

# Cause and Effect

**We measure success in reputation and revenue alike.** We achieve success by acting responsibly—attending to our employees, clients, shareholders, communities, and the environment. These same values that shape our character drive our growth.

2011–2012 ICF Corporate Responsibility

# Message from the Chairman and Chief Executive Officer

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If you make the right decisions, favorable results will follow. ICF's approach to corporate responsibility takes this cause-and-effect formula to heart.

We need only one reason to behave as good corporate citizens: It's the right thing to do. But our positive actions also make us inherently more desirable as a consultant, an employer, and an investment.

ICF is engaged in projects affecting public health, social and family well-being, energy independence, cybersecurity, and other critical global issues. Clients seek and respect our insights, not only because of our expertise, but also because of the strong values and ethics we demonstrate every day. These standards bring consistent quality to our work and forge strong relationships that bring clients back.

The people who work on our client engagements, along with all of our staff who support them, are ICF's greatest assets—that's a fact we never take for granted. We invest in our employees' development, value their opinions, and respond to their concerns. Our staff value the opportunity ICF provides to give back to the communities that ICF calls home and to minimize our impact on the environment.

Consequently, we consistently maintain retention rates that are higher than the industry average—and we continue to attract the brightest minds and most promising talent.

Our successes and responsible practices ultimately enable ICF to deliver long-term value for shareholders. Accountable business practices, careful governance, and a focus on operational efficiency make our company an attractive investment.

This is the first of our planned annual reports to capture ICF's philosophy and actions in the realm of corporate responsibility. We will document our efforts, describe our achievements, showcase their benefits, and identify the improved results we hope to achieve in the future.

Most importantly, we won't be satisfied that what we are doing is good enough. We will strive to continually improve how we act as a company, employer, and neighbor—and we look forward to sharing our progress.

A handwritten signature in black ink that reads "Sudhakar Kesavan". The signature is fluid and cursive.

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

# “We make certain corporate responsibility is manifest in every facet of our organization.”

Sudhakar Kesavan, CEO

## Continuing a Legacy of Responsibility

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### **A sound corporate citizen**

Contributing to lasting social progress. Making the biggest possible difference in the world—with the smallest possible impact on the planet. Nurturing personal growth and community strength. Operating honorably at all times, with an unwavering devotion to internal improvement.

Every day, these tenets drive the work of ICF. We partner with clients worldwide to tackle some of society’s greatest challenges related to energy, environment, and transportation; health, education, and social programs; and homeland security and defense.

Since the beginning of ICF’s operations we have focused on our bottom line as well as our mission. What we do and how we do it are inextricably tied and, in fact, reinforce one another. ICF was founded as the Inner City Fund, an investment capital firm that provided financing to inner-city businesses. That legacy inspires and compels us to fulfill a mission of corporate responsibility (CR). We demonstrate our commitment to this mission by:

- Investing in our employees.
- Serving our clients with integrity.
- Creating long-term value for our shareholders.
- Giving back to our communities and society.
- Minimizing our impact on the environment.

### **Governance elevates performance**

Corporate responsibility must entail more than just posters in the break room. ICF’s integrated governance process ensures CR permeates every operating group and corporate function. A steering committee representing all divisions presents recommendations for CR policies, strategies, initiatives, and investments to the Executive Leadership Team—ICF’s managing executive body. Under the direction of the COO, this executive committee makes final determinations to turn ideas into actions.

As challenges have shifted over time, so have we. Moving forward, we will continue to elicit and act upon feedback from all stakeholders to refine our CR efforts and expand their impact. This includes formally surveying our employees and clients on a regular basis and transforming these findings into tangible improvements.

# Investing in People

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Our employees define who we are as a company. Each person plays a role in accomplishing our mission and goals. For this reason, we make every effort to put into place practices that enable us to recruit, retain, and support the right people.

## **Employees' concerns matter**

ICF's leadership continually seeks input from employees—a key contributor to our high retention rate. Staff interact directly with the CEO, the president, and other senior managers. Forums for interaction include the Q&A portion of semi-annual all-hands meetings, a *Straight Talk With the President* blog, and a series of conference calls with the CEO called *Ask Sudhakar*, where staff can ask the CEO about issues important to them.

Many senior managers hold meetings for all of their employees and invite input from staff. ICF also invited employees to propose projects that would make our operations greener—paid for by our Green Fund. And all staff were encouraged to vote on the charities ICF would support through our Corporate Giving Fund.

## **Retention**

ICF's turnover rate for 2011 was only 10.3 percent, as compared to the average of 16.1 percent among our peers.<sup>1</sup> High staff retention contributes to our stability and helps retain our knowledge leadership. Our

formula for retaining our excellent staff is simple: Provide a respectful environment, compensate competitively, and offer interesting and meaningful work.

## **Recruitment**

Creating and maintaining a corporate culture that cares about protecting and improving the quality of life for all starts with recruiting. ICF recruits through every available resource, such as online services, Facebook, LinkedIn, professional networks, employee referrals, and veterans' organizations. We proactively pursue young talent at leading colleges and universities, including historically black schools. There is no single profile for an ICF recruit, but those who are passionate about making a positive impact on the world fit in well. If you are interested in joining us, please visit [icfi.com/careers](http://icfi.com/careers).

## **Training and development**

We are lifelong learners. ICF encourages staff to attend training for professional development at no cost to them. More than 75 courses—linked to our employee

performance management system—are available through the ICF Learning Institute. In 2011, we spent \$3.3 million on training. More than 400 employees used the tuition assistance program—an investment of \$675,000.

The outcome of our staff development is the advancement of employees' careers. ICF's promotion rate is 17 percent, which exceeds the top 75 percent benchmark of promotion rates, according to a study by the Corporate Leadership Council.<sup>2</sup>

## **Compensation and recognition**

ICF's compensation and benefits are competitive for the industry. We know this because we benchmark frequently. We offer significant latitude in the work environment to enhance productivity. Around 30 percent of our employees telework on a regular basis, and nearly every employee takes advantage of the program to cover emergencies. Our telecommuting program includes flextime schedules, laptops, computer support, and the use of hotel offices.

<sup>1</sup>HumanR, Inc., 2011 research on retention rates among federal contractors with more than 1,000 employees

<sup>2</sup>2005 Corporate Leadership Council, *The Metrics Standard: Establishing Standards for 200 Core Human Capital Measures*

ICF received the CARE (Companies as Responsive Employers) award four years in a row for family-friendly policies. Our Durham, North Carolina, office was recognized with a 2011 National Alfred P. Sloan Award for Workplace Flexibility. The policies of that office are the same as those across our U.S. consulting offices.

**Communication**

Communication is vital to employee satisfaction. One of ICF's primary employee communications vehicles is *Daily Perspectives (DP)*, our online news column that is the launch page on nearly every ICF computer.

Through *DP* we celebrate company milestones, share new opportunities for employees worldwide, and remind staff of company policies. We celebrate personal accomplishments, such as when staff form teams to compete in athletic events—often to benefit charity. We also highlight our heroes; employees can nominate their

**If you are interested in joining us, please visit [icfi.com/careers](http://icfi.com/careers).**

colleagues to be featured in stories about their outstanding qualities. And we come together to support causes, such as donating to victims of Superstorm Sandy.

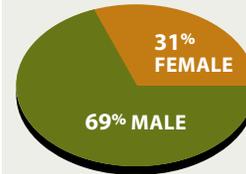
Other channels we use to communicate with employees include:

- Semi-annual all-hands meetings with the CEO and the president
- President's blog
- CEO conference call series
- Regularly scheduled meetings with division leaders
- Timely updates from executives
- Social media
- Confidential ethics hotline

**Policies**

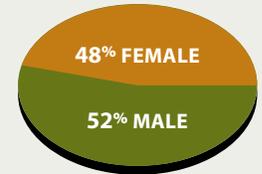
ICF tailors the employee handbook for each country where we have offices. It presents the company philosophy, professional standards, and guidance regarding recruitment, rewards, time off, training, and other benefits. Our intranet also includes other policies that staff are prompted to review each year as part of ongoing training—such as the Code of Business Ethics and Conduct, the Anti-Corruption Policy, and the Organizational Conflict of Interest Policy, to name a few.

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

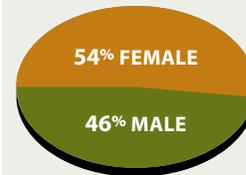


\*Compared to industry average of 14.1%

**EXECUTIVE OFFICERS**



**MANAGERS**



**SENIOR ASSOCIATES**

(highest level consultant prior to manager)

\*2011 Catalyst Census, Fortune 500 Women Executive Officers and Top Earners



**MARK LEE**

Research Triangle Park, North Carolina  
15 Years at ICF

Pick your adventure. That's Mark Lee's description of a career at ICF. Joining ICF right after graduate school, Lee's first role was very technical. "I never imagined myself as a manager. But when the opportunity to expand the office in Research Triangle Park (RTP) arose, I accepted the challenge," Lee says. "I began managing projects under a great mentor, developed new clients, and brought in work that changed our line of business."

Lee helped grow the RTP office staff from 2 to 40, was promoted to lead a business line, and then promoted to lead a division. "At ICF, the opportunity to try something new that supports the business is yours to take."



**NICOLA DAWKINS**

Atlanta, Georgia  
18 Years at ICF

People are a company's most valuable resource—and ICF invests accordingly. Just ask Nicola Dawkins, who has completed three advanced degrees during her time with the firm. "I received a lot of support from supervisors and colleagues who offered a range of support, including advice about balancing responsibilities, words of encouragement, and recommendation letters," Dawkins says. "They even threw a party when I finished my Ph.D."

ICF also offers tuition assistance and even flexible working arrangements. "We encourage fuller lives, job satisfaction, and loyalty," Dawkins continues, "which are all things we want from our most talented employees."



**JEANNE TOWNEND**

London, United Kingdom  
21 Years at ICF

Great managers are also great mentors. That has been Jeanne Townend's experience. "ICF places a high importance on mentoring junior staff—not as a formalized program, but as part of our culture," says Townend, who has experience at ICF both as mentor and mentee. "We expect our managers to be available when staff need guidance and to create a safe environment in which staff can stretch beyond their comfort zone." Townend has benefited from this culture since early in her career.

"My mentors worked with me to handle a wide variety of challenging experiences that helped me learn by doing." Townend started with ICF as an associate and today is executive vice president for our work in Europe and Asia.

# Cultivating Client Trust

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We take the client relationship to heart. We foster integrity and cultivate trust. We endeavor to stay true to our stated values and serve with excellence.

In every client relationship, we care about the issues we're addressing and strive to provide impartial, high-quality solutions. But meeting client requirements is only the baseline of our performance. There are many ways ICF's clients benefit from our values.

## **Ethical business practices**

Our consultants are highly credentialed and trained in a strict code of ethics. Upon hiring then annually, employees must complete training on corporate policies regarding ethics, conflicts of interest, timekeeping, and security awareness. All employees are trained in the company's anti-corruption policy to ensure that ICF complies with the law and acts as an ethical company. At the end of each training, employees take a test to determine their accurate understanding of each policy. Employees must certify that they know and comply with the code of ethics. They also must certify that they will report any suspected violations to the code.

## **Quality management**

ICF takes quality seriously. In fact, we include quality management as an evaluation factor in employee reviews. We implement contract-wide quality management plans and project-specific quality assurance project plans as required by our clients.

ICF conducts a quality review of nearly all projects in our largest operating division, using corrective feedback to improve services and products. With a customer satisfaction rating of 94 percent, we're in the process of standardizing quality reviews in other divisions. We will establish an enterprise-wide program management office in 2013 to ensure consistent standards, reviews, communication, training, implementation, and client surveys.

ICF is an active member of the Global Executive Council of the Project Management Institute (PMI), the leading nonprofit professional association dedicated to the advancement of project management. We apply PMI best practices to all of our work. ICF is also designated as a PMI Registered Education Provider for our in-house professional development courses in project management.

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**During 2011 and 2012, ICF won more than 90 percent of our recompetes proposals.**

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### **Sustainable, long-term solutions**

Short-term fixes aren't enough to tackle some of the world's most vexing issues. ICF helps our clients achieve long-term program success in environments that demand optimal performance under tight budgets, strict regulatory mandates, and unforgiving marketplace pressures.

We measure our success in these and other engagements by the volume of repeat business we receive and the duration of our contracts and client relationships. With regard to the volume of repeat business, during 2011 and 2012, ICF won more than 90 percent of our public sector recompetitions and retained and expanded key relationships with commercial clients.

Regarding the longevity of our client relationships, we've supported many clients for decades. For example, for more than 35 years, ICF has supported the U.S. Environmental Protection Agency's air and radiation programs. We helped EPA launch transformative regulatory and voluntary programs that improved energy conservation and tackled major health and environmental challenges. Since 1984, we have conducted the premier demographic and health survey for the U.S. Agency for International Development. ICF has helped more than 90 developing countries measure key health indicators. Our reporting and independent advice helps policy-makers worldwide monitor trends and set evidence-based priorities for intervention and policy change.

### **Carbon neutrality**

We are part of our clients' supply chain. By maintaining our own carbon neutrality, we help to advance our clients' sustainability goals. We often participate in our clients' surveys of their suppliers. We are beginning to examine our own supply chain to consider the environmental impacts of our operations and to encourage our suppliers to do the same.

### **Impartial advice**

ICF has a long history of providing objective advice and not advocacy positions. We conduct research that reflects the best available practices for getting the right answer—an answer that is often respected by clients on opposing sides of important issues. Our clients trust that we provide results they need to hear, not just what they want to hear.

One example of ICF's role as trusted, independent advisor is our work on climate adaptation. We help government and industry clients identify their climate vulnerabilities and find practical ways to address them. We help answer questions such as: How will rising sea levels impact bridges and shorelines? How will changing temperatures and precipitation affect forests and crops? How will public health be affected by extreme weather events? Complex topics with multiple perspectives call for a trusted advisor that can illuminate such areas of sensitivity.

### **Investments in research**

We invest in the development of an extensive library of proprietary tools and research that we use to more efficiently and effectively solve our clients' problems around the world.



#### **PAM DORLAND**

Fairfax, Virginia  
10 Years at ICF

Honest feedback enhances any partnership. Pam Dorland and her team use surveys to solicit feedback from clients who represent 40 percent of ICF's business—measuring everything from expertise to responsiveness to cost control. "Surveys and client meetings help us gauge our value," Dorland says. "We use the results to identify and mitigate any issues and find ways to better assist our customers in their missions."

Outcomes can also include substantive discussions with clients regarding topics that might not have surfaced apart from the survey. "We're always striving to get better," Dorland says. "Our surveys demonstrate our commitment to this goal."



#### **SELENA RAMKEESOON**

Rockville, Maryland  
6 Years at ICF

ICF takes the business of integrity to heart. Clients in all industries rely on us not only to be good at what we do, but to be good in how we do it. "To me, this means always acting in the client's best interest," says Selena Ramkeesoon, a communications strategist.

"We demonstrate our integrity every day by delivering on our commitments, providing the highest level of service, and directing company resources to support our client engagements," Ramkeesoon says. When appropriate, ICF seeks external validation of our work and our clients' projects—such as the 2012 Communicator Award of Distinction recognizing Ramkeesoon's residential energy efficiency campaign for a major Midwestern U.S. utility.

# Creating Shareholder Value

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Shareholder value is not created in a vacuum. It extends far beyond profit and loss—building on trust, reputation, and relationships. Today's investors know there is a link between responsible corporate citizenship and long-term value.

Trends reveal that investors care about a company's environmental and social impacts, as well as corporate governance (together known as ESG). In fact, the Social Investment Forum Foundation reported that 85 percent of money managers responding to a 2010 survey cited "client demand" as the reason for integrating these criteria into their investment decisions.<sup>3</sup>

Investors have other good reasons to care about ESG criteria; for example, the impact on the cost of bank loans. A 2011 study revealed that "firms with social responsibility concerns pay between 7 and 18 basis points more than firms that are more responsible. Lenders are more sensitive to CSR [corporate social responsibility] concerns in the absence of security."<sup>4</sup>

ICF recognizes that meeting growth and profitability targets is only one measure of our performance. Responsible business practices offer our shareholders the following indications of long-term health:

- Risk mitigation through sustainable and transparent business practices.
- Accountable relationships with clients and employees, based on feedback we solicit through surveys and other mechanisms and consider as part of our perpetual improvement process.
- Operational efficiency resulting from changes to minimize our impact on the environment.
- Continued support from institutional investors that apply environmental, social, and governance criteria.
- Increased brand value derived from a reputation for good corporate citizenship—measured through repeat business, employee retention, and recognition from our communities, clients, and industry.
- Consistent brand identity based on employees' clear understanding of ICF's mission and values, and a corporate culture that reinforces those values.

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**84% of investors evaluate environmental, social, and governance criteria as part of their investment decision.<sup>5</sup>**

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<sup>3</sup>Social Investment Forum Foundation, *Report on Socially Responsible Investing Trends in the United States*, 2010

<sup>4</sup>Goss, A. & Roberts, G.S. The impact of corporate social responsibility on the cost of bank loans, *Journal of Banking & Finance*, 2011, vol. 35, issue 7

<sup>5</sup>Thomson Reuters, *Perception Snapshot: Environmental, Social, and Governance (ESG) Factors and the Buy-side*, May 2009

## Corporate accountability and governance

	2011	2012
Revenue	\$841 million	\$930–945 million*
Employees	4,000	4,500
Corporate political contributions	none	none
Independent directors	7 of 8 directors	7 of 8 directors
Board/committee meetings held	29	22
Executive leadership meetings held	11	11
CR Steering Committee meetings held	4	4
Employees trained in ethics and compliance	100%	100%

\*Estimate as of November 2, 2012—the most recent reported data at the time of this report.

### Governance makes CR real

ICF is deeply committed to conducting our business affairs with honesty and integrity and in full compliance with all applicable laws and regulations. This commitment covers all of our relationships including those with employees, customers, government, stockholders, auditors, suppliers, competitors, agents, and the public. We have set up governing structures to enforce this commitment.

ICF's board of directors is our highest governing body. Its principal responsibility is to oversee the management of ICF and, in so doing, serve the best interests of the company and our shareholders. The board and its committees oversee the development and execution of ICF's business strategy, review the financial reports and related financial information provided to the general public, evaluate ICF's overall risk profile, and oversee ICF's compliance with designated laws and regulations. Board rules of governance and committee charters are found on ICF's website.

ICF's Executive Leadership Team is the managing body of ICF's ongoing operations. The team is comprised of our chief executives plus executives leading our primary operating groups and major corporate functions. The executive team sets the business strategy and corporate priorities that are reviewed by the board of directors.

The Corporate Responsibility Steering Committee (CRSC) is co-chaired by our senior vice president for corporate development, who is a member of the Executive Leadership Team, and our director of corporate responsibility. Other members of the committee are nominated by their executive leader, providing representation of every operating group and corporate function. The leader of ICF's Green Team, which is comprised of employee volunteers who work to make ICF operations more sustainable, is also a member of the CRSC. The committee's mission is to enhance ICF's corporate citizenship by recommending strategies, policies, and initiatives. Formed in June 2010, the CRSC has:

- Developed a strategy for corporate giving that prioritized areas of focus and engaged employees in the selection of charities.
- Launched *GiveForward*, our employee volunteer organization, and created a policy to guide it.
- Organized and promoted events companywide in support of charities and the community.
- Begun measuring and reporting on ICF's corporate citizenship activities to communicate our progress to stakeholders and set goals for improving performance.



**ERIC HAMANN**

Fairfax, Virginia  
7 Years at ICF

An important component of ICF's acquisition strategy is a good culture match. Similar values and priorities predict a smoother integration. Eric Hamann identifies companies that are a good fit for ICF. He compares the process to dating. "To create the most value, you have to find a good match, complete with the right chemistry and intellectual similarities.

"We look for companies that position ICF for sustainable growth," Hamann says, citing as prime examples Ironworks Consulting, L.L.C., and London-based GHK Holdings Limited—acquired in 2011 and 2012, respectively. ICF's acquisition strategy considers macro trends and niche market needs. "Companies with strong management and established client relationships are ideal," Hamann says.



**SCOTT WALKER**

Richmond, Virginia  
1 Year at ICF (11 at Ironworks)

ICF ended 2011 on a high note with the acquisition of interactive and digital solutions firm Ironworks Consulting, L.L.C. "We were a good match, culturally and technically," says Ironworks co-founder Scott Walker. "There was naturally some hesitation at first, but our people quickly realized ICF would preserve Ironworks' strong corporate culture."

The acquisition opened doors for both companies. "Ironworks adds another level of implementation services to augment ICF's advisory work," Walker continues. "We also provide inroads to a diverse mix of new clients, including commercial companies beyond the energy space. Together, we're able to pursue bigger, more complex projects than either company could before."

# Making a Difference

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People give back for many reasons—to form relationships, to expand business, to sleep better. For us, the primary driver stems from our core values, our mission, and our history.

We want to stay true to our legacy. We want to address the pressing policy issues of the day surrounding health, education, social programs, and veterans' issues—to name just a few—even beyond our day-to-day work. We want to use technology to accelerate progress in these issues. And, we want to continue attracting employees who are equally committed to solving these problems, and who compel us to do even more.

Each year, ICF supports scores of organizations focused on issues that are important to our employees. In January 2011, we formalized our corporate giving program and began aligning our philanthropy with our areas of professional focus. We held a companywide vote so employees could choose which exceptional organizations would receive financial and volunteer support from ICF. Our employees selected:

**The American Cancer Society (ACS)**—In 2011, more than 250 ICF employees and their friends and families participated in

**Making Strides Against Breast Cancer**—ACS fundraising walks. Through our companywide support, 12 ICF offices participated in walks, raffles, bake sales, and other fundraising efforts. Our employees also participate in Relay for Life and Cure by Design events and serve on ACS Corporate Leadership Councils. Our events raised \$77,000 for ACS in 2011. In 2012, we held similar fundraising events in which more than 200 colleagues, friends, and family members participated—raising more than \$64,000 for ACS.

**The Trust for Public Land**—Throughout Earth Month (April) 2011 and 2012, ICF partnered with The Trust for Public Land to encourage support for public green spaces and donate to The Trust. Volunteers from 30 ICF offices worldwide participated in environmental projects. In December 2011, we launched a Facebook campaign to promote the important work of The Trust and engage our audience in boosting our donation. In all, our financial support helped the organization conserve the equivalent of more than 100 acres of land.

**Disabled American Veterans (DAV)**—In addition to providing financial support in 2011, ICF hosted and catered a DAV Mobile Service Office at our headquarters, where employees volunteered to assist veterans throughout the day. In 2012, we hosted a similar event at our Martinsville, Virginia, office. DAV uses its office on wheels to counsel local veterans about their benefits. ICF's donations enabled the equivalent of transporting DAV's mobile office 4,000 miles to assist more than 700 veterans in receiving compensatory benefits.



## GiveForward<sup>SM</sup>

ICF employees have a long history of volunteerism. Nearly every office has a volunteer committee that plans fundraising events or service projects in the community. In December 2011, we invited volunteers in all our offices to become part of *GiveForward*, ICF's new employee volunteer network. We chose the name *GiveForward* because, like "paying forward," we hope that our giving encourages others to give and multiplies our contributions many times over.

Over its inaugural year, *GiveForward* has benefited charities focused on health, hunger, homelessness, human and family services, education, the environment, global poverty, and animal rescue. Here are some examples of how we give forward:

- New Delhi staff took 40 underprivileged children on a field trip to the Gandhi Museum.
- Calverton, New York City, and Atlanta ICFers collected professional attire for those in need.
- DC employees supported a food pantry by planting fruit trees and berry bushes to supply the pantry with fresh produce.
- San Francisco staff ran in a 5k race to raise money for a youth services charity.
- Employees in Camp Bullis (Texas) used their medical simulation equipment to teach teenagers about the consequences of drinking and driving.
- Burlington (Vermont) staff created a special holiday for a disadvantaged family—providing gifts, clothing, and food.
- Fairfax and DC offices held Operation Turkey, collecting more than 650 food items for needy families.
- ICFers in Richmond, Fairfax, Irvine, and San Francisco raised awareness and money to fight prostate cancer.
- Martinsville employees went to local schools and read to children.
- Seattle staff collected 60 pounds of groceries for local families in need.
- San Diego staff weeded and planted a coastal dune project.
- London ICFers planted wildflowers along the pathway to the Olympic complex.

## Board service

Many of ICF's senior managers volunteer to serve on the boards of directors of nonprofits or in other leadership roles. ICF managers donate their time to organizations focused on education, health, housing, social services, emergency services, crime victims, the environment, wildlife, and the arts.



**RONALDO IACHAN, PH.D.**

Calverton, Maryland  
11 years at ICF

ICF attracts employees who want to solve societal issues, such as Dr. Ronaldo Iachan, a sampling statistician focused on health behavior, environmental issues, and social statistics. "I'm motivated every day by the opportunities to use data and science to improve lives around the world," says Dr. Iachan, whose work contributes to advances in cancer prevention, child labor, and youth risk behavior.

Dr. Iachan also works to resolve societal problems during his personal time. "Volunteer opportunities through ICF's *GiveForward* team, as well as mentoring opportunities to help young refugees and their families integrate with their local community, are additional ways to help improve lives," he says. Employees like Dr. Iachan compel ICF to continue being a good corporate citizen.

**ICF employees mentor women veterans and military spouses seeking employment and professional development. This work is done as part of the Joining Forces Mentor Project of the Business and Professional Women's Foundation and the U.S. Chamber of Commerce.**

**ICF's monetary charitable donations in 2011: \$264,500**

**ICF staff in the Washington, DC, area have a 20-year tradition of holding a charity auction each December. The event raises money for relatively small local charities that are selected by employees. In 2011 and 2012 combined, the auction raised \$49,000.**

**ICF staffers across the country run, walk, and cycle to raise money for their favorite charities that fight cancer, AIDS, and climate change and support health, education, and affordable housing.**



**SHRUTI SHARMA**

Delhi, India  
2 Years at ICF

"As a company, ICF is very fortunate. We're glad we can use our good fortune to help others and society move forward," says Shruti Sharma, leader of the Delhi office's *GiveForward* volunteers. In its first year, her team has taken disadvantaged children on a trip to the National Gandhi Museum, helped a local organization with its tree planting program, and orchestrated a successful clothing drive.

Sharma hopes to organize up to five events per year to benefit groups that her colleagues choose. "The turnout keeps getting better," she says. At a recent event, one-third of her office volunteered to plant trees. "It's easy to recruit volunteers, because people here want to help."

# Making a Sustainable Commitment

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We specialize in developing sustainable solutions for our clients, so ensuring that we minimize the environmental impact of our own operations is critically important to us.

ICF began tracking and offsetting our carbon emissions in 2006. We were the first professional services firm to become carbon neutral. And we've been carbon neutral each year since.

But that's just the beginning.

#### **Transportation emissions avoidance**

ICF focuses our emissions reduction strategies on areas most material to our operations. Our employees' commuting and business travel comprises approximately 50 percent of our total carbon footprint. To reduce the number of cars our employees use for commuting, ICF invests in a generous subsidy for those who use mass transit. About 900 employees took advantage of this benefit in 2011 and 2012 at a cost of \$540,000 to ICF each year.

We also offer a subsidy for those who bike to work, and we have pre-negotiated discounts for car-sharing programs in the United States. In both 2011 and 2012, the National Center for Transit Research

named ICF as one of the "Best Workplaces for Commuters" for our wide variety of incentives to encourage the use of public transit, ridesharing, bicycling, and teleworking.

To reduce business travel, we maximize the use of virtual online conferencing, teleconferencing, and video conferencing—for which we have sophisticated video equipment in 14 locations.

#### **Green building leases**

ICF leases all of our facilities. In 2010, we revised our leasing procurement documents to include criteria for sustainability. Future ICF facilities will meet minimum requirements regarding energy efficiency, use of recycled building materials, proximity to mass transit (where relevant), and other sustainable characteristics. A result of our green facilities policy: Two of our offices are in LEED certified buildings—Rockville, Maryland, and Beijing, China.

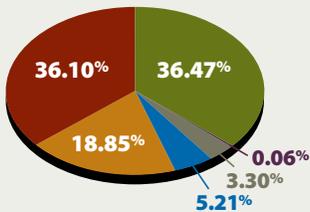
When establishing our 200+ person Rockville, Maryland, office in March 2012, we consolidated three offices to move into a LEED Gold certified commercial space that has a LEED Platinum certified interior. Our intent is that all future leases in new buildings will only be in LEED certified space.

#### **Energy reduction**

Each year ICF takes incremental steps to reduce energy use at our facilities. We work with our landlords to ensure HVAC systems are used most efficiently and only during working hours. We replace old equipment, appliances, and light fixtures with more energy-efficient models, bulbs, and motion-sensor controls.

## Total Emissions for 2011

21,255 metric tonnes of CO<sub>2</sub>



### Emission Sources:

- Commuting
- Electricity
- Air Travel
- Natural Gas
- Business Travel Ground
- HFC Refrigerants

\*Verified Carbon Standard is a highly respected standard for validating, measuring, and monitoring carbon offset projects.  
 \*\* Certified Emission Reductions are carbon credits issued by the Clean Development Mechanism, which was established by the Kyoto Protocol.

## Carbon Offsets = Carbon Neutrality

### Investment in green projects

- Clinton County Landfill Methane Destruction Project—Verified Carbon Standard applied\*
- Wind Power Generation in Kutch, Gujarat, India—Certified Emission Reductions\*\*



**From Brussels to Burlington, from London to Los Angeles—230 ICFers from 26 offices around the world reduced their carbon footprint by using human powered transportation in celebration of Bike to Work Day.**



### MOLLY JANIS

San Francisco, California  
4 Years at ICF

Molly Janis takes sustainability to heart. Even before her official ICF start date, she met with the San Francisco office's Green Team volunteers to learn about ICF's green initiatives. Today, Janis leads sustainability projects for several corporate and government clients. She helps track and manage resource consumption while quantifying the benefits of tactics such as renewable energy use and building management. "Organizations want to be good stewards. We're helping them realize their goals," Janis says.

Janis uses a similar approach to help improve ICF's own environmental performance. She identifies opportunities for improvement and green projects for investment. "Our carbon offset purchase helped build the Wewoka Biogas Project, a landfill gas-to-energy project that prevents 25,000 tons per year of greenhouse gas (GHG) emissions and provides jobs in that rural community."

Our all-volunteer Green Team continually looks for ways to save energy, such as replacing vending machines, water heaters, and office electronics with more energy-efficient mechanisms. In 2010, we consolidated data centers, closing several and significantly reducing the size of others.

### Green IT

In 2011, ICF implemented a policy that requires all new laptops to be EPEAT Gold certified. All IT equipment is ENERGY STAR qualified and EPEAT compliant. EPEAT rates computers on energy conservation as well as materials selection, product longevity, packaging, end-of-life management, and other sustainability indicators. This optimized equipment is expected to reduce our energy use by 25 percent per computer. ICF also issues laptops with the power management setting activated so that computers go into sleep mode when not used for a short while.

In 2011, ICF secured a recycling and reuse partner for expiring laptops. All components that can be reused or recycled are processed, and what remains is disposed of in an environmentally responsible way.

### Waste minimization

As a tenant in all of our facilities, ICF isn't able to measure waste. But we still work to reduce waste by recycling, reusing, and composting. Across our offices globally, participation is high for our recycling programs. Several offices started composting programs, diverting waste that would have gone to landfills to instead enrich farmland. We initiated default duplex printing in most U.S. offices—decreasing our use of paper by an estimated 25 percent. We're working on expanding that to all offices. Many of our office kitchens have replaced disposable utensils and dishes with reusable materials.

### Water conservation

ICF installed high-efficiency toilets and upgraded faucet aerators in some of our largest offices. The devices are expected to reduce water usage by up to 50 percent in these locations. Our goal is to install this equipment wherever it is not currently used.

### Material conservation

When possible, ICF uses products made with recovered materials and reuses or repurposes equipment. Our office supply catalogs offer more sustainable versions of many products, and ICF purchasers are encouraged to buy green. We print our stationery on 100-percent recycled paper, stock only recycled paper, reuse printer cartridges, and extend computer life by one to two years through refurbishment.

### Smart investments in carbon offsets

Although we work hard to reduce our carbon emissions as much as possible, ICF's climate change experts apply stringent criteria to ensure the quality and efficacy of projects in which ICF will invest to offset our carbon emissions. Examples of our investments include wind farms in Greensburg, Kentucky, and Tamil Nadu, India, as well as a biogas brick kiln in Wewoka, Oklahoma.

### Research

ICF is co-sponsoring a major study being conducted jointly by MIT and Tsinghua University in Beijing. The goal: Develop economic models that will enable the Chinese to examine various climate change and energy policies.

### Green Fund support for sustainable initiatives

In 2011, ICF started the Green Fund to implement employee-initiated green projects. About 30 employee teams submitted a variety of proposals, such as composting programs, reusable dishware for office kitchens, LED lighting, and electric vehicle charging stations. Most of the projects were funded, while others are on hold for future consideration.

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**In 2012, for the seventh year in a row, ICF was named Best Carbon Advisory Firm by *Environmental Finance* magazine.**

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**ICF's London office has an environmental management system that is certified to the ISO 14001 standard.**

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### Going green with teamwork

The volunteer-run Green Team strives to make ICF more sustainable through education and engagement. The team identifies opportunities to improve sustainability and many of ICF's environmental initiatives are attributable to the team's efforts.

More than 150 employees from 30 offices around the world count themselves among ICF's Green Team. Many more ICFers participate in Green Team events. For example, each April, also recognized as Earth Month, ICF staff and their friends and families work to improve public green spaces. During May, many communities hold Bike-to-Work Day to encourage cycling over other modes of commuting. Here is a sampling of how ICF employees participated in those events.

- Sacramento staff beautified the watershed of Steelhead Creek.
- Rio staff picked up litter along a trail to a waterfall.
- Fairfax staff removed invasive plants and debris in parks and watershed areas.
- Ottawa staff cleaned up a neighborhood.
- Atlanta staff worked at a community garden that is part of a farm-to-school initiative to provide fresh produce to public schools.
- DC area staff worked at an urban rooftop garden to supply fresh produce to a food pantry.
- New Delhi staff planted trees at a biodiversity park.
- London staff picked up trash along Grand Union Canal.
- New York City staff helped plant and nurture trees in the city.
- Rockville staff planted shrubs to filter storm-water runoff along the Potomac watershed.
- Seattle staff planted trees and shrubs in Bellevue Park.
- Toronto staff picked up litter and debris in a city park.
- Research Triangle Park staff helped maintain a rails-to-trails project.
- ICF's Bike-to-Work events drew widespread participation:
  - In 2011, nearly 250 staff biked to offices in 20 locations.
  - In 2012, 230 staff from 26 offices participated.



### DAVID HATHAWAY

Beijing, China  
18 Years at ICF

David Hathaway has designed and managed programs to reduce GHG emissions in China and other Asian countries for the past 18 years. "China is the single greatest source of global GHG emissions," Hathaway says. "ICF's team in Beijing works on programs supporting low carbon development. We help global and Chinese companies reduce their energy use and their GHG emissions." These efforts will have a large, direct impact on the global reduction of GHG emissions.

"As a demonstration of ICF's commitment to minimize our environmental impact," Hathaway continues, "we secured office space in a LEED Gold certified green building in Beijing." Hathaway's office also supports organic farming by organizing a weekly delivery of produce to the office.

### RUI LUO

Beijing, China  
3 Years at ICF

"Since joining ICF, I've had the privilege to work with U.S. and Chinese clients on cleaner energy and sustainability," Rui Luo says. Luo helps ICF clients increase their institutional, technical, and management capacity for better environmental performance, now and into the future.

As leader of the Beijing Green Team, Luo also shares his passion for sustainability with colleagues—many of whom now bike or take public transportation to the LEED Gold certified ICF office building. "I never have any difficulty engaging volunteers in green initiatives like our Earth Day clean-up events," he says, with more than half of the employees participating. "Everyone here walks the talk."

# About This Report

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This Corporate Responsibility report, the first formal report of its kind for ICF, summarizes ICF's corporate citizenship activities for calendar year 2011 and includes examples from 2012 as well. Summary data for 2012 will appear in our next report. This report describes activity in 68 offices in 13 countries. The emissions reporting included in our environmental impact section regards our 2011 global operations.

Our individual corporate responsibility initiatives are too numerous to feature in one report, so we focused on areas of materiality and relevance.

## Looking ahead

For the coming year, we will continue to improve our performance for the benefit of our many stakeholders. Our goals include:

- Launch the career management module of our talent development system so employees may better navigate their career at ICF. The module will also enable ICF hiring managers to identify and reach employees with relevant qualifications who might not be aware of opportunities.
- Implement customer surveys more broadly to better understand clients' interests and concerns so we may better align our services with their mission.

- Increase employee engagement with our selected charities and other philanthropic organizations so we may help improve the health and well-being of our communities.
- Improve the quality of our carbon emissions data so we may more accurately measure our impact and set goals for reduction.
- Continue to take measures to decrease our environmental impacts, including the reduction of energy use, waste generation, and water use so our footprint will be as small as possible.

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

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Since 1969, ICF International (NASDAQ:ICFI) has been serving government at all levels, major corporations, and multilateral institutions. With more than 50 offices and more than 4,500 employees worldwide, we bring deep domain expertise, problem-solving capabilities, and a results-driven approach to deliver strategic value across the lifecycle of client programs.

At ICF, we partner with clients to conceive and implement solutions and services that protect and improve the quality of life, providing lasting answers to society's most challenging management, technology, and policy issues. As a company and individually, we live this mission, as evidenced by our commitment to sustainability and carbon neutrality, contribution to the global community, and dedication to employee growth.

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