed a set of state-of-the-art research tools and analysis for China.
- Provided input to domestic policy design and international negotiations.
- Operated as a single integrated research team, which strengthened international cooperation.
- Supported a shared understanding of China’s energy situation and its global impacts.
- Developed new talent capable of independent and transformative research to tackle future global sustainability challenges.

## Providing Support During Emergencies

We partner with the Red Cross to support victims of natural disasters and other significant emergencies. When tragedy strikes anywhere on the globe, the Red Cross is quickly on the scene—thanks to its millions of volunteers worldwide. The Red Cross quickly converts our financial contributions to shelter, first aid, clean water, and food. During 2014 and 2015, ICF’s corporate giving and employee donations to the Red Cross totaled **\$125,000**.

**Ebola.** When the deadly Ebola virus struck Western Africa in 2014, our employees asked how they could help. The Red Cross was, of course, already on-site doing the precarious work of conducting safe and dignified burials, tracing contacts of infected patients, managing clinical cases, educating communities about safe practices, and providing emotional and psychosocial support. ICF matched employee donations and together we donated \$15,000 to the Red Cross.

**Nepal earthquake.** When a devastating earthquake and aftershocks struck Nepal in April 2015, our employees quickly rallied to support the victims. We have many connections to Nepal. Among our employees, many grew up there, support projects there, and travel there for holidays. For our clients, we support Nepal projects related to clean energy capacity development, demographic health surveys, and sustainable economic growth. Due to these close ties with Nepal, we invited employees to donate to the Red Cross response to the earthquake, and ICF offered to match their donations up to \$10,000. Within a few days, employee giving exceeded the goal—so we increased our matching donation to \$20,000. By the end of the campaign, ICF and our employees had donated \$52,000 to support the Red Cross response in Nepal.



# Our Communities



*Residents of Lagu Tol, Nepal, put the finishing touches on a 10,000-liter water tank for which the Red Cross provided materials, supplies, and expertise. The earthquake destroyed the village water source. Now, once again, water is clean and easily accessible. The Red Cross works to ensure that new structures will be safer than those destroyed.*

**Refugee crisis.** Another focus of the Red Cross is supporting displaced populations—people who leave their homeland because it’s no longer safe. Often, migrants can’t access basic healthcare and may lose contact with their families, be subjected to people smuggling, or be exploited in other ways. In 2015, our employees asked if ICF could respond to the refugee crisis in Europe. We already were supporting the European Union’s review of immigration policies. Our employees in Europe collected money, clothing, and toiletries for the refugees, which they donated to their local Red Cross. In addition, ICF matched employee donations, and together we raised more than \$10,000.

**Local disasters.** The vast majority, 90 percent, of disasters that the Red Cross responds to worldwide are small disasters or health emergencies—sometimes called “silent disasters”—not covered by the major press. This important work affects our local communities and needs our support. Our employees who are Red Cross volunteers understand this well because they plan for and respond to local disasters. In 2015, we invited all our people to support the day-to-day operations of the Red Cross and we matched their donations—with a combined total of \$23,000. We also supported Red Cross fundraising events in 2014 and 2015—for an additional \$25,000.

*\$125,000—ICF’s corporate giving plus employee donations during 2 years of support for the Red Cross.*



## Why We Support the Red Cross

The International Federation of Red Cross and Red Crescent Societies—

known around the world simply as the Red Cross—is the world’s largest humanitarian organization. It consists of 189 member Red Cross and Red Crescent national societies and millions of volunteers. The Red Cross provides assistance without discrimination, helping people worldwide regardless of nationality, race, religious beliefs, class, or political opinions. The Red Cross promotes humanitarian values while assisting in health and community care and disaster preparedness, response, and recovery.

When there is a natural disaster that affects multiple nations, such as an earthquake or typhoon, the Red Cross is there, leading the response. When disease leads to an epidemic, such as the Ebola outbreak, the Red Cross is on the ground, supporting infected and infectious patients and respectfully burying those taken by the disease. When migrants flee their homeland to find safe shelter, the Red Cross provides relief, social assistance, legal protection, and personal support. When there is a house fire in any community in the middle of the night, there’s a good chance you’ll find a Red Cross volunteer assisting with shelter and support.

ICF has a robust emergency management consulting practice, so we understand and appreciate the expertise of the Red Cross and the magnitude of its work. Given the prevalence of Red Cross chapters throughout the world, our employees can easily engage and support such humanitarian work with their time, talents, and finances.



### How the Red Cross Puts Our Donations to Work

Our donations totaling \$125,000 during 2014–2015 equal the cost of the following Red Cross services combined:



Shelter, 3 meals per day, and comfort kits for 100 people for 1 week—plus the Red Cross staff to support them.



100 days of deploying a Red Cross emergency response vehicle so it can serve disaster victims.



Financial assistance (\$550) for the immediate needs of 100 families impacted by a local disaster, such as a fire or flood.



100 smoke detectors installed in homes of at-risk communities, paired with fire safety education.



# Our Communities

## Employee-Initiated Giving

Employees drive much of our corporate giving. Philanthropy is not part of our employees' jobs. They aren't compensated for their efforts. They give their time, talents, and money because...that's who they are. We're pleased to commend their contributions and trumpet their successes.

Many employees engage in philanthropy at ICF by joining GiveForward®, our volunteer organization focused on giving back to the community. We chose the name GiveForward because, like "paying forward," we hope our giving will encourage others to do the same.



## Fighting Breast Cancer

Each year since 2011, ICFers in Atlanta, Burlington, Columbia, DC, Fairfax, and Rockville participated in the Making Strides Against Breast Cancer walks. Across these locations, we had well over 100 people join our fundraising teams and many more donated. Dollars raised by this fundraiser for the American Cancer Society (ACS) were used for cancer research, local support for breast cancer patients, and other ACS operating expenses. Together with ICF's donations, we raised **\$40,000** in 2014 and **\$41,000** in 2015.

The breast cancer walk, scheduled each October, is the capstone to several months of planning and fundraising. Here are examples of the significant work of our volunteers.



*Atlanta ICFers celebrated months of successful fundraising at the American Cancer Society's breast cancer walk.*



*ICF's corporate citizenship—summarized in this [2-minute video](#).*

A fine example of our GiveForward volunteers' initiative is this [2-minute video](#) about our corporate citizenship program. The video presents ICF's corporate responsibility priorities and invites employees to engage. With this information, ICFers easily connect with their like-minded colleagues.

Our people demonstrate which causes are important to them. The following pages present some examples of how ICFers follow their passions.

**Atlanta, Georgia.** After weeks of planning, volunteers kicked off three months of fundraising with a pizza party to recruit fundraisers. They held penny wars (a competition where coins earn points), put on a silent auction, and produced a compelling video telling the stories of employees' families affected by breast cancer. Throughout all their communications, they emphasized a healthy lifestyle and cancer screening. Scores of ICFers donated to the cause.

**Fairfax, Virginia.** Similar to the Atlanta volunteers, our Fairfax ICFers planned engaging events, kicking off with a breakfast to recruit team members. They held a book sale, and ICFers donated and purchased books. Their bake sale was a significant source of fundraising. Dozens of volunteers gave hours of their time making beautiful confections and, of course, all proceeds went to ACS. Scores of ICFers donated.



*ICF Fairfax employees bought books to raise funds for the American Cancer Society.*



## Our Communities



*ICF Rockville volunteers made delicious confections and raised big bucks for charity.*



*Some of the volunteers who hosted the Fairfax Lumberjack Breakfast—a fundraiser that engaged nearly 200 employees.*

**Rockville, Maryland.** After a breakfast kickoff to recruit volunteers, the Rockville office hosted Food Truck Friday. Several vendors came to our building to sell gourmet food. A portion of the sales was donated to ACS. Volunteers held friends-and-family night at a nearby restaurant, and a portion of the proceeds went to the cause. Volunteers invited senior leaders to sponsor gift baskets that were raffled. Volunteers also held a bake sale and sold raffle tickets.

**Washington, DC.** Volunteers held a bake sale and recruited team members. Their most popular fundraiser was happy hour at a restaurant just steps from the office. The cover charge was donated to ACS.

**Columbia, Maryland.** After a breakfast kickoff to recruit team members, the Columbia volunteers held a bake sale, a raffle, and a happy hour at a nearby restaurant.

### **Supporting Other Health-Related Causes**

**No-Shave November.** During November, some ICFers saved time by not shaving—and instead used that time to raise funds and awareness for men's health. Employees in nine ICF offices participated by joining fundraising teams. They invited friends and family to support them. They held lumberjack breakfasts and raffles. Scores of ICFers donated. And, together with ICF's donation,

we raised funds for prostate cancer research and treatment—nearly **\$13,000** in 2014 and more than **\$16,000** in 2015.

**Cambridge, Massachusetts.** More than 20 employees from our Cambridge and New York City offices took part in the Jimmy Fund Walk in Boston—and raised more than **\$20,000** for Dana-Farber Cancer Institute.

**Minneapolis, Minnesota.** Employees volunteered to help staff the Alzheimer's Association Walk to End Alzheimer's—the world's largest event to raise awareness and funds for Alzheimer's care, support, and research. In addition to volunteering at the event, ICFers raised money by selling refreshments at the office.

**Toronto, Canada.** ICF Olson is deeply committed to fighting heart disease. So when they asked for volunteers to raise money for the Heart and Stroke Foundation, slots filled quickly. They needed—and got—28 riders for the Big Bike. They raised **\$6,000** for the cause and had a great time viewing the city from a big bike.



*Cambridge and New York employees formed Team Effort to raise more than \$20,000 to fight cancer.*



*ICF Olson employees raised money to fight heart disease and toured Toronto on a 28-person bike.*



# Our Communities



ICF Executive Vice President Ellen Glover and CEO Sudhakar Kesavan took [the ice-bucket challenge](#), raising funds to fight ALS.



Here are a few of the Atlanta ICFers who volunteer monthly at the Ronald McDonald House.

**Fighting ALS.** Two of our executive leaders and some of our employees took the ALS ice-bucket challenge, which raised money to fight ALS (amyotrophic lateral sclerosis), also known as Lou Gehrig's Disease. The ALS Association invests funds raised from this challenge to advance research and develop aggressive treatment.

## Supporting Our Communities

**Atlanta, Georgia.** The Ronald McDonald House provides lodging for families with sick children so they can be near each other and the care they need. Our Atlanta employees know firsthand how valuable this service is to families in residence. Our people volunteer monthly, serving meals and offering kindness. Their service, and that of other volunteers, saves the charity more than \$40 million in operational costs each year.

**Detroit, Michigan.** In the fall of 2015, our volunteers supported the Detroit Week of Warmth—an initiative to ensure that those who need help with their heating bills have the support they need. ICFers canvassed neighborhoods, distributing information about energy efficiency and financial aid. Volunteers also collected nonperishable food items for Gleaners Food Bank and they collected children's books for Children's Center of Detroit, a charity that supports disadvantaged children and families.

**Brussels, Belgium.** When our Brussels employees became aware of Markuss—a wheelchair-bound 10-year-old boy—they determined to take action. Markuss' doctors thought a rehabilitation bike would help him. But the bike he needed cost more than his family could afford. Our employees intervened. They found a bicycle manufacturer for cyclists with special needs, collected donations, and purchased the bike. Now Markuss bikes with other children.

**Minneapolis, Minnesota.** Impact Week is an annual tradition at ICF Olson. Employees were offered a choice of eight volunteer opportunities with local nonprofits. Eager to contribute, volunteers registered quickly. For the 75 volunteers, there was a large variety of projects, such as reading to children at the Ronald McDonald House; teaching job skills to teenagers; preparing food at a soup kitchen; and more. Employees unable to leave the office could volunteer by making a holiday card for military personnel who were stuck abroad. Scores of our people put their creative chops to work making **250** holiday cards.



A special boy gets a special bike—thanks to our employees in Brussels. Here is Markuss and his new bike.

## The BrandLab and the John Olson Memorial Scholarship

John Olson, founder of Olson, also founded [The BrandLab](#) in 2007. This nonprofit introduces high school students from diverse backgrounds to careers in advertising and marketing services. ICF Olson employees volunteer in The BrandLab classrooms and host summer interns from the program. In memory of John Olson, ICF Olson donates a \$10,000 scholarship each fall to a talented minority college student who is actively pursuing a relevant degree.



The 2015 John Olson Memorial Scholarship for \$10,000 was awarded to a deserving minority student attending Howard University in Washington DC.



# Our Communities



*Richmond Corporate Games champions, ICF brought home the gold and raised money for Special Olympics.*

**Richmond, Virginia.** An annual fundraiser for Special Olympics, the Richmond Corporate Games are a series of friendly competitions that include traditional tug-of-war as well as the nontraditional Zany Relay and Summer Skiing. ICF entered two teams—each in a different category—and won first place in both categories. Best of all, the event raised nearly **\$37,000** for Special Olympics.

Richmond ICFers also participated in ACS's Relay for Life. More than 40 of our people helped raise funds and 10 participated in the relay. Together with ICF's donation, we raised nearly **\$7,000**.

**Board Service.** ICF employees have so much to offer—and are generous with their time and expertise. Our people sit on numerous nonprofit boards, lending their strategic, management, organizational, and technical skills to others. Organizations served include those focused on health, education, environment, social services, and business efficiency.



*ICF volunteers supported Give Together, a day of family service in Fairfax, Virginia.*

## Holiday Giving

### Martin Luther King, Jr. Day.

In honor of Dr. King, ICF sponsored an event in Fairfax—Give Together, a family volunteer day. ICF volunteers guided families with young children in fun, hands-on service projects specially designed for young people.

**Charity Auction.** For 23 years, Washington, DC-area volunteers have organized a holiday charity auction. A committee of more than 30 volunteers in our DC, Fairfax, and Rockville offices spent months soliciting donations and planning the event. Employees across the firm were invited to contribute to the auction catalog. Many auction items were products crafted by or services provided by ICFers:

- Personal training, such as for fitness, sports, the arts, and languages.
- Handcrafted products and art.
- Homemade delicacies.
- In-home services, such as landscaping, painting, and babysitting.
- Events, such as children's parties, and dinner parties.

ICFers generously donated stays at vacation properties, tickets to professional sporting events and the arts, and highly valued sports memorabilia. Employees outside the Washington, DC, area contributed tours of their cities and gift baskets of their cities' specialty products.

Volunteers innovated with the 2015 auction, introducing an online platform for the silent auction, a professional auctioneer who generously donated his time, and a South African safari—which greatly increased fundraising. Total dollars raised at the auctions: **\$17,000** in 2014 and **\$32,000** in 2015—and 100 percent went to charity.



*The 2015 charity auction set a new record for this 23-year tradition: \$32,000.*



# Our Communities



*Chicago employees prepped the pantry for the holiday rush when 12,000+ people would be served.*

**Chicago, Illinois.** Our volunteers got in the holiday spirit at the Lakeview Pantry by sorting donations, stocking shelves, and prepping the pantry for the holidays. The pantry serves more than 12,000 people.

**Middletown, Pennsylvania.** As part of their local giving campaign, employees donated to Salvation Army's Red Kettle.

**Sacramento, California.** Employees claim "wish stars" on the holiday giving tree—fulfilling wishes for kids at the Sacramento Children's Home.

**Denver, Colorado.** Thanksgiving approached and Denver employees wanted to give back to the community. Social services needed help fulfilling the local needs. Our people shopped and made three abundant Thanksgiving baskets to provide a very special holiday for a few families.

**London, United Kingdom.** On Christmas Jumper Day—otherwise known as sweater day—our London employees donned festive jumpers and raised money for Save the Children.

### **Protecting and Restoring the Environment**

ICFers in 20 offices participated in Earth Month activities, such as taking steps to reduce energy use and volunteering in

community green spaces. ICFers and their families planted gardens, removed invasive plants, cleaned watersheds on parkland, and more.

**San Francisco, California.** ICF sponsored movie-screening fundraising events for Water For People in both 2014 and 2015. These events featured water-themed films. Our employees recruited attendees and donors. Each year the event raised more than \$8,500 for WFP.

**Sacramento, California.** Our softball pros in Sacramento participated in the Water Slam tournament, a fundraiser for Water For People. In both 2014 and 2015, the event raised about \$4,000 for the charity.

### **Preparing for and Responding to Disasters**

ICFers help our communities prepare for disasters and, when it strikes, our volunteers take action. In many cases, the Red Cross channels our efforts so we can reach those in need of help. During 2014 and 2015, our volunteers' assistance took many forms: We held fundraisers to support victims of earthquakes and the Ebola virus and to help refugees; donated to support Red Cross daily operations; gave blood; shared disaster preparedness information; and some of our people volunteered at disaster sites.



*Rockville employees and their families participated in a community watershed cleanup.*



*Denver employees created Thanksgiving baskets that brightened the holiday for families in need.*



*It was Jumper Day in our London office—a time to raise funds for Save the Children.*



*San Francisco employees supported the Water For People fundraiser.*



# Our Communities

## Progress Toward Goals: Making a Difference in Our Communities

Each year ICF sets philanthropy goals—to ensure we make progress. The following chart shows those goals. We are pleased to report that we increased employee engagement with our charity partners, as demonstrated by a greater number of ICF offices that have engaged with our charities and the increased donations. We aim to continue increasing support for our partners. And we now look ahead to a new goal—establish a pro bono program. We expect that this additional channel for supporting our charity partners will reap significant impact—and we look forward to reporting progress in our next report.

Goals	Timeline	Progress		
		More to Do	On Track	Achieved
Increase employee engagement, year over year, with our selected charities.	Year to Year			✓
Increase the number of offices participating in ICF's volunteer program, GiveForward.	Year to Year			✓
Establish an employee volunteer awards program to recognize outstanding contributions of employees.	2016			✓
Implement a pro bono policy.	2016		New goal.	



During ICF Olson Impact week our Minneapolis employees volunteered at the Salvation Army Harbor Light Center (above) where they prepared hot meals and served hundreds in our community. We also volunteered for Second Harvest Heartland (below), where we packed more than 10,000 pounds of food for those in need.





Ensuring Value Through Governance:

# Our Clients and Shareholders





# Our Clients and Shareholders

## Ensuring Value Through Governance

At ICF, we assess our performance and impact—beyond just our standards for growth, profitability, and returns—by how we conduct ourselves and represent our employees, clients, and shareholders.

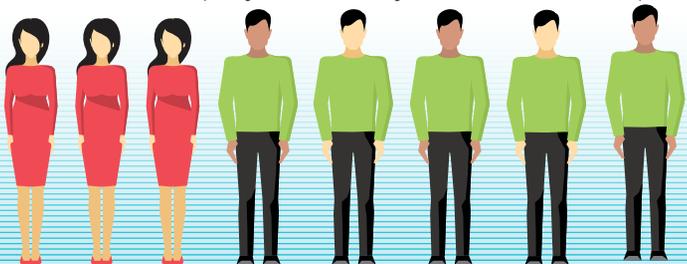
Everything we do—including how we approach policies, procedures, and controls—is designed to ensure that we operate efficiently and comply with laws and regulations. But the advantages of governance extend far beyond efficiency and compliance: Governance benefits all ICF stakeholders.

Good governance mitigates risk. It safeguards against mismanagement. It engenders confidence. And it increases access to capital, creating more opportunities for our business and our employees and building long-term value for our shareholders.

Our recognition of these benefits spurs a greater commitment to governing well and following our values. As part of that commitment, we adhere to a strict [Code of Business Ethics and Conduct](#) and we all hold ourselves to the highest professional standards.

### ICF's Board of Directors is Diverse

3 of our 8 directors are women, putting us at twice the average for boards of U.S. stock index companies.<sup>11</sup>



<sup>11</sup> Catalyst Knowledge Center, [Women on Boards](#), January 13, 2015.

## Governance Framework

While governance involves the actions and behaviors of all employees, it is a particular responsibility of ICF's leaders. Our leaders guide the firm in accordance with our values.

- **ICF's Board of Directors** guides the management of the firm, overseeing its strategies and priorities with the best interests of shareholders, customers, and employees in mind. Assisted by [ICF's corporate governance guidelines](#), the board focuses on creating and improving long-term value.
- **ICF's Executive Leadership Team** determines ICF's business strategy and corporate priorities. These leaders set ICF's management style—affiliative and collaborative. The team comprises our C-Suite executives, primary operating group executives, and major corporate services group executives.
- **ICF's Corporate Compliance Committee** manages our Compliance and Ethics Program, creating awareness of the **Code of Business Ethics and Conduct**, promoting a culture of ethical conduct, and ensuring corrective measures in the event of any improper conduct.
- **ICF's Corporate Project Management Office** works to ensure that the firm follows management best practices to maintain accountability, transparency, and fairness in our relationships with stakeholders. The office provides employees with practical processes, tools, and training to effectively manage and improve project performance.
- **ICF's Corporate Responsibility Steering Committee** recommends strategies, policies, and initiatives that will enhance corporate citizenship. The committee is co-chaired by our director of corporate responsibility and a member of the Executive Leadership Team. Committee members are nominated by their executive leader, representing corporate services and each operating group.



*Strong corporate governance is fundamental to earning and maintaining the trust of all our constituencies.*



*Eileen Auen*  
ICF Board, Lead Director



# Our Clients and Shareholders

## Putting Our Values into Practice

The proof of our ideals goes beyond adherence to appropriate policies, monitoring, and control mechanisms. It means putting values into action.

- Ethical business training.** From their first weeks at ICF, employees are trained in the importance of compliance and their responsibility to stakeholders. They learn about corporate policies governing conduct, anticorruption, conflicts of interest, timekeeping, security awareness, data privacy, harassment, procurement, fair employment, diversity, and inclusiveness. In addition, all employees take an annual refresher course on these policies. At the end of this course, employees test their knowledge to determine where they can improve their understanding of ICF's Code of Business Ethics and Conduct.

In the last two years, we refreshed our compliance training materials. We purchased new content and updated each course in our annual training, courses on security awareness, timekeeping, harassment, and discrimination. To ensure vital topics remain top of mind, we've increased the number of awareness messages given to employees via email and intranet, including messages regarding gift giving, anticorruption, accurate timekeeping, proper use of intellectual property, and procurement practices.

- Code of conduct.** In 2015, we revised our Code of Business Ethics and Conduct to make it more accessible to all employees. We simplified the language and added scenarios that demonstrate how the code is implemented in various circumstances.

- Ethics hotline.**

ICF values all input from stakeholders. We maintain a confidential and anonymous communication channel to facilitate candid feedback from stakeholders—including employees, clients, and shareholders. Comments can be submitted through a

secure phone line or [website](#), and the process is managed by a third-party vendor. We have made the hotline and website available in more than 20 languages and added an international phone number and a toll-free number in Europe. We also use our intranet and posters to increase the visibility of the numbers.

- Human trafficking.** ICF issued a [statement and plan against human trafficking and modern slavery](#) in the operation of our business. Policies against human trafficking are also built into our employee Code of Business Ethics and Conduct.
- Carbon neutrality.** As a carbon-neutral firm, ICF serves as a model for clients and employees alike. As part of our clients' supply chains, our carbon-neutral status helps the people we serve minimize their own environmental impact. In 2014, we invested in a project targeting harmful ozone-depleting substances. In 2015, we invested in renewable energy projects. ([Read more about these investments in the Planet section of this report.](#))





## Our Clients and Shareholders

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*Your accuracy in time and expense reporting matters. . . a lot! Closely adhering to these rules is an integral part of good customer service. It ensures the accuracy of everything we bill to our clients. And it contributes materially to effective financial project management and ICF's long-term profitability.*

”



*James Morgan*  
Chief Financial Officer

- **Ethical procurement.** The principles contained in ICF's Code of Business Ethics and Conduct govern our procurement system. We use management controls, such as training and internal audits, to ensure that we follow policies, regulations, and laws. We actively seek diverse and small business suppliers. And we ask our suppliers to commit to the same guiding principles we follow.

To advance ethical procurement, we implemented a revised, consolidated, and overarching procurement policy covering all ICF subsidiaries worldwide. We also developed a new procurement "Rules of the Road" training system, delivered to program staff throughout the organization. One portion of the training includes methods to foster commitment to supplier diversity and small business partnerships. Overall, the training helps facilitate companywide compliance and policy adherence.

In 2015, we rolled out a set of procedures to implement our recently revised procurement policy. We developed a procurement procedure for commercial business and another for U.S. federal business activities. We also continued training employees on ICF's procurement practices and included procurement integrity elements in our annual ethics training.

- **Project management excellence, quality assurance, and accountability.** Under the guidance of ICF's Project Management Office, much of our work follows Project Management Institute (PMI) best practices. ICF is a charter member of the Global Executive Council of PMI, is a PMI Registered Education Provider for our in-house professional development courses in project management, and has hundreds of certified Project Management Professionals on staff. Our clients benefit from ICF's relationship with

PMI through consultants that are knowledgeable in the latest processes and techniques to support effective project management.

- **Extensive project management training.** Our School of Project Management supports employees' ability to manage projects successfully. The school's training and resources help us develop practical skills and knowledge to lead both short- and long-term projects from start to finish. In-person and online courses focus on contracts, project finance, and all of the competencies needed to help project managers successfully balance quality, time, and budget.

In 2015, our Project Management Office developed companywide, customized training on managing fixed-price projects and delivered the course dozens of times. This effort benefits all ICF stakeholders by decreasing risk and improving performance on projects deemed to have the most risk.

- **Giving back to the profession.** ICF also supports the development of standards by the International Organization for Standardization (ISO) related to project management. ICF has served for many years as a member of the U.S. Technical Advisory Group that provides subject matter expertise to ISO to help write draft standards, attend planning meetings, participate in international working groups, and serve as a delegate to ISO plenary meetings. Through our participation—and in coordination with other countries—ICF assists in all aspects of developing a standard, including its scope, key definitions, organization, and content.



# Our Clients and Shareholders

- **Accountable and responsive management.** We respect our clients and actively seek their feedback, which we apply to improve our services and products. In 2014, we established a business process to conduct annual surveys of all our clients. We began implementing the process in 2015.

- **Data security and data privacy.** Protecting the privacy and security of personal and business data—for our clients, our partners, and ourselves—is essential to maintaining trust. We continue to enhance our Data Security and Data Privacy program to further strengthen our robust protection of our employees’, clients’, and partners’ privacy, and to comply with globally recognized data protection principles. We provide employees with training, tools, support, guidance, and guidelines they must follow when handling data that is subject to global data protection rules, policies, and requirements. ICF realizes that our subcontractors and other supplier personnel need to implement appropriate measures to preserve the privacy and security of information when accessing personal and business data.

We take commercially reasonable steps to evaluate our subcontractors and other supplier personnel who access our information systems. We assess their information security, data privacy, and ethics compliance awareness—in conjunction with their related policies (except where restricted by local laws).

- **Objective advice.** ICF holds objectivity as a core principle. We provide data-driven, unbiased advice to clients. We prioritize objectivity during project reviews, conflict of interest reviews, and enforcement of our Code of Business Ethics and Conduct. We deliver impartial analysis—not advocacy positions. And we stand behind our work, which relies on sound research

and evidence-based approaches. Consequently, on contentious topics, advocates on each side seek out our studies and advice. For example, our Integrated Planning Model (IPM®) is used by multiple stakeholders on all sides of the Clean Power Plan.

## Corporate Accountability and Governance

Key Factors	2015	2014	2013	2012
Revenue (US\$ millions)	\$1,132	\$1,050	\$949	\$937
Employees (headcount)	5,000+	5,000+	4,500+	4,500+
Board of Directors	8	8	7	8
Independent Directors*	7 of 8	7 of 8	6 of 7	7 of 8
Women on Board	3	3	2	2
Board/Committee Meetings Held	24	25	25	22
Corporate Political Contributions	0	0	0	0

\* Independent board members are not employees of the company, do not receive any remuneration from the company except for their compensation, and are not directly related to any of the company’s executives.

Governance Commitments	Timeline	Progress		
		More to Do	On Track	Achieved
Hold 100 percent of eligible staff accountable for taking required compliance training as follows: code of conduct, conflict of interest, timekeeping, security awareness, data privacy, procurement, and anti-corruption policies	Year to Year			✓
Implement customer surveys more broadly to better understand clients’ interests and continue to align our services with their missions	2015			✓

NOTE: 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 non-public 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.



# Our Commitment to Shape a Better World Continues

In this report, we outlined specific goals ICF plans to achieve during 2016 and beyond. We want to continue making a positive impact through our professional services and corporate citizenship. Thank you for your interest in our progress.

We do not achieve our goals alone. We welcome your feedback to help us improve our performance. Please email your recommendations or comments to our Corporate Responsibility Steering Committee at [CorpResponsibility@icfi.com](mailto:CorpResponsibility@icfi.com).





# Appendices

The following pages are referenced earlier in this report.



# About ICF

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## Promoting Tolerance by Telling the Unspeakable

The Riga Ghetto Museum in Latvia keeps the story of the Riga Ghetto alive to promote tolerance among all people. On a pro bono basis, ICF Olson [created a website](#) that combines modern technology and time-tested storytelling to make the largely untold story of the Holocaust in Latvia immediate and real. We tell the stories of six survivors, offering everyone an opportunity to empathize with those who have experienced a tragedy beyond imagination. At the heart of the website is Walk Among Memories, an immersive experience that transports website visitors to the 16 blocks of the Riga Ghetto. Using Google street view, survivor audio testimonies, and archival photos, visitors can virtually experience the Riga Ghetto: At key points, archival photos of the Ghetto align with modern street views, placing specific stories exactly where they happened.

This work supports [Sustainable Development Goal 16—Peace, Justice and Strong Institutions](#).

“*Preserve the lessons of the past and help the world progress to a future filled with more kindness, compassion, and tolerance.*”

*Riga Ghetto and Latvian Holocaust Museum*



# About ICF

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## Working to Stop Slavery and Human Trafficking

The millions of people suffering in slavery and human trafficking need our help. ICF works with governments and nonprofit organizations to identify the needs of victims, recommend investigative techniques for task forces, and provide evidence-informed approaches to meet their needs. We also support prevention programs focused on at-risk youth. Our research on workers' rights in nearly 150 countries helped identify locations with significant incidents of forced child labor.

This work supports [Sustainable Development Goal 16—Peace, Justice and Strong Institutions](#).



# About ICF



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## Preparing Vulnerable Communities for the Impacts of Climate Change

River floods affect 21 million people annually. That number grows each year due to the impacts of climate change. To better prepare municipalities' infrastructures for extreme weather, ICF developed decision-making tools for the U.S. Agency for International Development. The tools show the effects of climate change on infrastructure, helping municipalities to understand the economic benefits of resilience planning and to prioritize investment decisions. Our solutions take into consideration local policies, capacities, and culture.

This work supports [Sustainable Development Goal 13–Climate Action](#).



# About ICF



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## Persuading Commuters to Share Transportation

ICF manages 511 NY Rideshare for the State of New York. The program makes ridesharing and transit an easy, affordable, and appealing alternative to driving alone. ICF's expertise in transportation demand, management, communications, technology, research, and operations helped the program increase enrollment by 300 percent and reduced vehicle travel by 156 million miles during its first four years.

This work supports [Sustainable Development Goal 11–Sustainable Cities and Communities](#).



# About ICF



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## Using Virtual Reality to Treat Post-Traumatic Stress

ICF developed [Power Dreaming](#), a virtual world that helps patients suffering from nightmares due to post-traumatic stress disorder (PTSD). Developed for the U.S. Navy, Power Dreaming uses a science-based approach that combines behavioral and virtual reality training protocols. When awakened by a nightmare, patients perform relaxation and breathing exercises. They then view their personalized dreams, which may include avatars, images of loved ones, and peaceful scenes that break the pattern of anxiety-based thinking.

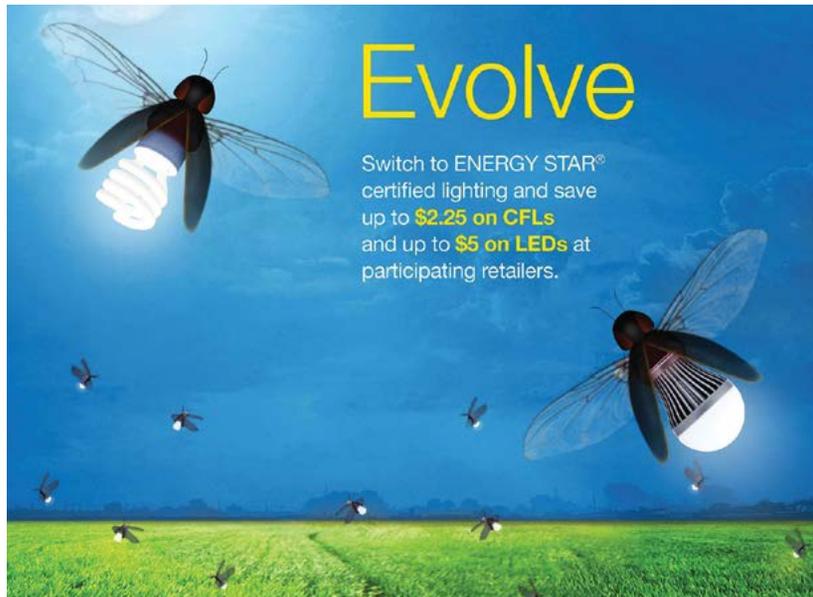
### Igniting Innovation 2015 Finalist

Power Dreaming was a finalist for the ACT-IAC [Igniting Innovation 2015](#) competition. ACT-IAC is a public-private partnership dedicated to improving government through the use of technology.



# About ICF

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## Saving Energy to Protect the Planet

ICF manages energy efficiency programs for Baltimore Gas and Electric. Our work since 2009 has helped save the equivalent of 3.5 coal-fired power plants' operations for one year.<sup>2</sup> We design, analyze, enhance, and market this portfolio of residential, industrial, and commercial energy efficiency programs—engaging customers to drive behavioral change.

This work supports [Sustainable Development Goal 7—Affordable and Clean Energy](#).

### ICF's Support for BGE

#### Major Milestones, 2009 – 2015

##### Residential

- More than 22 million efficient bulbs discounted instantly
- More than 264,000 appliances rebated, and over 47,000 appliances recycled
- More than 84,000 HVAC units and services rebated
- Homebuilders in BGE's service territory have constructed more than 12,000 ENERGY STAR certified new homes, supporting an increase in market penetration in Maryland from 4 percent to 46 percent.

##### Commercial

- More than 12,100 small businesses assisted to reduce utility bills
- More than 14,600 prescriptive and custom projects completed

<sup>2</sup> 2 million MWh annualized is 19.8 million MWh in lifetime energy savings and is the equivalent of CO<sub>2</sub> emissions from 3.5 coal-fired power plants in one year. Source: [epa.gov/cleanenergy/energy-resources/calculator.html](http://epa.gov/cleanenergy/energy-resources/calculator.html)



# About ICF



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## Synthesizing Health and Demographic Data to Address Disease

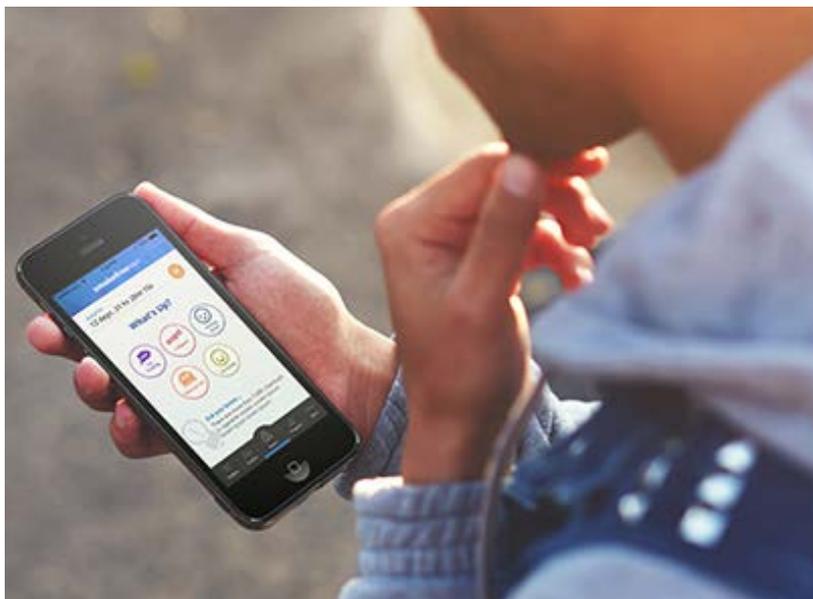
ICF is developing for the U.S. Centers for Disease Control, the Division of Global HIV/AIDS and Tuberculosis, a data visualization platform that consolidates complex data sources. The platform enables the government and healthcare professionals in Uganda to prioritize resources for HIV control. The tool reveals district performance data on tackling HIV, maps the locations and types of health facilities, and calls attention to districts that require urgent support.

This work supports [Sustainable Development Goal 3—Good Health and Well-being](#).



# About ICF

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## Using Digital Technology and Communications to Change Unhealthy Behaviors

To give smokers the tools and support needed to quit, the U.S. National Cancer Institute hired ICF to develop communications and delivery channels tailored to address smokers' needs at every stage of their journey to health. ICF's experts in tobacco control, mobile engagement, communications, behavioral science, social media strategy, and web development work together to manage the [smokefree.gov](http://smokefree.gov) web properties, mobile applications, text message programs, and social media platforms.

### Igniting Innovation 2015 Finalist

Smokefree.gov was a finalist for the ACT-IAC [Igniting Innovation 2015](#) competition. ACT-IAC is a public-private partnership dedicated to improving government through the use of technology.



# About ICF



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## Captivating the Science Classroom with Genomics

Busy teachers need a reliable biology curriculum. [GeneEd](#) is an engaging portal for educators and students interested in genetics. For the National Library of Medicine, ICF supports GeneEd by selecting topics, writing content, maintaining and promoting the website, and identifying, vetting, and annotating the site's nearly 800 internet resources. GeneEd links to research articles, interactive tutorials, labs, experiments, games, and videos. Animations, illustrations, and 3D images reinforce genetic concepts and [enrich the user experience](#).

This work supports [Sustainable Development Goal 4 –Quality Education](#)



# About ICF

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In the last ten years, the overall **COST** of humanitarian assistance has **TRIPLED**

Global humanitarian challenges are **CONSTANTLY EVOLVING**, requiring **EVER-CHANGING SOLUTIONS**

Aid funds are **STRETCHED TO BREAKING POINT**, forcing humanitarianians to **DO MORE WITH LESS!**

IT'S TIME TO **COME TOGETHER AND RESHAPE AID!**

## THE WORLD HUMANITARIAN SUMMIT

will tackle **FOUR MAIN CHALLENGES**

3 HOW CAN HUMANITARIAN AID **BE MORE INNOVATIVE?**

## Stimulating Engagement that Reshapes the Global Humanitarian System

The first-ever World Humanitarian Summit met in May 2016 in Istanbul to reshape humanitarian aid. Ahead of the Summit, ICF Mostra developed for the European Commission an integrated communications plan aimed at stimulating engagement. To raise awareness of the changing needs and challenges of humanitarian aid, we developed compelling videos (such as this [2-minute video](#)), [a parallax website](#), [multimedia discussion tools](#), [exhibition materials](#), a brochure, and [factographs](#). Most of the content was developed in all 24 European Union languages—plus Turkish, Arabic, Chinese, and Russian.

This work supports [Sustainable Development Goal 10—Reduced Inequalities](#).



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# ICF's Global Offices



*Not all offices are represented on this map.*