



The Power of

WE

2016
Corporate Responsibility Report



Contents

1	The Power of We
2	Letter from the CEO
4	Performance Highlights
5	About ICF
7	Investing in Our Employees
13	Minimizing Our Impact on the Planet
24	Making a Difference in Our Communities
34	Ensuring Value for Our Clients and Shareholders
39	About This Report





The Power of WE

An ICF project team—representing several divisions, disciplines, and locations—participated in a hackathon that resulted in an innovative client solution.

When tackling society's intractable problems, we accomplish far more together than we ever do alone. In ICF's experience, that's **the Power of We.**

Game-changing innovations emerge from the ingenuity of ICF's scientists, business analysts, policy specialists, technologists, researchers, digital strategists, social scientists, and creatives. Combining our skills and resources with those of our partners—clients, suppliers, and nonprofits—makes possible even greater achievements.

Technology propels our collaboration. No longer bound by geography, we organize around a shared purpose and individual capabilities. United by a mission, ICF and our partners bring diverse perspectives, experiences, and skills to create robust solutions.

Empathy is integral to our approach. While tackling big issues, we listen to our partners and enlighten ourselves about the people and places affected—widening our circle of concern. *The power of we* arises from this passion to effect positive change.

This corporate citizenship report describes ICF's efforts during the past year and tracks progress toward goals. **Together, we make big things possible.**

“As I looked back at our Earth from the orbital perspective, I saw a world where natural and human-defined boundaries shrank...I imagined a world where open, transparent collaborations become the engines that fuel tremendous economic growth and help us obliterate many of the problems facing our planet.”

*Ron Garan, NASA Astronaut
The Orbital Perspective: Lessons in Seeing the
Big Picture from a Journey of 71 Million Miles
(p. 5–6). Berrett-Koehler Publishers.*



Letter from the CEO

“ Our work informs us about people, places, and situations that we might not otherwise encounter. This expands our circle of concern and further motivates us to make a **positive impact**—both through our business and our **corporate citizenship efforts.**”

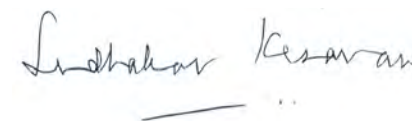
*Sudhakar Kesavan
Chairman and Chief
Executive Officer, ICF*

Letter from the **CEO**

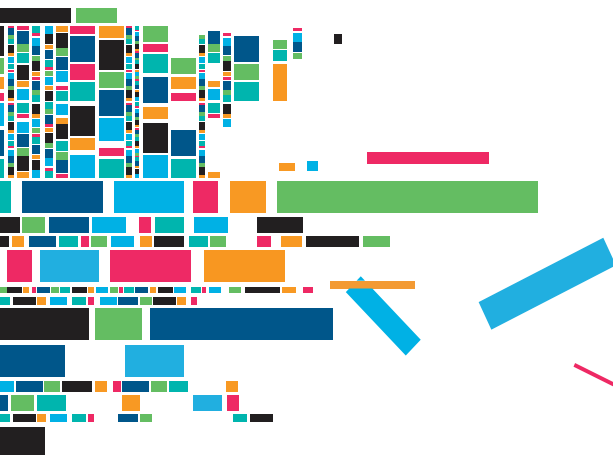
ICF's work informs us about people, places, and situations we might not otherwise encounter. Our expertise, resources, and citizenship efforts, combined with those of our partners—clients, nonprofits, and other stakeholders—present tremendous opportunity for good. Here's what we saw in 2016:

- **Corporate giving increased by 17%.** Our cash donations exceeded half a million dollars.
- **ICFers' generosity continues to inspire us all.** Our employees engaged more than ever with our charity partners, volunteering thousands of hours for worthy causes and donating nearly \$50,000 through our giving campaigns.
- **Even as we grow larger, we work to make our environmental footprint smaller.** We prioritize leasing office space in buildings designed for sustainability and our Facilities team partnered with employees to minimize energy consumption in many offices.
- **We purchased renewable energy.** Guided by energy experts, we purchased renewable energy certificates—Green-e® certified and supporting renewable energy infrastructure—offsetting 100% of the electricity consumption in U.S. offices.
- **We advanced ICF's climate resiliency.** Our climate experts and Facilities team conducted the first ever climate and extreme weather vulnerability assessment for a professional services firm when they assessed our own climate resiliency. In addition, we maintained our net-zero carbon footprint, as we have since 2006, by investing in two projects to offset our carbon emissions: One project converts landfill methane to energy, and the other generates wind-based power.

These are just a few highlights of our 2016 citizenship achievements. We continue to partner with clients and other stakeholders to make big things possible. It's all about *the power of we*.



Sudhakar Kesavan



ICF's 2016 Corporate Citizenship Performance at a Glance

Investing in Our People

We provide equal opportunities for all employees...to develop, advance, and stay.

50%
female
leaders



38%
female
board
members



13,000+
professional development
courses completed

8,000+
courses added via
online learning partners

Promotions

higher rate than
industry average



Turnover
lower rate than
industry average

Making a Sustainable Commitment

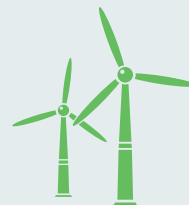
We made progress on our carbon reduction goal *and* we're carbon neutral.



100%
net renewable electricity
in U.S.—via renewable
energy certificates



24.7%
reduction in greenhouse gas
emissions per employee since
baseline 2013



Zero
net zero carbon status—
we offset our emissions
by investing in
sustainable projects

Supporting Important Causes

We donate our time and money to important causes near and dear to us.



\$555,000
ICF's cash giving to charity



17%
increase in giving
over 2015 gifts



Some of our charity partners

American Cancer Society
Red Cross
Water for People
The Children's Inn at NIH



About ICF

We are in the business of making **big things possible.**

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

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

ICF is committed to good corporate citizenship. Our corporate responsibility mission is to:

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



Selected Awards and Recognition

Find a complete list [here](#) and sustainability awards [here](#).

- **Forbes:** America's Best Midsize Employers 2016
- **Forbes:** America's Best Management Consulting Firms 2016
- **Women in Technology:** 2016 Corporate Leadership Award
- **Government Executive:** 2017 Leading Brands in Government
- **PRWeek:** 2017 Top Independent Communications Firms
- **MarCom Awards 2016:** 5 platinum awards for corporate citizenship reporting

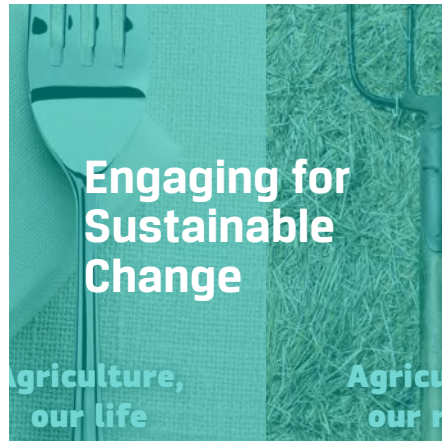
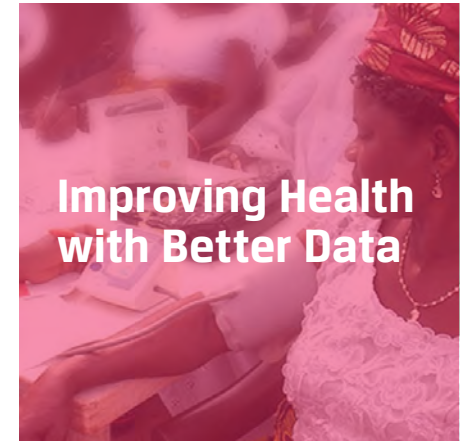
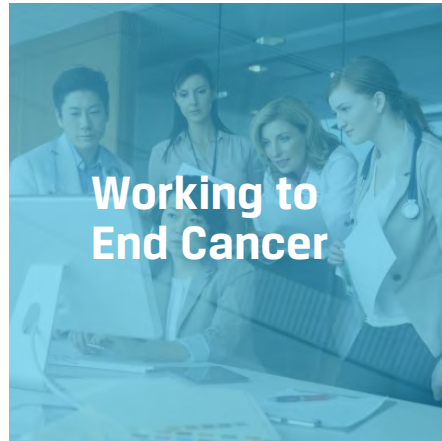


About ICF

Working Together for a Healthier World

Every day, ICFers partner with our clients and other stakeholders to make big things possible. Here are a few examples of how we work together to shape a healthier, less vulnerable, more sustainable and equitable world. Each example aligns with one or more of the [Sustainable Development Goals](#) established by world leaders to promote health and education, end hunger and poverty, fight inequality and injustice, and tackle environmental challenges.

Click on an image to learn more!



Investing in our Employees: Empowering We

“ What a person thinks on his own, without being stimulated by the **thoughts and experiences** of others, is in the best case, paltry and monotonous.”

*Albert Einstein
Article in Der Jungkaufmann, April 1952*

ICF Olson employees connect in one of many casual gathering places in our Minneapolis office.

Our Employees

Always looking for a new challenge, ICFers in the United Kingdom participated in the Blenheim triathlon.

The power of we starts with empowering "we," which is why we make our highly skilled employees our first priority. We strive—through leadership, resources, and training—to help employees grow and thrive.

Cultivating an Open Culture

Environments where creativity, idea generation, and collaboration thrive don't occur naturally. That's why ICF cultivates a culture of openness—and a powerful sense of community—by encouraging debate, collaboration, and transparency.

- Tools and an environment for collaboration.** Desktop videoconferencing, community sites, and screen sharing connect ICFers around the world. We seed collaborations through communities of practice, business development, and our mentoring program—among many other opportunities. We model free expression in our corporate communication channels and welcome contrary opinions.

Empowered to Express

Our internal social channel offers an unfiltered, uncensored communication hub for all employees, regardless of location. We surface gnawing issues, suggest new market approaches, and post photos of ourselves, our work, even our pets. The news feed reflects our culture—open, curious, receptive, and responsive.

“Office aesthetics and culture don't always demonstrate creativity, excitement, or accomplishment.”

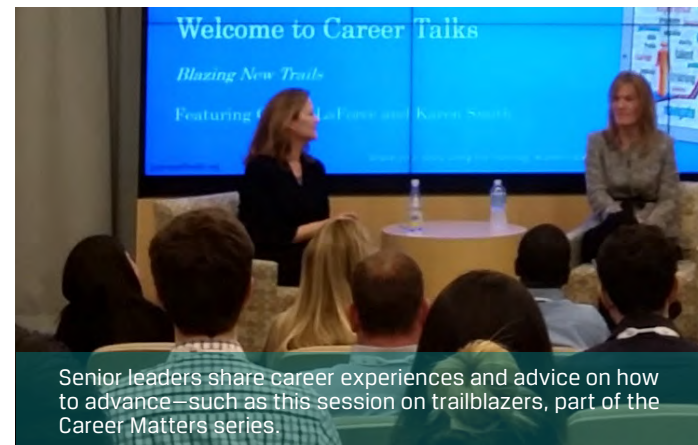
An example of free expression, this is an employee's post on ICF's news feed, used with permission.

The post above is an example of how employees share their opinions and start conversations. The result of this post: a productive discussion about work environment and culture, followed by employee-recommended improvements.

Our Employees

Cultivating an Open Culture (continued)

- **Senior leaders.** Our senior leaders share news and business strategy at all-hands meetings held at various organizational levels, including biannual company-wide meetings. These leaders report on transformational projects that improve lives and protect the environment. Our leaders also seek feedback from the ICF community. *Ask Sudhakar* is a series where our CEO, Sudhakar Kesavan, meets employees at their offices to hear what's on their minds. Our President and COO, John Wasson, publishes the *Straight Talk Blog* and encourages candid feedback.
- **Knowledge and learning resources.** ICF's professional development program offers training through the ICF Learning Institute (thousands of courses on topics ranging from management to technology to communications and design), tuition reimbursement, support for professional certifications, and [more](#). These resources empower employees to grow our business and their careers.



Senior leaders share career experiences and advice on how to advance—such as this session on trailblazers, part of the Career Matters series.

ICF Learning Institute: Developing Talent

2016



3,948

employees who took professional development training



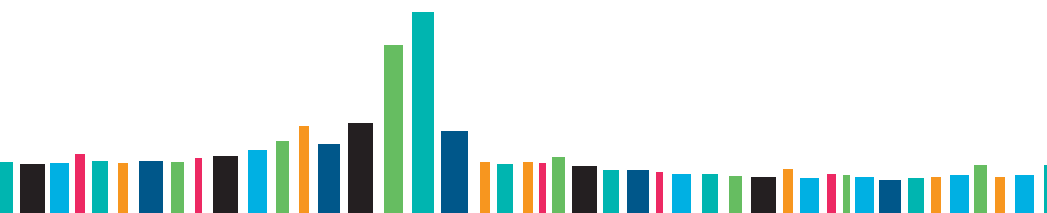
13,000+

professional development courses completed



8,000+

courses added via online learning partners



Our Employees

Tapping into Our Diversity

We come from different fields, different backgrounds, different perspectives, different countries. We are scientists, business analysts, policy specialists, technologists, researchers, digital strategists, social scientists, and creatives. From policy advice to program management to digital marketing, our solutions deliver deeper engagement, more confident decisions, and measurable impact.

Meritocracy Benefits Business and Employee Development

Our meritocracy supports advancement and professional development. As a result, we're ahead of the pack when it comes to things like gender-balance in leadership teams. Of S&P 500 companies, just 14% have boards comprising 30% or more women—compared to 38% at ICF from 2014-2016.¹ Of our five operating groups, three are led by women. Across ICF, 50% of our leaders are women.

Greater gender balance of corporate leadership isn't just good for our community; it's good for business. Research found that companies with strong female leadership (primarily measured by women on boards) were correlated with higher return on equity than companies without, as well as a higher price-to-book ratio. Companies with fewer women on boards had more governance-related controversies than average.²

¹ Changes in our board membership during 2017 will be reflected in the next corporate citizenship report.

² Linda-Eling Lee, Ric Marshall, Damion Rallis, and Matt Moscardi, [Women on Boards: Global Trends in Gender Diversity on Corporate Boards](#) (MSCI, November 2015): pp. 3-4.

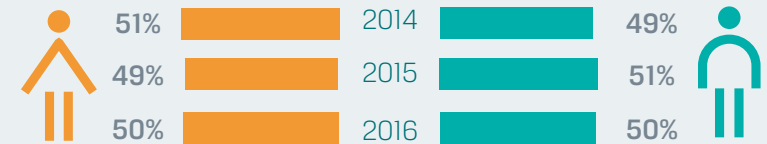


Company-wide all-hands meetings often feature presentations by our rising star leaders who share insights from their successful projects.

Leadership Opportunities Abound for Both Women and Men

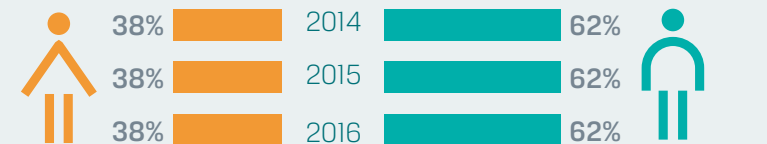
ICF Leaders

Includes project managers and above



ICF Board Members*

Includes board chair



*As compared to 20% female board members at S&P 500 companies (2016 Catalyst Census: Women and Men Board Directors)



Our Employees

Tapping into Our Diversity (continued)



Where We're From

Our nearly 80 homelands represent 75% of global population.

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

Languages We Speak

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

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

Advanced Degrees We Hold

We're experts in topics that shape our world.

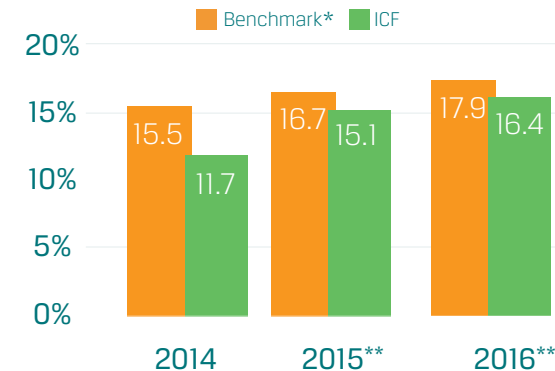
2200+ advanced degrees in: Social Sciences, Physical Sciences, Life Sciences, Public Policy, IT/Mathematics, Planning, Engineering, Economics, Business and Management, Human Capital/Training, Law, among others

Uniting and Engaging for a Mission

ICFers have this in common: a passion for making a positive impact on the world. This shared purpose contributes to longer tenures, which in turn make us more stable and help us retain knowledge leadership. Our voluntary turnover rate—the rate of employees who chose to leave ICF—remains below the industry average. Senior staff remain for an average of 13 years.

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

High staff retention contributes to stability and knowledge leadership.



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

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

Our Employees



Our people are drawn to environments that foster collaboration, such as where these folks gathered in ICF-Fairfax.

Rewarding and Accommodating for Life's Journey

While our work is rewarding, most employees have additional expectations related to growth, balance, community, health, and wealth. ICF supports our journey. Read about our [benefits](#).



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

2016

 **98.3%**
 benefits-eligible employees who received performance reviews

 **194**
 employees used tuition assistance

 **13.5%**
 employees received promotions, which exceeds the **8.2% average promotion rates** for U.S. companies in 2016*

*The 2016 Pearl Meyer ChiPS One World Survey (12–7–101)

Minimizing Our Impact on the Planet: Sustaining WE

“ We do not inherit the **earth** from our ancestors,
we borrow it from **our children.**”

Native American Proverb

Employee Photo Contest Winner: Aneesh Jain

Our Planet

ICF sponsored the Washington, D.C.-area Bike to Work Day, which drew more than 18,000 cyclists, such as these folks in our D.C. office.

Since 2006, ICF has maintained a net-zero carbon footprint. We've instituted policies and procedures to reduce the company's environmental impact and set a goal to reduce greenhouse gas emissions. But we can't fulfill our commitment alone: We need help from our employees, clients, suppliers, and industry.

Understanding Our Impact

ICF is recognized internationally for our leadership in carbon accounting, greenhouse gas mitigation, climate vulnerability assessment, and resilience planning. Our climate experts conducted the first climate and extreme weather vulnerability assessment for a professional services firm when they assessed our own climate resiliency. After 10+ years of conducting our own greenhouse gas inventory, we thoroughly understand the impact of our operations.

Our greenhouse gas reduction goal and carbon-neutral status requires the commitment of our leadership and employees. Together, we aim to minimize our environmental impact by diminishing energy use at ICF facilities and reducing the impact of employee commutes and business travel.



2016 Sustainability Recognition

Advancing Best Practices Award: Climate Change Adaption and Resilience, 2016

Climate Change Business Journal recognized ICF for building a framework to evaluate energy asset vulnerability to sea level rise and storm surge, along with asset-by-asset and system-wide resilience strategies.

Consulting & Engineering: Low Carbon Energy Practice Award, 2016

Climate Change Business Journal recognized ICF for improving the Integrated Resource Planning framework to include an extensive scenario-based analysis to assess more resilient resource options.

Technology Merit Award, 2016

Environmental Business Journal recognized ICF for development of Western Electricity Coordinating Council's Environmental Data Viewer, an interactive online planning and analysis platform for transmission expansion. The Viewer enables smarter early-stage transmission planning that considers likely environmental issues.

Our Planet

Understanding Our Impact (continued)

Each year, we inventory greenhouse gas emissions generated by our facilities, business travel, and commutes. Our strategy to reduce our footprint focuses on the three main sources of these emissions:

- Energy that powers our facilities: **6%**
- Business-related travel: **39%**
- Fossil fuels used to drive our commutes: **55%**

[Read more](#) about our approach to corporate sustainability.

Based on this information, in 2013 we set a greenhouse gas reduction goal: *By 2018, we will reduce the average greenhouse gas emissions per ICF employee (including facilities, business travel, and commuting) by 10% from a 2013 baseline.*

With our 2015 GHG inventory we achieved a 24.7% reduction in our intensity measure: emissions per employee.³ But our efforts to reduce our emissions won't stop.

For the remaining years of our goal period, we are focusing on further decreasing our emissions per employee, and setting a new reduction target beyond 2018. We're also exploring opportunities to implement a science-based reduction target, using methodologies recommended by the [Science Based Targets Initiative](#).

³ Why report "emissions per employee"? In our fast-growing company, it's challenging to measure changes—because so many metrics are changing simultaneously. We chose to normalize or align our emissions metric with the number of employees—so our reduction goal is measured per employee.

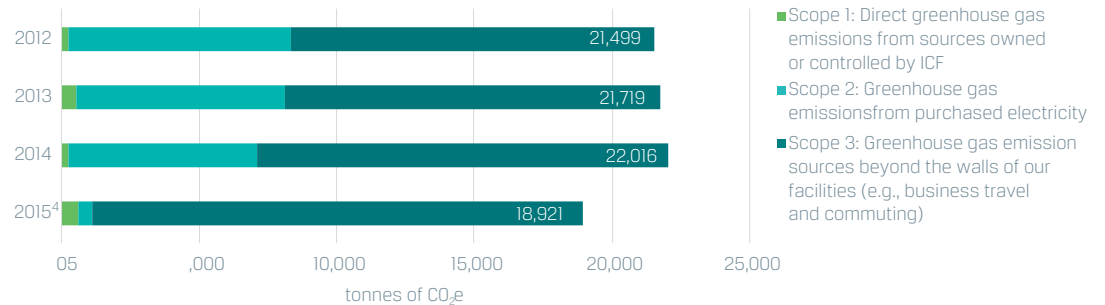
⁴ Decrease in Scope 2 emissions due to purchase of renewable energy certificates.

Our Carbon Footprint

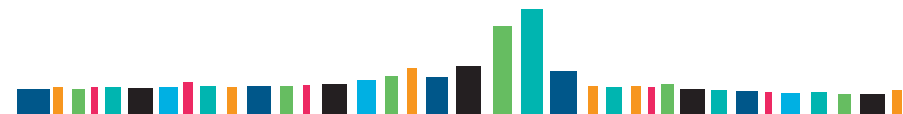
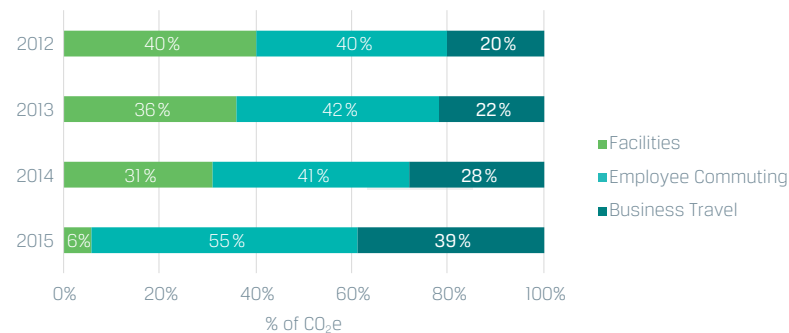


As a result of our efforts to reduce energy use, emissions generated by ICF's facilities have decreased—even while our employee population has grown. We'll continue to focus on reducing impacts from employee commuting and business travel. Our 2016 emissions will be reported in the next corporate responsibility report.

Emissions by Scope



Emissions by Source



Our Planet

Employee Photo Contest Winner: Omar Zobair

To achieve our greenhouse gas reduction goal and maintain our carbon-neutral status requires the commitment of our leadership, as well as employee participation. In the following pages, we describe our initiatives, our employees' engagement, and the opportunities for partnership with our clients and suppliers.

Taking Corporate Actions

We identified a set of key initiatives to help us achieve our reduction goal. We describe some of our efforts. Read more about how we're working to...

- Purchase renewable energy
- Reduce energy used at [our facilities](#)
- Reduce the impacts from [employee commutes and business travel](#)
- Minimize our environmental impact in [other ways](#)
- Invest in high-quality greenhouse gas offset projects

Supporting Renewable Energy

Guided by our renewable energy experts, ICF purchased Green-e Energy certified renewable energy certificates (RECs) to offset **100% of the electricity** used at our offices in the United States. A REC represents the environmental benefits associated with 1 megawatt-hour of energy generated from renewable resources. Purchasing RECs helps make renewable energy projects financially competitive with traditional energy producers.

Our Planet

Both of our Chicago offices are located in sustainable facilities. Pictured here is our office on West Wacker Drive—a LEED Silver building.

Taking Corporate Actions (continued)

We Prioritize Locating in Green Buildings

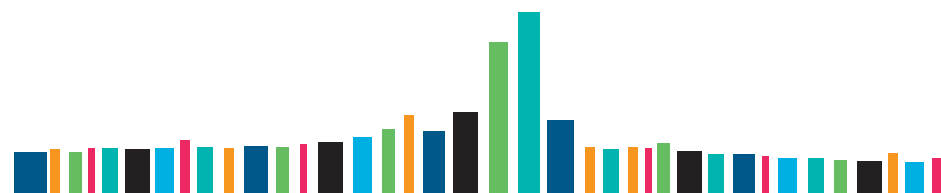
Of employees who are based in ICF offices, 50% are located in sustainable facilities.

City	Employee Count	LEED Certified Building	LEED Certified Interior	ENERGY STAR Certified Building
Rockville, MD	390	Gold	Floors 1 and 2 = Gold Floors 5, 6, 7 and 8 = Platinum	★
San Diego, CA	55	Gold	Gold	★
Minneapolis, MN	340	Gold		★
Houston, TX	10	Gold		★
Seattle, WA	25	Gold		★
Chicago, IL (West Wacker)	75	Silver		★
New York City, NY (3rd Avenue)	45	Silver		★
Fairfax, VA	1,015		Conference center = Platinum Floors 3, 5, and 9 = Gold	★
Durham, NC	40		All Interior	
Los Angeles, CA	40			★
Englewood, CO	20			★
Chicago, IL (West Randolph)	80			★
Plano, TX	10			★
Austin, TX	25			★

Managing For Continuous Improvement

Environmental management systems provide practical tools to help organizations identify and control their environmental impact and continuously improve their environmental performance. ICF's London and Birmingham, UK, offices have environmental management systems that are certified to the **ISO 14001: 2004** standard (certified each year since 2012).

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



Our Planet

The New River Resource Authority converts methane gas from a landfill to electricity that powers 2,600 homes each day. ICF invested in this greenhouse gas offset project.

Taking Corporate Actions (continued)

Investing in High-Quality Greenhouse Gas Offset Projects

Since 2006, we've achieved a net-zero carbon footprint (removing as much carbon dioxide from the atmosphere as we emit) by investing in projects that offset the carbon impact of our operations. In 2016, we invested in two such projects—ones that also benefit financially disadvantaged communities.

Using Landfill Gas Instead of Fossil Fuel to Power Facilities

The New River Resource Authority (NRRRA) in Dublin, Virginia, owns a landfill that emitted methane, a greenhouse gas that impacts climate 25 times more than CO₂, into the atmosphere. With the help of ICF, NRRRA now captures the methane and channels it to a conversion plant where it generates electricity to power 2,600 homes each day. In addition to its environmental benefits, this project:

- Uses generators made from retrofitted truck engines, extending their useful life
- Provides jobs for the community
- Is verified by the Climate Action Reserve

ICF employees embrace tools that help reduce our travel footprint. Use of our online meeting platform continues to grow—up 18% during the second half of 2016.

Monthly Totals	Total Conferences	Total Participants	Total Participant Minutes
April 2015	10,346	36,273	928,592
February 2016	19,407	66,654	2,031,250
6-Month Average, July–December 2016	22,833	76,016	2,315,225



Our Planet

Employee Photo Contest Winner: Melanie McCormack

Taking Corporate Actions (continued)

Harnessing the Wind in India: Mytrah Energy

Mytrah Energy wanted to generate power from a renewable energy source. Using wind turbines, Mytrah generates electricity that is exported to the regional grid. The power produced displaces an equivalent amount of power from the grid, which is fed mainly by fossil fuel-fired power plants. The project expects to reduce greenhouse gas emissions by 4,317,410 tons of CO₂ during 10 years of operation.

Other benefits of this project include:

- Generating capacity of 233.1 megawatts of clean energy
- Investing in neighborhood schools for infrastructure and education support, with particular focus on supporting education of girls
- Providing safe drinking water and sanitation for surrounding communities
- Improving access to preventive and primary health care for surrounding communities
- Developing training, resources, and skills for local unemployed youth and farmers

During 2016, the reuse and recycling of ICF's retired computers saved the equivalent of:



Electricity to Power

124

U.S. households in **1 year**



Removing

171

passenger cars from the road for **1 year**



Avoiding the solid waste of

14

households for **1 year**

Our Planet

ICF-Brussels employees bike to work to reduce their personal carbon footprint.

Engaging Employees

Our sustainable policies and procedures alone won't enable us to achieve our reduction goals; we need our employees' help to reduce our footprint. Fortunately, ICFers are particularly committed to operating in a more sustainable way.

Green Team. Green Teams in 14 offices surveyed their facilities regarding sustainability indicators like waste disposal, lighting, water efficiency, and building services. The results highlighted opportunities for improvement and serves as a baseline for future initiatives.

Earth Month. Employees in ICF offices across the globe participate in Earth Month initiatives. Recent events focused on a low-waste lifestyle and making our meetings more sustainable.

Be Mindful. Act Green

For Earth Month 2016, our Green Team challenged us to rethink how we acquire, use, and dispose of goods. The theme: Be mindful. Act green. The 5 Rs of Sustainability served as the framework for the campaign.

Green Teamers engaged colleagues by hosting no-waste lunches; holding "shwops" where we exchanged clothing, books, and household items; volunteering for community plantings and clean-ups; initiating a compost program; and promoting the benefits of a low-waste lifestyle.



The 5 R's of Sustainability

- 1 Refuse** what you don't need.
- 2 Reduce** what you need.
- 3 Reuse** what you have.
- 4 Recycle** what you can't refuse, reduce, or reuse.
- 5 ROT** (compost) the rest.

Our Planet

With bikable weather year round, ICFers in Irvine think of nearly every day as Bike to Work Day.

Engaging Employees (continued)

Bike to Work Day. Each year, our cycling commuters employ imaginative approaches to increase participation in Bike to Work Day. Our western U.S. offices competed with each other for the most miles biked during the entire month of May. The winner: ICF Portland. Highest participation among all offices went to Sacramento, Brussels, and Gillette—large, medium, and small offices, respectively.

GHG inventory. Taking inventory of our GHG emissions requires the participation of thousands of employees. We invited every ICFer to provide information about their commutes in a detailed survey and nearly 2,000 responded. Managers of our business services and operations provided data for the inventory—including teams supporting facilities management, business travel, corporate IT, accounting, and procurement. Experts in our climate, energy, and survey practices lent their proficiency in collecting and analyzing the data—and charting the path to a lower-carbon future.

Bike to Work events at ICF Offices worldwide recruit more cyclists and avoid more CO₂, year by year

	Number of Employees	Miles Traveled	CO ₂ emissions avoided if biking replaces driving alone
2016	310	1,800	0.73 tonnes



Many at ICF-Brussels bike to work most days. Bike to Work Day is an excuse to broadcast our responsible actions—and encourage others to join us!



Our Planet

Partnering with Stakeholders

Combining our efforts with those of our partners—clients, suppliers, and industry—makes possible even greater strides for a sustainable future. Here are some examples of how we work together.

Clients. We help clients understand their emission impacts, advise them on actions to reduce their emissions, and help them build resilience to climate challenges. We trained hundreds of experts in dozens of countries and in all 50 U.S. states to measure and manage carbon emissions. We also help clients reduce their impact by adding net-zero carbon to their supply chain footprint. Each year we offset our carbon emissions by investing in high-quality offset projects that remove as much carbon as our operations generate.

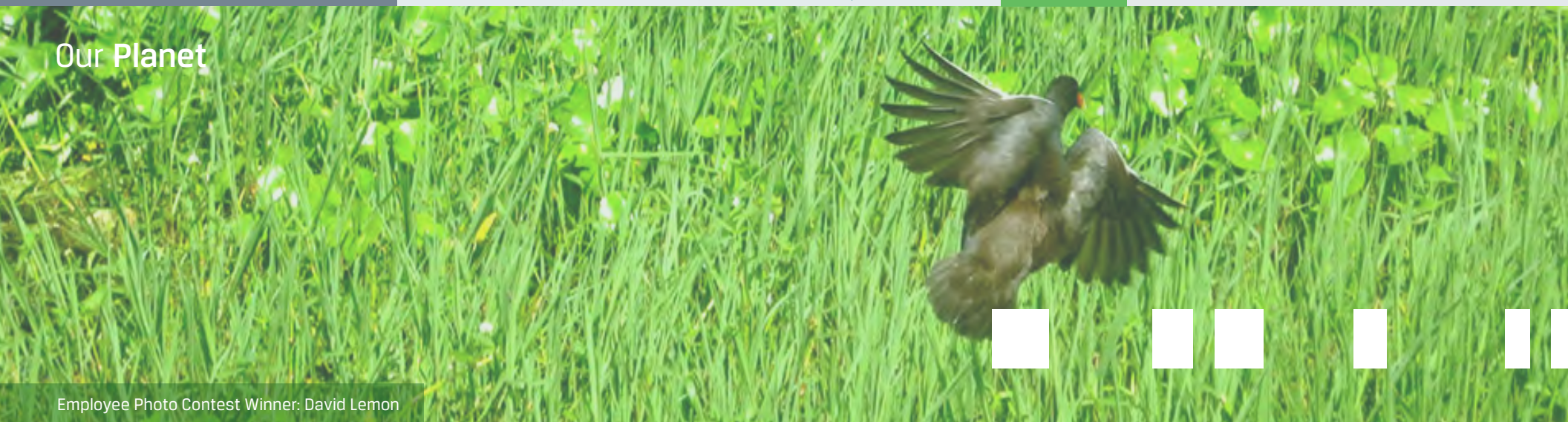
Suppliers. We work with suppliers to measure, manage, and minimize our environmental impact. Our travel management vendors provide reports of our business travel, tailored for our GHG inventory. Car rental companies know that we want fuel-efficient options. Hotel chains hoping to win our business should demonstrate sustainable measures. Computers must be registered as EPEAT Gold. Office supply vendors must include sustainable products. Our expressed preferences serve as votes for greener products and services.



ICFers partner with clients to manage their environmental impacts. And we manage our own impacts, as well—just like these folks at ICF-Sacramento celebrating Bike to Work Day.

Industry. As a member of the [Professional Services Sustainability Roundtable](#) and the [Boston College Center for Corporate Citizenship](#), ICF collaborates with other leading companies to establish best practices, address challenges, and advance the field of corporate sustainability. ICF partnered with [NSF International](#) and other professional services firms to develop [NSF 391.1](#), the proposed sustainability standard for professional services. We're a member of [CDP](#), an organization that helps investors and companies understand their environmental impact and improve the quality of disclosures. These and other efforts help drive industry toward more sustainable practices.

Our Planet



Employee Photo Contest Winner: David Lemon

Making Progress Toward Goals

Each year, ICF sets sustainability goals and informs stakeholders of our progress. We report on our environmental performance through several channels: the CDP climate change program, the CDP supply chain program, supplier questionnaires from many of our clients, and this corporate responsibility report.

In 2015, we reduced the net emissions resulting from our facilities (Scope 1 and 2 emissions) by 88.2%. We achieved that reduction by taking the measures described [here](#) to reduce emissions, and by purchasing renewable energy certificates for our domestic electricity use. Emissions from business travel and employee commuting (Scope 3), however, increased at a rate of 13.5% and represent our next opportunity to reduce our footprint. [Here](#) we describe some of the measures we're taking to reduce Scope 3 emissions.

Progress Toward ICF's Carbon Reduction Goal

	Scope 1 and 2: Emissions from powering ICF facilities			Scope 3: Emissions from business travel and commuting			Scope 1, 2, and 3 Combined	
	Tonnes of CO ₂ e	Emissions/Employee	Change	Tonnes of CO ₂ e	Emissions/Employee	Change	Emissions/Employee	Change
2013 Base Year	8,134	1.72	Base Year	13,590	2.86	Base Year	4.58	Base Year
2015	1,117	0.20	Decreased 88.2%	17,804	3.25	Increased 13.5%	3.45	Decreased 24.7%



Making a Difference in Our Communities: Resourcing WE

“Do your little bit of good where you are. It's those **little bits of good**, put together, that overwhelm **the world.**”
Archbishop Desmond Tutu

ICF-Fairfax employees and families planted a butterfly garden at a community park.



Our Communities

Employee volunteers in the Washington, D.C.-area hosted our 24th annual charity auction, which raised more than \$31,000.

The Power of Collective Good

We routinely work with clients on issues that improve our world and daily lives. Beyond our 9-to-5, we're engaged citizens who contribute our time and resources to important causes. Our employee volunteer leaders engage us in fun, meaningful, and challenging opportunities that make a positive difference.



ICF's cash contributions to charity highlight our commitment to important causes.

Donations supporting health, education, and social programs.

\$328,000

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

\$227,000

Total Cash Giving:

\$555,000

↑ 17% over 2015 cash giving



Our Communities



ICF-Rockville volunteers—pictured here with The Children's Inn CEO Jennie Lucca (center left)—support the Inn by providing family meals throughout the year.

Supporting Health, Education, and Social Programs

During 2016, ICF made cash contributions to a variety of health, education, social, and civic organizations totaling \$328,000. [The Children's Inn](#) at the National Institutes of Health and [American Cancer Society](#) were two of the beneficiaries of those donations.



The **Children's Inn 2016** annual fundraising gala—chaired and supported by ICF leaders—**raised more than \$900,000.**

Providing a Place Like Home for Ill Children and Their Families

[The Children's Inn](#) at the National Institutes of Health (NIH) in Bethesda, Maryland, provides free lodging for very ill children and their families while the children receive groundbreaking medical treatment at NIH.

ICF supports the Inn financially and our employees volunteer to host family dinners for all residents—as many as 80 guests. We also sponsored, chaired, and supported the annual fundraising gala, which funds The Inn's operations for a year.

Our Communities



ICF volunteers in the Washington, D.C.-area raised funds for American Cancer Society to fight breast cancer.

Fighting Cancer and Supporting Those Affected

In the six years since our employees selected **American Cancer Society** (ACS) to benefit from our corporate giving, ICF and our employees raised \$419,000. We held bake sales, chili cook-offs, pancake breakfasts, book sales, and contests of every sort—all to fight cancer, support those affected, and strive to ensure more birthdays. Here is an example of what ACS can do with our gifts.



\$419,000 will fund...

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

Such a project enables faculty to generate essential preliminary data for applications to national grant-funding agencies.

ACS also provides those researchers with advice regarding how to build a successful research program.



100+ cancer patients and their caregivers at an ACS Hope Lodge for 10 nights, when their best hope for effective treatment is away from home.

Our Communities

ICF-Fairfax volunteers increased our awareness of water scarcity and the mission of Water For People. At this film event we raised funds and cheered Water For People's impact.

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

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

We are involved in these issues through our work, our personal service, and, of course, our corporate giving. We donated to a variety of organizations that focus on environmental sustainability, disaster response, public safety, and veterans. ICF's cash contributions totaled \$227,000 in 2016. The [Red Cross](#) and [Water For People](#) were two of the beneficiaries of those donations.

Improving Access to Clean Water Worldwide

Our employees chose to support Water For People (WFP) because of its focus on providing safe drinking water, sanitation facilities, and hygiene education programs in the developing world. Since forging our partnership three years ago, we raised \$98,000 for WFP.

With co-financing from project partners, local governments, and communities, WFP stretches our donations. Here is an example of what WFP can do with our gifts.

 **\$98,000**
will fund...

The purchase of **equipment**, and the cost of installation and ongoing **maintenance** for water pumps that serve **1,900 people** in Rwanda.



Our Communities

When a good cause is important to us—such as American Cancer Society—ICF-Rockville becomes a fundraising machine. Our volunteers find ingenious ways to attract donations—including a potluck lunch (pictured here), a breakfast, a bake sale, a food truck luncheon, a happy hour, a baking contest, gift baskets and a raffle.

Supporting Our Employees' Leadership: Employee-Initiated Giving

Employees drive much of our corporate giving. Philanthropy is not part of our employees' jobs. They aren't compensated for their efforts. They give their time, talents, and money because...that's who they are. We're pleased to commend their contributions and broadcast their successes. The following pages present some examples of how ICFers support causes important to them.

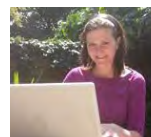


Many employees engage in philanthropy at ICF by joining GiveForward®, our volunteer organization focused on giving back to the community. We chose the name GiveForward because, like "paying forward," we hope our giving will encourage others to do the same.

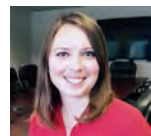
Recognizing Employee Volunteers

In 2016, we honored our employees' commitment to causes with our first annual Employee Volunteer Awards. ICFers nominated each other in several categories focused on humanitarian and sustainability causes. We also recognized employees who are early in their professional careers and already making an impact.

Here are some of the winners and their inspiring volunteer efforts. Their awards included a donation of \$1,000 to their favorite charity.



Laura Hayward volunteers multiple times a week for **Simon Community**, a London-based nonprofit that provides services to people experiencing homelessness. She provides food and friendship to those in the shelter and set up a monitoring framework to help the charity realize its 2016



Emily Hite volunteers for several organizations. She serves on the board of **Girls on the Run**, a nonprofit that motivates girls to be confident and healthy through a curriculum that creatively integrates running. Emily also rescues and fosters dogs that need care, training, or urgent placement.

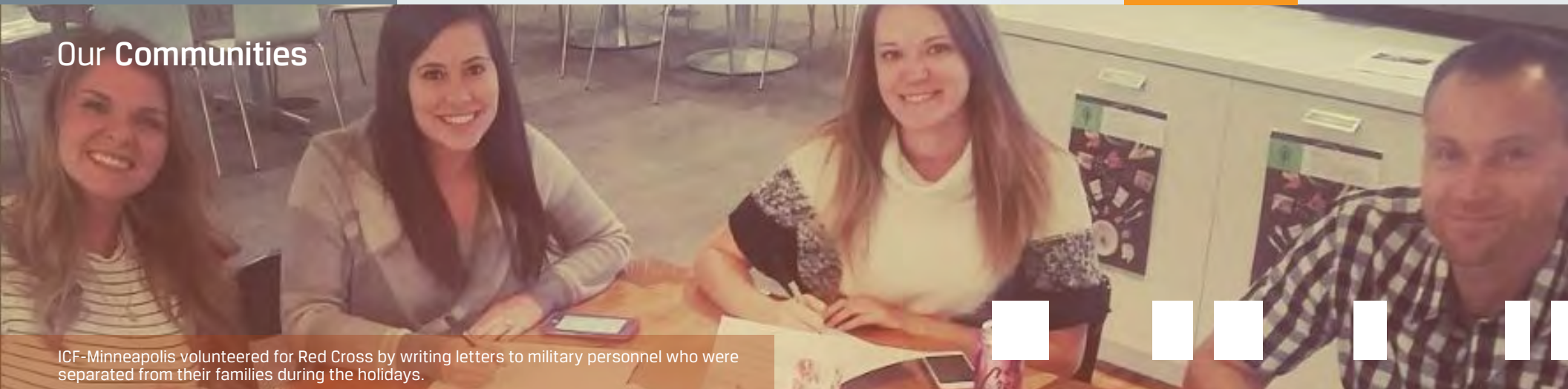


Eliza Johnston is a founding member of **Mothers Out Front**, a movement dedicated to averting catastrophic climate change to ensure a better future for children. Her dedicated support helped the group grow from six mothers in a living room to a booming organization with a national presence, paid staff, and thousands of volunteers.



Nick Yohannes volunteered more than 1,000 hours supporting **Red Cross** and **A Wider Circle** during a single year. Further evidence of his dedication: He used three weeks of vacation to deploy to South Carolina during the historic hurricane and floods that devastated the state.

Our Communities







ICF-Minneapolis volunteered for Red Cross by writing letters to military personnel who were separated from their families during the holidays.

Providing Support During Emergencies

In the three years since employees selected Red Cross to benefit from our corporate giving, ICF and our employees raised \$174,000 on its behalf. And we gave other resources: our volunteers installed smoke alarms in vulnerable homes, held blood drives, and responded to disasters. Some of our volunteers apply their professional expertise at disaster sites, such as logistics, technology, and disaster assessment. Others serve on Red Cross operations and communications advisory committees.



\$174,000 will fund...

-  Shelter, 3 meals per day, and comfort kits for 100 people for 1 week—plus the Red Cross staff to support them.
-  100 days of deploying a Red Cross emergency response vehicle so it can serve disaster victims.
-  Financial assistance (\$550) for the immediate needs of 100 families impacted by a local disaster, such as a fire or flood.
-  100 smoke detectors installed in homes of at-risk communities, paired with fire safety education.



ICF-Fairfax volunteers joined Red Cross, City of Fairfax Fire Department, and others from the community to ensure our neighbors have working smoke alarms.

Employee-Initiated Giving

Celebrating MLK's Legacy



Competing Pub-Quiz Style to Combat Cancer



Fundraising for Water For People



Delivering Clean Water to Flint



Awarding Scholarships to Marketing Talent



Cycling the Tour de France Course to Raise Money



Click on an image to learn more!



Employee-Initiated Giving

Running for Clean Energy



Donating 240 Volunteer Hours to Fight Hunger



Feeding Families Who Are Tending to Their Sick Children



Hosting a Lumberjack Breakfast



Challenging Ourselves and Raising Funds for Multiple Causes



Making Strides to End Breast Cancer



Click on an image to learn more!



Employee-Initiated Giving

Raising Money for Local Causes at Our 24th Annual Volunteer-Led Charity Auction



Preparing Thanksgiving Baskets to Share with Those in Need



Giving Holiday Gifts to Lifting up Disadvantaged Families



Providing Healthy Meals to Those with Chronic Illness



Fulfilling Holiday Wishes for Children in Need



Showing Foster Children How Special They Are



Click on an image to learn more!



Ensuring Value for Our Clients and Shareholders: Governing WE

“ A strong, ethical culture isn't a passive ideal. It requires **proactive effort** from every employee, **every day.**”

*Eileen Auen,
ICF Board, Lead Director*

Employee Photo Contest Winner: Kira Sloop

Governance



ICF board members, executive leaders, and other key staff celebrated 10 years on NASDAQ by ringing the opening bell and rolling out our new brand on September 20, 2016.

Ensuring Value Through Governance

Our corporate policies and structure are designed to help us operate efficiently, ethically, and in compliance with laws and regulations. This governance benefits all ICF stakeholders by mitigating risk and safeguarding against mismanagement. Plus, it increases access to capital, creating more opportunities for our business and our employees while building long-term value for our shareholders. As such, we follow a strict **Code of Business Ethics and Conduct** and hold ourselves to the highest professional standards.

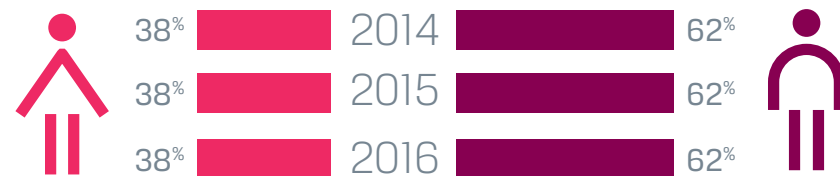
Governance Framework

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

- **Board of Directors**—Guides the management of the firm, overseeing strategies and priorities with the best interests of shareholders, customers, and employees in mind.
- **Executive Leadership Team**—These leaders—who comprise ICF's C-suite executives, primary operating group executives, and major corporate services group executives—determine our business strategy and corporate priorities.

ICF Board Members

During 2014–2016*, 3 of our 8 directors were women, putting us at twice the average for boards of S&P 500 companies.**



*Changes to Board membership made during 2017 will be reflected in next year's report.

**Catalyst, 2015 Catalyst Census: Women and Men Board Directors (2016).



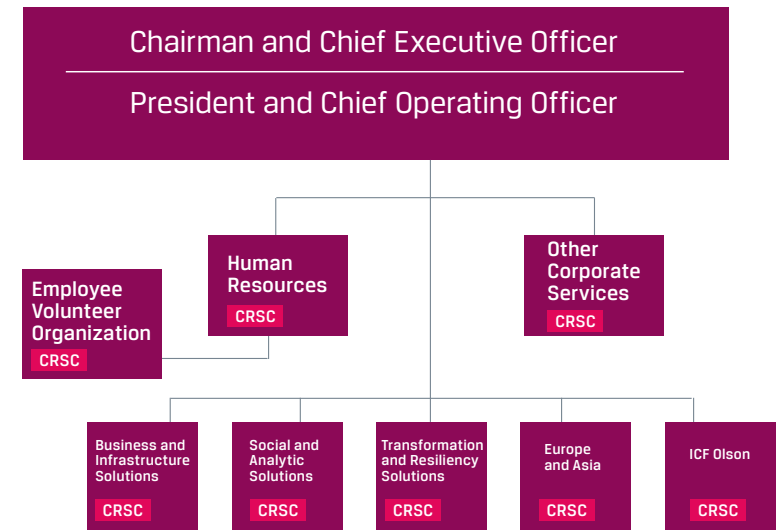
Governance

Employee Photo Contest Winner: Terri McBride

- **Corporate Compliance Committee**—Manages our Compliance and Ethics Program, creating awareness of the **Code of Business Ethics and Conduct**, promoting a culture of ethical conduct, and ensuring corrective measures if any improper conduct occurs.
- **Corporate Project Management Office**—Works to ensure that the firm follows management best practices to maintain accountability, transparency, and fairness in our relationships with stakeholders.
- **Corporate Responsibility Steering Committee**—Recommends strategies, policies, and initiatives that will enhance corporate citizenship.

ICF's Corporate Responsibility Steering Committee: Broad Representation for Focused Action

CRSC Indicates representation on the CR Steering Committee



Governance

Employee Photo Contest Winner: Ashley Garley

Putting Our Values into Practice

The proof of our ideals goes beyond adherence to appropriate policies, monitoring, and control mechanisms.

- **Ethical business training.** From day one, ICF employees learn about corporate policies governing conduct, anti-corruption, conflicts of interest, timekeeping, security awareness, data privacy, harassment, procurement, fair employment, diversity, and inclusiveness. Eligible employees also take an annual refresher course to determine where they can improve their understanding of [ICF's Code of Business Ethics and Conduct](#).
- **Ethics hotline.** We maintain a secure hotline, international phone line, and website—available in more than 20 languages—to gather confidential feedback from all stakeholders, including employees, clients, and shareholders. We publicize these channels, managed by a third-party vendor, via our intranet, training, email, and posters to increase visibility.
- **Stop human trafficking.** ICF issued a [statement and plan against human trafficking and modern slavery](#) in the operation of our business. Policies against human trafficking are also built into our employee Code of Business Ethics and Conduct.
- **Carbon neutrality.** As a carbon-neutral firm, ICF serves as a model for clients and employees alike. This status helps the people we serve minimize their own environmental impact. [Read more](#) in the Planet section of this report.
- **Ethical procurement.** ICF maintains 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 that we follow policies, regulations, and laws. We actively seek diverse and small business suppliers. And we ask our suppliers to commit to the same guiding principles we follow.
- **Data security and privacy.** We work to establish and maintain data privacy and data security safeguards that protect employee, client, and partner data. To comply with globally recognized data protection laws and regulations, we provide employees training and guidelines on sensitive data management.
We also take reasonable steps to evaluate our subcontractors and other suppliers who treat personal and business data on our behalf or access our information systems.
- **Objective advice.** We provide data-driven, unbiased advice to clients. Our impartiality makes us a reliable resource for advocates on either side of an issue.

Governance

In Toronto, ICF Olson raised nearly \$1,500 for the Heart and Stroke Foundation by participating in the Big Bike event.

Governance Factors

Here we present some key factors of our accountability and governance.

Key Factors	2016	2015	2014	2013	2012
Revenue (U.S.\$ millions)	\$1,185	\$1,132	\$1,051	\$949	\$937
Employees (headcount)	5,000	5,000	5,000	4,500	4,500
Board of Directors	8	8	8	7	8
Independent Directors*	7 of 8	7 of 8	7 of 8	6 of 7	7 of 8
Women on Board	3	3	3	2	2
Board/Committee Meetings Held	24	24	25	25	22
Corporate Political Contributions	0	0	0	0	0

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

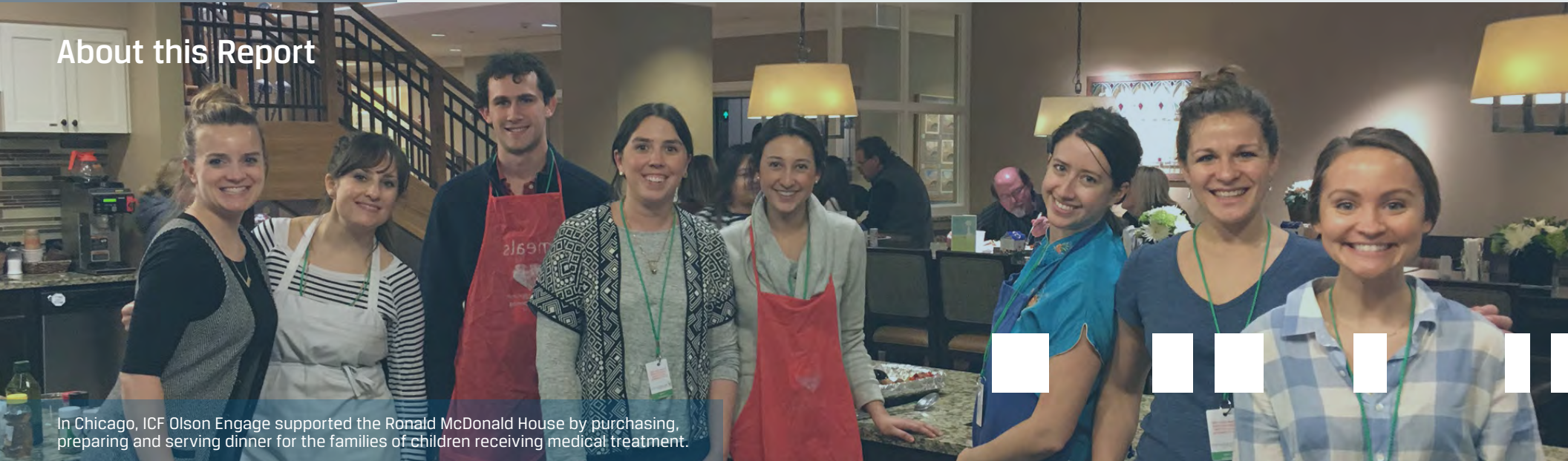
About This Report: Advancing WE

“Never doubt that a small group of thoughtful, committed citizens can **change the world**; indeed, it is the only thing that **ever has.**”

Margaret Mead

Employee Photo Contest Winner: David Lemon

About this Report



In Chicago, ICF Olson Engage supported the Ronald McDonald House by purchasing, preparing and serving dinner for the families of children receiving medical treatment.

About this Report

This report is organized around our stakeholders: employees, the planet, communities, clients, and shareholders. As a professional services firm, we serve three primary roles for stakeholders:

- ICF as employer—providing careers to 5,000+ employees
- ICF as solution creator—serving clients in areas critical to the world's future
- ICF as community contributor—investing where we work and live

[Read more](#) about ICF's roles and the impact we have on our stakeholders.

This report addresses ICF's citizenship performance during calendar year 2016. It includes activities throughout 65+ offices located in 12 countries.

ICF's emissions data account for emissions generated by our operations through 2015. Our 2016 emissions will be calculated during calendar year 2017.

All financial data is presented in U.S. dollars—unless noted otherwise.

Making Progress Toward Goals

Each year we set goals to advance our performance with stakeholders. The following page presents an overview of our progress.

About this Report

Goals	Timeline	Progress		
		More to Do	On Track	Achieved
Investing in our Employees				
Design a one-on-one mentorship program that: <ul style="list-style-type: none"> Enables relationships that support career developmental goals. Creates connections across the company. Develops ICF's leaders of tomorrow. 	2016			✓
Roll out the mentorship program company-wide.	2017			✓
Survey full-time employees at least every two years regarding their job satisfaction.	Every 1-2 years			✓
Minimizing Our Impact on the Planet				
Reduce greenhouse gas emissions per ICF employee by an average of 10% (including facilities, business travel, and commuting) by 2018 compared to a 2013 baseline.	2018		✓	
Conduct an inventory of greenhouse gas emissions resulting from ICF operations—including emissions from facilities, business travel, and employee commuting.	Annually			✓
Purchase Renewable Energy Certificates to offset 100% of electricity used at ICF's US facilities.	Annually			✓
Remain carbon neutral by investing in high-quality carbon offsets.	Annually			✓
Encourage employees' use of mass transit by providing a transit subsidy	Annually			✓
Recycle e-waste using a vendor that is certified as providing end-to-end accountability to ensure data security; health and worker safety; and no exporting, prison labor, dumping, or incineration.	Annually			✓
Add a clause to our travel policy that directs employees to consider using videoconferencing and teleconferencing technologies to fulfill the objectives of an offsite meeting—aimed to reduce the volume of travel.	2016			✓
Conduct a climate and extreme weather vulnerability assessment of ICF operations.	2016			✓
Making a Difference in Our Communities				
Increase employees' philanthropic engagement by 5%, year over year.	Annually			✓
Increase the number of offices participating in ICF's volunteer program, GiveForward.	Annually			✓
Recognize employees' outstanding volunteerism with annual awards.	Annually			✓
Implement a pro bono policy.	2018	✓		
Ensuring Value for Our Clients and Shareholders				
Hold 100% of eligible staff accountable for taking required compliance training as follows: code of conduct, harassment and discrimination, timekeeping, security awareness, data privacy, procurement, and anti-corruption policies	Annually			✓
Conduct customer surveys to better understand clients' interests and continue to align our services with their missions	Annually			✓

About this Report

Employee Photo Contest Winner: Robert Kay

Looking Ahead

We outlined specific goals ICF plans to achieve during 2017 and beyond. We want to continue making a positive impact through our professional services and corporate citizenship.

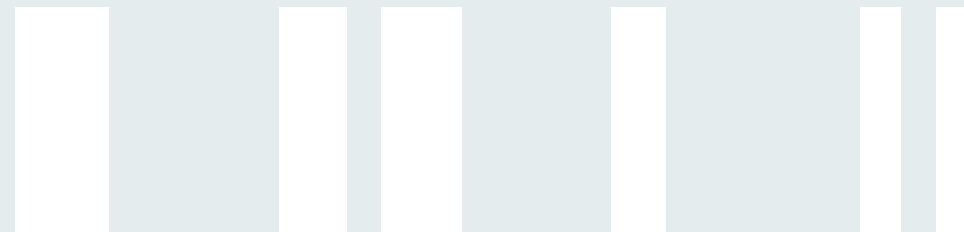
As we've demonstrated, we do not achieve our goals alone. We welcome your feedback to help us improve our performance. Please email your recommendations or comments to our Corporate Responsibility Steering Committee at CorpResponsibility@icf.com.

Thank you for your interest in our progress.

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

Appendices

The following pages were referenced earlier in the report.



About ICF

Working to End Cancer

ICF is fighting cancer
on **several fronts**

More than 8 million people worldwide died of cancer in 2016. ICF fights cancer on several fronts.

Research. Our [surveillance studies](#) and tobacco surveys monitor screenings, as well as health and risk behaviors. We survey cancer patients to track the impact of treatment and care. And we enhance cancer registry data to improve effectiveness.

Program evaluation. We help transform programs for greater efficacy by measuring, analyzing, and recommending improvements. For example, we evaluate cancer registries' performance compared to goals.

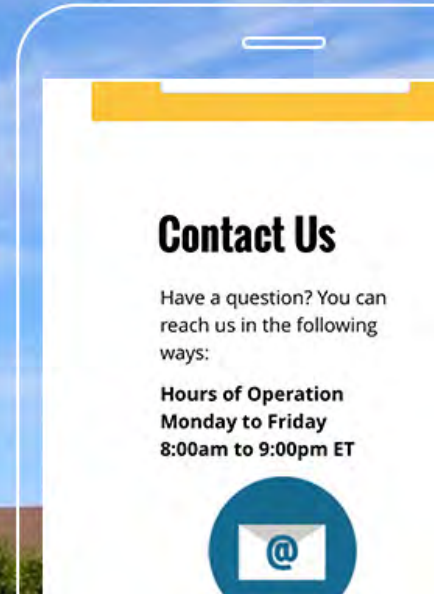
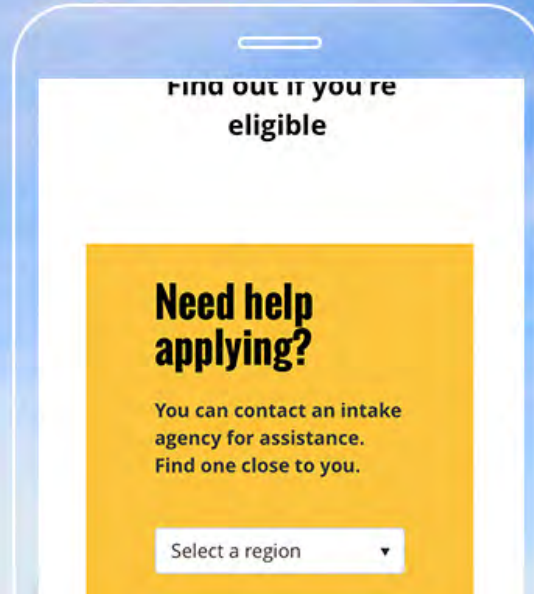
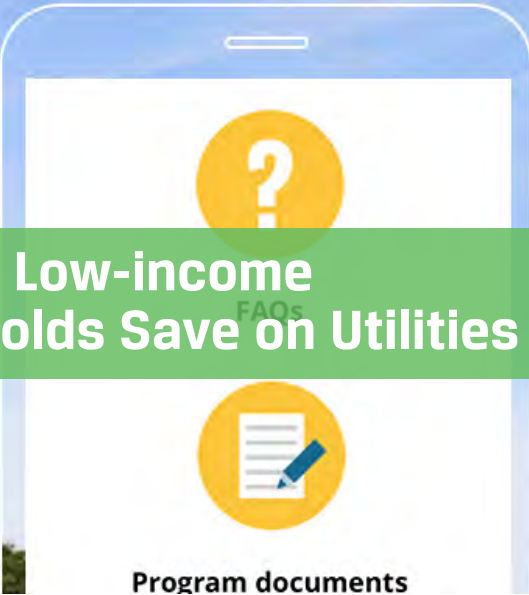
Digital and marketing services. We help people find and use information before, during, and after they begin their cancer battle. As an example, the [Smokefree.gov](#) campaign doubled the likelihood a person will stop smoking. We aligned program resources with the quitter's journey by applying the [ICF VOLTE®](#) framework for user engagement.

Philanthropy. Together, ICF and our employees donated to fight cancer through organizations such as American Cancer Society, NIH Children's Inn, St. Jude Children's Research Hospital, and others.

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

About ICF

Helping Low-income Households Save on Utilities



ICF Olson developed, operates, and maintains the digital solution supporting the program



Thousands of people across Ontario struggle to cover rising utility costs.

The Ontario Electricity Support Program aims to alleviate the pressure on low-income households by applying a monthly credit directly to their utility bills. ICF Olson developed, operates, and maintains the digital solution that supports the program. We also oversee all related business processes—from application, to coordination with utilities and the Ministry of Finance, to implementation.

Our digital and technology teams collaborated with call centers, utilities, and intake agencies, while balancing the priorities of stakeholders and citizens. We built ontarioelectricitysupport.ca to support 10,000 concurrent users and collect sensitive personal information from Ontario residents. ICF hosts all data in our secure Ontario-based data hosting facilities. Through July 2017 we processed 222,835 approved applications, committing CAN\$360 million.

This work supports Sustainable Development Goals: 7—Affordable and Clean Energy and 10—Reduced Inequalities.

About ICF

Improving Health with Better Data

We provide assistance
to **300+** surveys
in **90+** countries



Health data offer insights to help global leaders improve the lives of their citizens.

Since 2010, ICF has implemented the [Demographic and Health Surveys Program](#), funded by the U.S. Agency for International Development. We provided assistance to 300+ surveys in 90+ countries. The data we provide empower leaders to improve the health of their citizens and the welfare of their countries.

Always looking to improve the way we track health issues, we've streamlined survey execution, enhanced the technology behind the data, and more. In recent years, many of the surveys we conduct use computer-assisted personal interviews—lowering cost and improving access. We've also developed a mobile app, giving policymakers a new tool to easily access and upload data.

Our work to maintain and provide accessible data gets information into the hands of leaders who can make a difference in the world, one policy and one person at a time.

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

About ICF

Engaging for Sustainable Change

Agriculture, our life

Agriculture, our roots

The **right** message,
delivered the **right**
way, makes all
the **difference**



Changing ingrained attitudes and old habits are tall orders.

The right message, delivered the right way, makes all the difference. When the European Union asked ICF Mostra to [change attitudes](#) toward agriculture, we went straight to the people. A strong theme about the importance of trust emerged from interviews we conducted in 12 countries. Our campaign had to restore trust among those who had lost touch with Europe's agricultural roots, as well as the many farmers who didn't appreciate the European Union.

In just weeks, [we produced](#) a website, videos, posters, brochures, and a [TV ad](#) to address the challenge. We balanced creative storytelling with key insights from our research to produce a campaign that promoted the reformed Common Agricultural Policy as the essential link to protecting both the future of Europe's farming and rural life and its agricultural production.

This work supports [Sustainable Development Goal 15—Life on Land](#).

About ICF

Guarding Against Cyber Attacks

CIGARS robotically retrieves, processes, and stores open source **cyber security information**

Cybersecurity analysts cull through extraordinary amounts of data to keep abreast of threat intelligence.

ICF's **cybersecurity experts** created the Cyber Information Gathering and Recording System (CIGARS) to automate some of the intelligence gathering. CIGARS robotically retrieves, processes, and stores open-source cyber security information, resulting in a centralized information repository from vetted sources.

The repository is searchable and can be integrated with other cyber systems. With advances in machine learning, we expect future development of CIGARS will enable automated interpretation of intelligence reports in various formats (PDF, web pages, etc.) to automatically build rules for intrusion detection and prevention systems.

This work supports **Sustainable Development Goal 16—Peace, Justice, and Strong Institutions**.



About ICF

Becoming Resilient to Sea Level Impacts

ICF helps clients screen for **extreme weather risk**



Much of the U.S. energy infrastructure sits near coastlines where assets may be exposed to extreme weather, storm surge, and sea level impacts.

ICF helps clients screen for *extreme weather risk*. For the U.S. Department of Energy, ICF led the development of a *detailed guide* that provides a scientifically sound, practical approach for electricity asset owners to understand exposure, impacts, and resilience measures related to sea level rise and coastal storms.

The work addresses key issues of an integrated assessment, including evaluating the costs and benefits of adaptation options. The published guidance includes principles for effective assessments and links to resources for data and tools to support resilience solutions.

This work supports Sustainable Development Goal 13—Climate Action.

Employee-Initiated Giving



Celebrating MLK's legacy by teaching the value of volunteering.

ICFers joined hundreds of volunteers to support the Martin Luther King, Jr. Day—Give Together, hosted by Volunteer Fairfax and the Jewish Community Center of Northern Virginia. Families performed fun, hands-on service projects designed for young people. ICF sponsored the event, which enabled parents to teach their children the value of volunteering and giving back to the community.

This project supported [Sustainable Development Goal 16—Peace, Justice and Strong Institutions](#)



Competing to combat cancer.

Our London employees got together to play "pub quiz" and helped fund two outstanding cancer charities: [Cancer Research UK](#) and the [William Wates Memorial Trust](#). The teams shared fun and camaraderie during the quiz competitions.

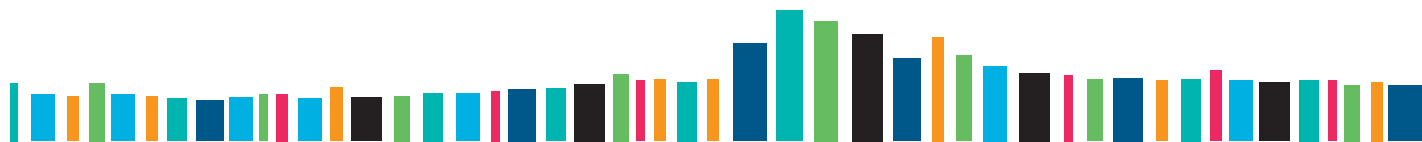
This project supported [Sustainable Development Goal 3—Good Health and Wellbeing](#)



Fundraising for Water For People on World Water Day.

To celebrate World Water Day, ICF's Fairfax GiveForward team showed a film on water scarcity and shared information about Water For People, our charity partner that works to ensure safe water and sanitation in the developing world. In just 30 minutes, the team raised awareness of the importance of water conservation and raised funds for Water For People.

This project supported [Sustainable Development Goal 6—Clean Water and Sanitation](#)



Employee-Initiated Giving



Delivering clean water to Flint.

The Flint, Michigan, water crisis potentially exposed 100,000 residents to high levels of lead and possibly other health risks. ICFers in Martinsville talk to Michigan residents every day. ICF works for Michigan's two largest utilities—DTE Energy and Consumers Energy. We heard heartbreaking stories from Flint residents until we couldn't sit back any longer. ICFers had to help. Teams of 10 employees competed to see who could collect the most water. ICFers quickly filled an entire tractor trailer—that's **12,000 bottles of water** for Flint families.

This project supported [Sustainable Development Goal 6—Clean Water and Sanitation](#)



Awarding scholarships to bright, young marketing talent.

ICF Olson awarded the third annual **\$10,000** John Olson Scholarship. The award is given in memory of John Olson, founder of ICF Olson and the nonprofit organization The BrandLab, which prepares students for careers in marketing and advertising. This year's winner is a junior at the University of St. Thomas and is working toward a degree in marketing.

This project supported [Sustainable Development Goal 4—Quality Education](#)



Raising £15,000 by cycling the Tour de France course.

A team of 11 ICFers from Brussels, Birmingham, and London offices traveled to France to ride the course of the Tour de France, the world's most famous cycling event. They embarked on the Tour de Force, a charity ride that follows the same route and supports the [William Wates Memorial Trust](#). The ICF team organized events such as cake bakes, pub quizzes, tombola parties, and cycle rides to raise an amazing **£15,000 (nearly US\$20,000)**.

This project supported [Sustainable Development Goal 10—Reduced Inequalities](#)

Employee-Initiated Giving



Running for clean energy.

ICF sponsored the Run for Clean Energy 5k fundraiser, hosted by the [Clean Energy Leadership Institute](#) (CELI) in Washington, DC. ICFers formed a team that raised more than **\$2,000** for CELI, a nonprofit that supports the development of next-generation clean energy leaders. CELI equips young professionals with a strong working knowledge of energy markets, project finance, technology innovation and public policy.

This project supported [Sustainable Development Goal 7—Affordable and Clean Energy](#)



Donating 240 volunteer hours during Olson Impact Week

Every autumn, in honor of founder John Olson's birthday, ICF Olson invites its Minneapolis employees to spend time away from work on community service. This year, **69 volunteers donated 240 hours** by:

- Creating holiday mail for heroes (American Red Cross Minnesota Region)
- Baking cookies (Cookie Cart)
- Sorting and repackaging food (Second Harvest Heartland)
- Preparing and cooking meals (Ronald McDonald House Charities)
- Delivering client meals (Open Arms of Minnesota)
- Leading lessons on research (The BrandLab)

This project supported [Sustainable Development Goal 2—End Hunger](#)



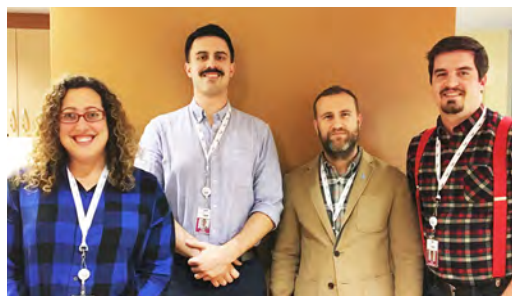
Feeding families who are tending to their sick child.

For the past five years, ICF Atlanta employees donated and prepared dinner for families at [Ronald McDonald House](#), which provides lodging for families with a child in a nearby hospital. Once each quarter our volunteers serve dinner to about 35 people. Having one less worry—a decision on where to eat dinner—is a valuable benefit to families who are focused on the health of their sick child.

This project supported [Sustainable Development Goal 2—End Hunger](#)



Employee-Initiated Giving



Hosting the lumberjack breakfast to raise funds for cancer research.

ICFers in the Washington, DC, area raised money for cancer research with a lumberjack pancake breakfast on behalf of No-Shave November. They made 100+ pancakes, served 50+ hungry donors, and raised more than \$525 at the breakfast. With other fundraising efforts and ICF's corporate donation, together we raised **\$11,161**.

This project supported Sustainable Development 3—Good Health and Wellbeing



Challenging ourselves and raising funds.

A dozen ICFers in London dared to take on the challenge of the first-ever Tougher Than Tough competition. They raced on an 8-km course with 40 obstacles—including trapeze swinging and enduring an ice tank. The team raised **£2,000** for the charity **Cancer Research UK**.

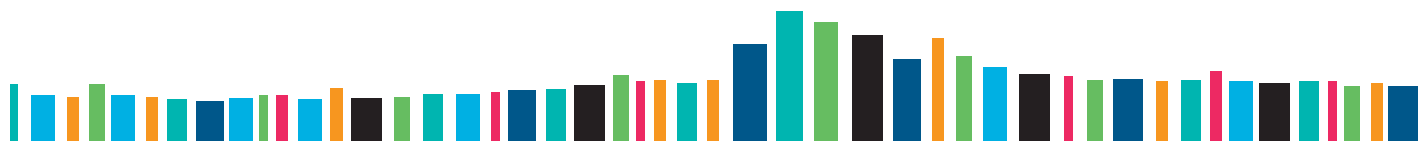
This project supported Sustainable Development Goal 3—Good Health and Wellbeing



Making Strides Against Breast Cancer in DC, Fairfax, Rockville, and Atlanta.

Bake sales, raffles, happy hours, potluck lunches. These are a few of the ways that ICFers in Atlanta, DC, Fairfax, and Rockville raised funds for our charity partner, American Cancer Society, to fight breast cancer. Funds raised help people stay healthy, detect early, find support and treatment, and benefit from research. Combined with our corporate donation, ICFers, family and friends in our combined events raised **\$30,200** in total!

This project supported Sustainable Development 3—Good Health and Wellbeing



Employee-Initiated Giving



Raising over \$31,000 at our volunteer-led charity auction.

Volunteers gave hundreds of hours planning, organizing, and producing the auction. Employees filled the catalog with their donated products, services, and experiences. They solicited donations from local businesses. And they bid high and often to ensure a hefty donation to our charity partners. Funds supported 7 charities chosen by employees—providing health, education and social services; natural resource and animal protection; and international development.

This project supported [Sustainable Development Goals 1—End Poverty; 3—Good Health and Wellbeing; 4—Quality Education; 6—Clean Water and Sanitation](#)



Preparing Thanksgiving baskets to make the holiday special.

ICF Englewood donated food to fill Thanksgiving baskets for low-income families in the Denver community. ICFers decorated and delivered the baskets to three families identified by the public school system.

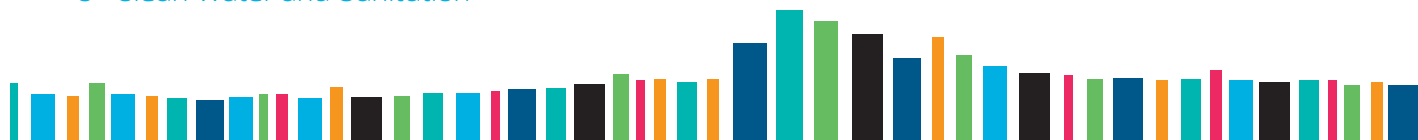
This project supported [Sustainable Development Goal 2—End Hunger](#)



Lifting up disadvantaged families.

ICF San Diego embraced the spirit of giving during the holidays. We made it a special occasion for two local families by donating groceries, clothing, and coats for all—plus toys for the children.

This project supported [Sustainable Development Goals 1—End Poverty; 2—End Hunger](#)



Employee-Initiated Giving



Providing healthy meals to people living with HIV/AIDS and other chronic conditions.

ICF Atlanta volunteered at [Project Open Hand](#), which provides health-promoting meals, market baskets, and nutrition supplements to people living with HIV/AIDS and other chronic conditions. Volunteers packaged **1,000 meal boxes** for delivery to about 500 chronically ill people in our community.

This project supported [Sustainable Development Goals 2—End Hunger](#); [3—Good Health and Wellbeing](#)



Fulfilling holiday wishes for children in need.

The Sacramento office participated in the [Sacramento Children's Home's](#) Holiday Giving Tree program. Kids at the home decorated the tree with stars that listed their wishes; after ICFers read the wishes, they fulfilled **40 gift requests** for the children and gave 15 checks/gift cards.

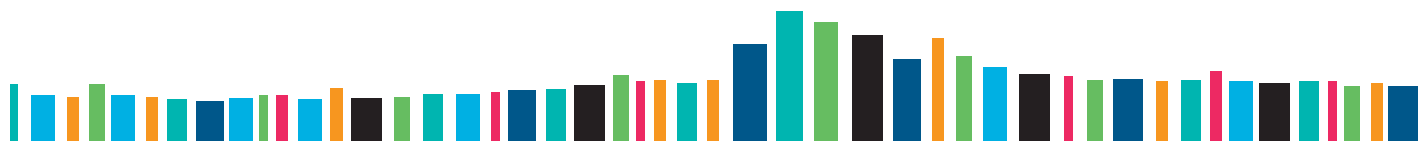
This project supported [Sustainable Development Goal 1—End Poverty](#)



Showing foster children how special they are.

ICF Irvine participated in Operation Santa. Working with local foster care, they fulfilled the holiday wishes of children who might not otherwise receive gifts.






This project supported [Sustainable Development Goal 1—End Poverty](#)



About this Report

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

ICF impacts

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