

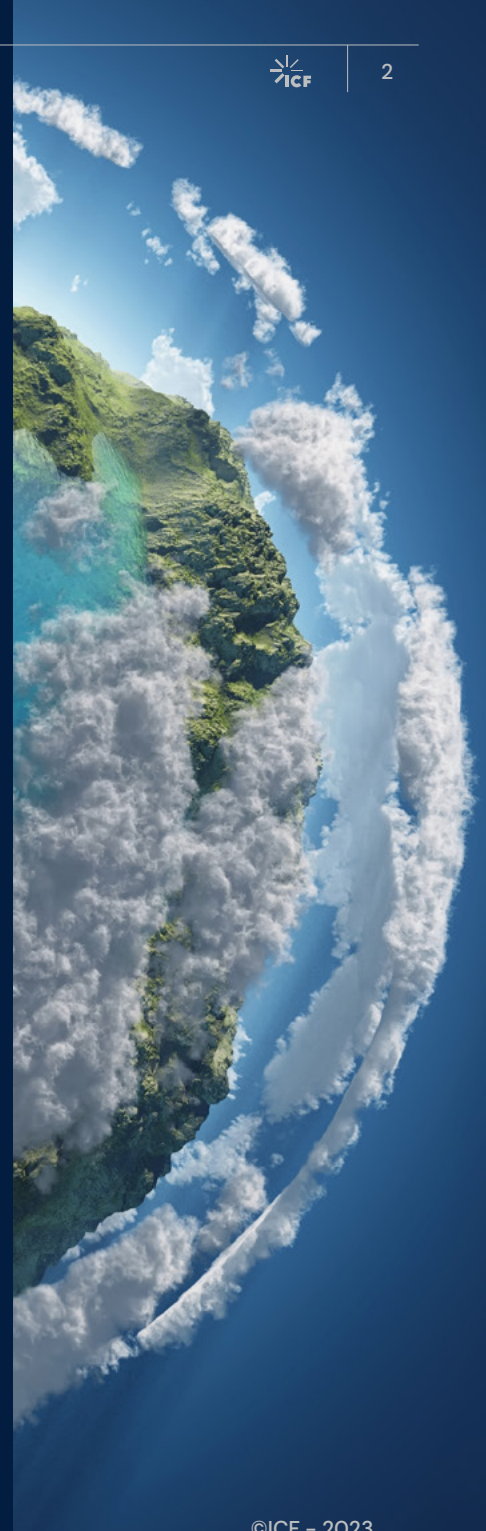


# 2022 Corporate Citizenship Report

Meeting the moment

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## Message from our CEO



The phrase “meeting the moment” is often used when referring to having courage in unexpected circumstances. Rising to the occasion. Performing under pressure. Speaking up for change, even when it’s hard.

Throughout ICF’s history, we’ve never shied away from meeting the moment. And we’ve seen a lot as an organization over the last 50+ years: natural disasters, acts of terrorism, government shutdowns, countless global social changes, technical advances, and the list goes on. We’ve always welcomed the opportunity to create positive impact during extraordinary moments and through extraordinary challenges.

Right now is one of those moments. Tremendous global health, social, and environmental challenges are happening all around us. For many of us, the impacts are greater than anything we’ve experienced in our lifetimes: a climate crisis, a global pandemic, ongoing social and political unrest, and more. New industries are forming, and seemingly stable markets are being shaken up.

For ICF, our role right now is bigger than ourselves. We’re supporting our clients as they face many of these challenges head-on, while also ensuring our own actions as a company are contributing to a more prosperous and resilient world for all. And we do this because we have a strong desire to do what is right, when it’s needed most.

This report helps paint this picture. It serves as our annual update on our corporate citizenship—the meaningful, deliberate actions we take to create positive impact. It sheds light on how we conduct our business,

support our employees, operate sustainably, and contribute to our communities. Each year, we compare our performance to clearly defined corporate citizenship goals, including rigorous, science-based greenhouse gas emissions reduction targets. And when we meet each milestone, we reset the bar even higher.

It’s also a recognition of the positive contributions of our client work. Of the \$1.78 billion in revenue ICF generated in 2022, over half is from client projects that deliver positive social impact in health, education, development, and social justice. Another third is from client work that creates positive environmental impact—from reducing energy consumption to managing carbon footprints to protecting natural resources. What we do today helps create a better future. Not for some, but for all.

Yet the why behind our actions is equally as important as the how. As always, we’re motivated by our purpose and grounded in our values. We’re passionate about building new approaches that deliver high-value solutions and transformational initiatives. This is how we view the world as people. Not just as employees.

I pledge that at ICF we will continue to do what has defined us for half a century: meeting this moment and the many others that will inevitably follow.

Chair and Chief Executive Officer

## Corporate citizenship highlights



### Investing in our people

**86%** of employees share they're proud to be part of ICF

**54%** of people managers are women

**62%** of new hires are women

**1 in 4** employees participate in our affinity groups

### Making a sustainable commitment

**2006** first professional services firm to become carbon neutral

**90%** reduction in scope 1 and 2 greenhouse gas emissions since 2013 baseline

**100%** net renewable electricity for global operations via renewable energy certificates

**SBTi** approved science-based greenhouse gas reduction target

### Supporting important causes

**\$790K** corporate cash donations & matching funds

**\$670K** employee donations

**1 to 1** match of employee donations

**7K** reported employee volunteer hours

### Earning recognitions

**Forbes** America's Best Employers for Diversity (2021-2022)

**Forbes** America's Best Employers for Women (2022, 2023)

**Climate Leadership Award** Organizational Leadership (2023)

**MarCom Awards** Four platinum awards for excellence in corporate citizenship reporting

## About ICF

ICF is a global consulting and technology services company. We combine unmatched industry expertise with cutting-edge technology and engagement capabilities to help organizations solve their most complex challenges.

We're 9,000 professionals strong, committed to our corporate citizenship and guided by our [purpose](#) to build a more prosperous and resilient world for all. And while we are steadfast in our celebration of diversity, we all have one important thing in common: a passion for making a positive impact on the world.

## Our values

**86%** of employees believe their values align with ICF's [values](#)

**83%** of employees are proud to be part of ICF

### Interact with integrity

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



### Embrace differences

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



### Challenge assumptions

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



### Work together

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

### Bring your passion

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



### Be greater than

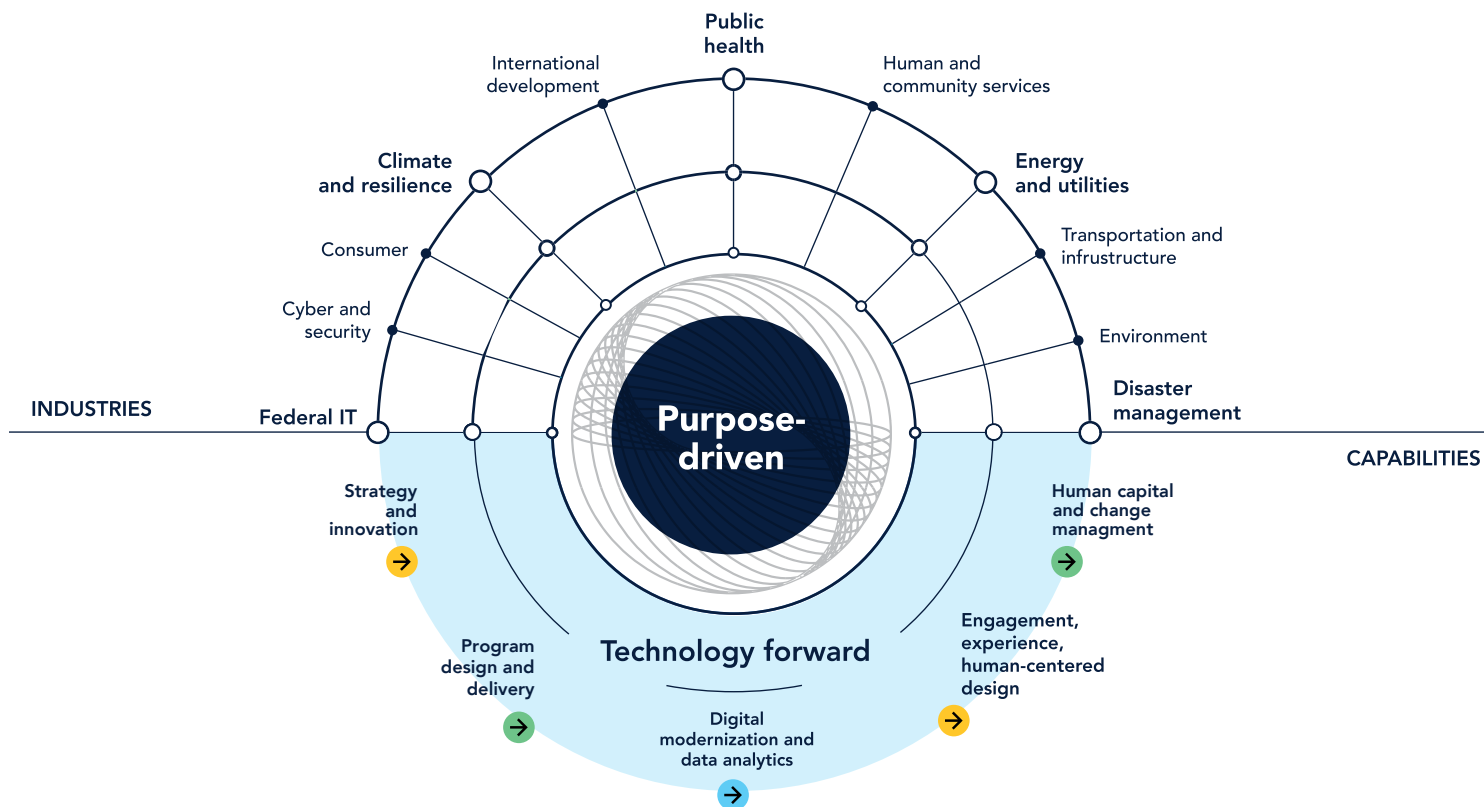
Push yourself. And those you work with. Deliver something greater than expected. Aspire to excellence. Settle for nothing less. Strive for outcomes you and your clients can be proud of.



## Solutions for fast-changing industries

For more than 50 years, we have worked in fields that impact everyone: climate, energy, the environment, health, social programs, transportation, and more. And now, post-pandemic and amid major social and economic unrest, these fields are struggling with unprecedented and highly complex challenges. Like never before, our clients are looking to increase their scale and speed to create a positive impact.

Increasingly, our clients are looking for technology to do the hard work and offer faster, more impactful solutions. Our technology-forward approach and growing set of advanced technology solutions and capabilities help our clients move with greater speed, efficiency, and aptitude.



## Doing impactful client work

**Of our \$1.78B revenue in 2022, 88% comes from services delivering positive social and environmental impact:**

- **51%** from social areas: health, education, development, social justice, and more
- **37%** from environmental areas: reducing energy consumption, managing carbon footprints, protecting natural resources, and more



## The power of our purpose

We're a collection of passionate people, energized by taking on the toughest challenges because they make the biggest difference. Individually, we bring our sense of purpose to solving problems. Together, we're making a powerful impact.

**Meet Deb Harris:**  
She's decarbonizing  
cities across the  
country.



Climate change can seem overwhelming. Where to start? What to do? And will it be fast enough to make a difference?

Deb is answering these questions for communities across the United States. Using a technical platform she helped build, Deb quickly analyzes historical climate data and current trends to show different paths to greenhouse gas reduction. She is helping communities curb the causes of climate change through their everyday choices and actions. Armed with this information, leaders can make faster and more informed decisions about changes in infrastructure, transportation, energy, and housing. And how to thrive in a low-carbon future.

**Meet Karen Ketchum:**  
She's fighting cancer  
with big data.



We all know someone who has experienced cancer. But not everyone understands how it works at a cellular level.

Using big data generated from human genome research, Karen is unlocking cancer's origin story. She's learning how cancer cells actually behave and helping to identify what some of the earliest markers of cancer look like. It's work that means a world of difference to millions of people who will get the disease. Doctors can diagnose it sooner. Researchers can better understand the lifecycle of cancer cells and adapt treatments and therapies. And patients can get a faster start on battling the disease to improve their odds of survival.

**Meet Omar Lopez:**  
He's rebuilding  
communities with  
drones.



Recovery and relief from violent storms can be painfully slow. When storms hit, it can take years for communities to rebuild. That's years without the benefit of homes and schools and other buildings that are the lifeblood of a community.

When Hurricane Maria devastated [Puerto Rico](#), Omar's life—and career—changed forever. Today, he's a drone pilot, using advanced 3D and infrared technologies. He conducts damage assessments—that used to take large teams months to complete—in just a few hours. In doing so, he's helping to accelerate the deployment of relief funds that get important community spaces reopened faster. Families in new homes. Students back in classrooms. A more resilient island.

**Meet Vera Persephone Honey:**  
She's improving how the  
government runs.



Veterans often find themselves unemployed or in misaligned jobs during their first years out of the military. For many, launching a post-military career can be more daunting than life in the armed forces ever was.

Vera is partnering with the U.S. Department of Labor to better connect veterans with meaningful work. She identified disparate technical systems used for personalized career resources. One part technologist, one part creative, Vera built a cloud-based [digital platform](#) that creates intuitive user experiences. By replacing outdated processes with automation, Vera is improving the delivery of citizen services. And better supporting those who served and their families.

**Meet Rachel Alexander:**  
She's using AI to  
improve prescription  
drug labels—and  
health outcomes.



A parent grabs medicine out of the bathroom cabinet for their sick child, but pauses: Is this the prescription for this week's earache or last week's eye infection? Perhaps a pharmacist incorrectly fills a prescription due to the label for one drug being too similar to a different, unrelated drug. When medication labels are unclear or incorrect, the result can be people getting sicker or even accidental deaths.

Rachel leads a [pilot project](#) for the U.S. Food and Drug Administration that explores the use of advanced technology—including artificial intelligence and machine learning—for efficient and timely review of drug labels.

But she's going far beyond simply using innovative new technologies to improve processes. She's helping to minimize the risk of medication errors for healthcare professionals, patients, and their caregivers.

## The impact of our reach

We're proud of how our purpose-driven work addresses and advances the United Nations' 17 Sustainable Development Goals.



### 1 – NO POVERTY

Building economically sustainable and healthier communities following disasters



### 2 – ZERO HUNGER

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



### 3 – GOOD HEALTH AND WELL-BEING

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



### 4 – QUALITY EDUCATION

Evaluating literacy education programs to support academic readiness and achievement



### 5 – GENDER EQUALITY

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



### 6 – CLEAN WATER AND SANITATION

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



### 7 – AFFORDABLE AND CLEAN ENERGY

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



### 8 – DECENT WORK AND ECONOMIC GROWTH

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



### 9 – INDUSTRY, INNOVATION, AND INFRASTRUCTURE

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



### 10 – REDUCED INEQUALITIES

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



### 11 – SUSTAINABLE CITIES AND COMMUNITIES

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



### 12 – RESPONSIBLE CONSUMPTION AND PRODUCTION

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



### 13 – CLIMATE ACTION

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



### 14 – LIFE BELOW WATER

Designing passage for humans above and fish below



### 15 – LIFE ON LAND

Restoring a tidal marsh in an urban environment



### 16 – PEACE, JUSTICE, AND STRONG INSTITUTIONS

Bolstering government efforts to end child and forced labor through research



### 17 – PARTNERSHIPS FOR THE GOALS

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



## Our corporate citizenship approach

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

This report addresses our corporate citizenship performance during calendar year 2022. It is organized by our key responsibilities: our employees, the planet, our communities, and governance.

It also aligns with the following reporting frameworks: Sustainability Accounting Standards Board, Task Force on Climate-related Financial Disclosure, and the UN Global Compact. A summary of each of these frameworks is at the end of this report.

## Our corporate citizenship mission



Invest in our employees and ensure a diverse workplace where we can all do our best work



Serve our clients and manage suppliers with integrity, while contributing to a low-carbon value chain



Minimize our impact on the planet by reducing our carbon footprint and growing our leading climate consultancy



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



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

We use materiality assessments to identify key issues through our ongoing engagements with stakeholders and sustainability reporting frameworks recognized by leading organizations globally. Here are some of the ways we engaged with our stakeholders in 2022, as well as the frameworks we used to identify and report on material issues.

## How we engage our stakeholders

Stakeholders	Engagement channels	Examples of ESG information shared
Employees	Employee community networks and volunteer organizations (e.g., Green Team and GiveForward); all-hands meetings and town halls; pulse surveys, manager roundtables, focus groups, and listening sessions; learning and development programs, mentoring programs, and recognition programs; resource hubs for inclusion and well-being, newsletters, social media, and blogs.	We used employee feedback to shape and accelerate strategies around the future of work, diversity and inclusion, communication preferences, and career development.
Clients	Co-creation of innovative solutions through frequent and transparent dialogue, client surveys, corporate reports, research, supply chain questionnaires.	We share our ESG best practices via supply chain questionnaires where we disclose our carbon management approach, data privacy and security policies and practices, inclusive workplace policies, among other best practices.
Investors	Quarterly earnings calls, investor conferences, presentations, reports, meetings.	We included information on our ESG performance in our proxy statement and our presentations to investors.
Suppliers	Supplier code of conduct, supplier diversity program, mentor-protégé program.	Our supplier code of conduct includes information regarding measuring and reducing carbon emissions.
Partners and affiliates	Contributions to research, participation in working groups and conferences.	We shared ICF's approach to maintain carbon neutrality with the Professional Services Sustainability Roundtable.

## ESG reporting frameworks

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

## Investing in our people

From our earliest beginnings, the talent and passion of our teams have been at the heart of what we do. When we come together and embrace the power of our differences—in expertise, perspectives, life experiences, and backgrounds—we discover solutions to the most pressing global challenges of today.

Our ability to help our clients meet this moment is directly related to the empowerment of our workforce. We strive to create an environment that's both welcoming and inclusive, a space where problem solvers from all walks of life can deepen their knowledge, collaborate with others, test out new ideas, and grow their careers. Their success is our success.



## Who we are

We are business analysts and policy specialists working alongside digital strategists, data scientists, and creatives—united by our culture, which values diversity and opportunity. At our core, we are a purpose-driven team.

### Our people

9K

full-time and part-time employees

2K+

technologists

1.9K+

public health experts

70+

languages

2K+

climate, energy, and environment experts

400+

disaster management experts

### Geographic distribution

91%

The Americas

6%

Europe

3%

Asia and the Pacific

<1%

Africa and the Middle East

### Generational distribution

Traditionalists & Baby Boomers (1964 and before)



12%

Generation X (1965–1980)



33%

Millennials (1981–1996)



47%

Generation Z (After 1997)



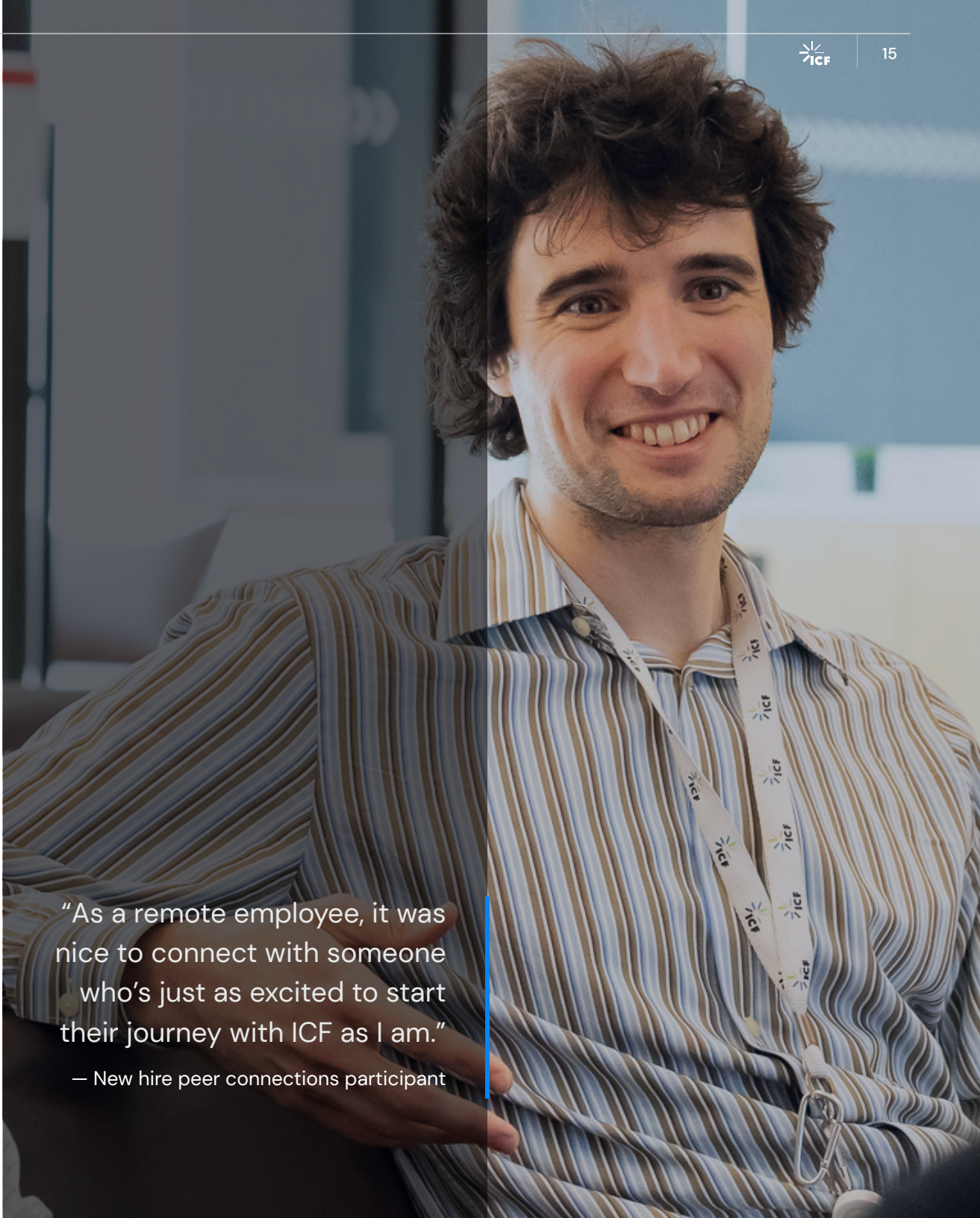
8%

## Creating and measuring meaningful career experiences

At the heart of our employee experience is our vibrant company culture. One that is grounded in our purpose and demonstrated by our values.

This exceptional experience starts with **onboarding**. Employees new to ICF immediately connect with our purpose and values. During interactive sessions, we share information about our rich 50+ year history, ask new employees what inspires them, learn about their personal goals, and help them see how those goals align with ours. They see our commitment to professional development and promoting from within as they hear from ICF leaders, who have been here for decades, share their experiences.

New hires can also participate in our **peer connections program**, where they are matched with a new peer colleague each quarter and engage in a series of conversations as they build meaningful connections across the organization. Nearly 300 hires were peer connections participants in 2022 and 97% characterized their conversations as “helpful” or “breakthrough.”

A photograph of a man with curly brown hair, smiling at the camera. He is wearing a light blue and white vertically striped button-down shirt. Around his neck is a white lanyard with the ICF logo repeated. The background is a blurred office setting.

“As a remote employee, it was nice to connect with someone who’s just as excited to start their journey with ICF as I am.”

— New hire peer connections participant

Our 2022 **employee engagement survey** gave our teams an additional channel to reflect and shape our culture. We're proud that our employees' views of survey statements aligned to culture exceeded benchmarks for the professional services industry.

Survey statement	Percentage of employees who viewed the statement as favorable	Comparison to industry benchmark
I understand how my role contributes to the success of ICF.	90%	+10%
I am able to have a flexible schedule that meets my personal needs.	86%	+16%
My values align with the values of ICF.	86%	+16%
I am proud to be part of ICF.	83%	+9%
I feel like I belong at ICF.	79%	+5%
I see ICF's progress in building a more diverse and more inclusive organization.	77%	+17%

The employee engagement survey results also identified key areas of opportunity. We're delving into those areas with employee-led teams to understand them better, and then identify solutions. We will develop and activate these solutions in 2023 while also conducting periodic pulse surveys to receive additional real-time feedback in key areas.

"My ICF teams have been incredibly supportive and ensure that I feel welcome and valued at work. And I appreciate the mission-driven nature of our work. ICF is unique for its commitment to our core values and transparent about how we serve these values as a company."

— Employee engagement survey response

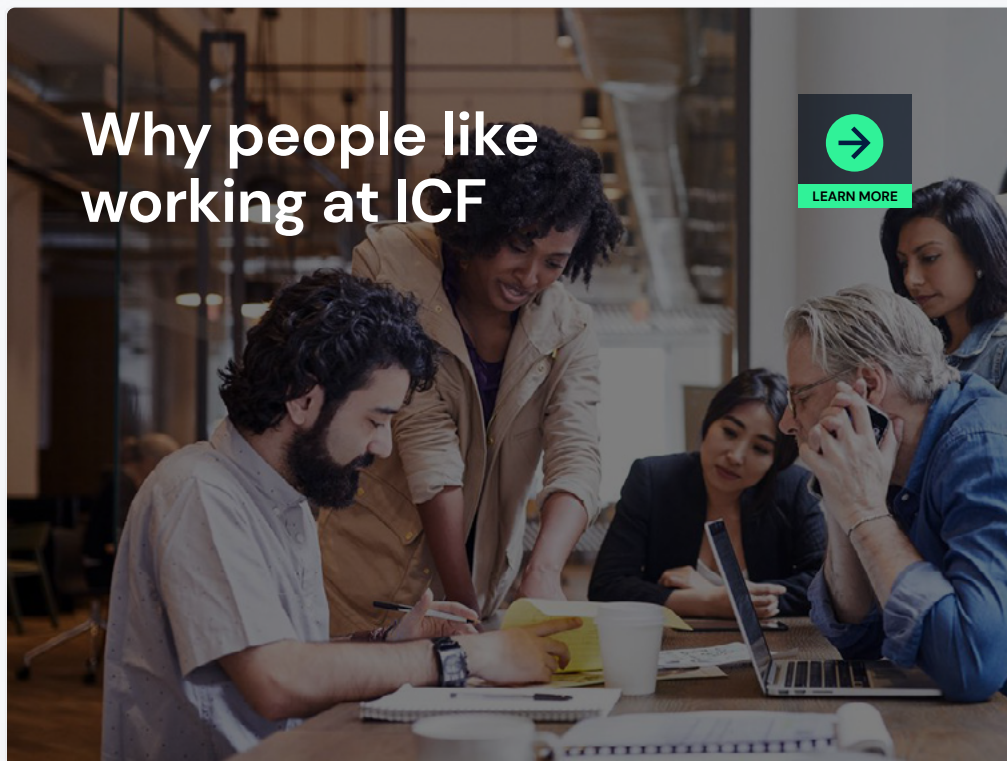
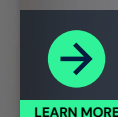
We also continuously measure our **voluntary turnover rate**. While we recognize external market factors will impact the year-to-year data, we believe our low turnover trends reflect our strong company culture and investment in the growth of our people. This includes employee engagement, opportunity for growth, satisfactory compensation, and workplace recognition programs.

### ICF voluntary turnover rate

2018	16.2%
2019	15.4%
2020	11.7%
2021	21.8%
2022	20.6%

The foundation of our culture is our values, particularly how we act with integrity and hold each other accountable to high ethical standards. Our [Code of Business Ethics and Conduct](#) is posted on our website, intranet, and in our offices. We respect and value our employees' thoughts and offer them a confidential escalation process—including a secure phone line and website—to anonymously communicate and share feedback with management. We protect the confidentiality of all submissions and ensure they are directed to the appropriate ICF corporate function for additional investigation (e.g., Ethics and Compliance, Human Resources, Information Security).

## Why people like working at ICF



## Building, engaging, and nurturing diverse connections

We value dimensions of difference in our people, experiences, and perspectives because they shape our ability to offer the best solutions and meet the moment. In 2022, we continued our accelerated commitment to diversity, equity, and inclusion (DEI).

We published our first-ever [Inclusion Report](#) to share our progress and programmatic approach to DEI. We received recognition for our commitment to diversity and the advancement of women. And we reaffirmed our commitment as a DEI champion.



## Increasing diverse representation among new hires

The **more than 3,100 new hires** who joined ICF in 2022 have more dimensions of difference overall than our population companywide. We drew from a talent pool of more than 800,000 prospective candidates whose dimensions of difference include geographical, industry, race, social identity, affiliations, backgrounds, and lived experiences.

We promote our openings to our talent community through monthly newsletters with **DEI-related content** that shares authentic stories about who we are and what we do, including our recognition of heritage and affinity months. In 2022, we had 2.5 million touchpoints with our newsletters—with a nearly 90% engagement—that resulted in more than 2,300 job applications tied directly to these efforts.

To increase our representation among **early career and recent graduate hires**, we broadened and deepened our brand across diverse student groups and organizations within our core schools and our partnerships with historically Black colleges and universities. In 2022, we attended nearly 50 events, many back on campus and more than half specifically focused on DEI. We were accepted into the Johns Hopkins DEI Collective, a diversity hiring program launched in partnership with selected companies to promote equitable access to internship experiences. This includes connecting directly with first-generation, limited-income, underrepresented student groups, LGBTQIA+, international students, and students with disabilities.

We continued to evolve our DEI recruiting strategy for our operations in **Europe and Asia**. We optimized our local application systems and processes to better identify opportunities for attracting and engaging diverse perspectives. We launched an internal communications initiative to showcase our team's efforts and progress to building a more diverse and inclusive ICF. And we broadened our partnerships with global external organizations to promote open roles within talent communities where diversity thrives. Internally, we encouraged global representation among the leadership of our eight Employee Community Networks. In September 2022, we celebrated our first-ever National Inclusion Week in the UK when we engaged our employees with intentional initiatives that reinforced the week's focus on inclusion in the workplace on a global scale.

We are especially proud of achieving Level 1 accreditation under the Disability Confidence Scheme for the United Kingdom. This is an incredible milestone in our global DEI journey and further demonstrates our commitment to building a more diverse, equitable, and inclusive ICF.

In 2023, we will continue to support our team of talent acquisition partners (recruiters), hiring managers, and interviewer teams, providing tools and resources to drive more equitable outcomes for all open roles. We will continue to build and nurture our strategic partnerships that support several initiatives from internal mobility to partnering with external organizations. We will broaden our reach to attract top talent who will strengthen our ability to solve our clients' diverse challenges with their unique perspectives, skillsets, and experiences.


### Continuing to grow our Employee Community Networks

Our employee community networks launched in 2020 and expanded to eight by 2021. One in four ICF employees is now active in at least one network—and networks are hosting an average of three employee engagement, development, or celebration initiatives each month.

### Belong, grow, and thrive

Networks provide a forum for ICF employees who share or support common characteristics, interests, and goals. They are open to all employees, including allies and advocates. Each has an executive sponsor and formal leadership structure.

They offer networking sessions, informal mentoring relationships, and regular discussions with keynote speakers to encourage professional growth and development—all while celebrating our diverse experiences and backgrounds. We recognize the affinity months associated with each network across the company, raising awareness about each group's culture, history, and traditions.



**asian**  
employees



**black**  
employees



**diverse abilities**  
employees




**first nations and  
indigenous  
peoples** employees



**hispanic and  
latinx** employees



**lgbtqia+**  
employees



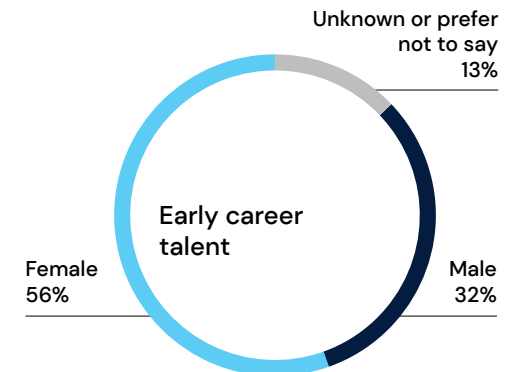
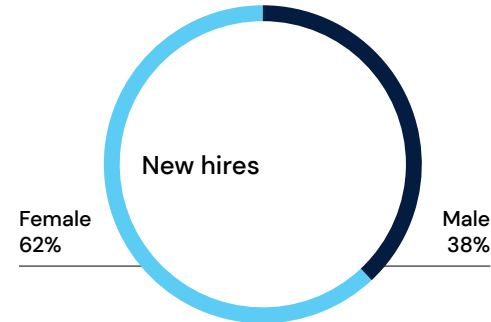
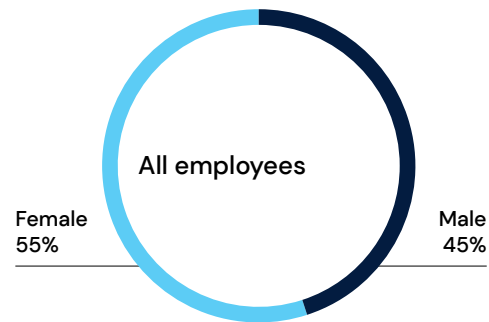
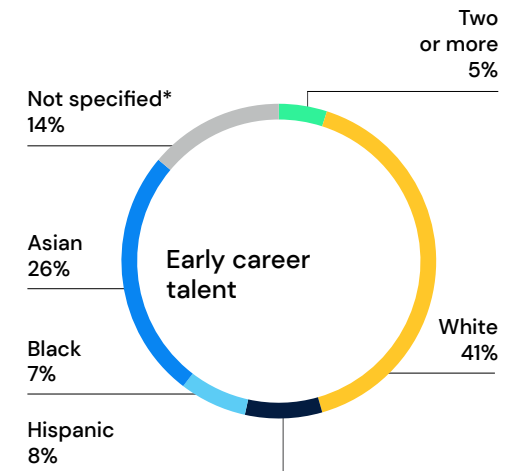
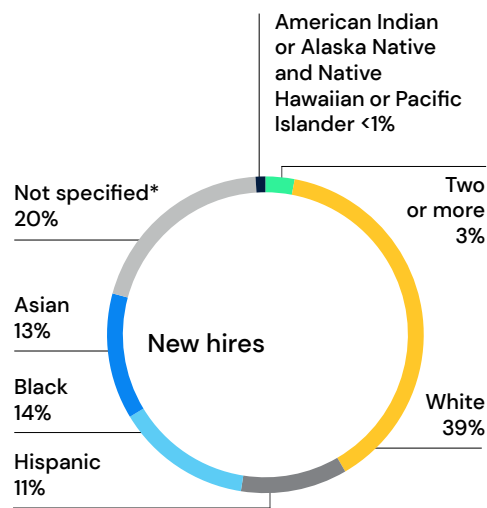
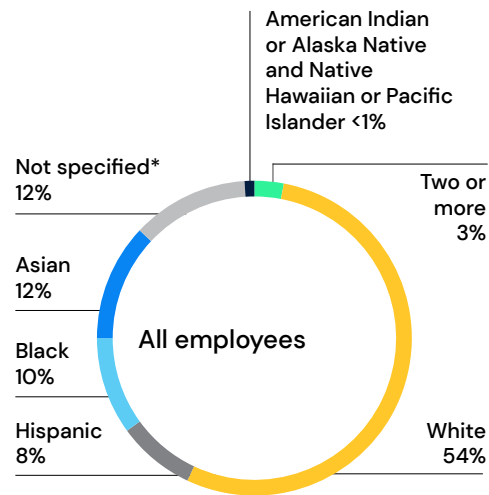
**veteran**  
employees



**women**  
employees

**1 in 4**  
ICF employees  
are members  
of at least  
one employee  
community  
network.

## Broadening ethnic and gender representation companywide



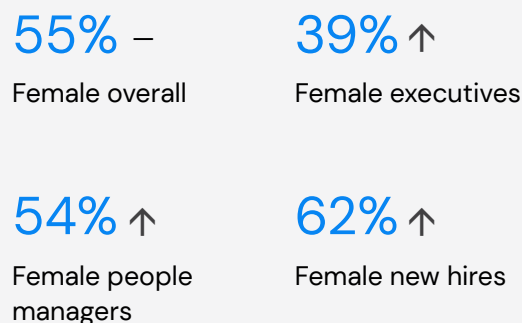
Source: 2022 data; some may not total 100% due to rounding

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

## Elevating female representation

One of our key areas of focus is increasing the representation of women at all levels across ICF. At the leadership level, we've been intentional in identifying, recruiting, and developing women into executive and people manager roles, and we anticipate a similar upwards trend in coming years.

### Female representation



Source: 2022 data with comparison trends to 2021 data

## Leaders with key perspectives

Our board of directors contribute a variety of perspectives and experiences to our strategy and success. We appointed our first female director in 2007, and today three female directors offer valuable expertise and insights in high-growth areas.



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



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



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



# Panel Discussion: Reflections on Career Progression.

## Developing tomorrow's leaders

Effective leadership is a combination of mindset, skills, and behaviors—with purpose and values at the core—that help us align on a common strategic direction, focus our execution, and strengthen our culture.

We proactively develop our leaders throughout all stages of their career, focusing on key characteristics. Not only does this help us nurture a strong set of leaders, it helps us build a robust pipeline and supports our succession planning.

This year, we expanded our leadership development portfolio to reach more leaders earlier in their career. We tripled our reach as compared to previous years and received overwhelmingly positive evaluations from participants.

In 2023, we will launch a new program, **Developing Enterprise Leaders**. Designed for officers who oversee large portfolios of work and are viewed as near-term successors for division-level leadership roles, the learning journey will include a strategic executive 360-degree assessment, development plan, and executive coaching plus cohort-based executive business school courses with ICF faculty-led reflection and application.

## Leadership program

### Leaning into Leadership

Is this self-enrollable program for emerging leaders, participants are immersed in a multi-month program that focuses on four key areas: team engagement, client experience, organic growth, and profitability.

### Expanding Leadership Perspectives

This program for our experienced leaders includes 360-degree assessments to receive feedback on the impact of their leadership behaviors on their direct reports, peers, managers, and other colleagues. Participants join live, virtual training and compete in a customized business simulation. They then participate in a year-long peer-coaching program to increase accountability around their leadership development plan and career goals.

### Activating Leadership Influence

This experience is for senior leaders who are ready to increase their leadership influence and connection to ICF's strategic growth strategy. Following 360-degree assessments, they attend an in-person event at ICF's global headquarters where they learn more about strategic imperatives while engaging with our executive team. The cohort then continues to work together on a Process Improvement Team project where they use agile practices to develop recommendations and present to the executive team.



Participant  
feedback in  
2022

95%

recommended

92%

recommended

100%

recommended



"It feels like I've worked for several different companies since I joined ICF three decades ago because the company keeps changing, growing, and inventing. This has given me the opportunity to do the same throughout my career."

— Chair and CEO John Wasson

## Empowering our employees to grow

Professional growth should be attainable and inclusive for all. We understand employees have distinct needs to support their growth at various points in their careers. Growth may mean diving deeper into expertise, broadening a client or project portfolio to apply a new set of skills, or taking on a new role

with greater scope and responsibility. With so many learning paths and certifications to pursue, we empower employees to define what growth means to them and bring ideas to their regular coaching conversations with their managers.

**75K+** training courses available to all full-time employees (many available to part-time employees and contractors, too)

Up to **\$5K** for tuition reimbursement or professional certifications

**90%+** recommendation ratings across all core ICF-tailored learning programs

## Career planning tools

Employees have many tools to use as they craft a fulfilling career experience:

- **Informal learning** through centers of practice, panel discussions, and professional associations.
- **Experiential learning** through job rotation, new project assignments, and other development experiences
- **Formal learning programs** so employees at every skill level—technical/administrative, experts/individual contributors, people managers, or

leadership—can succeed in their current roles and prepare for the next challenge

- Our **career pathfinder tool** with individual development plans and supporting courses
- Our **Mentor Connect program** that pairs employees with colleagues outside their areas of expertise to expand personal networks and build knowledge around our capabilities and services to better support clients

**545** mentor-mentee pairs

**7K+** hours mentoring

**92%** satisfaction with Mentor Connect



**Mariah Brockhaus**  
Senior Marketing Specialist at ICF, MBA Candidate

The kids are back in school and so is mom! I'm excited to announce I've overcome "the longer you wait, the harder it is to go back to school" stigma after undergrad and have chosen to pursue my Master's of Business Administration. I'm thankful to have found a program at [Northeastern State University](#) that is geared towards working professionals and to work for a company like [ICF](#) that places a high-importance on healthy work-life integrations as a mom of four. I look forward to continuing my education to become a more versatile professional who can bear the demands of any economy. [#Classof2024](#) [#mbastudent](#)



“My mentor was amazing, so present and thoughtful in all our conversations. I also like that my mentor was from another part of ICF. This made our time together a ‘safe space’ to share questions and challenges that really helped me with my career development!”

— Mentor Connect participant

## Impact conversations

As part of our performance appraisal process, we introduced quarterly **impact conversations**: future-focused and career growth-oriented conversations between employees and their managers. In 2022, 99% of eligible employees received a performance appraisal with feedback from their manager. Employees draw on a “4C” framework to guide their conversations:

- **Contributions:** specific and measurable objectives you plan to achieve
- **Capabilities:** skills you would like to develop to grow in your current role or to prepare for your next role
- **Connections:** relationships inside and outside of ICF that will help you achieve your goals
- **Career:** pathways you can explore to advance and grow your career

In addition to these structured conversations, our **anytime feedback initiative** empowers employees to receive (or give) feedback to and from peers, managers, and leaders—at any point during the year.

## Training in key topic areas

Our tailored, blended learning opportunities cover strategic areas like technology, business development, project management, people management, and more. The training is flexible to meet the needs of our employees and supplemented with offerings from leading industry providers. We also partner with industry leaders to meet diverse learning needs. In 2022, our formal learning reached more than 5,000 learners with diverse interests and needs.

One of our most popular informal learning offerings is our monthly panel series. These webinars cover topics of critical importance to our success—people management, business development, and project management—and feature experts across our company. In 2023, we’re excited to add a new series, Tech Exchange, around our growing technology capabilities.

20K+ hours of  
training completed with  
our industry leaders

LinkedIn

Udemy

Microsoft

5K+ employees engaged



Bringing the People  
Managers Playbook  
to Life



Driving Business  
Development



Cultivating Project  
Management  
Techniques

## Focusing on employees' holistic well-being

We know our employees' well-being is not immune to global social and environmental challenges. We want to help them meet this moment and thrive. By offering a multitude of offerings to support healthy living with strong mental and physical health, we offer programs and resources to support our employees' minds, bodies, finances, communities, and careers. While our benefits vary by location, we routinely ensure we're offering quality benefits that reflect best practices and changes to our environments.

### Evolving our offerings

In the U.S., we expanded the medical benefits for employees enrolled in our UnitedHealthcare plans to cover the cost of transportation and lodging if they (or their covered dependents) need to travel to another state to obtain any health-related services—including those related to reproductive health—provided under their current medical plan.

In early 2023, we also introduced new, additional benefits to better support the needs of employees and their families. Recognizing that each employee has

unique and diverse personal needs when it comes to **fertility, parenting, and ongoing care**, we're now offering additional support through an award-winning digital health platform.

### Championing well-being

Globally, we continued to expand our resources to help employees focus on their well-being and keep themselves and their family safe and healthy. This included **Be Well, a new digital well-being program** adopted by nearly 40% of eligible employees, triple our vendor's benchmark for the first year. We conducted four companywide challenges in 2022—including one that resulted in more than 47 million steps logged, nearly one loop around the world!

Many of our office locations—including our new global headquarters—have onsite **fitness centers**. We also offer discounts on fitness facility membership rates at independent health clubs across the U.S.

Employees also visit our **well-being intranet hub** to access a variety of global resources on topics such as mindfulness, home life, and self-care. And they regularly attend **well-being webinars** to address and improve their emotional health, financial health, and nutrition.



**2.2K+** employees regularly tracking steps

"I've lost weight and become more active. Be Well has given me the tools I need to be healthier both physically and mentally."

—Be Well participant

**1.8K+** employees tracking healthy habits

"The various programs for mental and physical improvement at your fingertips can help you better yourself."

—Be Well participant

**200+** employees connecting with coaches

"Aside from the value of earning rewards, the fun challenges encourage behaviors that benefit us at work and outside of it."

—Be Well participant

## Remaining an employer of choice for parents

Parents@Work named us as one of the best places to work for moms, dads, and parents working remotely—and our employees agree. Here are the top reasons they enjoy **being parents at ICF**.

Flexible  
schedules with  
hybrid and  
remote work  
options

Gender-neutral  
parental leave  
policy

Fertility and  
adoption  
benefits

Parental  
communities

Preferred service  
providers for  
child and elder  
care

Career  
development  
and monitoring

## Recognizing successes

We **recognize employee contributions** through a variety of programs and events. Service anniversary awards to celebrate career longevity. Peer and manager social appreciation for values-driven actions. Companywide and business unit awards. And financial rewards for bonus-eligible employees.

## Employee stock ownership

As a publicly traded company, we offer an **employee stock purchase plan** to give employees the opportunity to share in the success of the company through stock ownership. During our two offering periods each year, employees who work more than 20 hours per week or more than 5 months per calendar year are eligible to purchase ICF stock at a 5% discount.

“With ICF, I can be at my best  
for my team, my clients, and  
my family.”

— New hire peer coaching participant

## Celebrating our culture champions

Our annual ICF Values Awards program—which we affectionately refer to as “the Luckys” after one of [our founders](#)—honors a very small group of employees who stand out for how they live [our values](#) and inspire others to do the same. Nominated by company leaders and handpicked by our executive leadership team, they have the powerful and unique qualities needed to push industries, clients, teams, and themselves forward. They truly represent the best of ICF.

In 2022, we honored eight exemplary employees who showed an unwavering commitment to our culture and collective success.



**Meet Shauna Batts:**  
an operations  
supervisor who  
knows the value of  
good customer  
service

A 24-year veteran with ICF, Shauna interacts with colleagues across the company as she sends and receives mail and deliveries. She brings the highest level of customer service to ensure seamless operations. During the pandemic, Shauna became the single point of contact for all incoming mail for ICF across the U.S. And when we opened our [new global headquarters](#) in Reston, Virginia, she relocated our mailroom operations—without missing a beat!

*“The headquarters mail room migration required running parallel operations for several months. While not the easiest solution for Shauna and her team, she wanted to implement the best solution for ICF and our clients.”*



**Meet Katie Berndt:**  
a senior strategy  
director who brings  
energy, expertise,  
and empathy

Katie consistently delivers high-quality work and builds strong client relationships. And her [commercial marketing](#) clients see Katie as a true extension of their team. She brings great energy, expertise, and an ability to make people feel valued and appreciated. Her colleagues see her deep dedication to producing high-quality work while juggling many projects across multiple industries with ease.

*“Katie is an amazing role model, mentor, manager, and teammate. Always willing to lend a hand, give guidance, or review colleagues’ work, she’s learned the talents of her teammates and does a wonderful job of pulling the right mix of people into conversations and working sessions to solve our clients’ challenges.”*



**Meet Jamie Blockwood:** a DEI director  
who drives change  
for greater impact

Jamie has led her team on a learning journey to set aspirational measures of candidate diversity, [drive inclusion](#), and institute process changes. A driving force in embedding inclusion in our talent management process, Jamie has made great strides in promoting open positions to diverse communities. Her diversity recruiting strategy has supported the ongoing growth of our talent pipeline with candidates from underrepresented communities.

*“Jamie is an enthusiastic and passionate leader who not only lives the ICF values, but displays them in her actions, work, and relationships. She is a natural connector who does a wonderful job of bringing teams and individuals together to advance DEI across ICF.”*



**Meet Ning Fan: a business systems analyst who always interacts with integrity**

Ning supports our work for the Federal Deposit Insurance Corporation with his extensive cost analysis skills that help the FDIC make informed [IT modernization](#) decisions. Ning is known to instantly deliver beyond his client's expectations, is always willing to do whatever is necessary for the team to be successful, and does both while always displaying the highest level of integrity.

*"Ning does whatever is necessary for his team to be successful. In addition to his client work and valued role as a cost analysis expert, he also reviews resumes, conducts interviews, and serves as an ICF Buddy to new contract staff. He makes the time, dives in, and gives it his all."*



**Meet Dione Laratta: a project management office director who is a true team player**

Dione's knowledge, expertise, and dedication to our work in [Puerto Rico](#) has been critical to our team's long-term success. As an advisor, she makes it easier for project managers to anticipate challenges and do the right thing when it comes to making hard decisions. Her colleagues see her passion through her extensive knowledge of the programs we support, the time she invests in each person, and her ideas to improve the day-to-day management of our business.

*"Dione has worked hard to establish a streamlined invoicing process, provide clarity to our client, and improve internal processes to expedite payments. You can see her passion through her vision for the improvement of the day-to-day management of our business."*



**Meet Patty McKenna: an operations director who cultivates effective collaboration**

As a leader of a team that supports agencies with their communications and technology needs, Patty's impact is felt across both our [public sector](#) client delivery and operations. Patty has played a critical role in working together for the group's success. She supports the team with everything from strategy and planning to employee relations, budgeting, and project delivery. Her colleagues share that she operates in a way that lifts teams and builds their capacity.

*"Patty questions assumptions, challenges the status quo, and drives all of us to up our game. Her passion is to make us all better. She touches all aspects of our work, and there's no task too big or small for her to handle."*



Meet Natasha Page:  
an aviation practice  
lead who embraces  
different perspectives

Natasha is extremely team-focused. The new processes and templates she set up bring greater efficiency and clarity across our [aviation financial offerings](#) teams. And her drive and determination has diversified recruitment across our operations in Europe, Asia, and the U.S., ensuring we have a culturally rich employee population. Knowing the value of team culture, she ensures every new colleague has a consistent and positive welcome experience.

*“Natasha does an outstanding job in balancing the needs of our clients and consultants to ensure every project is properly resourced. She is universally fair in all aspects of the work she undertakes, bringing an open and transparent manner that results in positive feedback from all stakeholders.”*



Meet Chris Watson: a  
senior energy director  
who strategically  
challenges  
assumptions

Chris’ client-first approach ensures utilities have the information they need to make [strategic electrification investments and decisions](#). He’s a leader who knows the value of taking smart risks when solving a problem to deliver positive impacts for clients. He wears various hats from client program management to capturing new business opportunities—all while bringing an infectious enthusiasm.

*“Chris provides our client with timely expert support and resources to ensure informed investment and decision-making about program commitments, strategy, and prioritization. His unbiased advice puts the client first and solidifies our relationship as a trusted advisor.”*

## Minimizing our footprint on the planet

Climate change continues to profoundly impact people, communities, and ecosystems around the world. More frequent and intense weather events have created an urgent need for greater resiliency among communities and businesses most at risk for the devastating impacts of floods, droughts, and wildfires. And as the planet continues to warm, both governments and business must make critical decisions to decarbonize their operations, increase their resilience to climate-related impacts, and drive energy equity—while addressing requirements for greater transparency and accountability.

As the first professional services firm in the world to reach carbon neutral status in 2006, we take our commitment to planet stewardship seriously. Through setting, achieving, and setting anew our own ambitious science-based targets, we encourage and support other organizations to do the same. As a leading climate consultancy, we help clients achieve emission reduction goals, ensure a fair and equitable transition to a low-carbon economy, and contribute to a healthier planet. There are global goals, pacts, and mandates that everyone is trying to meet—and we are meeting this moment, with our clients, and through our own sustainability efforts.

## Setting ambitious goals and helping others do the same

By setting the bar high with ambitious science-based emission reduction goals, our commitment helps meet our own environmental objectives as well as inspire the work of our 2,000+ climate, energy, and environment experts helping other organizations do the same.

### Our climate and environmental leadership



2023 Climate  
Leadership Award



CDP corporate pioneer  
against climate change, 5<sup>th</sup>  
year in a row scoring A or A-



2022 Environment +  
Energy Leader



ENR Top 40 of Top 200  
Environmental Firms, 5<sup>th</sup>  
year in a row



Climate Change  
Business Journal  
Achievement Award,  
10+ years



EBJ Environmental  
Achievement Award,  
multiple years

environmentanalyst | top 100

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

## Making sustainable commitments

As a leader in climate change consulting, we recognized our environmental responsibility long ago. We are proud that we have been carbon neutral for 17 years, and we are committed to further reducing our greenhouse gas (GHG) emissions. To do so, we set ambitious long-term and science-based GHG reduction targets.

### Long-term target: 60%

In 2018, we set a long-term target: a 60% reduction in absolute scope 1 and 2 emissions by 2025, compared to our 2013 emissions.<sup>1</sup> We are on track to achieve this reduction ahead of schedule; with our 2022 emission inventory, we have surpassed this target and reduced these emissions by 93% relative to 2013.

We will continue to drive our long-term vision through setting another stretch target before 2025.

### Science-based targets

ICF continues to increase our ambition for GHG emission reduction. Building on the earlier commitment that used 2013 as our reference, we committed to another target that requires emission reductions relative to 2018.

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

<sup>1</sup> Target equates to a 5% annual linear reduction and aligns with the Science Based Targets initiative guidance to limit global warming to less than 1.5°C

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

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

## Our approach to carbon neutrality

Since 2006, we have maintained our carbon neutral status, including emissions from business travel and employees' commutes. Our strategy to remain carbon neutral involves these vital activities:

### Realize

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

### Resolve

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

### Reduce

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

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

### Report

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

Our targets are based on the concept of a global carbon budget to limit global warming well below the internationally recognized target of 2°C. In March 2021, the Science Based Targets initiative approved our targets, adding ICF to its list of pioneering companies driving change to a zero-carbon economy. We are forming our next science-based target to be even more ambitious—developed to limit global warming to 1.5°C with a goal date of 2030.

### Public commitment and alignment

We engage with organizations and initiatives, both in our corporate reporting and in support of our clients' climate strategies. We firmly believe transparent sustainability disclosures that align with globally recognized organizations, initiatives, and frameworks are needed to push the global economy toward a shared zero-carbon future. We engage with leading organizations and initiatives, both in our corporate reporting and in support of our clients' climate strategies, including:

- Boston College Center for Corporate Citizenship
- CDP (formerly the Carbon Disclosure Project)
- Global Resilience Partnership
- GHG Protocol
- International Organization for Standardization (ISO) 14001
- Professional Services Sustainability Roundtable
- Science Based Targets initiative
- Sustainability Accounting Standards Board (SASB) Standard for Professional & Commercial Services<sup>4</sup>
- Task Force for Climate-related Financial Disclosures<sup>4</sup>
- United Nations Global Compact<sup>4</sup>
- United Nations Framework Convention on Climate Change
- U.S. Global Change Research Program
- We Mean Business Coalition

### Understanding our impact

Every year, we conduct an inventory of GHG emissions across our global operations, which is then verified by an external auditor. We calculate the emissions of every office, our small fleet of vehicles, all business travel, our employees' commutes, and even purchased goods and services. It's how we gauge our progress and how we set our future goals.

Our strategy to reduce emissions focuses on the primary sources of those emissions. In 2022, the primary sources of emissions included:

- Scope 1 and 2 emissions
  - Facility-related emissions: 7% (after purchasing Green-e certified renewable energy certificates)
- Scope 3 emissions
  - Business travel-related emissions: 31%
  - Emissions generated by our commutes: 29%
  - Emissions embedded in our purchased goods and services: 33%

### Trends in emissions over time

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

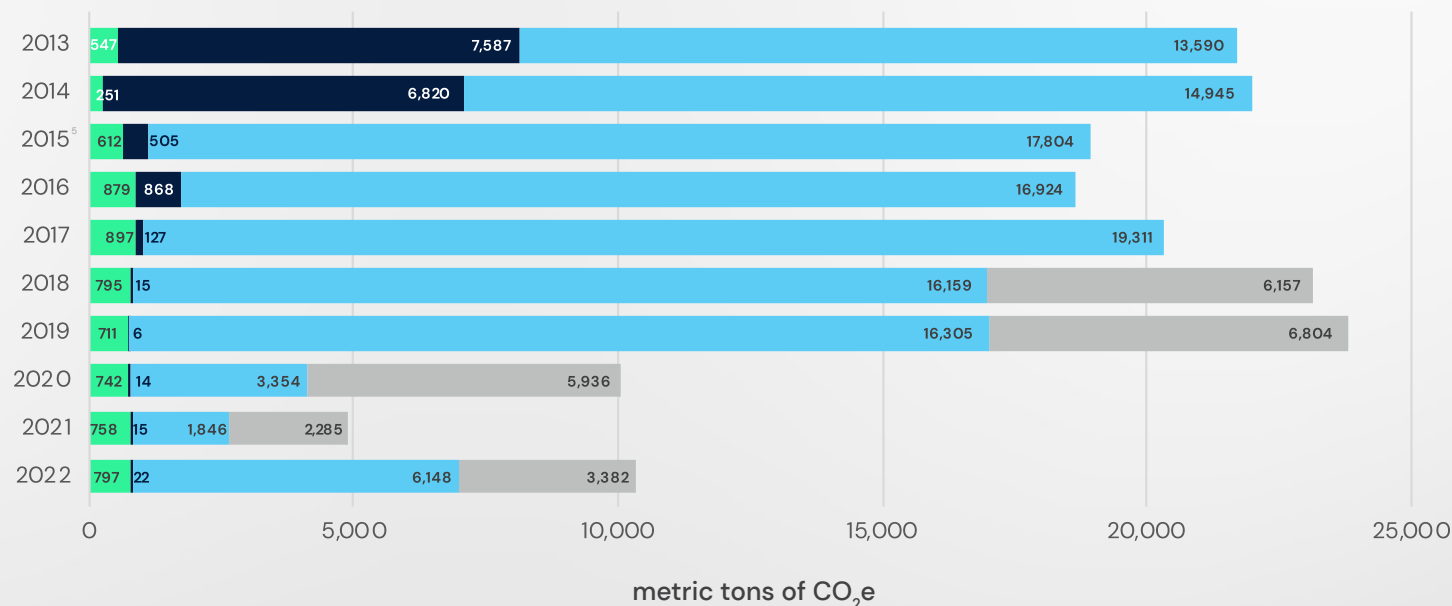
<sup>4</sup> See our disclosures at the end of this report

## Emissions by scope

(metric tons of CO<sub>2</sub>e)

Indicates level of operational control

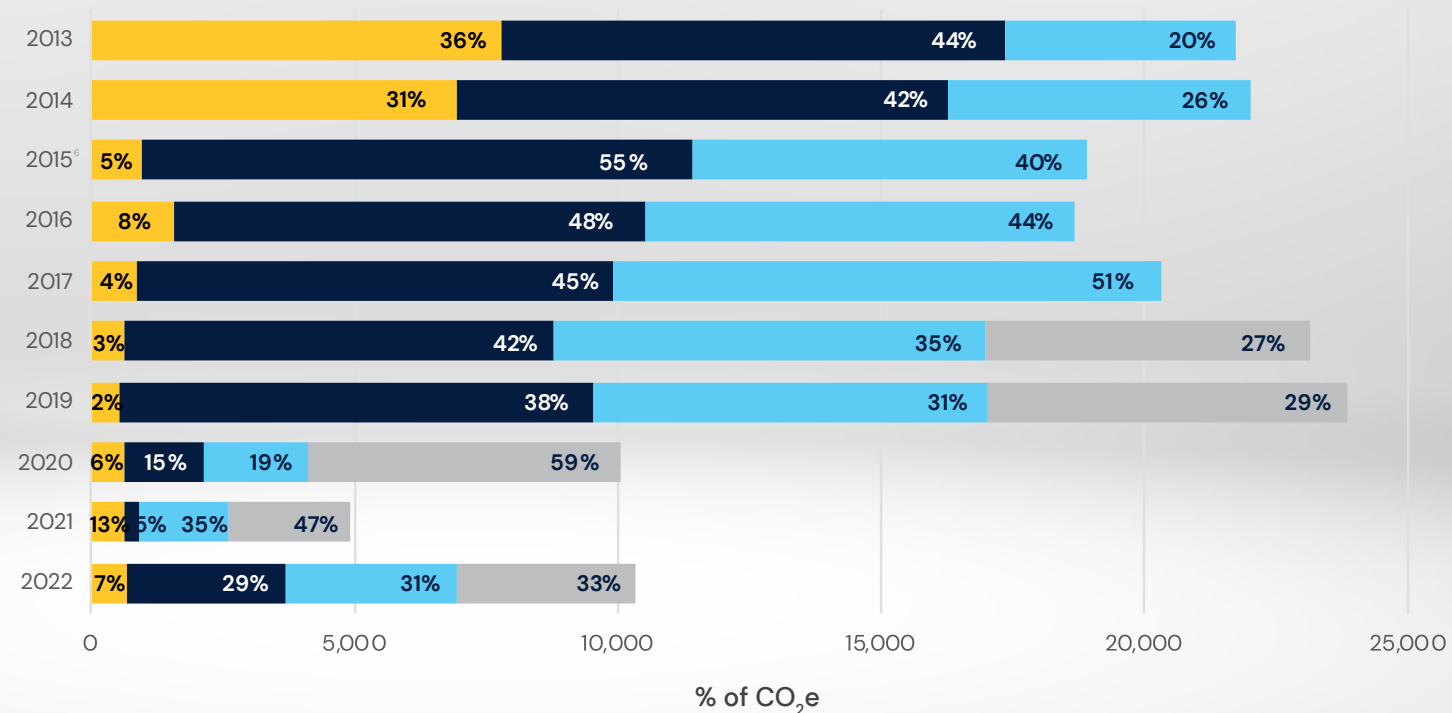
- Scope 1: Direct emissions from facilities and vehicles
- Scope 2: Emissions from purchased electricity and steam
- Scope 3: Emissions from business travel and employee commutes
- Scope 3: Emissions from purchased goods and services (estimation began in 2018)



## Emissions by source

(% of CO<sub>2</sub>e)

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

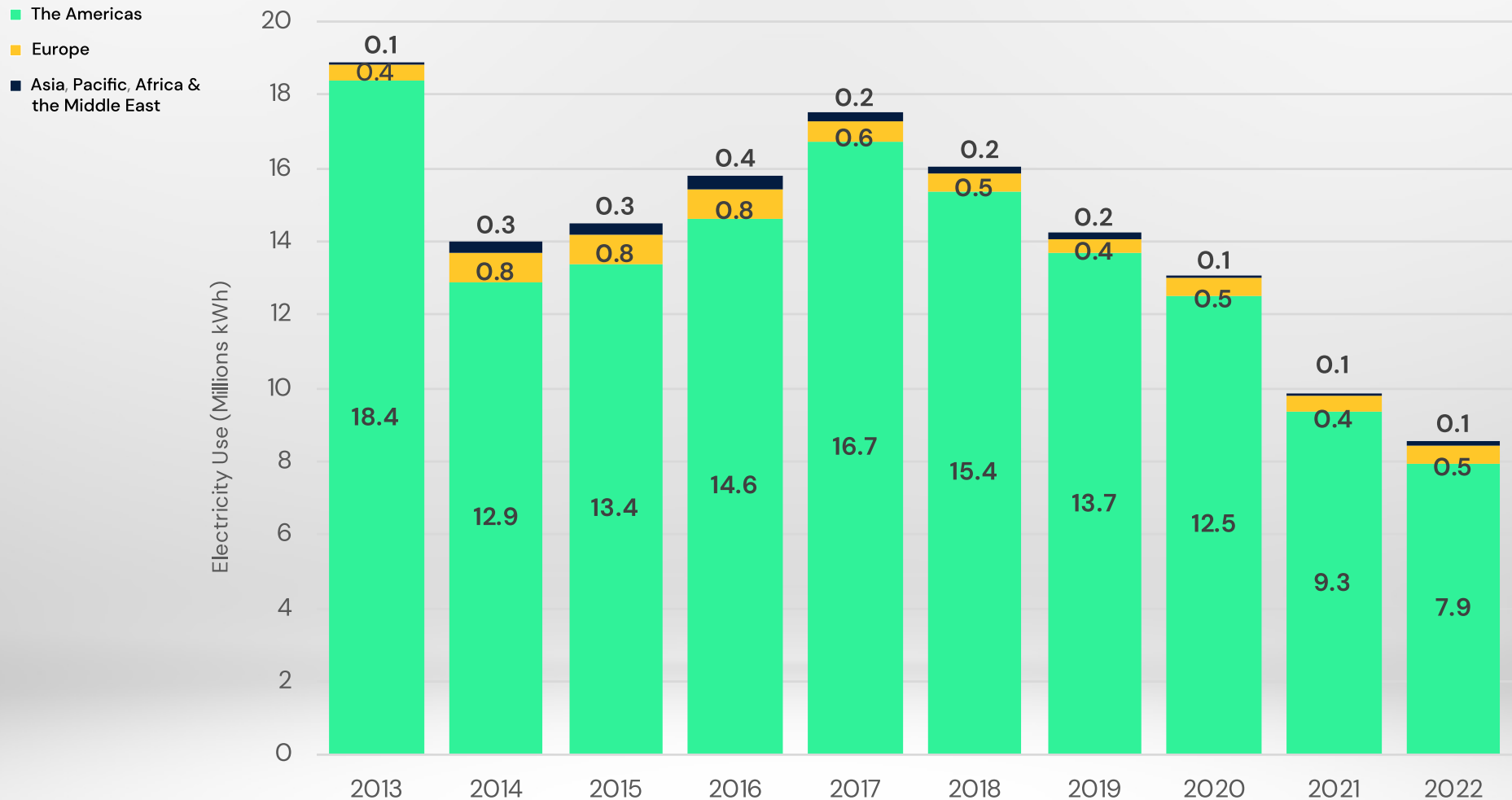


<sup>5</sup> Decrease in 2015 scope 2 emissions is due to the purchase of Green-e certified renewable energy certificates

<sup>6</sup> Decrease in 2015 facilities emissions is due to the purchase of renewable energy certificates

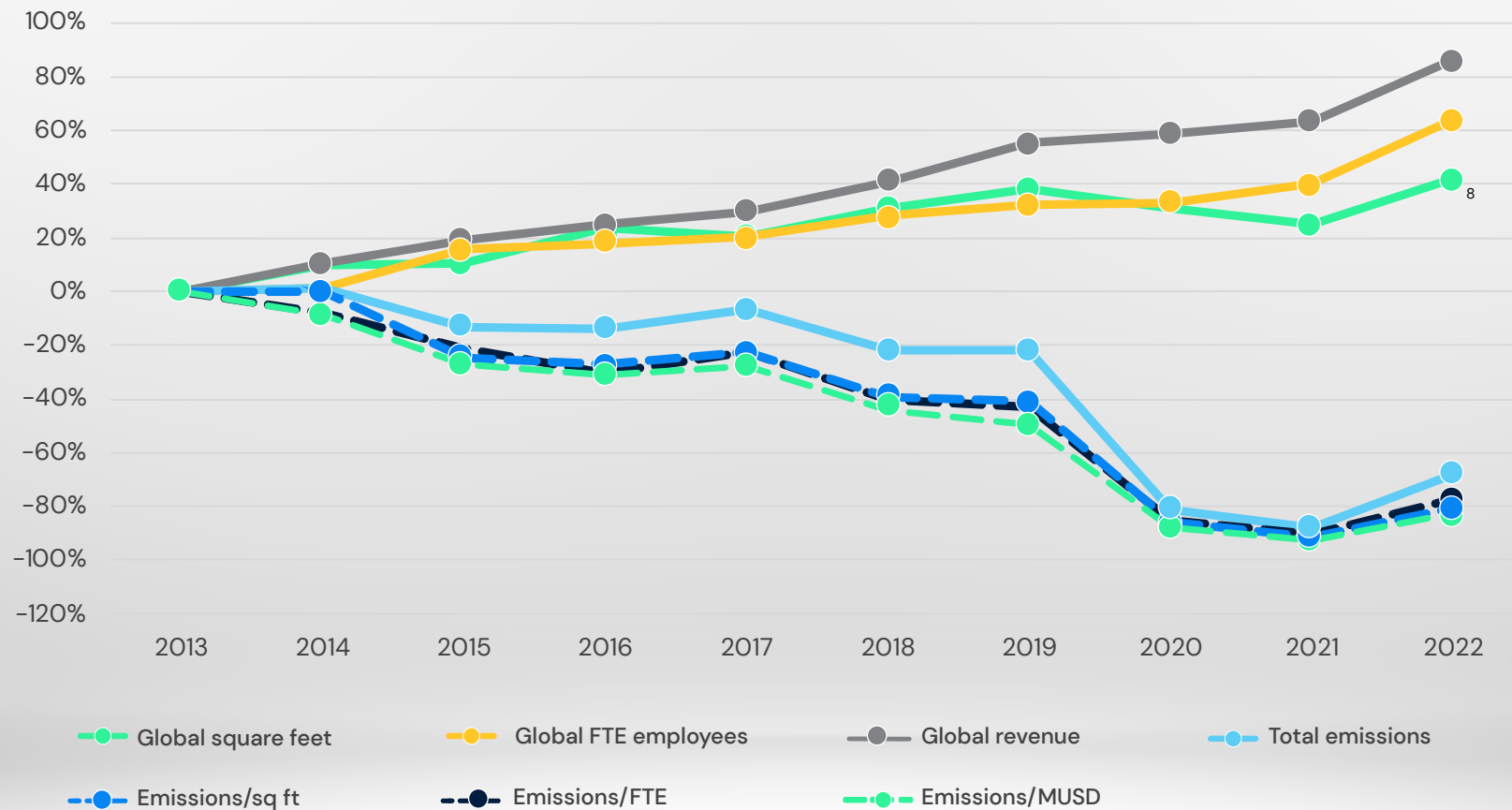
## Electricity used by our global operations

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



## As we grow, so does our commitment to sustainability

Since establishing our baseline emissions in 2013, we have shrunk our carbon footprint by every measure—in absolute terms, as well as emission intensity per employee, revenue, and leased space. This graph depicts scope 1 and 2 emissions (after accounting for RECs), plus calculated scope 3 emissions (business travel and employee commuting).<sup>7</sup>



<sup>7</sup> Does not include emissions from purchased goods and services, which we began estimating in 2018

<sup>8</sup> The uptick in square footage in 2022 is due, in part, to an overlap of maintaining two headquarters facilities while we moved from an older building to a new, more sustainable facility

## Taking action to achieve sustainability goals

Our sustainability strategy begins with mitigation. We make our environmental footprint as small as possible while serving our clients with excellence. Key initiatives to achieve our sustainability goals include:

- Assessing our climate risks and opportunities
- Developing a climate transition plan
- Buying renewable energy
- Reducing our facilities footprint
- Minimizing emissions from business travel and commuting
- Purchasing responsibly
- Prioritizing reduction and reuse over recycling
- Conserving water
- Managing for continuous environmental improvement
- Partnering for sustainability
- Growing a culture of sustainability
- Sponsoring an internal, employee-led “Green Team”
- Rewarding sustainability contributions
- Training the next generation of climate experts
- Reporting on sustainability performance
- Guiding clients on a sustainable path
- Investing in verified carbon offsets

Our commitment to these initiatives helps us meet our environmental objectives, reduce costs, and inspire confidence in our people by upholding our principles.



## Assessing our climate risks and opportunities

In 2015, the financial sector expressed the need for better information to support investment, lending, and underwriting decisions in light of climate change. The Task Force on Climate-related Financial Disclosures (TCFD) was established to improve businesses' reporting of risks faced due to climate change. TCFD's goal is for companies to disclose climate-related information that is consistent, comparable, reliable, and clear. Disclosing in alignment with TCFD's framework helps companies prepare for risks and opportunities of climate change. Now widely adopted by leading companies and investors, ICF also uses TCFD's framework to present our climate-related risks and opportunities.

The matrix on the next page outlines the four pillars of TCFD's framework: governance, strategy, risk management, and metrics and targets. For each pillar, TCFD recommends specific disclosures. Many of the recommended disclosures include data that ICF has assessed and reported for years in our corporate citizenship report and/or our report to CDP (formerly the Carbon Disclosure Project). Our CDP report is our primary channel for TCFD disclosure. On the next page, we briefly summarize our approach to each activity and identify the location in our CDP report where we disclose in detail.

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

### Governance

TCFD recommendations	Summary of ICF's response to TCFD's recommendations	CDP disclosure location
<ul style="list-style-type: none"> <li>Describe the board's oversight of climate-related risks and opportunities.</li> <li>Describe management's role in assessing and managing climate-related risks and opportunities.</li> </ul>	<p>ICF has developed a governance model to ensure effective oversight and good governance. The board, Chief Executive Officer, management, and several committees all play an important role in identifying, assessing, and mitigating climate-related and non-climate-related risks.</p> <p>The board monitors top-ranked risks as part of overseeing the enterprise risk management program. Climate-related risks are embedded in this program.</p> <p>The CEO, as a member of both our board (as chair) and the most senior member of management (as president), serves as a connection point between the board's oversight and management's handling of climate-related risks and opportunities.</p> <p>In collaboration with various committees, the CEO assesses material climate-related risks and reviews and implements options for mitigation.</p> <p>The ESG council, composed of senior executives, confers on climate-related risks and opportunities of the highest impact, and provides the CEO with recommendations regarding climate-related risks.</p> <p>The Governance section of this report details the roles and responsibilities governing our climate strategy.</p>	C1.1a, C1.1b, C1.2

### Strategy

TCFD recommendations	Summary of ICF's response to TCFD's recommendations	CDP disclosure location
<ul style="list-style-type: none"> <li>Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.</li> </ul>	<p>Scenario analysis is useful for assessing the business implications of climate change. Scenario analysis enables a company to understand how it might perform under different hypothetical climate futures.</p>	C2.1a, C2.3, C2.3a, C2.4, C2.4a, C3.1,

## Strategy (continued)

TCFD recommendations	Summary of ICF's response to TCFD's recommendations	CDP disclosure location
<ul style="list-style-type: none"> <li>Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.</li> <li>Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</li> </ul>	<p>ICF selected three climate scenarios to assess the potential impact of climate-related risks and opportunities on our business and operations. For all three scenarios, ICF climate experts conducted a transition risk assessment and physical risk assessment. For the former, ICF used a time frame that extends until 2035, and for the latter, ICF used a time frame that extends until 2030.</p> <p>The <b>first scenario</b> was a low emission scenario where global warming is limited to 1.5°C above pre-industrial levels due to major decarbonization interventions (often called a "RCP 1.9 Scenario"). Under this scenario, ICF only evaluated transition risks, since ICF does not identify any near- or medium-term physical risks under such low-warming conditions. For the transition risk, ICF modeled using the emission pathway assumptions as shown in IEA NZE 2050.</p> <p>The <b>second scenario</b> was a moderate scenario that assumes emissions increase until 2040 and then rapidly decline, resulting in an increase of global temperatures of 2.4°C (often referenced as "RCP 4.5 Scenario"). Again, as with the low emissions scenario, ICF only evaluated the transition risk resulting from this moderate warming scenario, using pathway assumptions as shown in IEA STEPS .</p> <p>The <b>third scenario</b> ICF evaluated assumes an increase of global temperatures of more than 4.1°C above pre-industrial levels due to a lack of decarbonization interventions (referred to as the "RCP 8.5 Scenario"). Under this scenario, for the transition risk, ICF created our own assumptions surrounding decarbonization, which assumed very limited climate policy measures, slow pace of innovation of non-fossil fuel technologies, and no low-emissions transportation.</p> <p>For the transition risk, the main conclusion of the scenario analyses is that ICF, as a professional services firm, is not directly exposed to significant legal, policy, or reputational risks related to climate change in the short-, medium-, and long-term. While changing regulation has the potential to impact our regulated clients and related services, our total service offerings include a diverse set of services that bolster us.</p> <p>For the physical risk of this high emissions scenario, ICF evaluated risks through 2030 under a high scenario of future climate change, represented by RCP 8.5. The assessment consisted of a qualitative rating of the exposure, sensitivity, and adaptive capacity of nine elements of ICF's infrastructure and operations to nine extreme weather events. The assessment identified no significant near- or medium-term risks.</p>	C3.2, C3.2a, C3.2b, C3.3, C3.4

## Risk management

TCFD recommendations	Summary of ICF's response to TCFD's recommendations	CDP disclosure location
<ul style="list-style-type: none"> <li>Describe the organization's processes for identifying and assessing climate-related risks.</li> <li>Describe the organization's processes for managing climate-related risks.</li> <li>Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.</li> </ul>	<p>Risk management is an integrated business process vital to the overall success of our business. To identify, assess, and mitigate risks, ICF has incorporated a multi-disciplinary companywide risk management process. Climate-related risks are embedded in this process.</p> <p>At the highest level, our board oversees risk management through our ERM process. This involves the annual assessment of key risks (including climate-related risks) to our business. Additionally, the board receives quarterly reports, briefings on top-ranked risks from committees and management, and updates on climate-related issues.</p> <p>Our CEO, both a member of the board and management, assesses major risks and ensures appropriate attention and allocation of resources to address climate-related risks.</p> <p>The ESG council, composed of senior executives, reports to the CEO, also addresses climate related risks, as well as other climate-related issues associated with our business.</p>	C2.1, C2.2, C2.2a

## Metrics and targets

TCFD recommendations	Summary of ICF's response to TCFD's recommendations	CDP disclosure location
<ul style="list-style-type: none"> <li>Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.</li> <li>Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 GHG emissions, and the related risks.</li> <li>Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.</li> </ul>	<p>We use metrics, targets, and business indicators to monitor progress against strategy. As noted earlier in this report, we have a good understanding of our carbon footprint. You will find details about our GHG emissions and targets beginning in the section, Making sustainable commitments. We have been measuring, trending, and setting targets to reduce emissions for many years. We use this and other data to help assess climate-related risks and opportunities as we prepare for a carbon constrained future.</p>	C4.1, C4.1a, C4.1b, C4.2, C4.2a, C4.2b, C6.1, C6.3, C6.5, C6.5a, C9.1

## Developing a climate transition plan

By design, our business model supports a future that works for people and the planet. We support this positive future through our services *and* operations.

As noted earlier in this report, 88% of our 2022 revenue was generated by services that advance positive environmental and social outcomes. Our climate transition plan outlines how we will manage emissions from our operations to meet our SBTi-approved GHG emissions reduction targets.

We are in the process of establishing a new emissions reduction target that is consistent with limiting future climate change to no more than 1.5°C warming above preindustrial levels. This time-bound target and the accompanying implementation plan will be included in our climate transition plan, which has significant overlap with our TCFD disclosure. Until we publish our climate transition plan and our TCFD disclosure as stand-alone documents, our CDP report serves as the primary channel for disclosure. You'll find details of our climate transition plan in our response to CDP question C3.1.

## Buying renewable energy

As a tenant in all our office locations, we do not control the selection of energy providers. Therefore, to ensure we put renewable energy into the grid equivalent to what we use, we purchase Green-e certified renewable energy certificates (RECs in the United States and comparable certificates in other markets).

Each REC represents the environmental benefits associated with one megawatt-hour of electricity generated from renewable resources. Guided by our renewable energy

experts, ICF purchased Green-e certified RECs equivalent to 100% of the 2022 electricity used at our offices worldwide.

Purchasing RECs increases the demand for green energy and creates an incentive to expand the supply of low-carbon generation facilities.<sup>9</sup>

## Reducing our facilities footprint

During 2022, most of our employees continued to work remotely. Yet our work continued smoothly as we collaborated remotely, maintained productivity, and continued growing the business.

We are granting employees greater flexibility to work remotely, which will help decrease our future facility footprint. In fact, since January 2022 we reduced the square footage of our leased space by 25% by closing and consolidating offices to optimize our use of space.

## Leasing green facilities

When selecting office space, we prioritize leases in sustainable buildings that use energy and water more efficiently, are located near mass transit, and offer other health and lifestyle benefits.

These criteria guided our choice for [our new global headquarters](#) in Reston, Virginia, USA. We moved into the new headquarters in the fall of 2022. The beautiful office is in a LEED Silver Building with LEED Gold Interior and Designed to Earn the ENERGY STAR certifications.



ICF's global headquarters in Reston, Virginia, USA received LEED Gold certification for implementing strategies and solutions such as sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. LEED (Leadership in Energy and Environmental Design) is the most widely used green building rating system in the world. Through design, construction and operations practices that improve environmental and human health, LEED-certified buildings are helping to make the world more sustainable.

<sup>9</sup>GHG Protocol Scope 2 Guidance, section 8.2.4, pg. 71

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

City	ENERGY STAR score	LEED certification	EV charging stations	ISO 14001
Reston, VA; headquarters (opened Oct. 2022)	New construction; Designed to Earn ENERGY STAR	Interior: Gold (2023) Building: Silver (2023)	✓	
Fairfax, VA; former headquarters (closed Oct. 2022)	75 (2020)	Interior: Platinum—conference center (2012) Gold—floors 3, 5, 9 (2015)	✓	
Arlington, VA	77 (2022)	O+M existing buildings: Gold (2021)		
Atlanta, GA	90 (2022)		✓	
Birmingham, United Kingdom				Through Aug. 2023
Brussels, Belgium			✓	Through Feb.. 2025
Chicago, IL (W. Adams Street)	93 (2022)	Building: Silver (2019)		
Guaynabo, Puerto Rico	76 (2022)		✓	
Irvine, CA	80 (2020)		✓	
London, United Kingdom				Through June 2023
Los Angeles, CA	93 (2022)	Building: Gold (2022 recertification)	✓	
Minneapolis, MN	86 (2022)	Building: Gold (2019)	✓	
New York, NY	86 (2018)	Building: Silver (2019)		
Richmond, VA	80 (2018)			
Rockville, MD	84 (2022)	Interior: Platinum—floors 5, 6, 7, 8 (2012) Gold—floors 1, 2 (2014)	✓	
Sacramento, CA	77 (2022)	Building: Gold (2015)	✓	
San Diego, CA	92 (2022)	Building: Gold (2021 recertification)		
San Francisco, CA	87 (2022)	Building: Gold (2015)		
Seattle, WA	85 (2013)	Building: Platinum (2014)		
Tempe, AZ	87 (2022)			

### **Influencing landlords' investments**

For our long-term leases, we leverage our relationship with landlords to influence sustainable facility investments. For example, in preparation for moving into our new Reston, Virginia headquarters in 2022, our energy and real estate experts worked closely with the landlord to apply for and earn LEED Gold Interior certification and Designed to Earn the ENERGY STAR certification.

### **Using HVAC systems efficiently**

We work with landlords to ensure we use heating, ventilation, and air conditioning systems as efficiently as possible—and only during working hours. We installed thermostat controls to reduce energy use by an expected 10%–30%. In some locations, we also participate in utility demand response programs, temporarily decreasing our energy consumption during peak usage periods. During the period of extended remote work, the HVAC systems were adjusted accordingly for reduced occupancy.

### **Employing lighting controls**

Now a standard for all our new offices, we use electronic lighting controls to conserve energy in unoccupied spaces. Product specifications indicate an expected energy savings of 10%–50%. During our period of extended remote work, these controls ensured electricity was not wasted.

### **Applying green IT policies**

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

### **Training staff to be energy-vigilant**

Our facilities and security personnel search for unnecessary energy use as they make their daily rounds. In locations where we have dedicated facilities staff, they follow a standard practice of morning and evening inspections.

### **Minimizing emissions from business travel and employee commuting**

Some of the largest emission sources often lie beyond the walls of our buildings. We acknowledge our responsibility for emissions from business travel and employee commutes, and we work to reduce them while still maintaining critical client and colleague interactions.

Our travel policy advises employees to first consider whether a virtual meeting will meet the objectives of any planned in-person meeting. When booking through our travel system, employees see the carbon emissions associated with each flight option—enabling them to select less carbon-intensive travel. We expect some collaborations that previously required in-person meetings will transition to virtual as the norm, which will help reduce future emissions.

### **Collaborating effectively virtually**

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

We upgraded many of our conference rooms to accommodate high-quality virtual presentations. We installed sophisticated cameras with high-definition images and audio; 360-degree view; active speaker tracking; and pan, tilt, zoom, and split-screen views.

Virtual platforms and enhanced collaboration tools not only allow us to telework more effectively but also help us replace business travel with virtual meetings, where feasible.

## Purchasing sustainable aviation fuel

In 2021 and 2022, guided by our internal experts, we purchased sustainable aviation fuel (SAF) certificates from airline partners British Airways and JetBlue. While development of the SAF market and GHG accounting for SAF are in early stages, our aviation and climate experts support the introduction of SAF through airport and infrastructure advisory, aircraft technical and operations expertise, and land use and green finance.

The SAF certificates we purchased represent the reduced carbon emissions of synthetic jet fuel produced from renewable biological resources—such as refined used cooking oil. Such fuel can be replenished rapidly and emits significantly less CO<sub>2</sub>—in some cases reducing lifecycle emissions by as much as 80%.<sup>10</sup>

Purchasing these certificates reduces our carbon footprint and provides essential funding for the development of clean fuels for flight—supporting a future where we can all travel sustainably.

## Understanding our commuting emissions

Our Earth Month initiatives include a survey of employees' commuting practices and preferences. Survey responses inform our GHG inventory and mitigation efforts. Employees responded to our 2023 commuter survey at a rate of 35%, demonstrating their commitment to support our sustainability efforts.

During 2022, most of us worked remotely during the first few months, only going into the office occasionally. To calculate emissions from those

occasional trips we used data from office cardkey entries and extrapolated from our most recent commuter survey.

## Subsidizing mass transit

To reduce the emissions of our employee commuting, each year we provide a subsidy for U.S. employees who use mass transit. In a typical year, more than 1,000 employees used this benefit—an ICF expense of approximately half a million dollars. In 2022, about 250 employees used this benefit—an outlay of about \$100,000.

## Supporting our cycling commuters

We offer a subsidy to employees who regularly bike to work and promote local biking events, such as Bike to Work Day. Our cycling commuters use imaginative tactics to increase participation—holding breakfasts, forming Peloton teams and virtual teams, mapping routes, and offering instruction on bike safety and maintenance. Additionally, many of our leased facilities include bike storage and gyms to support our employees who use bicycles as a primary mode of commuting.

## Purchasing responsibly

We work with suppliers to measure, manage, and minimize our environmental footprint. Our requests for emissions data and expressed preferences for more sustainable products and services promote transparency, accountability, and carbon-reducing action. For example, our furniture suppliers provide us a report of embodied carbon (CO<sub>2</sub> emitted in producing the materials).

Our computers must be registered as EPEAT Gold. Our travel management vendors provide reports tailored for our GHG inventory. Car rental companies know we want fuel-efficient options. Preferred hotel chains need to demonstrate sustainable measures. Office supply vendors must include sustainable products. And the list goes on.

We require all suppliers to certify their compliance with our [Supplier Code of Conduct](#). On top of a commitment to follow laws and act ethically, our suppliers commit to awareness of their environmental impact when supplying products or services to ICF. We encourage our suppliers to measure, set targets, and reduce the impact of their operations on the environment, including setting a carbon reduction goal. We further encourage our suppliers to publicly report their performance.

## Prioritizing reduction and reuse over recycling

We keep a circular economy in mind, optimizing our use of resources. We maintain company-issued computers on a schedule to extend useful life. We stock recycled paper, purchase recycled printer cartridges, and, when possible, purchase products made with recovered materials. Duplex printing is the default setting on network printers. We print fewer copies of our promotional materials, preferring instead to drive traffic to our website. Many of our office kitchens replaced disposables with reusable dishes and utensils.

<sup>10</sup> CORSIA Eligible Fuels – Life Cycle Assessment Methodology

Saved  
**\$337K**  
in resources

Saved energy  
equivalent to  
electricity used  
to power

**295**  
U.S. households  
for one year

Avoided GHG  
emissions  
equivalent to  
removing

**505**  
passenger cars  
from the road  
for one year

### Reusing and recycling IT equipment

During 2022, we reused or recycled more than 10,000 assets, weighing more than 62,000 pounds. We engaged an e-Stewards certified partner to reuse or recycle expiring laptop components and dispose of unusable parts in an environmentally responsible way. The reuse and recycling of our retired computers benefited the environment in several ways.

### Reducing landfill-bound waste

In most of our facilities, we are one tenant among many, which makes it challenging to measure our waste. Nevertheless, we work to reduce waste sent to landfill by reusing, recycling, and composting. In our offices with 30 or more employees, building management maintains recycling programs. Several offices also have composting programs that redirect waste from landfills.

### Conserving water

Our LEED-certified offices are constructed to include high-efficiency water fixtures. We have also installed high-efficiency toilets and upgraded faucet aerators in some of our largest offices. Many of these fixtures use up to 50% less water than conventional setups.

### Managing for continuous environmental improvement

We use an informal environmental management system (EMS) to assess and improve the environmental performance

of our global operations. We assign responsibilities, measure, manage, set goals, and then report on GHG emissions of our offices, business travel, employee commuting, and purchased goods and services. Our EMS is ISO certified in several offices. Our UK offices in London and Birmingham, plus our Brussels office in Belgium, have certified environmental management systems that adhere to the ISO 14001 standard. The UK offices have received annual certification since 2012.

### Partnering for sustainability

We partner with the communities where we work and live to promote sustainable practices. For example, in preparation for moving to our new headquarters in Reston, Virginia, we contributed consulting expertise and company resources to develop the Reston Association's climate assessment. The approved assessment describes actions that could be taken to mitigate and adapt to climate change in the near term. The assessment proposes a robust climate action planning process for sustained growth.

We partner with other organizations to drive the consulting industry toward more sustainable practices. We partnered with NSF International and other professional services firms to develop NSF 391.1, a sustainability standard for professional services. As a member of the Professional Services Sustainability Advisory Board and the Boston College Center for Corporate Citizenship, we collaborate

with peers at leading companies to establish best practices, address challenges, and advance the field of corporate sustainability.

### Fostering a culture of sustainability

Our operations reflect the ethos of our senior leaders, the passion of our employees, and the expectation of many clients and other stakeholders. We communicate our sustainable commitments to build awareness, engage employees, encourage adoption of sustainable practices, and cultivate a culture of sustainability.

We foster norms that promote transparency and accountability. To that end, we welcome employees' feedback and aim to be responsive. For example, employees raised concerns about the lack of fossil-free investment options in their retirement plan. Retirement investments are the largest expenditure of one's life and should reflect one's values. Leadership agreed and added a self-brokered investment alternative for U.S.-based employees, enabling a wide range of investment options.

### Sponsoring a Green Team

Our employee-led, volunteer Green Team helps us identify and adopt sustainable practices and helps motivate us to be engaged citizens. Each year we survey participants to identify new areas of focus and structure our programs to

address those concerns. In 2022, climate change, its impacts, and steps we can take individually to combat it surfaced as the topics of greatest interest.

Eliminating fossil fuel in our homes is a goal for many Green Team members. A colleague who electrified every aspect of their home presented practical tips regarding carbon impact, cost, and complexity. Reducing emissions from our commutes is another priority. In-house experts on sustainable mobility helped us think creatively about modes of transportation, efficiency, cost, and environmental impact.

Another area of focus is the health impacts of climate change. We examined impacts such as poor air quality, increased allergens, extreme weather, drought, vector-borne diseases, water-related illness, and food safety. If not already motivated to fight climate change, the health impacts may provoke action.

And we took action in our communities by volunteering with local sustainability nonprofits. During Earth Month, ICF donated to match our volunteer hours.

### Rewarding sustainability contributions

Our annual Volunteer Awards recognize employees who contribute significantly to our communities. Two awards each year focus on sustainability. Winners receive companywide recognition, a crystal memento, a gift card, and a \$1,000 donation to the charity of their choice. Past winners were recognized for leading colleagues in sustainability initiatives, for promoting renewable energy in their communities, for volunteering at an amphibian

conservation program, for maintaining hiking trails, among other meaningful volunteer efforts.

### Training the next generation of climate experts

In 2022, we launched a climate internship program to train the next generation of climate experts. Diversity, equity and inclusion is a core component of the program. The first cohort of interns had the opportunity to work on some of our leading client work with U.S. federal agencies; gain hands-on experience with ClimateSight, our proprietary climate risk assessment platform that uses big datasets and cutting-edge science to identify key risk scenarios and actionable insights across industries; and research key data, trends, and developments in the electric vehicle industry. The interns were able to put their lessons learned into practice by collaborating on an intern-led project that assessed how climate change-induced storm surges impact the evacuation of transit-dependent communities in Florida. To gain experience, visibility, and recognition for their work, the interns presented their findings to our senior leadership.

### Reporting on sustainability performance

While we publish our Corporate Citizenship report annually, many clients ask us to report our environmental performance more frequently as part of their supply chains. We disclose annually to CDP through its climate change and supply chain questionnaires—the most rigorous and comprehensive of all climate reporting. Our 2022 climate report to CDP earned an A– (on a scale of A through D), demonstrating climate leadership among more than 18,000 organizations. Our

CDP reports for each of the last five years have scored an A or A–, indicating implementation of best practices for climate leadership.

### Investing in verified carbon offsets

We prioritize investments of time and money in sustainable initiatives that reduce emissions. We take inventory of the GHG impact across our value chain, including emissions from business travel, employees' commutes, and our purchased goods and services. After taking measures to reduce our carbon footprint, we purchase verified carbon offsets. We purchase a volume that removes or avoids emissions equivalent to what our operations generated during the previous year.

Our climate experts apply stringent criteria to ensure that the reduction would not have occurred without a carbon market, is verified by a reputable third party, is of a recent vintage (the past three years), and is not associated with social or environmental harms. We purchase offsets equivalent to all scopes 1, 2 and 3 emissions. We choose offsets that, in addition to reducing carbon emissions, offer other community benefits, such as providing local employment and economic investment.

To counterbalance our 2022 emissions, we invested in four carbon offset projects. Two of the projects convert landfill gas to energy in Winchester, Virginia, and Clinton, Illinois. Municipal landfills are the third largest human-generated source of methane emissions in the United States. Methane is a potent GHG with a warming potential nearly 30 times greater than CO<sub>2</sub>. These projects capture methane and convert it to clean energy, displacing the

combustion of fossil fuel. Other project benefits include: reduced migration of methane into the air, soil, or local water table; improved air quality and reduced odor; and support for economic growth in these rural communities by providing jobs. We purchased 7,600 verified carbon units of these offsets, which were 2020–2021 vintages. This volume of offsets counterbalances the emissions that we were not able to further reduce from scope 1 and 2 sources, as well as scope 3 business travel and employees' commutes. To offset our remaining GHG emissions—those we estimate from purchased goods and services—we purchased offsets from two

wind projects in Gujarat, India. These projects address the power demand–supply gap in the state of Gujarat. Without these projects, the equivalent amount of electricity would have been generated from conventional power plants using fossil fuels. Other benefits include local employment, local infrastructure development, increased investment in renewable energy sources, and reduced use of fossil fuels and associated pollutants. We purchased a combined quantity of 6,800 verified carbon units of these offsets, which were 2019–2020 vintages.

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## Guiding clients on a sustainable path

Beyond our internal practices as a company, we help clients plan and implement solutions that improve their environmental practices, enable them to transition to a low-carbon future, benefit stakeholders, and comply with regulations. We provide expertise related to innovative scenario modeling and impact measurement, climate science expertise, engineering capabilities, natural resource management experience, and effective policy. The [ICF Climate Center](#) regularly offers insights and research—powered by the work of more than 2,000 climate, energy, and environment experts—for ensuring a low-emissions future. These insights are regularly featured in prominent media outlets.



## Helping government achieve clean energy and net-zero emissions goals

To meet the U.S. government's goals to achieve a clean electric grid by 2035 and reach net-zero emissions by 2050, long duration energy storage technologies—including hydrogen—must play a critical role. Clean energy from hydrogen can be produced using renewable or nuclear power generation through electrolysis, which results in zero carbon emissions. The U.S. Department of Energy (DOE) finances the world's largest clean hydrogen storage facility. We supported the DOE by analyzing the clean power, hydrogen, and long duration storage markets for this first-of-its-kind project.

**Challenge:** The Advanced Clean Energy Storage (ACES) project in Utah had the potential to become the world's largest clean hydrogen storage facility, but it lacked the financing to bring the project to market. The DOE's Loan Program Office builds a bridge to bankability for innovative, high-impact energy technologies—with commercial viability and ability to deliver long-term economic benefits—that are ready to deploy at scale but not mature enough to be supported by conventional lenders.

**Solution:** We pulled together experts from our transportation, power markets, technical, and policy teams to analyze the long-duration storage market and the dispatchable clean power market in Utah and California. We reviewed ACES' market assumptions against our understanding of the clean power market,

identified and assessed state and federal regulations that may impact the project, and quantified the effect of various downside cases. We also provided price forecasts for different environmental commodities that the project would receive under different scenarios.

We not only had to understand green hydrogen production and the storage of hydrogen in underground salt caverns, but also the nuances of how ACES would interact with Intermountain Power Authority's IPP Renewed hydrogen-capable gas turbine combined cycle power plant. We examined seasonal and daily clean energy market pricing, offtake demand, and the impact of certain stress cases on the financial viability of the project.

**Results:** The U.S. can't get to net zero without a long-duration storage option, and our analysis confirmed that hydrogen is a feasible part of the solution to this difficult challenge. In 2022, DOE closed on a \$504.4 million loan guarantee to finance the ACES clean hydrogen and energy storage facility. It will store hydrogen in salt caverns in Utah and make it available when it's needed the most: to supplement solar and wind power across the Southwest in the summer months.

As the project is using combined cycle power plant technology, this innovative technology coupling demonstrates the ability to convert existing natural gas power plants to hydrogen instead of building new facilities—helping states to meet deep decarbonization goals.



U.S. DEPARTMENT OF  
**ENERGY**

# \$500M

loan guarantee for hydrogen storage project

# 300

gigawatt-hours of electricity storage



LEARN MORE

## Identifying climate risks to humans and natural systems in the U.S.

The U.S. is experiencing the impacts of climate change in every region, from fires in the west to hurricane-related flooding in the east. The National Climate Assessment (NCA) coordinates and integrates federal research on changes in the global environment and their implications for society. We support the U.S. Global Change Research Program with the producing of the 5<sup>th</sup> National Climate Assessment report identifying climate risks to humans and natural systems in the United States, now and in the future.

**Challenge:** Comprising 13 federal agencies, The U.S. Global Change Research Program (USGCRP) produces a comprehensive and authoritative report on climate change and its impacts on the nation every four years. This integrated research program helps the U.S. and the world “understand, assess, predict, and respond to human-induced and natural processes of global change.”

**Solution:** We help the USGCRP manage the coordination between federal agencies, receive input from its Federal Advisory Committee, and coordinate more than 1,000 experts, authors, and reviewers who contribute to the report. Our team of resilience, adaptation, and climate science experts serves as the navigation system, working in the background to help operationalize the work of the USGCRP.

A crucial piece of the NCA process is providing multiple opportunities for public input and feedback on the draft report. We collaborate with federal leads on the benefits and attributes of various choices. Once they’ve set their final priorities, we craft the public engagement process and implement the strategy to achieve their goals.

**Results:** In late November 2022, the draft of the fifth NCA—a consensus-based view of a thousand experts, authors, and reviewers—was released for public comment and peer review.

The draft report represents advances in scientific and technical knowledge. This includes:

- Increased documentation of communities implementing proven climate solutions to reduce the worst harms from climate change
- Greater understanding of how people are experiencing climate change, including those communities experiencing disproportionate impacts or where climate change is exacerbating existing inequities
- Improved understanding of Earth system processes, such as how sensitive the climate is to GHG concentrations or how climate change is making extreme weather events more frequent and more severe



## U.S. Global Change Research Program

# 1K

authors, technical contributors, review editors, and federal leaders

# 1.7K

pages of gold standard climate science



## Making progress toward goals

With our 2022 inventory, we are on track to meet or exceed our targets. In terms of absolute emissions, we reduced net emissions from our facilities (scope 1 and 2 emissions) by 90% compared to our 2013 base year. Because continued progress is our priority, we are tracking our emissions relative to two targets: a long-term target that tracks progress relative to 2013, and a science-based target that measures progress relative to 2018.

Here is our latest progress toward our goals.

Regarding our science-based target, although emissions increased 1% over our 2018 baseline, that's partially due to managing two headquarters facilities while we moved from an older building to a new, highly energy efficient and more sustainable facility.

<sup>11</sup> The Science Based Targets initiative stipulates that organizations setting scope 3 targets must include a minimum of two-thirds of all scope 3 emissions in their target. Prior to 2020, emissions from business travel and employee commuting formed nearly 70% of our total scope 3 emissions. We demonstrate our commitment to a low-carbon future by exceeding the minimum requirements for scope 3 targets and including 10% of emissions from purchased goods and services in our approved science-based carbon reduction target.

## Long-term target

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

Scope 1 and 2: Emissions	Metric tons of CO <sub>2</sub> e	Change
2013 Base year	8,134	Base year
2022	819	-90%

## Science-based target

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

	Scope 1 and 2: Emissions	Purchase renewable electricity	Scope 3: Emissions from business travel, commuting, 10%+ emissions from purchased goods and services <sup>11</sup>				
	Metric tons of CO <sub>2</sub> e	Change	% of global operations sourcing RE	Metric tons of CO <sub>2</sub> e	Employees (benefits eligible)	Emissions (Metric tons of CO <sub>2</sub> e)/employee	Change
<b>2018 Base year</b>	810	Base year	100%	16,775	6,105	2.75	Base year
<b>2022</b>	819	+1%	100%	6,486	7,788	0.83	-70% metric tons of CO <sub>2</sub> e/employee



## Supporting our communities

Our desire to make the world a better place begins with creating more equitable, healthy, and resilient communities. And that's not an easy task in the face of global challenges like poverty, injustice and inequality, and the disproportionate impact of climate change on vulnerable communities.

Our employees are dedicated, local problem-solvers who care deeply about their communities. In partnerships with organizations where they live and work, they're providing financial support, volunteering for worthy causes, and promoting sustainable and inclusive practices.

## How we gave in 2022

### We empowered employee choice. Doubled the impact. And achieved record results.

ICF's approach to charitable giving starts with personal passions. Our employees choose to generously support a wide variety of causes that hold personal meaning. Through GivingPlace, our donation platform, employees can donate to any 501(c)(3) charity in the United States, and to charities with equivalent status in other countries. In 2022, employees donated \$670,000 to more than 1,400 organizations through our giving program—a record amount and 55% higher than the previous year.

We then doubled the impact of each personal donation through our 1-to-1 match initiative of up to \$5,000 per employee each year.

Combining employee donations, matching funds, and other ICF company donations, together, we donated \$1.46 million to charities in 2022. But our employees not only gave financially, they also donated their time. Their number of reported volunteer hours increased 100% and their participation in events—hosted by ICF or local community organizations—grew 29%.

**\$670K**  
employee donations

**\$790K**  
ICF matching funds and other cash donations

**\$1.46M**  
Total cash donations

While our philanthropy efforts touch upon many of the United Nation's Sustainable Development Goals, the majority of our 2022 charitable activities supported these five goals.



The philanthropic support of our employees is addressing global disasters, helping nonprofits that strengthen communities and families, supporting research for life-threatening conditions, and much more. These are the causes that received our greatest support.

International relief

Health  
Food, agriculture, and nutrition  
Animal welfare

Education  
Youth development  
Arts and culture

Civil rights  
Human services

Environmental quality  
Disaster relief

These are the organizations that received our greatest support.



## Giving back globally

Around the world, the compassion of our employee volunteers shone through their many efforts to give back to communities. From making Thanksgiving memorable for hurricane-impacted families to raising funds in support of cancer patients to financially supporting a rural school for girls, there was no limit to the causes, organizations and communities they supported in 2022.

### Bringing joy to 150 families impacted by Hurricane Fiona

**Meet our purpose-driven team:** Our more than 150 recovery experts have been working on the island of Puerto Rico since 2018, putting our personal and professional passions into helping communities become more resilient and better prepared for natural disasters.

**How we extend our impact:** For the last ten years, ICF employee Ingrid Ramallo Diaz has partnered with community leaders to provide Thanksgiving food baskets to local families in need. In 2022, ICF joined the effort through the “Bountiful Basket Drive” in a giving campaign to provide families affected by Hurricane Fiona with a full Thanksgiving meal. We invited our employees and partners to help us meet our goal of supporting 10 families.

**What happened next was truly inspiring.** Together, we raised more than **\$7,500!** That provided enough meals for more than **150 families** with **\$1,000** remaining, which we donated to the nonprofit **Giving Life** to support their orphanages.

A team of 26 people prepared the 150 baskets, then five crews delivered them to nine municipalities located in the eastern and southwestern part of the island.



### Small office with a big heart

**Meet our purpose-driven team:** Our Durham, North Carolina team—of about 50 people, including multiple ICF Volunteer Award winners—is very active in their community. Last year, they formed an official committee and organized their support of local and national organizations focusing on a variety of causes: health, equity, food insecurities, supporting young people, animals, and the environment.

**How we extended our impact:** We raised more than **\$4,300** for the **Pancreatic Cancer Action Network PanCAN Purple Stride**. We walked in April to raise awareness, support programs for patients and families, and fund translational research to provide better treatments and methods for early detection of pancreatic cancer.

We volunteered with other community members at the **LGBTQ Center of Durham**, unpacking and organizing t-shirts, hung photos from past Pride events, cleaned offices, moved furniture, sorted clothing, organized store rooms, and helped the center settle into their new facility so it can focus on planning for Durham’s Annual Pride Parade and Festival in September. We also supported the **Chatham Organizing for Racial Equity**.

We supported a homecoming event in October for past and present residents of the **Masonic Home for Children at Oxford**. We also raised funds for this first and oldest operating residential home for children aged birth to 21 in North Carolina. In addition, we raised funds for the **Dave Thomas Foundation for Adoption** to help find forever families for children waiting to be adopted from foster care.

We sorted 2,500 pounds of juice boxes—for 2,100 meals—for the **Food Bank of Central & Eastern North Carolina** in November.

We also donated **\$460** worth of items—17 coats, 13 pairs of gloves, 12 hats and 23 \$20 gift cards—to the **Big Brothers Big Sisters of Triangle Area** and blood in response to the urgent request from the **American Red Cross**.

We helped clean up **Good Hope Farm**, moving leaf mulch and wood mulch to garlic beds and weeding a blueberry patch.

We encouraged story-sharing and donations to raise funds for animal shelters and rescues as part of the **Betty White Challenge**.

### A partnership of hope, compassion, and empowerment

**Meet our purpose-driven team:** Our staff in Bangalore and New Delhi, [India](#) help organizations navigate energy and climate change issues, build sustainable livable cities, and meet the area's growing needs.



Purple Stride



Paradada Pardadi Educational Society

**How we extended our impact:** In rural India, we are empowering girls through our [support to the Pardada Pardadi Educational Society \(PPES\)](#).

This organization provides free education, job opportunities, healthcare, and more for girls and women in Western Uttar Pradesh—where 51% of girls enrolled in school drop out before completing 8<sup>th</sup> grade. The 120 villages that surround PPES are primarily dependent on subsistence farming. Many of the people are daily wage laborers, migrant laborers, or elderly and single women, and 80% of the population lives below the poverty line.

Since 2019, ICF's contributions have gone towards student sponsorships (uniforms, meals, books, tablets), cervical cancer vaccinations, reverse osmosis water coolers (to ensure the availability of clean water), sports equipment, and the construction of an indoor play area. In 2022, we provided **\$22,000** in financial support. Our total support of \$93,000 (USD) has improved the lives of more than 300 girls and their families.

ICF employee, Vivek Malhotra, visited the school to meet with students and see the impact from our contributions. He toured the school grounds, shared a meal with the kids, watched a volleyball and basketball match, and delivered treats. He interacted with several girls to understand their experiences and noted how much the values of PPES align with the [values of ICF](#).



## Responding to disasters and violence

When people faced some of the most challenging moments of their lives, we acted quickly to raise funds that would provide meaningful support through organizations that could assist with their recovery.

### Aiding recovery efforts for Hurricane Fiona

When Hurricane Fiona slammed into Puerto Rico—causing widespread blackouts and catastrophic flooding, leaving families in urgent need of support—we raised **\$10,550** for **Americares** and the **International Medical Corps**. Americares delivered urgently needed medicines and relief supplies and provided emergency funding to help repair damaged health centers in the hardest-hit communities. International Medical Corps deployed the staff, supplies, and equipment required to support locally led response efforts.

### Helping people affected by Hurricane Ian

In response to Tropical Storm Ian, which caused approximately 2.5 million Floridians to evacuate, we raised nearly **\$6,000** for **Team Rubicon** and **Direct Relief**. Team Rubicon's route clearance teams assisted with clearing trees and other debris from roadways. Direct Relief worked with partners in Florida to respond to requests for medical aid and hurricane modules containing essential medicines.

### Supporting Coloradans displaced by wildfires

When wildfires destroyed nearly 1,000 homes and displaced tens of thousands of residents in suburban Boulder County, Colorado, we raised

**\$2,440** for **Sister Carmen Community Center**, an organization who worked directly with displaced residents to provide food and gift cards for shelter, clothing, medicine, gas and other necessities.

### Helping people in conflict zones

Around the globe, millions of people were displaced or harmed by armed conflict. We raised nearly **\$2,500** for the **International Committee of the Red Cross**, a neutral and impartial humanitarian organization providing long-term support, such as health care, education, access to clean water, economic security, humanitarian diplomacy, and more.

### Supporting victims and families in Uvalde, TX

When a gunman killed 19 children and two teachers, and wounded 17 others at Robb Elementary School, we responded to this senseless tragedy by supporting the **League of United Latin American Citizens**, which directed all gifts to the families of victims and survivors.

### Standing with the LGBTQIA+ community

We supported the needs of victims, families, and community affected by the Club Q shooting through the **Colorado Healing Fund**, collecting donations for the families of the deceased, the survivors, and the greater impacted community. The fund partnered with state and local victim assistance organizations to determine how best to support the victims, distributing donations through their community partners, including the Colorado Organization of Victim Assistance.

## Uniting for a common good

For the second year in a row, our volunteer network, GiveForward, partnered with our [Employee Community Networks](#) to hold company-wide campaigns. Employees chose the themes and organizations for each campaign, then ICF vetted each recipient organization and doubled the impact by **matching all donations 1:1**.

### February: supporting health and racial equity during Black History Month

In alignment with the Black History Month theme of “**Black Health and Wellness**,” we supported organizations that protect access to healthcare and provide support and resources to Black communities, raising **\$1,265** for four nonprofits.

- Heart disease is prevalent among Black people. **The American Heart Association** is committed to breaking down barriers to health equity that result from structural racism.
- **MOCHA MOMS** Inc. provides support for women of color as they journey through all phases of motherhood while advocating for them nationally.
- Sickle Cell disease disproportionately affects Black Americans. **The American Sickle Cell Anemia Association** advocates for people affected by sickle cell conditions and empower community-based organizations to maximize quality of life and raise public consciousness while advancing the search for a universal cure.
- **The Sentencing Project** provides defense lawyers with sentencing advocacy training to reduce the reliance on incarceration.

### April: working to create connection, understanding, and acceptance for people with autism

For the second year in a row, we supported the **Autism Self-Advocacy Network (ASAN)**, an organization run by and for autistic people that seeks to advance the principles of the disability rights movement with regard to autism. We raised **\$700**, doubling our impact from the prior year. ASAN believes that the goal of autism advocacy should be a world in which autistic people enjoy equal access, rights, and opportunities.

Our GiveForward volunteer network and our Diverse Abilities Employee Community Network partnered to promote autism acceptance by providing videos, infographics, and resources for making the workplace more supportive of autistic people, as well as raising awareness of the challenges they can face and the unique strengths they can bring. One of our employees created a special autism acceptance logo for this initiative.

### June: helping Ukraine refugees in the LGBTQI+ community

For this year’s Pride Month, we chose to support one organization to make a bigger impact: **Insight**, a human rights public organization working in 11 regions of Ukraine to support the needs of the LGBTQI+ community. They coordinated evacuations for LGBTQI+ people and women to safer locations; opened shelters in Lviv and Chernivtsi; scheduled medicine deliveries, including hormone deliveries for trans people; connected people with host organizations in EU and other countries; and launched a help-bot for legal and psychological support for LGBTQI+ communities and women.



#AUTISM ACCEPTANCE



## September: focusing on career advancement for Hispanic and Latino professionals

Nearly 20% of the U.S. population identify as Hispanic or Latino. The history and heritage of Americans with ancestors from Spain, Mexico, the Caribbean, and Central and South America are key to the America of today and tomorrow. Our celebration of National Hispanic Heritage Month focused on career advancement, and our Hispanic/Latinx Employee Community Network raised funds for the **Hispanic Alliance for Career Enhancement**, an organization dedicated to the employment, development, and advancement of current and aspiring Latino professionals.



## November: appreciating America's veterans

We paid our respects to American veterans and all the men and women who serve in the military, remembering the sacrifices made to protect us and the heroism of their service. On Veterans Day, we provided support to ensure veterans have the housing, care, and resources they need to return to their lives and re-integrate into society through **Team Rubicon** and the **Fisher House Foundation**.



## Raising more than \$144,000 for charity while celebrating 30 years of giving

What started as a small holiday gathering in our Washington, D.C. office has grown to a company-wide engagement. Our **2022 Annual Charity Auction**—a 100% volunteer-led event—was particularly special as we celebrated the 30th anniversary of the auction with a pearl theme (the traditional 30<sup>th</sup> wedding anniversary gift). After several years of virtual auctions, employees were once again able to gather in person—this time at our new global headquarters in Reston, Virginia.

Our volunteers created an online auction site, stocked the catalog with donations from employees and local businesses, and produced a live event. Employees generously bid on a wide range of items, such as handmade

crafts and baked goods, restaurant gift cards, resort stays, first-class airline tickets, and a South African safari.

And the best part? Auction item winners donated the purchase price to the charity of their choice (through GivingPlace, our donation platform) and ICF **matched each gift 1-to-1, without limits**. Employees chose a diverse set of causes, supporting 50+ different organizations focused on poverty, hunger, health, youth, education, environment, and animal welfare. Everyone went home a winner because even those who weren't successful bidders could donate directly to the Capital Area Food Bank, a local charity that supports thousands of families experiencing food insecurity.



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

ICF donated **\$10,000** to the Children's Inn at NIH, providing 35 children and families the chance to stay at The Inn free of charge, enabling families to spend quality time together, and providing children with enriching and fun activities after long days of tests and treatments at the NIH Clinical Center. ICF's support made the following virtual and/or socially distanced activities possible:

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

## Donating dollars and time

Our volunteers are amazing! Driven by their own interests and passions, our employees proudly logged nearly 7,000 hours of their personal volunteer time in 2022. Their support of a wide spectrum of causes allowed them to touch many lives, bringing hope and positive change.

## Walking for the American Heart Association

Our [Early Education Services](#) team raised **\$3,000** for the American Heart Association, participating in the 2022 Greater Washington Region Heart Walk.

## Holiday shopping for Phoenix Alternative Education Program

Members of our human resources team supported the Angel Tree initiative for the Phoenix Alternative Education Program in Culpeper, Virginia. Employees donated more than **\$2,300** to make the holiday wishes of nine teens and one single mom come true by ensuring they had gifts to open and felt the love of others. In addition to presents, the team bought groceries for the family to use over the holiday break. And each teen received a gift card to restaurants close to school for an afternoon treat.

## Barn-raising for the Community Ecology Institute

We raised nearly **\$1,800** to support the Community Engagement Center Renovation for the Community Ecology Institute (CEI), founded by an ICF alum who supported our [ENERGY STAR](#) and utility programs for more than 13 years. CEI purchased Freetown Farm, the last working farm in Columbia, Maryland to create an experiential environmental education center. With our donation, they were able to meet their fundraising goal and transform the 4,000 square foot timber-framed barn into an accessible and sustainable community engagement center.

## Riding for the Rails-to-Trails Conservancy

A group of 11 employees located across the U.S. came together to complete the Great American Ride, a 3,700-mile virtual team bike ride that takes place over two months. This annual event supports Rails-to-Trails Conservancy's efforts to create a nationwide network of trails from former rail lines and to connect corridors to build healthier places for people. Our team raised nearly **\$900**.



Phoenix Alternative Education Program Angel Tree



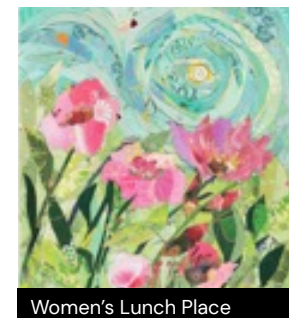
Community Ecology Institute Engagement Center

## Walking for the Sierra Club

Since the 1970s, Sierra Club has sponsored an annual One Day Hike: 50 kilometer from White's Ferry, Maryland to Harper's Ferry, West Virginia. In 2022, Ani Hyslop attempted the arduous adventure for the first time. She trekked along the C&O canal with 350 others on an amazing spring day with perfect walking weather. On her own, she also turned her journey into a fundraiser, generating **\$460** for the Capital Area Food Bank, Grassroots Crisis Intervention Center, and Therapeutica and Recreational Riding Center.



Ani Hyslop



Women's Lunch Place

## Creatively fundraising for Women's Lunch Place

Nancy Dos Santos supported the Women's Lunch Place (WLP) through their Mother's Day card campaign. WLP is a daytime shelter and advocacy center for women experiencing homelessness and poverty in Boston. This fundraiser is a unique and meaningful way to celebrate moms. Each card is \$25 and supports a week of healthy lunches for a WLP guest. 2022's artwork was created by Lillian, a longtime guest of WLP who found housing through the efforts of a WLP Advocate. All proceeds from card sales are donated directly to WLP. ICF matched all donations, totaling **\$350**.

## Collecting supplies for local Boys & Girls Clubs

We held back-to-school collection drives for local Boys & Girls Clubs in Columbia, Maryland; Falls Church, Virginia; and Broward County, Florida. Our volunteer leads worked with club directors to create Amazon Wish Lists tailored to each club's needs for items such as pencils, notebooks, backpacks, and more. In addition, our volunteer leads submitted the school supply receipts through GivingPlace, our donation platform, and one employee received a **\$220** match from ICF to benefit the Boys & Girls Clubs!



Boys &amp; Girls Club

## Exchanging holiday gifts for meaningful charities

Our Transportation Electrification team held a charity donation gift exchange where each team member surprised another with a charity they felt would be meaningful to the person they "drew." During the team holiday party, everyone presented certificates explaining why they chose that charity for their colleague. For example, a donation was made to the Children's Art Foundation in honor of Siena DeBenedittis, who was a contributing author to the children's literary magazine as a child! Charities that benefitted in 2022: Brooklyn Botanic Garden, Youth Activism Project, Animal Rescue League of Boston, City Harvest, and Children's Art Foundation (**\$250** total impact). The best part—all donations were matched by ICF to double the impact!



ICF Transportation Electrification Team

## Riding on Bike to Work Day

On May 20, 2022, ICF employees continued the tradition of biking to work (or in the age of increased hybrid and remote working, biking to just about anywhere!). In the metro Washington, D.C. area, Eric Boyle paused at the Vienna, Virginia pit stop while Susan Aarhus was on her way to the Falls Grove pit stop in Rockville, Maryland.



Eric Boyle



Susan Aarhus

## 2022 Volunteer Award Winners

**Our teammates remind us that small actions can lead to great impact**

We're passionate about making an impact—in our work and outside of work. But these employees truly go above and beyond to improve their local communities. And we've recognized them for their service with an award and a donation to the charity of their choice.

### Meet Kimberly Brown: Creative coordinator. Youth advocate. And Rising Star Award winner.

As a young adult experiencing many life events for the first time herself, Kimberly wanted to be a positive influence in a youth's life. She understood that foster youth were struggling during COVID-19 because they were cut off from the few connections they had. As a Court Appointed Special Advocate (CASA) volunteer, Kimberly supports a young woman in the Baltimore County, Maryland foster care system. Kimberly advocates for her wellbeing and ensures that all her needs are being met, but more importantly serves as a role model, confidant, and friend. Two years later, their relationship remains strong and Kimberly continues to advocate for her best interests.

Kimberly directed her \$1,000 donation to the **CASA of Baltimore County in Maryland**.

*"In the height of the pandemic, Kimberly took on a case with an adolescent female and instantly got to work, developing a rapport with her youth and reaching out to service providers and family members to get to know and support her in any way possible."*

— CASA



## Meet Mandy Fuller: Energy services manager. Green Team guru. And Sustainability Platinum Award winner.

Mandy has led ICF's Green Team, a group of employee volunteers who lead grassroots campaigns to help reduce our carbon footprint and expand our internal education and engagement around environmental issues. From educating employees to planning Green Team events, Mandy used her expertise to implement initiatives with sustainability top of mind. After our Green Team members sought more options for sustainable investing, ICF enhanced our 401(k) plan with a self-brokered option that expands our employees' investment options.

Mandy directed her \$1,000 donation to the **Allen Neighborhood Center** and the **Women's Center of Greater Lansing**.

*"Mandy has a warm and collaborative leadership style that draws colleagues to participate. Guided by survey data that identified Green Team members' priorities, Mandy organized lively discussions on an array of topics, such as environmental justice, how to green your home, and sustainable investing."*

— ICF colleague

## Meet Johanna Garfinkel: Climate specialist. Fundraising fanatic. And Local Hero Honorable Mention Award winner.

The pandemic threw lots of challenges at all of us, but Johanna is a quick thinker who came up with new, creative ideas for continuing to give back to the communities where we live and work. For the second year in a row, Johanna co-chaired the 2021 ICF Annual Charity Auction, raising over \$60,000. In spite of the pandemic challenges, we surpassed our expectations and fundraising goal.

Johanna directed her \$500 donation to the **Red Cross** and **Planned Parenthood**.

*"Johanna co-chaired ICF's charity auction for two years in a row. With so many small businesses struggling to stay afloat during the pandemic, several of our previous donors couldn't contribute to the auction catalog. Johanna and her committee got creative, expanded their list of potential donors, and hosted a successful auction."*

— ICF colleague



### Meet Lakshita Matai: Business development coordinator. Meaningful mentor. And Rising Star Award winner.

As the pandemic continued to impact the mental health and wellbeing of so many, Lakshita was concerned for how educational institutes and students were particularly affected. So she stepped in as a volunteer to support three organizations: Healing Dove Foundation, Mentor Together, and Freedom Employability Academy, all of which advocate for children from under-resourced communities and who are experiencing neglect. As a mentor, Lakshita provided guidance, taught English, aided in life skills, and built meaningful relationships along the way.

Lakshita directed her \$1,000 donation to the **Indian Cancer Society Delhi** and **Udaan India Foundation**.

*"Lakshita is a fantastic person and a great mentor. She is encouraging and knowledgeable, and she has a wealth of practical experience. Throughout the mentorship journey, she's been consistent and enthusiastic about assisting her mentee to shape her career."*

— Mentor Together



### Meet Karen David Platt: Project manager. Vivacious volunteer. And Local Hero Award winner.

Helping others is part of Karen's DNA. She brings her positive energy, heart, and smile to continuously volunteer her time to local organizations, including the Chatham County Partnership for Children, Milton Theater's Calliope Project, and the State Employees' Credit Union House at the University of North Carolina at Chapel Hill. Whether in her local community or through ICF's charitable initiatives, Karen is always willing to jump right in to help.

Karen directed her \$1,000 donation to the **Chatham County Partnership for Children** and the **Chatham Outreach Alliance**.

*"Every now and then, we get a volunteer who always says 'yes.' Karen is one of those invaluable people! She is thoughtful and does not commit to more than she can do, but is also so very generous with her time, energy, and expertise!"*

— Chatham Co. Partnership for Children



## Meet Stephen Recker: Software engineer. History buff. And Endurance Award winner.

After the founder of the Douglas G. Bast Museum passed away in 2021, Stephen dedicated 1,000+ personal volunteer hours to preserve and sustain the museum and its 100,000+ rare collections of slavery and Civil War artifacts in Washington County, Maryland. Stephen single-handedly worked to reorganize the library, preserve rare items, and created a strategic fundraising plan to support the future of the museum.

Stephen directed his \$1,000 donation to the **Douglas G. Bast Museum of History and Preservation**.

*"The Museum houses an astonishing collection of artifacts from around the world and Steve has done a remarkable job in leading the curation and preservation of these irreplaceable items. He also has led the development of a plan to ensure the sustainability of the museum. Without his involvement and leadership, the museum would have registered little progress in saving these treasures."*

— Douglas G. Bast Museum



## Meet Nick Yohannes: Data analytics manager. Support connector. And Humanitarian Platinum Award winner.

Helping to ensure communities can get much-needed emergency support after disasters, Nick volunteers with the American Red Cross. During the nationwide rollout of a new disaster response coordination software, Nick dedicated 650+ hours of service as the National Capital and Greater Chesapeake region's technical lead. Not only was the Red Cross rolling out a new system, it was also merging two local regions—each with its own culture and operating system. Nick's technical expertise and calming presence helped make the transition a success.

Nick directed his \$1,000 donation to **American Red Cross of Central Maryland**.

*"Nick has the cool persona to help our volunteers move through rapidly changing and difficult times. He was calm, understanding, listened to concerns, issues, problems, and guided us to the ideal solutions."*

— American Red Cross



A photograph of a panel discussion on a stage. Four people are seated around a small round table. From left to right: a man in a dark suit, a woman in a yellow t-shirt, a woman in a colorful patterned shirt who is speaking and gesturing with her hands, and a man in a blue blazer. In the foreground, the backs of several audience members' heads are visible. Behind the panelists is a large ICF logo where the letters are filled with images of Earth from space.

## Ensuring value through governance

Acute global financial, economic, social, and environmental challenges continue to highlight the critical role of governance in achieving an equitable, inclusive, and sustainable future. At a time when daily headlines reveal a decline in trust of societal institutions, ICF is meeting the moment with clear governance and a plan.

In facing these many challenges, we ensure that the work we deliver is aligned with the ethics and values of the United Nations on human rights, labor standards, environmental practices, and anti-corruption initiatives. How we conduct business is equally as important as the services we provide.

## Corporate governance rooted in universal values

Governance is the language of trust—the foundation for all of ICF's work. We can move quickly and effectively because of our commitment to good governance. Our code and conventions ease the pathway for successful and productive relationships. Good governance mitigates risk, safeguards against mismanagement, and engenders confidence. It also increases access to capital, creating more opportunities for ICF and our employees while building long-term value for our shareholders.

As a signatory to the UN Global Compact, we are committed to universal values related to human rights, labor standards, environmental practices,

and anti-corruption. We respect the UN Guiding Principles on Business and Human Rights, the International Bill of Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. These values form the foundation of our corporate governance and our [Code of Business Ethics and Conduct](#). Our policies, structure, and business processes help us operate ethically and in compliance with the law.

### Environmental, social, and governance best practices we follow

Prioritize management attention based upon ESG materiality assessment: integrity and ethics, employee experience, data security and privacy, and climate leadership.

Report against voluntary frameworks and initiatives: CDP (formerly the Carbon Disclosure Project), Sustainable Accounting Standards Board, Sustainable Development Goals, Task Force on Climate-Related Financial Disclosures, Science-based Targets Initiative.

ESG principles guide internal operations and influence business strategy.

Designate senior leaders and board committees with responsibility for ESG topics.

Publish annual corporate citizenship report focused on ESG performance.

Summarize ESG performance in annual proxy filing.

Communicate with stakeholders frequently regarding ESG topics.

Link executive compensation to advancement of our sustainability and DE&I performance.

## Environmental, social, and governance oversight

While governance involves the actions and behaviors of all employees, it is a particular responsibility of our leaders as they guide ICF in accordance with [our values](#). These are some of our governing bodies with oversight of our ESG performance.

**Board of directors**—The board oversees the management of ICF, helping to set strategies and priorities that are in the best interest of stockholders. It considers ESG matters, including as part of our enterprise risk management (ERM) process and long-term strategic planning. It receives briefings on ESG matters from its committees and management, including updates on risks and opportunities related to the climate and cybersecurity.

**Governance and nominating committee**—The committee broadly oversees ESG matters under its charter, which may include evaluating how ESG issues are reflected in, and contribute to, our long-term strategy to create value for our stakeholders. It evaluates and addresses operational and investment priorities, as well as material risks and opportunities associated with ESG. It encourages the integration of significant ESG elements into our strategy and goals. It communicates as appropriate with

## Environmental, social, and governance best practices we follow

As of the end of 2022, the membership of our board of directors was 88% independent, 50% women and/or minority (including a lead independent director), and 38% women.

The Human Capital Committee, in conjunction with an independent compensation consultant, routinely reviews our pay-for-performance executive compensation program.

Our board has three independent standing committees, each operating under a written charter, chaired by an independent director, and composed entirely of independent directors.

Our board has adopted comprehensive corporate governance guidelines to guide its oversight and leadership.

All our current directors are independent, with the exception of John Wasson, our chair, president, and chief executive officer.

Our board conducts an annual evaluation of the roles of the chair of the board and chief executive officer.

Our board has a strong lead independent director with clearly articulated responsibilities.

We have stock ownership guidelines for our directors and executive officers.

Each director attended more than 75% of applicable board/committee meetings in 2022.

Neither our board nor our management has engaged in related party transactions.

Our directors reflect a range of talents, ages, skills, diversity, and expertise.

Our board reviews our management talent and succession plan annually.

stakeholders regarding our ESG-related priorities and accomplishments, and assesses overall senior management succession planning.

**Audit committee**—The committee oversees and administers our compliance and ethics program and oversees the corporate compliance committee. It receives regular reports from the chief ethics and compliance officer. It oversees disclosure, including data security risks and related disclosures.

**Human capital committee**—The committee oversees management performance and compensation, as well as matters involving our investment in people, our greatest asset. It has oversight responsibility, together with executive management and human resources, to evaluate steps to promote

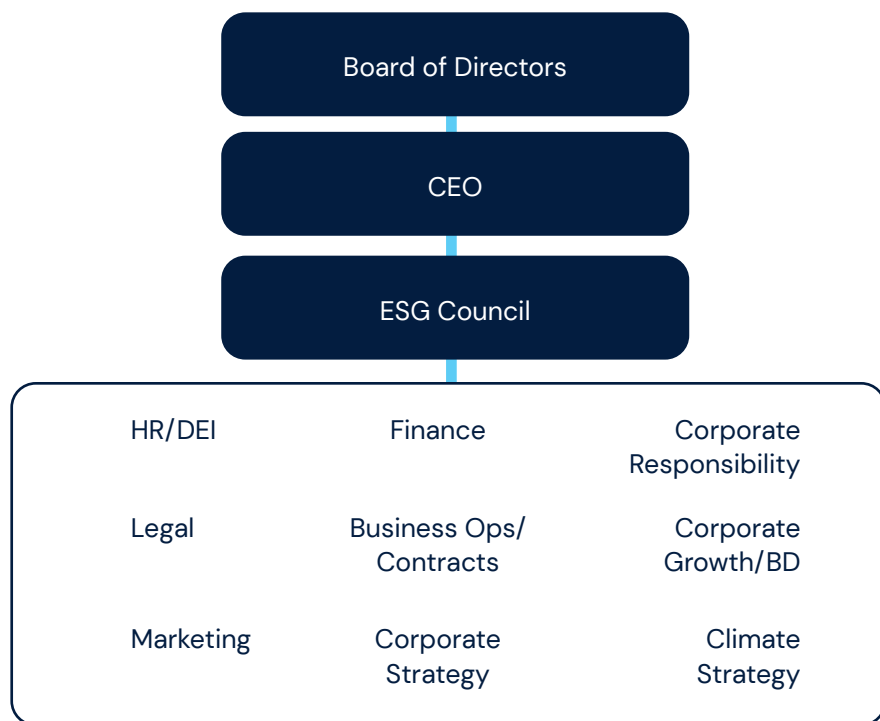
ICF's culture and its values, including commitment to diversity, equity, and inclusion in both compensation and opportunity.

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

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

## ESG Council in context

### ESG Governance Structure



## ESG Council participation

### HR/DEI

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

### Corporate Strategy

Business risks and opportunities, impact, and competition

### Climate Strategy

Plans for thriving in a carbon-constrained future

### Legal

Compliance, assurance and corporate governance

### Corporate Responsibility

Stakeholder perspectives, corporate philanthropy, and ESG reporting

### Finance

Reporting and resources

### Marketing

Corporate communications and reputation

### Business Ops/ Contracts

Program support and systems

### Corporate Growth/BD

Partnerships

**Corporate compliance committee**—The committee manages our compliance and ethics program, creating awareness of the Code of [Business Ethics and Conduct](#), promoting a culture of ethical conduct, and ensuring corrective measures if any improper conduct occurs.

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

**Corporate project management office**—The office establishes project management best practices to maintain accountability, transparency, and fairness in our relationships with our stakeholders.

**Corporate responsibility steering committee**—The committee recommends strategies, policies, and initiatives that enhance corporate citizenship. It provides recommendations to the ESG council. It serves as a communication channel between employees and executive leadership regarding ESG matters. Its members represent all parts of ICF. Chaired by our vice president of corporate responsibility and with oversight by our executive vice president of strategy, members include leaders of corporate services, line/operating organizations, and employee volunteer organizations.

## Putting our values into practice

[Our Code of Business Ethics and Conduct](#) outlines our shared responsibilities and commitment to respect each other, build trust with clients and partners, build and protect ICF values, and work responsibly. How we conduct our business is just as important as the services we provide. The code is designed to ensure accountability, transparency, equity, inclusion, and empowerment, among other values.

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

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

### Employees and leaders align

#### 20–30% above industry benchmark

In our most recent employee engagement survey, our colleagues agreed with the following statements at a rate well above a global benchmark representing more than 200 organizations.

- My values align with the values of ICF.
- My ideas and opinions are valued at ICF.
- ICF leaders demonstrate high standards of ethical conduct.
- I am confident ICF leadership is leading us in the right direction for future success.
- At ICF, I feel comfortable voicing opinions, discussing work concerns, or reporting ethical issues without fear of negative consequences.

## Ethical business training

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

When we surveyed employees to determine the value of our compliance training in 2022, an overwhelming majority responded that the training was relevant.

### Examples of required governance training topics for employees and contractors

- Diversity and inclusiveness; managing unconscious bias
- Anti-harassment
- Fair employment
- Anti-corruption
- Conflicts of interest
- Timekeeping
- Security awareness
- Cybersecurity
- Data privacy and protection
- Procurement
- Confidential information and intellectual property

- Human trafficking
- Reporting of violations, disciplinary action

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

- HIPAA—for those working with healthcare clients
- Security clearance refresher
- Insider threat awareness
- Anti-bribery and corruption
- Procurement integrity
- UK corporate tax and finance considerations

## Data security and privacy

Data privacy by design is a primary goal at ICF. [Our global data protection and ePrivacy program](#), overseen by our global data protection officer, follows best practices and complies with regulatory frameworks across the globe—such as the European Union’s General Data Protection Regulation (GDPR) and California’s landmark privacy legislation (California Consumer Privacy Act). We institute data privacy, data security, and ePrivacy measures that safeguard personal and sensitive data. This ensures we honor data subjects’ rights and follow through on our privacy commitments. See our [privacy statement](#), which details our

commitment to respect, protect, and process personal data responsibly in compliance with applicable laws, and explains the choices and rights individuals have regarding their personal data.

We align our internal procedures and processes, data systems, documentation, and supplier relationships to comply with globally recognized data protection laws and regulation.

## Security practices adhere to strict industry standards

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

- ISO 27001—an international standard that validates our ability to successfully manage information security
- Statement on Standards for Attestation Engagements 16—a standard that attests to our ability to report on compliance controls
- Service Organization Control 2—a report that attests to our core corporate systems as they relate to trust services principles and criteria for security, including confidentiality, integrity, availability, processing, and privacy

100%

eligible staff took compliance training

95%

shared that the training was relevant

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

- Data protection officer (DPO) meets the requirements of the GDPR and leads a global data protection team to oversee our privacy program and ensure its continued success.
- Chief information security officer (CISO) maintains the information security plan, policy, incident response plan, and breach notification protocols. Conducts information security risk assessment and threat analysis.
- Employ data protection practices like Privacy by Design and Privacy by Default (PbDs), multifactor authentication, transparent and comprehensive privacy statements, and risk mitigation and escalation protocols.
- Monitor the constantly evolving international landscape for changing privacy and security requirements.

## Employees trained in data security and data protection

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

- Global data protection laws and regulations, data subjects' rights, our policies and procedures, and contractual obligations to ensure compliance
- Data protection concepts and how they fit into our daily operations
- Being alert and vigilant to properly safeguard all data, including personal data
- Employees' and others' rights as a data subject

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

## Monitor vendors' and partners' compliance

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

## Climate-related governance

Management of our climate-related risks and opportunities involves many parts of our business—client services, real estate, travel, procurement, corporate IT, legal, benefits, and the list goes on. Our internal climate experts work with corporate business services and operations leaders to develop carbon emissions reduction targets and strategies to mitigate risks (such as increased costs of energy) and foster opportunities (such as readiness for a low-carbon economy and new service offerings in our climate business).

These are the climate-related roles and responsibilities governing and implementing our climate strategy. They are listed in sequence of increased oversight, culminating with our board of directors.

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

The senior vice president leads the climate-related advisory services line of business. The senior vice president serves two roles: (1) leads a team that includes our climate and clean energy business; and (2) leverages subject matter

expertise to advise the executive vice president of strategy and the vice president of corporate responsibility regarding the assessment and management of climate-related issues. In the second role—advising the firm on climate-related issues—the senior vice president:

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

### Vice president of corporate responsibility

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

- Coordinates across our corporate services to gather climate-related data.
- Works with the senior vice president of climate, energy, and transportation to implement an approved strategy for managing and assessing climate change issues.
- Leads our corporate responsibility steering committee regarding the assessment and management of climate-related issues.

- Meets monthly with the senior vice president of climate, energy, and transportation to monitor progress toward goals and plot improvement strategies, as needed. The monthly agenda includes updates on our footprint related to facilities, business travel, commuting, and supply chain; sustainability reporting; employee volunteer-led Green Team initiatives; and sustainability standards, among others.
- Convenes meetings with stakeholders across ICF as needed and reports updates to the executive vice president of strategy on a regular basis.

### Executive vice president of strategy

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

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

carbon reduction targets for approval.

- Briefs the board of directors on ESG initiatives and sustainability progress.
- Provides climate-related information for inclusion in the annual SEC filing, proxy statement to investors.
- Includes climate-related information in communications to investors.
- Approves expenditures related to our corporate responsibility program, including the purchase of renewable energy certificates and carbon offsets.
- Reviews recommendations presented by the senior vice president of climate, energy, and transportation and the vice president of corporate responsibility.
- Manages the vice president of corporate responsibility.
- Serves as executive sponsor for the corporate responsibility steering committee.
- Monitors climate-related issues via regular meetings with the vice president of corporate responsibility; quarterly meetings with the senior vice president of climate, energy, and transportation and the corporate responsibility steering committee; and more frequent meetings as needed.

### ESG council

The council confers on climate-related risks and opportunities of the highest impact. It presents recommendations to the chief executive officer. It reviews annual climate-related reporting.

### Chief executive officer

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

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

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

## Board of directors

The board oversees our enterprise risk management (ERM) process, which involves the annual assessment of key risks to our business. Climate and disaster risk is among those evaluated as part of our annual assessment. The board monitors top-ranked risks as part of overseeing the ERM program. It receives quarterly reports on the program and briefings on top-ranked risks of the company throughout the year, as well as mitigation plans and implementation progress. While the board collectively oversees our ERM program and reviews our ESG program, our CEO chairs the board and ensures appropriate attention and the allocation of resources to address our climate impact.

The board considers climate risk to inform strategy, at least annually, in reviews of our climate-related services.

The board also reviews the annual report of our sustainability programs as part of the ESG disclosure in our proxy statement. It receives periodic updates on our ESG performance and reporting, including progress on recommendations of the Task Force on Climate-related Financial Disclosure, among other climate-related issues.

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

Our [Code of Business Ethics and Conduct](#) applies to our employees, officers, consultants, board of directors, subcontractors, and vendors. It specifies how we:

- maintain a safe and respectful workplace that's free of discrimination
- safeguard vulnerable populations and prohibit and stand against human trafficking, child labor, or involuntary servitude
- seek to procure with integrity
- work responsibly
- ensure no retaliation for any expressed concerns of unethical conduct

Our [policy against human trafficking](#)—which applies to our employees and suppliers—reinforces our Code of Business Ethics and Conduct and asserts our compliance with all applicable laws and respect for internationally recognized human rights. Our policy describes a recruitment and wage plan that ensures wages meet legal requirements, wherever we operate. Our policy also states that prohibition of forced labor flows down to subcontractors and consultants, as applicable. We strive to ensure there is no forced labor in any part of our business or supply chain.

We collaborate with experts, suppliers, contractors, and technology partners of diverse perspectives who, like us, wish to make a positive difference for our clients. We maintain a dedicated procurement team, along with a set of policies and procedures to govern our procurement process. We use management controls, such as training and internal audits, to ensure we follow policies, regulations, and laws.

We actively seek [diverse and small business suppliers](#) and ask suppliers to commit to the same guiding principles we follow, as outlined in

our [Supplier Code of Conduct](#). This includes our expectation that our suppliers provide a healthy and safe work environment; uphold human rights in the workplace and within their sphere of influence; and manage their environmental footprint. We encourage suppliers to take inventory of their carbon emissions and work to reduce them, because their emissions are part of our carbon footprint. We expect our suppliers to uphold the freedom of their employees to collectively bargain for improved conditions without fear of retaliation.

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

## Objective advice

We present data-driven, nonpartisan, unbiased advice to our clients. It is important to our business that we manage and, where necessary, mitigate potential conflicts of interest that could compromise our independence. Our impartiality makes us a reliable resource for advocates on either side of many issues. Accordingly, we train employees how to recognize potential conflicts (personal and organizational) and avoid them. Our policies and processes intend to ensure new business does not compromise existing work or relationships.

Our policies prohibit employees from charging their time or company resources for political activities. We do not contribute money or other resources to candidates, officeholders, political parties, or political action committees.

## Governance factors

Key factors	2017	2018	2019	2020	2021	2022
Revenue (U.S. \$ millions)	\$1,229	\$1,334	\$1,478	\$1,507	\$1,553	\$1,780
Employees	5,000+	6,000+	7,000+	7,000+	8,000	9,000
Board of directors	8	7	8	8	9	8
Independent directors <sup>11</sup>	7 of 8	6 of 7	7 of 8	7 of 8	8 of 9	7 of 8
Women on board	2 of 8	2 of 7	2 of 8	3 of 8	3 of 9	3 of 8
Minority and female directors	5 of 8	4 of 7	4 of 8	4 of 8	4 of 9	4 of 8
Board/committee meetings held	25	26	26	26	29	28
Corporate political contributions	0	0	0	0	0	0

<sup>11</sup> Independent board members are not employees of the company nor directly related to any of the company's executives. Independent directors' sole compensation from the company is an established amount of compensation for their board/board committee service.

## About this report

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

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

**Boundaries:** Data in this report cover our global operations and were provided by business leaders worldwide. Emissions data account for emissions generated by our operations through calendar year 2022.

**Reporting year:** Calendar year 2022, unless otherwise noted

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

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

## Making progress toward goals

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

Goals	Timeline	On track	Achieved
<b>Investing in our employees</b>			
Conduct a companywide mentorship program to foster leader development	Annually		✓
Survey full-time employees and act upon feedback to enhance culture and employee experience	Biannually		✓
Grow our employee community networks to foster inclusion and belonging	Annually		✓
Increase the diversity of our talent with deliberate recruiting strategies	Annually		✓
Conduct conscious inclusion training to ensure our culture is one where everyone feels comfortable, committed, and capable as they are, who they are	Annually		✓
Inspire all new hires and new people managers by leading with our purpose and values during the onboarding process	Annually		✓
Increase our internal mobility rate of mid-to-senior level positions	Annually		✓
<b>Minimizing our footprint on the planet</b>			
Reduce absolute scope 1 and 2 emissions by 60% by 2025, compared to our 2013 baseline.	2025	✓	
Conduct an inventory of carbon emissions resulting from ICF operations—including emissions from facilities, business travel, and employee commuting	Annually		✓
Purchase renewable energy certificates to offset 100% of electricity used at ICF's U.S. facilities	Annually		✓
Provide a transit subsidy to encourage employees' use of mass transit	Annually		✓
Recycle e-waste through a certified vendor providing end-to-end accountability to ensure data security and health and worker safety, and that items are not disposed of through exportation, prison labor, dumping, or incineration	Annually		✓
<b>Making a difference in our communities</b>			
Support employees' philanthropic priorities by matching their charitable donations 1:1, up to a cap	Annually		✓
Match employees' volunteer hours with a donation during an annual campaign	Annually		✓
Recognize employees' outstanding volunteerism with annual awards	Annually		✓
<b>Ensuring value for our clients and shareholders</b>			
Hold 100% of eligible staff accountable for required compliance training on: code of conduct, harassment and discrimination, timekeeping, security awareness, data privacy, procurement, and anti-corruption policies	Annually		✓

## Upholding the UN Global Compact Principles

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

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

## Endorsing the Task Force for Climate-related Financial Disclosures

In 2021, ICF formally declared our support for the Task Force for Climate-related Financial Disclosures (TCFD). The TCFD's recommended disclosures aim to improve and increase reporting of climate-related financial information to be consistent, comparable, reliable, and clear. Many of TCFD's recommended disclosures include data that ICF has assessed and reported for years in our corporate citizenship report and/or our report to CDP (formerly the Carbon Disclosure Project). Our CDP report is our primary channel for TCFD disclosure. In the Planet section of this report, we briefly summarize our approach to TCFD disclosures and identify the specific location in our CDP report where we disclose in detail.

## Supporting the Sustainability Accounting Standards Board disclosure

ICF supports the mission of the Sustainability Accounting Standards Board (SASB), which guides the disclosure of financially material sustainability information by companies to their investors. The table below indicates where we address the topics SASB identified as most material to professional services firms.

Accounting metric	Code	Location in this report
<b>Data security</b>		
Description of approach to identifying and addressing data security risks	SV-PS-230a.1	Governance
Description of policies and practices relating to collection, usage, and retention of customer information	SV-PS-230a.2	Governance
(1) Number of data breaches, (2) percentage involving customers' confidential business information (CBI) or personally identifiable information (PII), (3) number of customers affected	SV-PS-230a.3	Governance
<b>Workforce diversity &amp; engagement</b>		
Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	SV-PS-330a.1	Our People
(1) Voluntary and (2) involuntary turnover rate for employees	SV-PS-330a.2	Our People
Employee engagement as a percentage	SV-PS-330a.3	Our People
<b>Professional integrity</b>		
Description of approach to ensuring professional integrity	SV-PS-510a.1	Governance
Total amount of monetary losses as a result of legal proceedings associated with professional integrity	SV-PS-510a.2	Governance
<b>Activity metric</b>		
Number of employees by: (1) full-time and part-time, (2) temporary, and (3) contract	SV-PS-000.A	Our People

## Looking ahead

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

Thank you for your interest in our progress.