



Change.

It starts here.

2017

Corporate
Citizenship
Report



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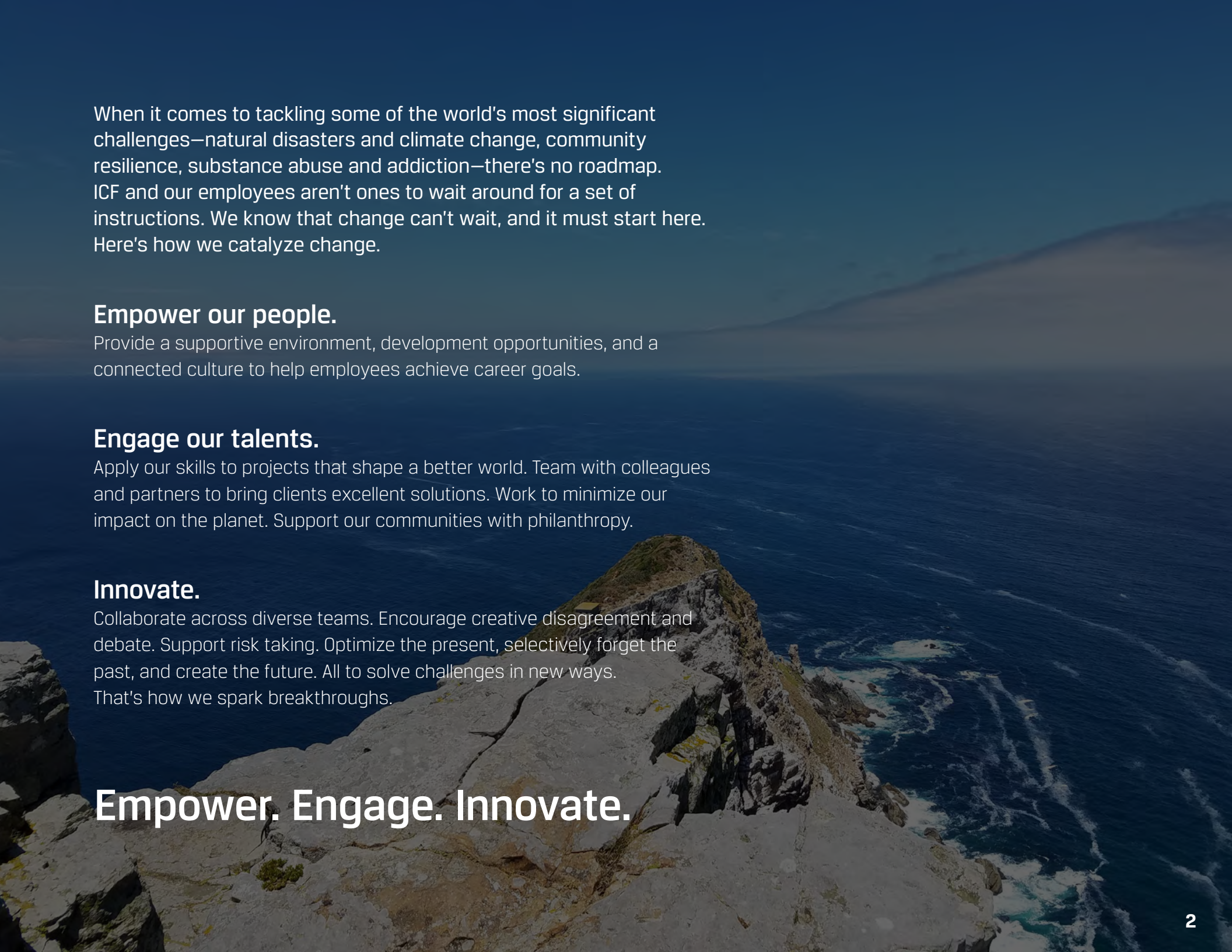


It starts here.

Change.

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When it comes to tackling some of the world's most significant challenges—natural disasters and climate change, community resilience, substance abuse and addiction—there's no roadmap. ICF and our employees aren't ones to wait around for a set of instructions. We know that change can't wait, and it must start here. Here's how we catalyze change.

Empower our people.

Provide a supportive environment, development opportunities, and a connected culture to help employees achieve career goals.

Engage our talents.

Apply our skills to projects that shape a better world. Team with colleagues and partners to bring clients excellent solutions. Work to minimize our impact on the planet. Support our communities with philanthropy.

Innovate.

Collaborate across diverse teams. Encourage creative disagreement and debate. Support risk taking. Optimize the present, selectively forget the past, and create the future. All to solve challenges in new ways. That's how we spark breakthroughs.

Empower. Engage. Innovate.

Letter from the CEO

Dear Colleagues,

At ICF, we have always believed that we're in business to provide outstanding service to our clients, successful careers for our employees, and solid returns to our shareholders. We can only do this by being socially responsible corporate citizens. Some of the world's largest institutional investors also consider a company's ability to manage environmental, social, and governance matters as a sign of long-term value. We could not agree more.

As we work with our clients on global challenges—including public health, climate change, disaster recovery, cybersecurity, and many more—we're motivated to be a catalyst for change. We do this by developing solutions for our clients based on our understanding of the issues and then implementing these solutions effectively by engaging with the relevant populations.

I am pleased to present some salient points on our 2017 corporate citizenship efforts:

- **We continue to invest in employees' growth.** We implemented a company-wide mentoring program, kept our turnover rate lower than the industry average, maintained gender balance across management, and pay equity across genders in similar roles.
- **We made significant strides in reducing our greenhouse gas emissions.** Since 2013, we've seen a 27% decrease in greenhouse gas emissions per employee, invested in renewable energy and high-quality carbon offsets, and achieved a net zero emissions footprint, surpassing our 5-year carbon emissions reduction goal.
- **Our philanthropy remains strong.** We increased our corporate giving substantially and created a new giving platform that enables ICF to match employee donations 1 to 1.

While we celebrate our achievements of the past year, we know our work isn't finished. We will continue to strive to do more.


Sudhakar Kesavan



Sudhakar Kesavan
Chairman & Chief Executive Officer

ICF's 2017 Corporate Citizenship Highlights

Investing in Our People

Provided opportunities for all employees to develop and advance.

Making a Sustainable Commitment

Made progress on our carbon reduction goal and remained carbon neutral.

Supporting Important Causes

Donated to causes important to our employees and communities.

Leadership Opportunities



Gender Pay Equity

no statistically significant differences in pay across genders for comparable incumbents in the same roles

Lower Turnover

14.5% voluntary turnover rate, as compared to 17.5% industry average



100%

net renewable electricity in the U.S. via renewable energy certificates



27%

reduction in greenhouse gas emissions per employee since baseline 2013



Zero

net zero carbon status since 2006 due to investments in high-quality carbon offsets

\$560,000

corporate cash donations

\$110,000

employee donations through our new giving program

1 to 1

ICF matched employee donations

About ICF

ICF is a global consulting and technology services provider with 5,000+ 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:

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

Selected Awards and Recognition:

- America's Best Midsize Employers, Forbes 2017
- America's Best Management Consulting Firms, Forbes 2017
- Excellence in Corporate Citizenship Reporting, 4 Platinum and 1 Gold MarCom Awards 2017

Catalyst for a Healthier, **More Sustainable World**

ICF is catalyzing positive change across industries. Here are just a few examples of how we're shaping a healthier, less vulnerable, more sustainable, and equitable world.

Aligned with Global Goals

Each project 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.



Recovering from Natural Disasters

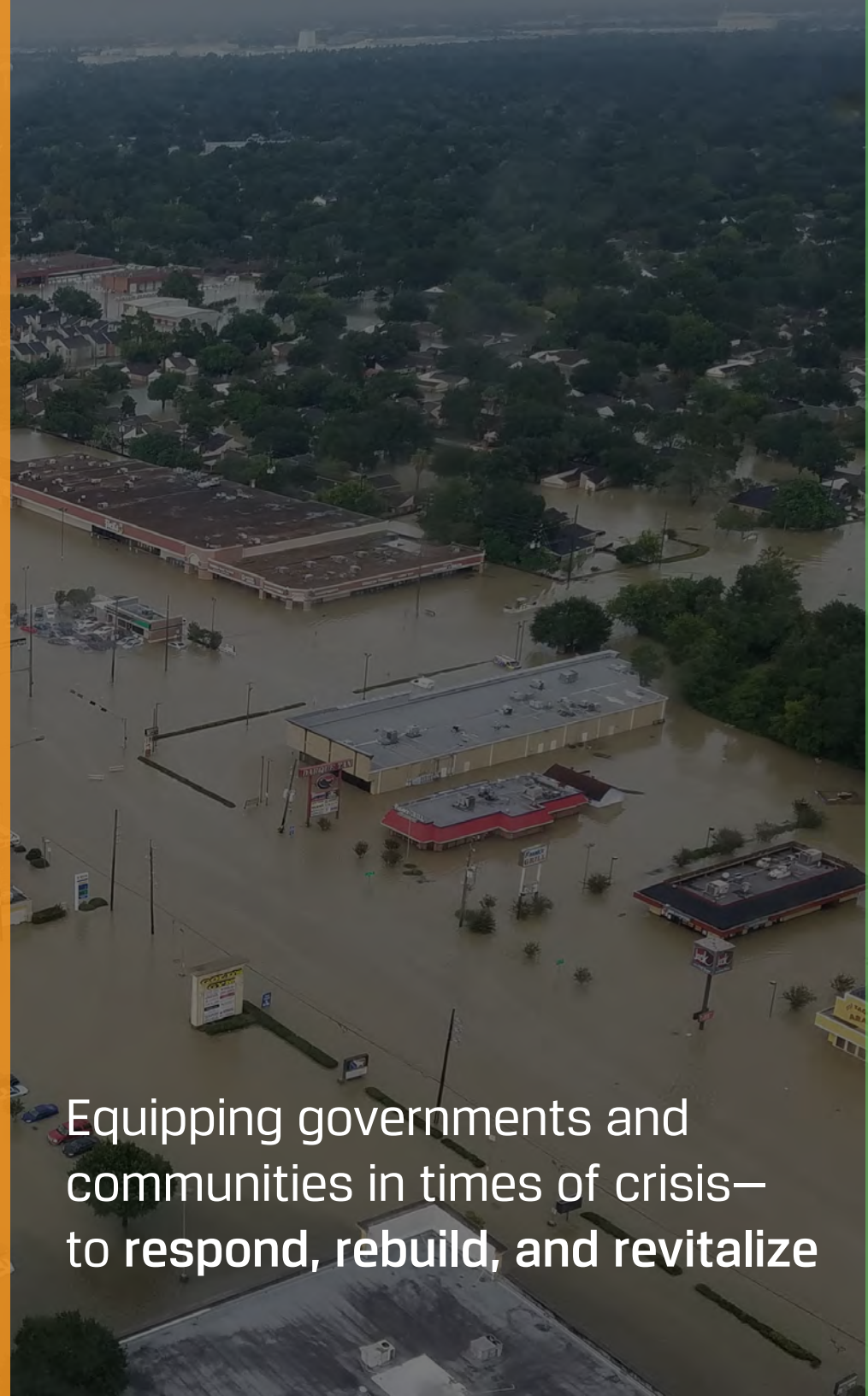
ICF helps governments and communities that have limited capacity to manage large, complex disaster recovery programs. We help clients implement critical functions needed to manage housing, infrastructure, economic development, and resiliency programs. We train clients to successfully run these programs.

ICF helps communities establish a shared vision for the rebuilding—not just as it was before, but toward a more promising future. We help clients build resiliency into all recovery programs, such as making critical infrastructure stronger, building flood control measures, providing grants to local governments to revise zoning, elevating homes and businesses, and making replacement housing more energy efficient.

In response to Hurricane Katrina, we helped design and implement the largest disaster housing recovery program in American history, delivering \$7.9 billion in grants. Following Superstorm Sandy, we helped New Jersey implement its \$4.1 billion grant program.

We also support recovery through philanthropy. For example, we donated our advertising expertise to ramp up tourism in Rockport-Fulton, Texas, following Hurricane Harvey. In response to the 2017 hurricanes, wildfires, and earthquakes, ICF and our employees gave over \$150,000 in cash donations.

This work supports Sustainable Development Goal 11 — Sustainable Cities and Communities.



Equipping governments and
communities in times of crisis—
to respond, rebuild, and revitalize

Combating Opioid Addiction


In the late 1990s, pain was identified as the fifth vital sign. In an effort to manage pain, prescriptions for opioids skyrocketed in the United States. Twenty years later, in the midst of an opioid epidemic, interventions follow a two-pronged approach: Prevent future addiction and treat people who are already addicted.

ICF helps governments and communities end the stigma of addiction through accurate information, open dialogue, and sharing instructive experiences such as Ann Marie's story.

We help strengthen social infrastructure to address related impacts of opioid addiction. For example, we support programs focused on family stability, income support, housing, mental health, employment, substance abuse, human trafficking, and the U.S. justice system.

We advise on workforce development that addresses employment needs into the future.

This work supports Sustainable Development Goal 3—Good Health and Well-Being.



Helping to change
the culture of pain

Reducing Traffic Congestion and Improving Air Quality

New York City is among the most congested traffic regions in the United States. Reducing the number of single-occupancy vehicles would decrease congestion and air pollution.

ICF helped the New York State Department of Transportation generate mass awareness of alternative commuting options through innovative media and outreach campaigns. We helped commuters visualize the environmental benefits, cost-effectiveness, and availability of rideshare/mobility services in their daily schedules.

Since 2010, the ridesharing program reduced the number of commuter miles travelled by 225 million, avoided nearly 90,000 tons of CO₂ emissions, and provided a sustainable alternative to driving alone.

This work supports Sustainable Development Goal 13—Climate Action.

225 million miles reduced

100,000+ commuters connected

89,600 tons of CO₂ emissions reduced

Developing the Workforce for Thriving Communities


Worldwide, major cities struggle with developing viable and attractive communities where people want to live and work.

ICF works with commercial developers, lenders, municipalities, state and federal governments, tribal communities, and nonprofit organizations on [economic infrastructure](#) and [workforce development](#). We help organizations run programs that bring economic transformation to families and neighborhoods by focusing on employer-driven solutions, housing and community planning, human services to support projects, and financial literacy and asset building.

Building economic transformation is key to creating inclusive economies. Our grant programs and other initiatives deliver services such as broadband and affordable housing as we work to assist clients with program financing, implementation, and monitoring. We also deliver technical assistance and training on how to use federal programs.

One example of our work—a workforce development strategy and labor market analysis to support the 266-acre [commercial redevelopment](#) of Port Covington in South Baltimore, Maryland. We're working with Sagamore Development Corporation, contractors, and community-based organizations to refine, operationalize, and implement the workforce strategy to ensure that city residents are targeted and adequately prepared to fill job openings.

This work supports Sustainable Development Goal 8—[Decent Work and Economic Growth](#).



Building economic transformation is key to creating inclusive economies

Fighting Fraud

In 2017 alone, the U.S. Internal Revenue Service identified \$2.5 billion in tax fraud, a common and potentially catastrophic crime. And fraud detection is a moving target—given the pace of technology growth and the limitations of traditional analytic frameworks.

ICF advises clients who deal with common challenges in fraud detection, and we help them build person-centric, automated fraud detection systems. Using data visualization tools, program analytics become actionable intelligence for program integrity and improving efficiency.

For the U.S. Office of Federal Student Aid, ICF implemented fraud-detection technologies and a systems-level integration, and we used data mining and advanced analytics to automate review of forms and transactional data for the purpose of fraud detection. We made similar advances for the U.S. Citizenship and Immigration Service.

We implemented fraud detection for grant programs providing \$12 billion for disaster recovery work in Louisiana and New Jersey. We also have a thorough understanding of laws and policies regarding fraud. In fact, we support clients in developing anti-fraud laws and assessing their effectiveness, as we did for the European Anti-Fraud Office.

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

Developing new ways
to keep data safe

Investing in our Employees



Create the greatest benefit in areas that matter.

This lofty goal calls for a workforce prepared to catalyze positive change—a workforce that must be empowered, engaged, and innovative. Lucky for us, our people check all those boxes.

Empower

Setting the stage for our employees' success begins with a respectful, inclusive, and equitable environment. In addition, we offer development opportunities to create a continual learning experience. The following pages outline some of our specific efforts to empower, support, and develop our talented people.

One initiative launched in 2017 was Mentor Connect, our response to employees' requests for a formalized mentoring program. This company-wide program enrolled 700 participants and received strongly favorable feedback. Here are some insights from our [mentor program](#). The second cohort formed in the spring of 2018.

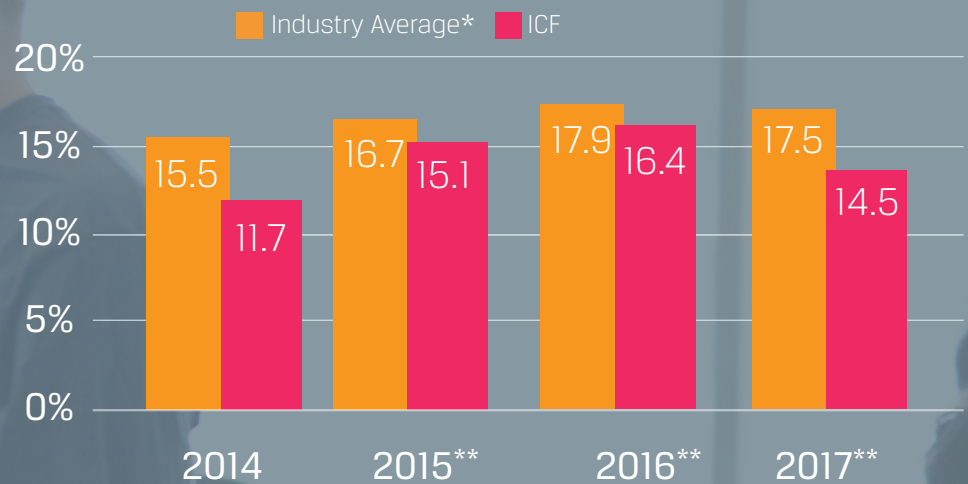
Perhaps the strongest evidence that we're meeting our employees' professional goals is a voluntary turnover rate that's significantly better than the industry average. Retaining our experts contributes to ICF's stability, knowledgeable leadership, and collaborative culture.





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.

Engage

ICFers enjoy their work—so said 86% of employees in our 2016 employee survey. Many say they joined ICF for the opportunity to make a positive impact on the world. And, since we tackle global challenges like public health, climate change, disaster recovery, and cybersecurity, they are able to do just that. By applying deep subject expertise and excellence in engagement techniques—such as social media, public relations, crisis management, and website development—we are making a difference to both marquis brands and government programs.

In the following pages, we report some of our initiatives to enrich employees' experiences at ICF. Our people enjoy free-flowing conversation and collaboration with widely diverse teams. And they channel their personal interests inside the dynamic ICF community for philanthropy, social good, and sustainability.



Innovate

Capitalize on emerging opportunities. Increase efficiency. Create solutions to long-standing problems. These are challenges that require a new approach. We're taking steps to build a culture of innovation through structure, process, recognition, and training—starting with our largest operating group. We also increased our investment to develop technology and other intellectual property, presenting greater opportunities for employees.

We collaborate across diverse teams, encourage creative disagreement and debate, and support risk taking—all while working to optimize the present, selectively forget the past, and create the future.

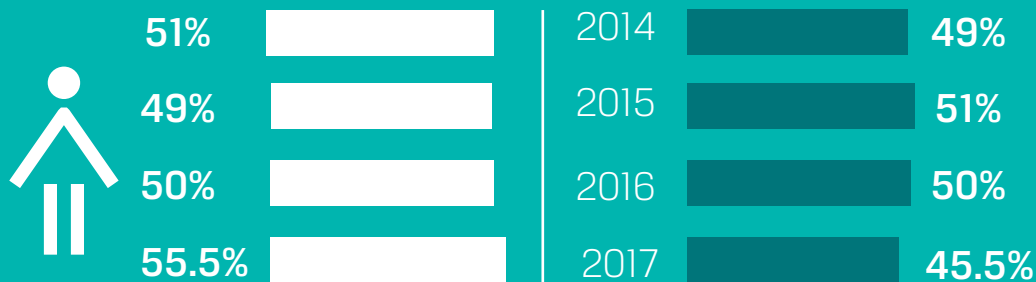
Rewarding Innovation

To demonstrate how innovation can be part of daily work, we formed the Innovation Awards Program. We recognize teams and individuals at all levels who identify and develop emerging solutions through creative thinking, experimentation, prototyping, rapid iteration, and deep understanding of markets, clients, and end-user needs.

Providing Leadership Opportunities for **Both Women and Men**

ICF Leaders

Includes project managers and above



Assuring Pay Equity Across Genders

During 2017, ICF had two third-party experts review compensation by role. Both reviews found no statistically significant disparities in pay by gender for comparable incumbents in the same roles.

Developing Talent

ICF supports employees by offering live and virtual classes, self-paced online courses, vendor training subscriptions, communities of practice, expert panel discussions, and reimbursement for certifications, degree programs, and professional memberships.

3,800+ Participated in a learning experience

18,000 Total learning experiences delivered

10.3% Received promotions, exceeding the 8.2% average promotion rate for U.S. companies in 2016*

*The 2016 Pearl Meyer ChiPS One World Survey

Accelerating Leadership Development

The Accelerated Leadership Challenge is a development program designed to advance the growth of ICF's high-performing leaders through rigorous, practical leadership experience. The program defines the competencies and expectations of ICF's future executives, provides access to feedback and coaching, and builds an enterprise-wide strategic perspective.

Mastering Management—The ICF Way is an applied, 16-week blended development experience designed for those with limited people-management experience. The program introduces participants to the knowledge, skills, and network needed to manage self, individuals, teams, and the business effectively.

Collaborating with Colleagues from **Diverse Backgrounds**



We have 65+ offices
throughout the world.

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.

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



Enriching the Employee Experience

Mentor Connect

700 participated in our [mentoring program](#)

83% favorable rating

88% likely to recommend

Career Matters

Interviews with ICF leaders about navigating professional and personal development, followed by Q&A

Building Your Personal Brand

Tools and training for developing your profile, your voice, your network

Get Connected

3,000 connect via ICF's internal social channel

150 affinity groups that ICFers formed around skillsets, technology, personal interests, among others

Flexing Your Work Schedule

Flexible hours, the ability to work remotely, and a family friendly atmosphere demonstrate ICF's commitment to the holistic health of our employees

Supporting Health and Well-Being

In addition to our many [benefits](#), ICF offers opportunities to engage the mind, body, and spirit outside of our normal work. Here are a few examples.

Walk the Wonders Walking Challenge

A company-wide challenge that enabled participants to walk the 7 Wonders of the World—virtually—while winning bragging rights for a healthy achievement.

1,425 participants

70+ locations—ICF and client offices

305 million steps equal to 6 trips around the earth

7,400 average steps per day

Volunteering with a Shared Purpose

GiveForward. Philanthropically minded volunteers collaborate on humanitarian causes.

Green Team. Volunteers help us live and work in a more sustainable way.

Minimizing our
Impact on the

Planet





Catalyze Change and Lead by Example

That's an imperative for ICF, given our reputation as a leading advisory firm on climate. For that reason, since 2006 ICF has maintained a net-zero carbon footprint by investing in robust carbon offsets that remove or avoid emissions at a rate equivalent to that generated by our operations. Read about our most recent offsets on the following page.

While carbon offsets are important, our climate strategy begins with mitigation. How can we make our carbon footprint as small as possible without impairing client services? In brief, we've instituted policies, procedures, and goals. The following pages describe our assessment of our environmental impact and the measures we've taken to reduce it.

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

Urgent Need to Remove Emissions, Not Only Reduce

Time is running out for the world to address climate change. [The UN Emissions Gap Report 2017](#) states that there's an urgent need to not only reduce greenhouse gas emissions using approaches such as wind energy and landfill gas recovery but also to remove emissions from the atmosphere using approaches such as forestry and emerging technologies.

ICF acknowledges this urgency and invests in high-quality, verified carbon offsets, in addition to purchasing renewable energy certificates equivalent to the electricity used by our U.S. operations.



Using Landfill Gas Instead of Fossil Fuel to Power Facilities

Chautauqua County Landfill in Ellery, New York, saw an opportunity to use a byproduct of their business, methane gas, to generate energy, and ICF invested in this important project. The county's landfill accepts about 360,000 tons of solid waste each year. Landfills emit methane gas into the atmosphere, which contributes to climate change and wastes a valuable resource. Methane is a greenhouse gas that affects climate change at a rate 28 times that of CO₂ when emitted into the atmosphere. The county captures the methane and channels it to a conversion plant where it generates electricity to power 6,000 homes each day. With ICF's support, the project now:

- Prevents harmful methane gas from entering the atmosphere
- Produces 9.6 MW of renewable energy from waste, rather than from fossil fuel
- Provides jobs for the community
- Is verified by the Climate Action Reserve

Harnessing the Wind: Big Smile Wind Farm at Dempsey Ridge, OK

Although Oklahoma is known for its vast oil and natural gas reserves, there's an effort to raise the state's profile as a clean energy producer. Since Oklahoma has significant wind-energy potential, ICF invested in a project that installed 66 turbines—enough to generate clean energy to power 46,000+ homes. Known as Big Smile Wind Farm, the project is named in memory of a cherished employee of the energy company who helped develop the project and was known for her big smile. The project provides supplemental income to local landowners who host the turbines on their farms. Other benefits include:

- Avoidance of emissions equivalent to 339,000 metric tons of CO₂ per year from conventional power plants
- Full-time local jobs for 13 people
- Investment in local infrastructure
- Property tax revenues from the project
- Assurance by Verified Carbon Standard

Understanding Our Impact

After more than 10 years of conducting our carbon¹ inventory, we thoroughly understand the impact of our operations. Our strategy to reduce our footprint focuses on the main sources of our carbon emissions:

- Energy that powers our facilities: 9% of total inventory
- Fossil fuels used to drive our commutes: 48% of total inventory
- Business-related travel: 43% of total inventory

Based on this information, we set a carbon reduction goal: By 2018², we will reduce the average carbon emissions per ICF employee³ (including facilities, business travel, and commuting) by 10% from a 2013 baseline.

We're proud to report that, with the commitment of leadership and engagement of employees, we achieved—and significantly surpassed—our goal ahead of schedule.

With our latest carbon inventory of 2016 operations⁴, we achieved a 27% reduction in our carbon intensity measure—emissions per employee.


For the remaining years of our goal period, we are focusing on further decreasing our emissions per employee. We're also scoping new targets to continue reducing greenhouse gas emissions and advance renewable energy. Our efforts to set a new goal include exploring methodologies for science-based reduction targets, as recommended by the [Science Based Targets Initiative](#).

¹ "Carbon" refers to carbon dioxide emissions (CO₂), a greenhouse gas that makes up 99% of ICF's greenhouse gas emissions. For that reason, we use the terms "carbon emissions" and "greenhouse gas emissions" interchangeably.

² Our carbon reduction goal will end with our 2018 carbon inventory, which will be finalized during the summer of 2019. Our 2013 inventory, which is the baseline for our goal, was completed in the summer of 2014.

³ Why report "emissions per employee"? In our fast-growing company, it's challenging to analyze performance when 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 We conduct our carbon inventory each summer for the previous calendar year. At the time of writing this report, our most recent inventory is of 2016 operations.



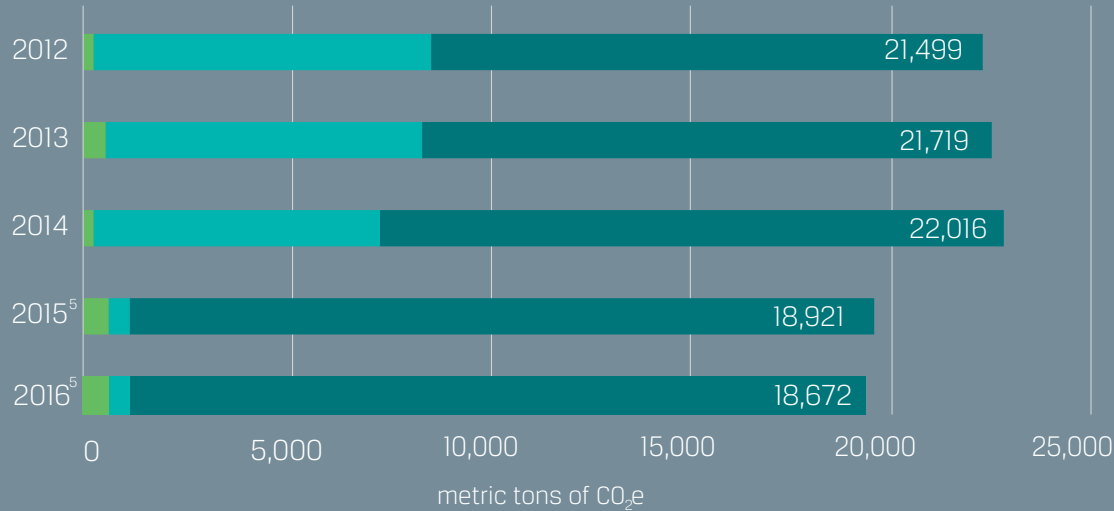
We surpassed our carbon reduction goal. In 3 years we reduced carbon emissions intensity by 27%.

Our Carbon Footprint

Thanks to our efforts to both reduce energy use and buy renewable energy, emissions from 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. We'll report our 2017 emissions in the next citizenship report.

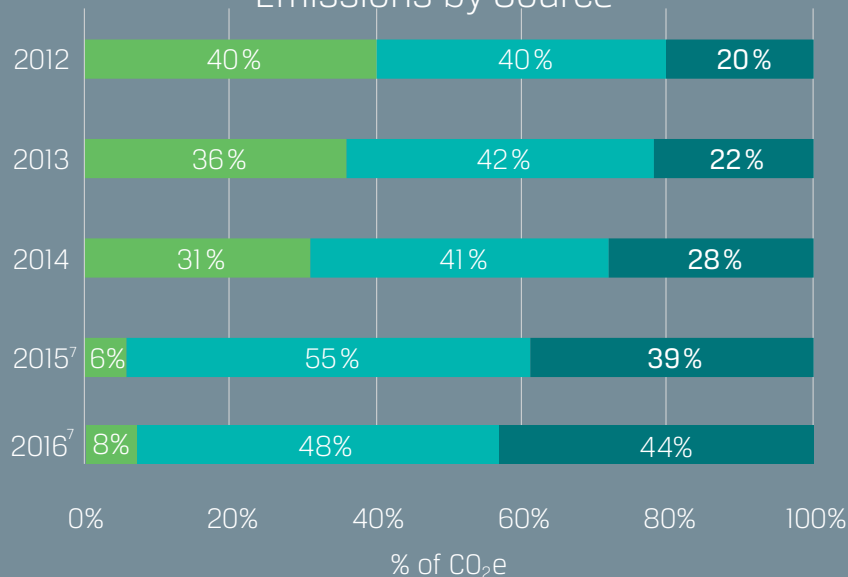
Emissions by Scope

Indicates level of operational control



- Scope 1: Direct greenhouse gas emissions from sources owned or controlled by ICF
- Scope 2: Greenhouse gas emissions⁶ from purchased electricity
- Scope 3 : Greenhouse gas emission sources beyond the walls of our facilities (e.g., business travel and commuting)

Emissions by Source



- Facilities
- Employee Commuting
- Business Travel

⁵ Decrease in Scope 2 emissions due to purchase of renewable energy certificates.

⁶ While our inventory accounts for our largest Scope 3 sources, it does not consider full upstream and downstream emissions from all relevant sources.

⁷ Decrease in facilities emissions due to purchase of renewable energy certificates.

Taking Corporate Actions

We identified a set of key initiatives to help us achieve our reduction goal. 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 carbon offset projects (presented earlier)

Locating in Green Buildings

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

City	LEED	LEED Certified Interior	ENERGY STAR Certified Building	Employee Count
Seattle, WA	Platinum		★	35
Rockville, MD	Gold	Floors 1 and 2 = Gold Floors 5, 6, 7 and 8 = Platinum	★	400
Minneapolis, MN	Gold		★	360
San Diego, CA	Gold	Gold	★	55
Chicago, IL (West Wacker)	Gold		★	75
San Francisco, CA	Gold		★	40
Los Angeles, CA (Century Park)	Gold		★	20
New York City, NY (3rd Avenue)	Silver			45
Fairfax, VA	Silver	Conference center = Platinum Floors 3, 5, and 9 = Gold	★	1,005
Durham, NC		All Interior	★	40
Richmond, VA			★	70
Irvine, CA			★	50
Los Angeles, CA (W. 5th St.)			★	30
Englewood, CO			★	20
Chicago, IL (West Randolph)			★	90
Plano, TX			★	10
Austin, TX			★	25
San Jose, CA			★	10

Supporting Renewable Energy

Guided by our renewable energy experts, ICF once again purchased Green-e certified renewable energy certificates (RECs) in 2017 equivalent to 100% of the electricity used at our offices in the United States. A REC represents the environmental benefits associated with one megawatt-hour of energy generated from renewable resources. Purchasing RECs helps make renewable energy projects financially competitive with traditional energy producers.

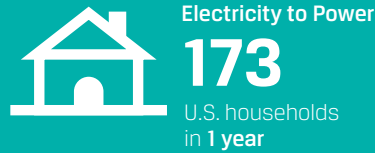
Managing for Continuous Environmental Improvement



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).

Reusing and Recycling IT Equipment

During 2017, the reuse and recycling of ICF's retired computers saved the equivalent of:



Environmental Recognition

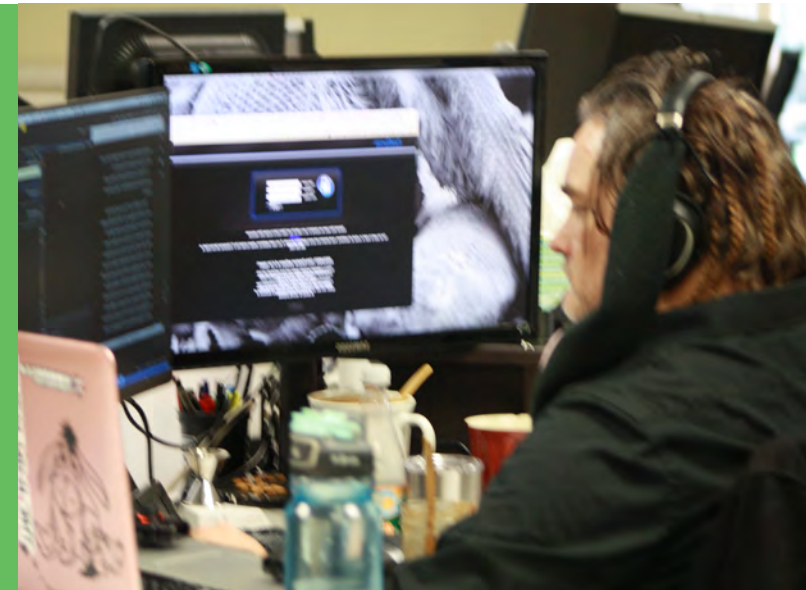
- Environmental Business Journal Awards:**
 For advancing best practices in climate resilience—supporting a more resilient transportation infrastructure.

- Environmental Finance Best Advisory/Consultancy in China:**
 For ingenuity in environmental markets regarding carbon emissions, renewable energy certificates, weather risk, and catastrophe risk.

More than Doubling the Use of Our Online Meeting Platform

ICF employees embrace tools that help reduce our travel footprint. Use of our online meeting platform continues to grow—with monthly average participants up **150%** since we began measuring in 2015.

Monthly Totals	Total Conferences	Total Participants	Total Participant Minutes
April 2015	10,000	36,000	930,000
2016 Monthly Average	23,000	76,000	2,315,000
2017 Monthly Average	25,000	90,000	2,940,000





Green Team

Our volunteer-led Green Team motivated us with their experiences, such as launching an office compost program, holding a sustainable breakfast that included a contest to sort waste, achieving a sustainability certification with the local government, and recruiting colleagues to clean up a community green space. Green Teamers share their experiences and tips via blogs, newsletters, and social channels.

Our Planet

Engaging Employees

Our sustainable policies and procedures alone won't enable us to achieve our reduction goals. We rely on our employees to be change agents—catalyzing more sustainable behaviors, helping us live and work "greener." Below are a few employee-led initiatives.

Earth Month

Bringing together great minds in a more sustainable way—that was the theme of our 2017 Earth Month campaign: Think Green. Meet Green. We challenged employees to take an "Earth Month minute" at the beginning of meetings to share a tip about meeting more sustainably. We included green meeting guidance in invitations to set an expectation for meetings, and we encouraged others to participate by sharing our tips in social channels.





Bike to Work

Each year, our cycling commuters employ imaginative approaches to increase participation in Bike to Work Day. Offices hold breakfasts, form pelotons, and offer instruction regarding bike safety and maintenance. We award offices with the highest rates of participation. In 2017 the honors went to Sacramento, Cambridge, and Plymouth for large, medium, and small offices, respectively.

	Number of Employees	Miles Traveled	CO ₂ emissions avoided if biking replaces driving alone
2017	275	1,600	0.65 metric tons

Our Planet

Greenhouse Gas Inventory

Taking inventory of our greenhouse gas emissions requires the participation of thousands of employees. We invited all ICF employees to provide information about their commutes in a detailed survey, and 30% 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 in charting the path to a lower carbon future.



Making Progress Towards 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 citizenship report.

In 2016 we reduced the net emissions resulting from our facilities (Scope 1 and 2 emissions) by 82% compared to our 2013 base year. 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 6% from our 2013 base year and represent our next opportunity to reduce our footprint. Read about some of the measures we're taking to reduce Scope 3 emissions [here](#).

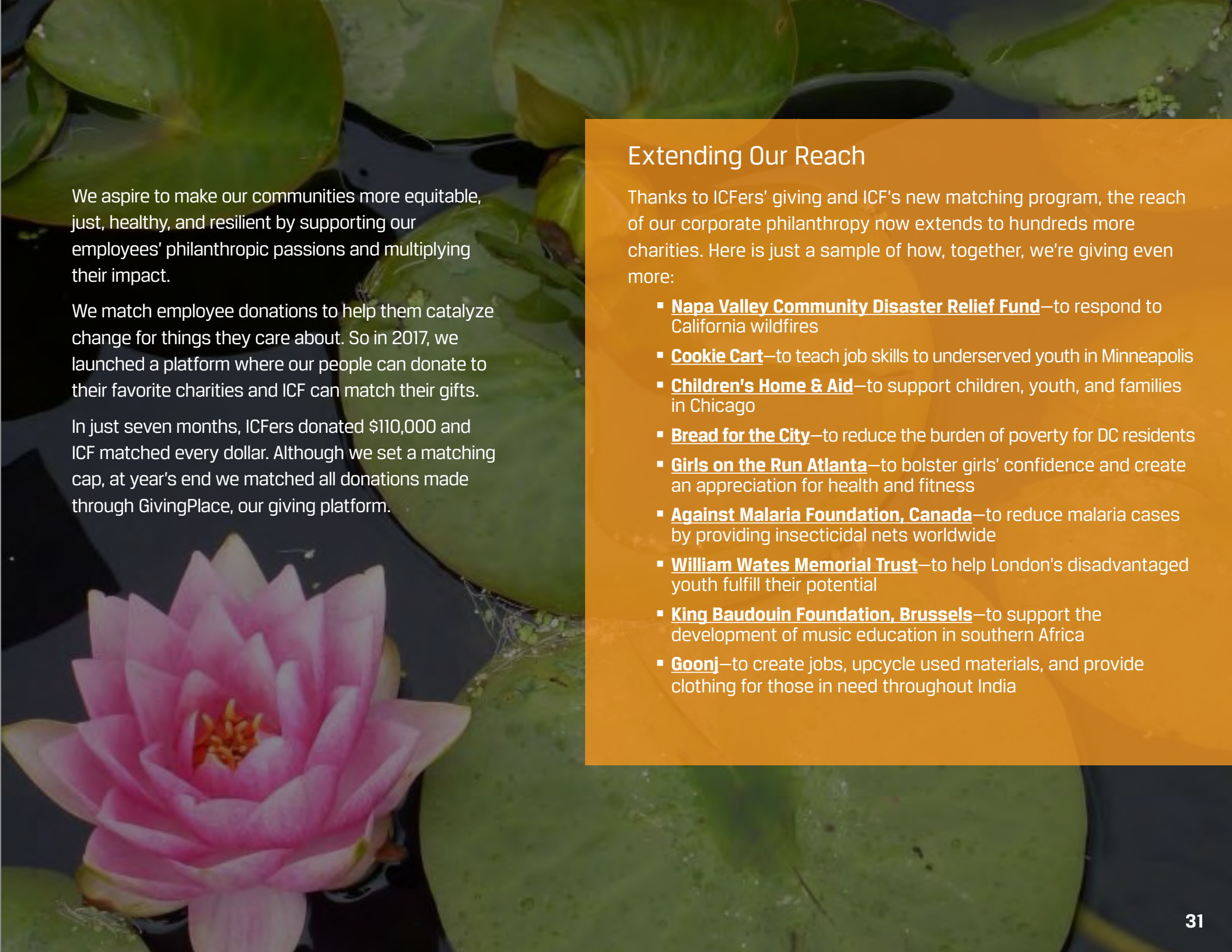
That's how we catalyze change to reduce our environmental footprint.

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	
	Metric Tons of CO ₂ e	Emissions/Employee	Change	Metric Tons 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
2016	1,747	0.31	Decreased 82%	16,924	3.03	Increased 6%	3.34	Decreased 27%

Making a difference in our Communities





We aspire to make our communities more equitable, just, healthy, and resilient by supporting our employees' philanthropic passions and multiplying their impact.

We match employee donations to help them catalyze change for things they care about. So in 2017, we launched a platform where our people can donate to their favorite charities and ICF can match their gifts.

In just seven months, ICFers donated \$110,000 and ICF matched every dollar. Although we set a matching cap, at year's end we matched all donations made through GivingPlace, our giving platform.

Extending Our Reach

Thanks to ICFers' giving and ICF's new matching program, the reach of our corporate philanthropy now extends to hundreds more charities. Here is just a sample of how, together, we're giving even more:

- **Napa Valley Community Disaster Relief Fund**—to respond to California wildfires
- **Cookie Cart**—to teach job skills to underserved youth in Minneapolis
- **Children's Home & Aid**—to support children, youth, and families in Chicago
- **Bread for the City**—to reduce the burden of poverty for DC residents
- **Girls on the Run Atlanta**—to bolster girls' confidence and create an appreciation for health and fitness
- **Against Malaria Foundation, Canada**—to reduce malaria cases by providing insecticidal nets worldwide
- **William Wates Memorial Trust**—to help London's disadvantaged youth fulfill their potential
- **King Baudouin Foundation, Brussels**—to support the development of music education in southern Africa
- **Goonj**—to create jobs, upcycle used materials, and provide clothing for those in need throughout India



While employees inspire ICF to expand the reach of our giving, we continue to deepen longstanding relationships with charity partners, such as:

- The Red Cross: Together with employees, we donated nearly \$60,000.
- The Children's Inn at NIH: We sponsored and chaired the fundraiser that raised nearly \$1 million.
- American Cancer Society: Together with employees, we donated nearly \$40,000 to fight breast cancer and prostate cancer.

We continue to support causes focused on health, education, social, environmental, and resilience programs—among others. In 2017 we gave \$560,000 in cash donations.

Corporate Cash Giving

\$560,000

Employee Giving

\$110,000

Giving in Many Forms

In addition to financial gifts, we donate our expertise and engage employees through volunteerism. Here are just a few examples.



Driving Behavioral Change with Compelling Storytelling

We had an idea to help the Red Cross convey the potential danger that swimming pools present to young children. ICF Olson created a video—told from the perspective of an unattended toddler—with frightening results. The video successfully captured attention: nearly 20 million impressions in the first three months. Our greater goal for this pro bono project is that guardians will be more attentive to young children near water and will train for rescue and first aid.

This project supported Sustainable Development Goal 3—Good Health and Well-Being.



Money Can Buy Happiness

Ending homelessness in Arlington, Virginia, is the mission of A-SPAN, a nonprofit supported by ICFers. Some members of our creative and media services team donated about 200 hours to A-SPAN to create a series of greeting cards: Sorry. Not Sorry. The message in the card playfully explains that, instead of buying the recipient a gift, a donation was made in his or her honor.

Our team also produced short videos featuring motion graphics and footage from A-SPAN testimonials. The videos are part of an interactive augmented reality feature that the recipient accesses by scanning the card using a smartphone app. We also produced a social media content library.

The cards won a 2018 DC Addy Award.

This project supported Sustainable Development Goal 1—End Poverty.



Capturing Historical Knowledge of Leaders

The Children's Inn at NIH wanted to ensure that the institutional knowledge of outgoing board members was not lost. In this pro bono project, ICF conducted interviews to create an oral history of the key transitions and board decisions from daily management to fundraising and advocacy that enabled The Inn to thrive for nearly 30 years. This "place like home" provides lodging and support for families with children participating in groundbreaking research at the National Institutes of Health.

This project supported Sustainable Development Goal 3—Good Health and Well-Being

Recognizing Our Philanthropists

ICFers contribute in amazing ways every day. We're delighted to recognize their efforts with our annual Volunteer Awards. Employees nominated each other in five categories focused on humanitarian and sustainability causes. Awards included a donation of \$1,000 to their favorite charity. Here are the 2017 winners:



Stephen Bryne is a founding member of [Ventura Bike HUB](#), which helps local cyclists keep their bikes—the only transportation many can afford—in working condition. He also leads hiking and backpack trips for [Sierra Club Los Padres Chapter](#) and uses his professional skills in archaeology and cultural resource management for [Ventura Hillside Conservancy](#).



Deborah Krug volunteers to help newcomers adapt, settle, and find employment in her work for [Vermont Refugee Resettlement Program](#). Deborah volunteers as a board member and survey methodologist for [Champlain Valley Office of Economic Opportunity](#), and she restores used bicycles for low-income neighbors for [Burlington Bicycle Project](#).



Marina Lynch helps refugees acclimate through [Een Hart Voor Vluchtelingen](#) (in English, A Heart for Refugees). She helped establish a shop where refugees can select clothing and household items at no cost, and she donates her organizational and communication skills to strengthen the nonprofit's structure and public presence. Marina also volunteers with [O.R.C.A](#) (translated, Organization for Undocumented Migrant Workers), helping migrants manage life in a foreign country.



April Naturale applied her expertise as a traumatic stress specialist by giving hundreds of hours to help [NGO Development Foundation Ukraine](#). April trained health and social workers in the evidence-based interventions addressing the trauma of armed conflict. She also led a conference addressing post-traumatic stress disorder and suicide prevention.



Yann Verstraeten volunteers for [GASAP](#) (Community-Supported Agriculture), transforming the mainstream food system in Brussels. He helps peasant farmers get their organically grown products to market. He also organizes training sessions to educate stakeholders on the network's mission, history, and values.

The Power of Collective Good

Our employee volunteers engage us in fun, meaningful, and challenging opportunities that make a positive difference.

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

Atlanta, Georgia

For the 10th year, collected 200+ Toys for Tots. To inject some fun, floors competed to donate the most toys.

This project supported Sustainable Development Goal 1—End Poverty.



Brussels, Belgium

Formed a team for the Warmathon, a fun run through the heart of Brussels. They raised €3,200 to support the homeless and other charities. ICF contributed to their efforts.

This project supported Sustainable Development Goal 1—End Poverty.



Chicago, IL/W. Randolph

Partnered with Christopher House to brighten the holidays for low-income, at-risk kids. Employees donated 150+ gifts, and ICF donated \$2,000 to support this and another charity initiative.

This project supported Sustainable Development Goal 1—End Poverty.

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Chicago, IL/W. Wacker

As part of the Chicagoland Celebration of Giving, employees purchased and delivered gifts for disadvantaged families. ICF donated \$2,000 to the cause.

This project supported Sustainable Development Goal 1—End Poverty.



Detroit and Jackson, Michigan

Collected food and donations for Gleaners Community Food Bank of Southeastern Michigan. They donated 100+ pounds of food and, with ICF's donation, raised more than \$1,000.

This project supported Sustainable Development Goal 2—End Hunger.



District of Columbia

Volunteers in DC, Fairfax, and Rockville gave hundreds of hours to produce ICF's 25th annual charity auction, which raised \$45,000, including ICF's match. Donations went to scores of charities. Employees company-wide donated to the catalog and "purchased" auction items. Auction winners donated to their favorite charities through our giving platform, GivingPlace.

This project supported many Sustainable Development Goals.

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Durham, North Carolina

Helped Families Together create welcome baskets for families moving from homelessness into a new home. ICF donated \$1,000 to support the cause.

This project supported Sustainable Development Goal 1—End Poverty.



Fairfax, VA

More than 30 DC-area ICFers completed 20+ challenging obstacles along a 10-mile muddy course to raise \$2,500 for Water for People, helping bring safe water and sanitation to 4 million people in 9 countries.

This project supported Sustainable Development Goal 6—Clean Water and Sanitation.



London, UK

More than 20 ICFers participated in the Blenheim Triathlon and raised nearly £2,000 for Bloodwise to fight blood cancer.

London challenged Fairfax to see who could raise the most funds for charity, measured per participant: #FishNChipsVsBurgerNFries. London won—as did all the charities and participants!

This project supported Sustainable Development Goal 3—Good Health and Well-Being.

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Minneapolis, Minnesota

Continued our Impact Week tradition, volunteering at [Cookie Cart](#), [Second Harvest](#), [Ronald McDonald House](#), [Children's Hospital Minneapolis](#), and [BrandLab](#) (created by Olson founder). ICF donated \$3,000 to these causes.

This project supported Sustainable Development Goals: 2—[End Hunger](#); 3—[Good Health and Well-Being](#); and 10—[Reduced Inequalities](#).



New Delhi, India

Collected clothes for [Goonj](#), an organization that recycles or repurposes used items. ICF donated to support the cause.

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



New York City, NY/Wall Street

Collected 30+ coats for their underserved neighbors. ICF donated \$1,000 to support their efforts.

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

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New York City, NY/3rd Avenue

Held a week-long bake sale to benefit City Harvest, which focuses on food rescue and redistribution. With ICF's donation, they raised \$1,300.

This project supported Sustainable Development Goal 2—End Hunger.



American Red Cross

Portland, Oregon

Held a hot chocolate bar and raffle for the Oregon Humane Society. With ICF's donation they raised \$1,200.



Rockville, MD

Continued our partnership with American Red Cross and hosted blood drives in the spring and summer of 2017. Nearly 70 ICFers and their families and friends donated 59 units of blood, providing life-saving support for nearly 160 people.

This project supported Sustainable Development Goal 3—Good Health and Well-Being.

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Sacramento, California

Hosted a Holiday Giving Tree for the [Sacramento Children's Home](#), a tradition of 15+ years. We fulfilled the holiday wishes of 40 children, and ICF donated \$2,000 to this cause.

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



Sacramento, California

Donated 30 handbags filled with toiletries and first aid products to the [Purse Project](#), an organization that gives the filled purses to those in need.

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



San Diego, California


Partnered with [Ocean Discovery Institute](#) to identify several underserved families who would benefit from our support. Employees purchased gifts for the families, and ICF donated \$1,000 to the Institute.

This project supported Sustainable Development Goals: 1—[End Poverty](#) and 4—[Quality Education](#).

Ensuring Value
Through

Governance



The background image shows the interior of a covered wooden bridge. The structure is made of dark wood, with a complex network of beams and trusses supporting the roof. Light enters from the far end of the bridge, creating a bright opening. A semi-transparent red rectangular overlay covers the left side of the image, containing white text.

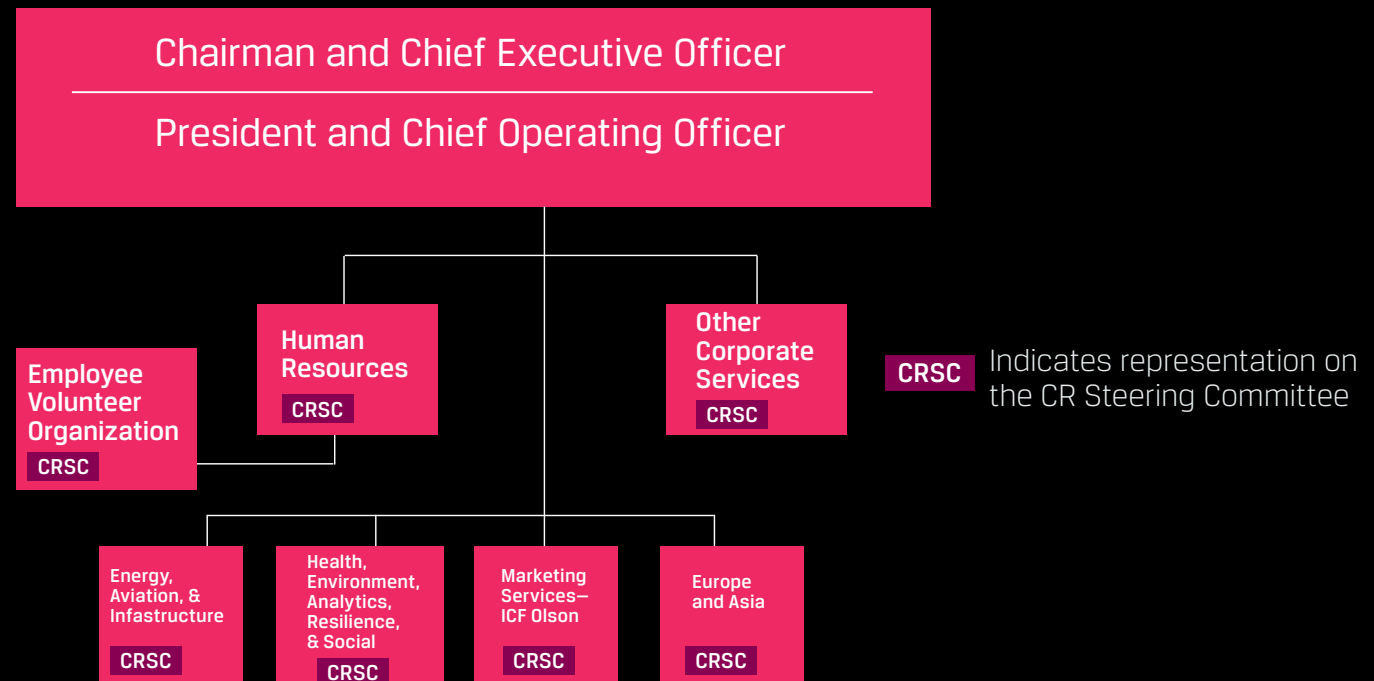
Attention to governance is essential to the sustainable growth of our firm and our ability to catalyze change. Our corporate policies and structure are designed to help us operate efficiently, ethically, and in compliance with laws and regulations. This governance benefits all ICF stakeholders by mitigating 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.
- **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





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 protection.** ICF institutes data privacy and data security measures that safeguard employee, client, partner, and others' personal and sensitive data. We employ practices to maintain such standards as International Organization for Standardization (ISO) 27001 and Statement on Standards for Attestation Engagements (SSAE 16) accreditation. And we're in compliance with the GDPR and related laws.

Governance Factors

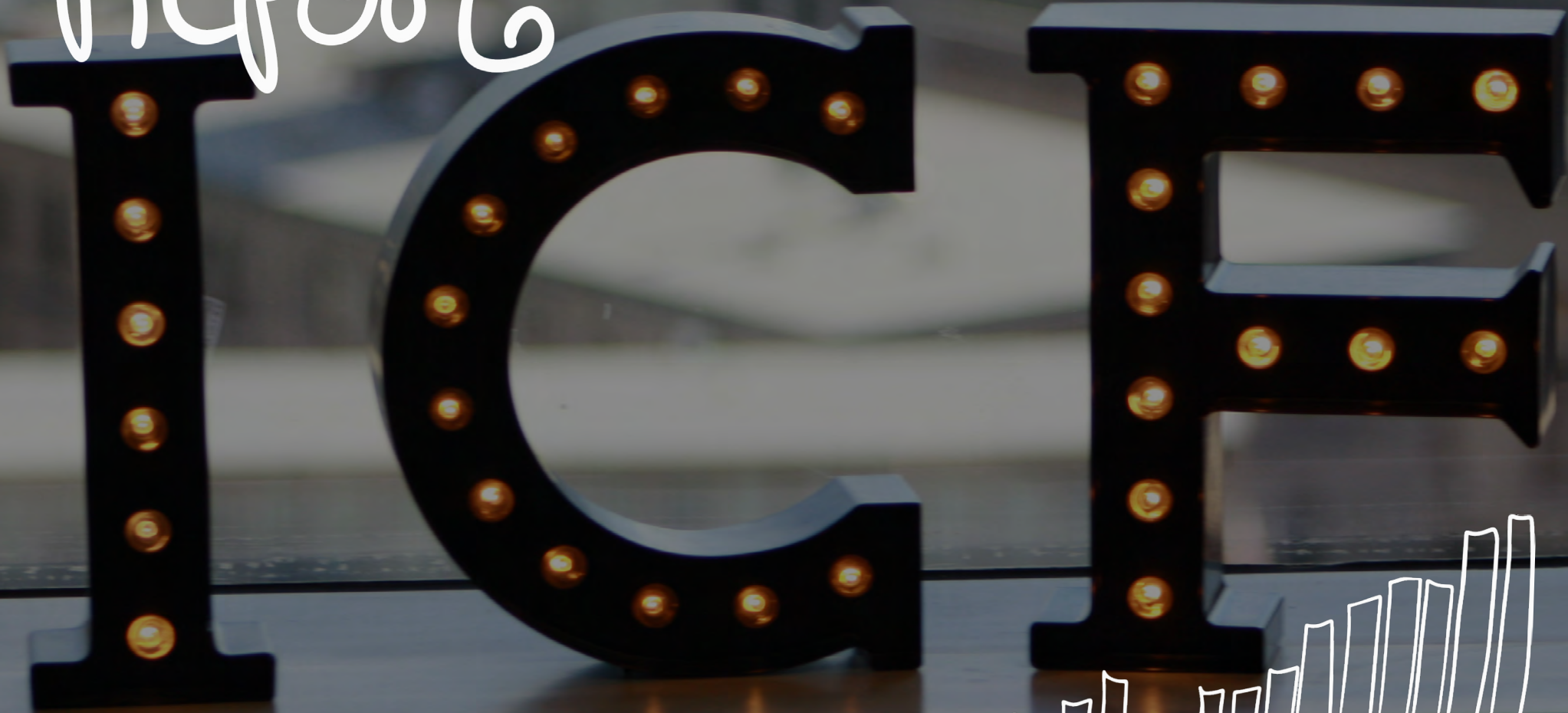
Here we present some key factors of our accountability and governance.

Key Factors	2017	2016	2015	2014	2013	2012
Revenue (U.S.\$ millions)	\$1,229	\$1,185	\$1,132	\$1,051	\$949	\$937
Employees (headcount)	5,000+	5,000	5,000	5,000	4,500	4,500
Board of Directors	8	8	8	8	7	8
Independent Directors*	7 of 8	7 of 8	7 of 8	7 of 8	6 of 7	7 of 8
Women on Board	2	3	3	3	2	2
Board/Committee Meetings Held	25	24	24	25	25	22
Corporate Political Contributions	0	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



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 provider—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 2017. It includes activities throughout 65+ offices located in 12 countries.

ICF's emissions data account for emissions generated by our operations through 2016. Our 2017 emissions will be calculated during calendar year 2018.

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

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				
Survey full-time employees and act upon feedback to enhance culture and employee experience.	Biannually			✓
Conduct company-wide mentorship program, structured to pair those who wish to be mentored with more experienced colleagues and to provide formalized feedback that enhances our leader development programs.	Annually			✓
Develop new career paths and a corresponding career growth framework to guide employee development.	2019		✓	
Expand leadership and people management training and development programs for ICF managers and leaders.	2019		✓	
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.	2019		✓	
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			✓
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			✓

ICF's Roles and Impact

ICF's daily operations affect all of our stakeholders in varied, fundamental ways.

ICF's Impact as:

ICF's Stakeholders	Employer	Solution Provider	Community Contributor
Employees	For our 5,000+ talented employees, we provide a respectful environment that welcomes divergent views and encourages staff at every level to flourish. We provide 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 employees are able to pursue their passions and become thought leaders in areas important to them. We provide training, development opportunities, challenging assignments, an extensive set of online resources, management coaching, and leadership development programs.	We support our employees' philanthropic passions and multiply their impact by matching their donations. Employees enjoy leadership opportunities and engage with communities by participating in ICF's volunteer organizations: Green Team and GiveForward.
Clients	Our clients benefit from ICF's ethical culture, which mitigates risk and safeguards against mismanagement. Beginning day one, employees learn about corporate policies governing conduct, and each year they take a refresher course to improve their understanding. ICF rigorously enforces our code of ethics. 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 public health, climate change, disaster recovery, and cybersecurity, among other vital areas. We apply engagement techniques that make a difference for essential brands and government programs. What's more, we are a positive part of our clients' supply chains. Because we offset our own carbon emissions, we contribute net zero emissions to our clients' carbon footprints.	Our clients live and work in communities that can benefit from corporate philanthropy. Many of our clients run community programs—both government and nonprofit. ICF supports our clients' constituents and communities with donations and 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 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 by investing in high-quality carbon offsets.	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, and more.	A portion of our giving is targeted toward environmental causes. We support land and wildlife conservation, initiatives to slow climate change, and clean energy programs, among other areas of focus. We engage employees in these efforts through the Green Team, our volunteers who help us work and live in a more sustainable way.
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 programs, the environment, disaster response, veterans, and more. Our employees' volunteerism and giving help leverage 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.		

Looking Ahead

We outlined specific goals ICF plans to achieve during 2018 and beyond. We want to continue making a positive impact through our professional services and corporate citizenship. Since 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.

