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# 2022 Inclusion Report



# Our purpose is to build a more prosperous and resilient world for all.

At ICF, we share a passion for creating lasting and meaningful change that makes the world a better place. When we reflect the communities in which we operate, our positive impact is magnified by our different backgrounds, life experiences, and perspectives—all coming together to find solutions as unique as the challenges we face.

This report focuses on ICF's commitment to **diversity, equity, and inclusion** (DEI). The data in this report primarily covers 2022.

To gain an even greater insight, view our latest **corporate citizenship report**, which primarily draws on 2021 data to demonstrate how we support our people, protect the planet, give back to our communities, and serve our clients with integrity.



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# Moving forward, together

At ICF, we have prized diversity since our founding and have always been a big tent. With approximately 9,000 employees worldwide, our various talents, perspectives, and backgrounds come together every day to solve some of the world's most complex challenges.

We are not all cut from the same cloth. And that has always been one of our greatest strengths. We celebrate our differences in who we are, what we've experienced, and how we think.

Yet through these unique viewpoints and experiences, we're bound by a single set of values and a common purpose: to build a more prosperous and resilient world for all. And our commitment to inclusion is a key element to how we fulfil that purpose.

At ICF, we define inclusion as a sense of belonging—for all. We constantly work to ensure we're a company where everyone feels welcomed and valued. Where they can bring their whole, authentic selves. And where they have a voice.

When we do this, it's powerful. For our people and for our company. When people feel supported, respected,

empowered, and inspired, they thrive. They create. They innovate. They succeed. This concept is core to our identity at ICF.

However, it's difficult to create and sustain that type of environment. It's complex and always evolving. But that doesn't deter us. Instead, we use our purpose to move forward.

And we're proud of what we've been able to accomplish. This inaugural report shares that progression. It reasserts our commitments, provides insights into our journey, highlights our outcomes, and shares our intentions for the future.

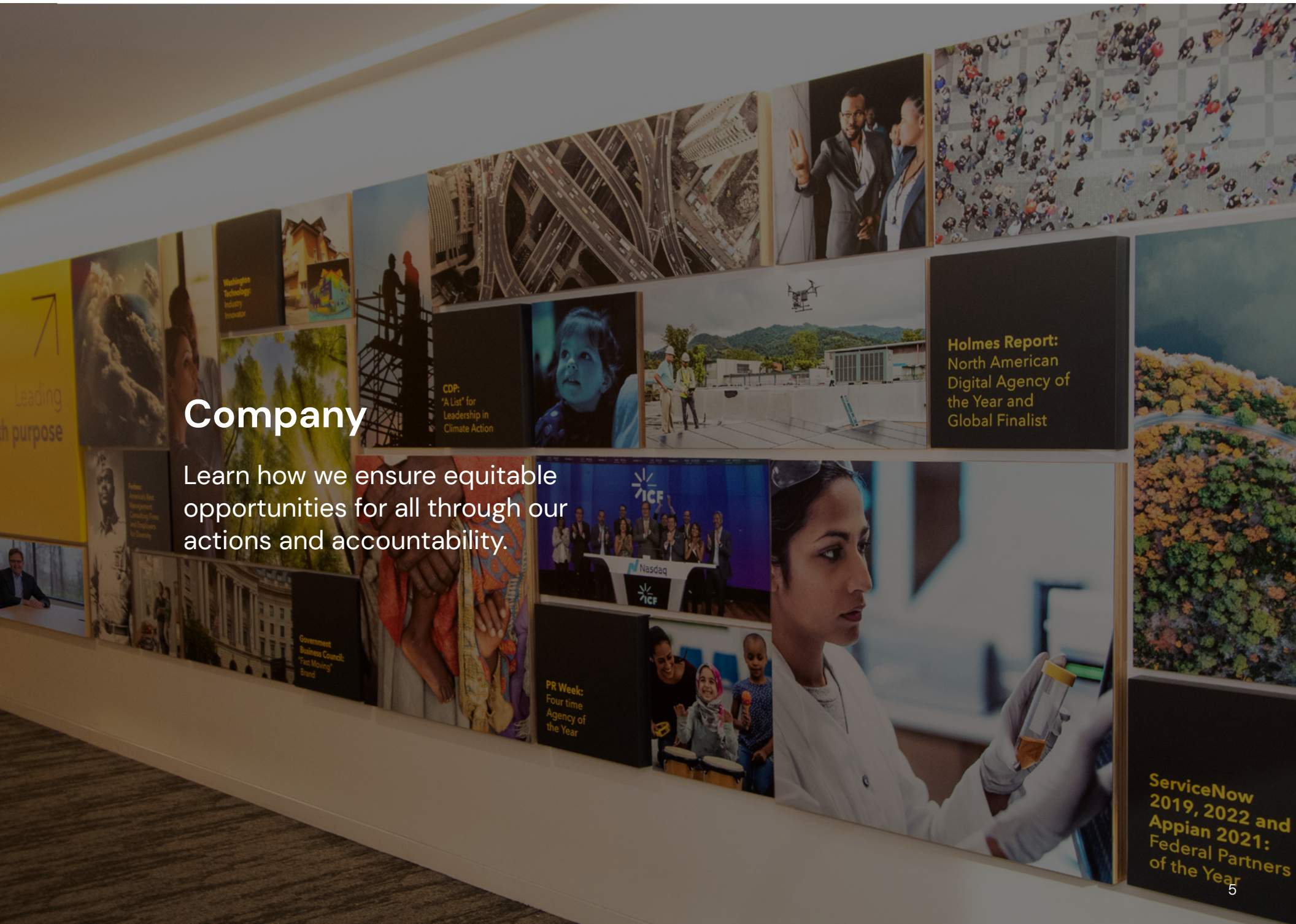
It also shows that our work is ongoing. We will continue to be transparent in sharing our journey—from tackling challenges to celebrating wins. Together, we're listening, learning, and moving forward.

John Wasson  
Chair and Chief Executive Officer



# Company

Learn how we ensure equitable opportunities for all through our actions and accountability.



# Who we are

We are business analysts and policy specialists working alongside digital strategists, data scientists, and creatives. United by our organizational culture, we value the strength that diversity brings and the opportunities it offers.

Our goal is to embrace and reflect the uniqueness of the communities we serve, while we continually measure and monitor our progress.

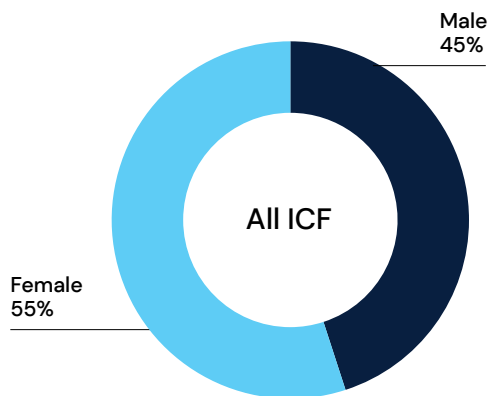
**9K**

Employees

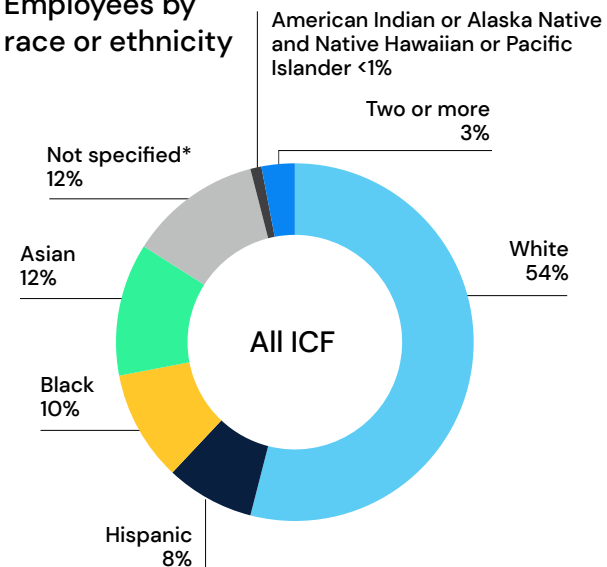
**70+**

Languages

Employees by gender



Employees by race or ethnicity



Generational distribution

**12%**

Traditionalists & Baby Boomers (1964 and before)

**33%**

Generation X (1965–1980)

**47%**

Millennials (1981–1996)

**8%**

Generation Z (1997 and after)

Source: 2022 data

Due to rounding, some data sets may not total 100%.

\*Not specified: employee chose to not self-identify or resides in a country where the collection of race/ethnicity data is prohibited.

# Our founding story

In 1969, a former Tuskegee Airman and three U.S. Department of Defense analysts **founded the Inner City Fund** to finance minority-owned businesses in Washington, D.C.

## Our founders

Our founders, Colonel Clarence Lester (pictured), Donald Ogilvie, Herbert S. Winokur Jr., and Bruce Caputo, were classmates and colleagues at the Pentagon. They established the company without any outside funding. In 1972, we diversified and went into consulting, changed our name to ICF Incorporated, and became a well-respected advisor to U.S. federal agencies.

## We're mission driven

We are proud to continue to be a mission-driven company filled with people who care deeply about improving lives and building a more prosperous and resilient world for all.



We like to think of ourselves as a for-profit company with a nonprofit soul.

# Our DEI journey has been enlightening

For more than 50 years, we have partnered with hundreds of organizations on transformative projects, all while transforming ourselves. Here are some of our recent milestones.

## 2000

Implemented domestic partner benefits.

## 2007

Appointed our first female board of directors member, one year after becoming a public company.

## 2011-12

Thirty percent of our employees telework on a regular basis.

## 2011-12

Signed the CEO Action for Diversity and Inclusion pledge.

## 2012

Appointed our second female member to our board of directors.

## 2013

One-third of ICF executives and officers and more than 50% of managers are female.

## 2014

Appointed our third female board of directors member. Now three of the 8 directors are female.

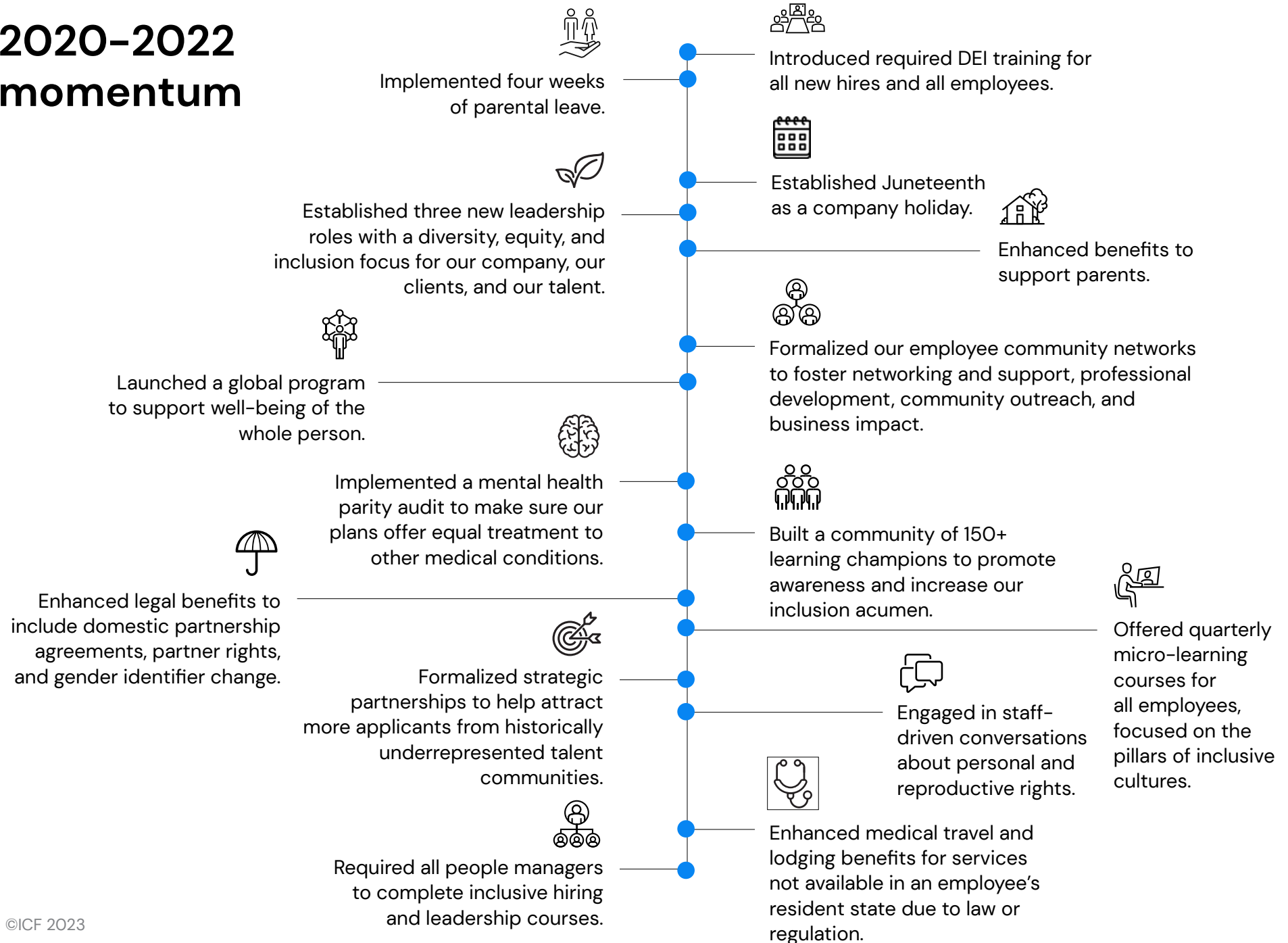
## 2017

Introduced transgender benefits.





# 2020-2022 momentum



# Our values resonate with others

We aim to reflect the diversity of our communities, promote individual well-being, and ensure our culture is one where each employee can thrive. This commitment has been noticed.

for  
all

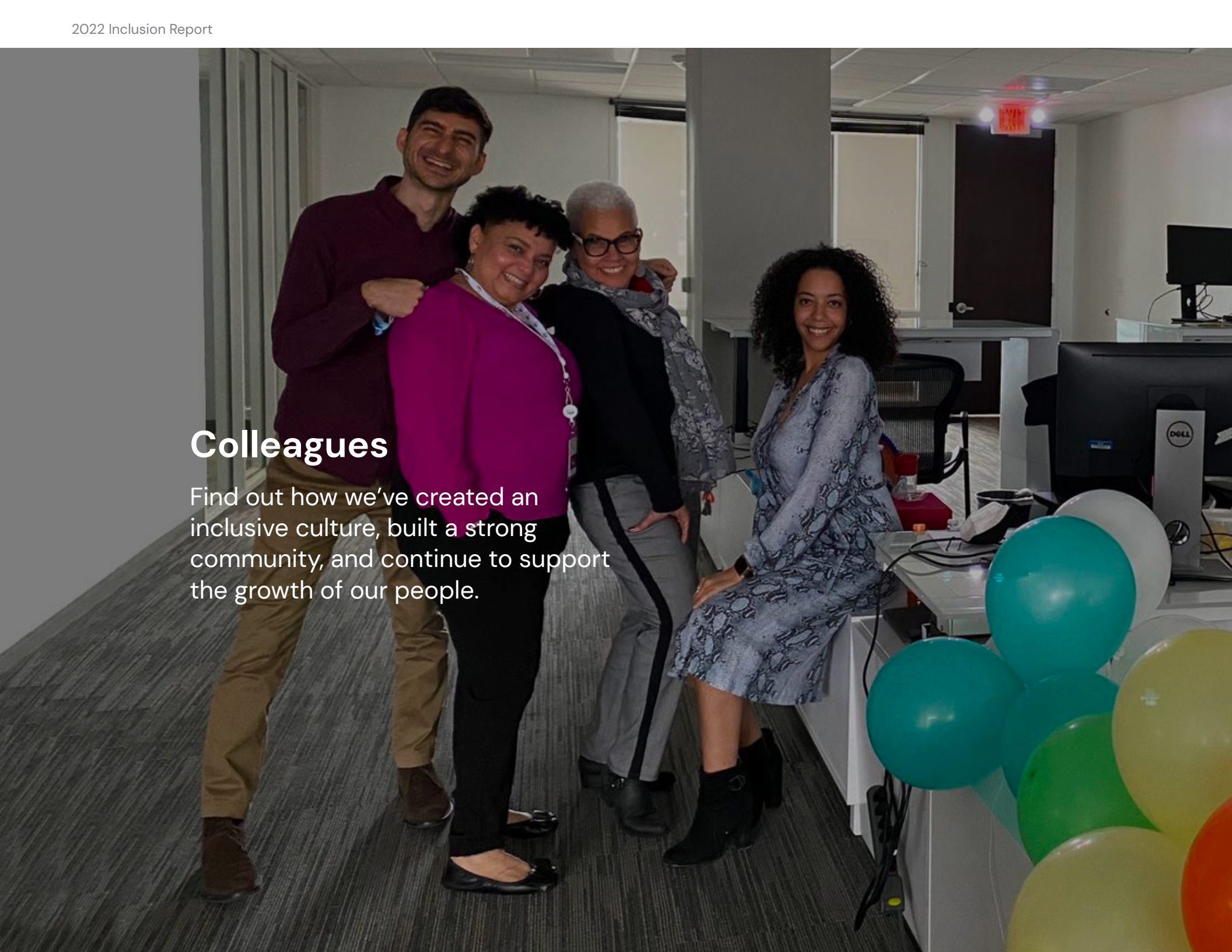


## CEO **ACT!ON** FOR DIVERSITY & INCLUSION



## Colleagues

Find out how we've created an inclusive culture, built a strong community, and continue to support the growth of our people.



## Growing our culture of diversity

Our people drive our success. That's why I'm excited to help shape a culture where everyone at ICF can belong, grow, and thrive.

From the day they join us, ICF employees can connect their personal values and purpose to our mission of building a more prosperous and resilient world for all. As empowered members of the team, many build upon personal experiences to improve the communities they care about the most.

Regardless of their role, team, or location, our people have opportunities to make connections, build community, and do work they believe in. We're proud that one in four ICF people belong to at least one of our eight employee community networks—an important way we foster a sense of belonging, and an important part of building a culture where we can all thrive.



**"We ensure we are driving tangible actions that embrace, celebrate, and grow diversity."**

Caryn McGarry  
Chief Human Resources Officer

## Our strategic hiring process promotes diversity

Our diversity recruitment strategies are informed by a data-driven approach that highlights areas where we can make the most impact. We've also invested in a DEI recruiting lead role to continue embedding DEI throughout the recruitment process.

### Our commitment in action

To help attract more applicants from historically underrepresented talent communities, we have formalized strategic partnerships with organizations like the National Society of Black Engineers and Women in Technology. For potential candidates, our DEI-focused newsletters showcase our culture of inclusion and clearly state our values. And, to support hiring decision-making, we provide our recruiters, interviewers, and hiring managers with a range of learning and inclusive hiring resources.

### Early talent hires

**60%**

Women

**50%**

Underrepresented groups



**“The establishment of a DEI recruiting-specific role speaks to our commitment to creating a workforce capable of solving our clients’ diverse business challenges and building a more prosperous, resilient, and equitable world for all.”**

Jamie Blockwood  
Talent Acquisition, Diversity, Equity,  
and Inclusion Lead

*Jamie is a 2022 recipient of a prestigious [ICF Values Award](#), recognizing the notable impact of her purpose-driven work.*

## Investing in our employees' growth

Our approach to learning and development is helping us accelerate our commitment to diversity, equity, and inclusion.

### Access to DEI learning

Our community of 150 DEI learning champions/catalysts promote awareness and increase our inclusion acumen. For all employees, we offer quarterly micro-learning courses based on the four pillars of inclusive cultures: belonging, voice, growth, and objectivity. We've also introduced required training for all new hires and all employees as a part of annual compliance training. All people managers have completed courses on inclusive hiring and leadership.

### Embedding DEI

We weave diversity and inclusion into our learning programs and our extensive range of resources—from micro-learning videos to discussion guides, tip sheets, podcasts, and materials that support our focus on affinity months.



**“To promote transparency, employees are able to self-enroll or express interest in specific learning programs. This supports inclusion by providing all employees access to, and the ability to participate in, learning.”**

Liz Janssen  
Vice President, Talent Experience  
and Transformation

## How our employees view diversity, equity, and inclusion

We conducted an anonymous employee engagement survey in the summer of 2022. We're proud of the percentage of employees who have favorable impressions of several DEI statements included in the survey.

- Our employees are proud to be part of ICF (86%) and feel like they belong (83%).
- They see that we respect dimensions of difference (78%) and that we're making progress toward being more diverse and inclusive (77%).
- They feel that they have equal opportunity to develop professionally, regardless of their dimensions of difference (75%).

Yet we know there's still more work to be done. We're using the full results of the survey to identify opportunities for continued improvement.



**“The mission and values of ICF and the diversity and inclusion efforts make me so proud to work for ICF. The work ICF does for the planet is so admirable. The caliber of talent in the employees is just amazing. I feel privileged to work here.”**

Anonymous survey respondent

# Recognizing the power of our employee community networks

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

## Belong, grow, and thrive

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

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



# 1 in 4

ICF people are members of at least one employee community network.



## Meet our members

### Asian Employee Community Network

Monthly teatime, new year celebrations, and cooking demonstrations as well as movie and book discussions helped generate a sense of belonging and camaraderie among members. Asian American Pacific Islander Month celebrations gave members an opportunity to express their culture, build awareness across our global team, and engage in important dialogues.



**"The networks, for me, are a continuation of the very spirit in which ICF was first founded as the Inner City Fund—to engage with communities and support them to reach beyond their grasp."**

Ripin Kalra  
Asian Employee Community Network

### Black Employee Community Network

Our network fosters the inclusion and advancement of employees who identify as Black. Throughout 2022, members held monthly "First Friday" events to socialize, network, and discuss cultural topics. They also came together for key moments of celebration: Black History Month, Juneteenth, and UK Black History Month.



**"I hope members will feel a sense of community and have a 'safe space' to engage other Black employees within ICF."**

Kim McCarley  
Black Employee Community Network

## Meet our members

### Diverse Abilities Employee Community Network

This network works to advance inclusion for people with diverse abilities. In 2022, they marked National Disability Employee Awareness Month, and joined with the LGBTQIA+ Employee Community Network to host a guest speaker on the importance of mental health in the workplace and supporting colleagues with multiple identities. This coincided with the 32<sup>nd</sup> anniversary of the American Disability Act and Colleague Care Month.

### First Nations and Indigenous Peoples Employee Community Network

With its focus on creating a safe place for discussion and learning, the network held quarterly talking circles, and gathered to celebrate Indigenous Peoples Day, sharing their experiences with powwows and educating others on cultural traditions. The network also marked Missing Murdered and Indigenous Peoples Day of Awareness.



**"I have a lot of lived experience and knowledge that I can share as part of breaking down barriers to work accessibility."**

Julia Schaeman  
Diverse Abilities Employee  
Community Network



**"Without spaces like this Employee Community Network we cannot grow and learn to be strong advocates for our people and our communities."**

Patricia Valenzuela  
First Nations and Indigenous  
Peoples Employee  
Community Network

## Meet our members

### Hispanic/Latinx Employee Community Network

To celebrate the diversity of its community, our members came together for monthly Cafecito Hour gatherings and marked Hispanic Heritage Month with shared dance lessons, recipes, and its first Cafecito Hour in Spanish. Alongside other networks, our Hispanic/Latinx group established our first collaborative Employee Community Network Business Development series, enabling members to learn more about this business area.

### LGBTQIA+ Employee Community Network

To support its vision of an ICF where LGBTQIA+ employees thrive, the group offered a networking program, led PRIDE month celebrations, and held a forum to mark International Transgender Day of Visibility. Together with the Diverse Abilities Employee Community Network, the network also co-hosted a motivational speaker on workplace mental health and supporting colleagues with multiple identities.



**"ICF does a lot of interesting, meaningful work that makes a positive difference, one project at a time. I hope that members feel supported and motivated to do more great work."**

Pablo Topete  
Hispanic/Latinx Employee  
Community Network



**"If we continue creating the support channels and resources necessary for LGBTQIA+ employees to excel in their professional lives, the positive impact will ripple throughout ICF."**

Jason Clevenger  
LGBTQIA+ Employee  
Community Network

## Meet our members

### Veteran Employee Community Network

Our network aims to promote a healthy work-life balance while leveraging the unique skill sets of veterans, allowing them to achieve their full potential. In 2022, the network led a learning workshop for its members focused on how to apply leadership skills from military experience to civilian life. This program will continue in 2023.



**"I understand the unique challenges that veterans must face when integrating into the civilian world and how easy it is to become a statistic without guidance, leadership, and opportunity."**

Jeremy Tompson  
Veteran Employee Community Network

### Women Employee Community Network

A key focus for our network is actively promoting women's career development and advancement. In 2022, they developed a series of events focused on women in leadership and career progression. For International Women's Day, the network supported #BreakTheBias, a global call to tackle discrimination, celebrate differences, and forge an equal future.



**"The network is important to me as a gender equality expert working with our public sector clients on equality and non-discrimination issues in the workplace and beyond."**

Katerina Mantouvalou  
Women Employee Community Network

# Elevating female representation

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

## Leaders with key perspectives

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



## Female representation

**55%** – Female overall      **39%** ↑ Female executives

**54%** ↑ Female people managers      **62%** ↑ Female new hires

Source: 2022 data with comparison trends to 2021 data

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

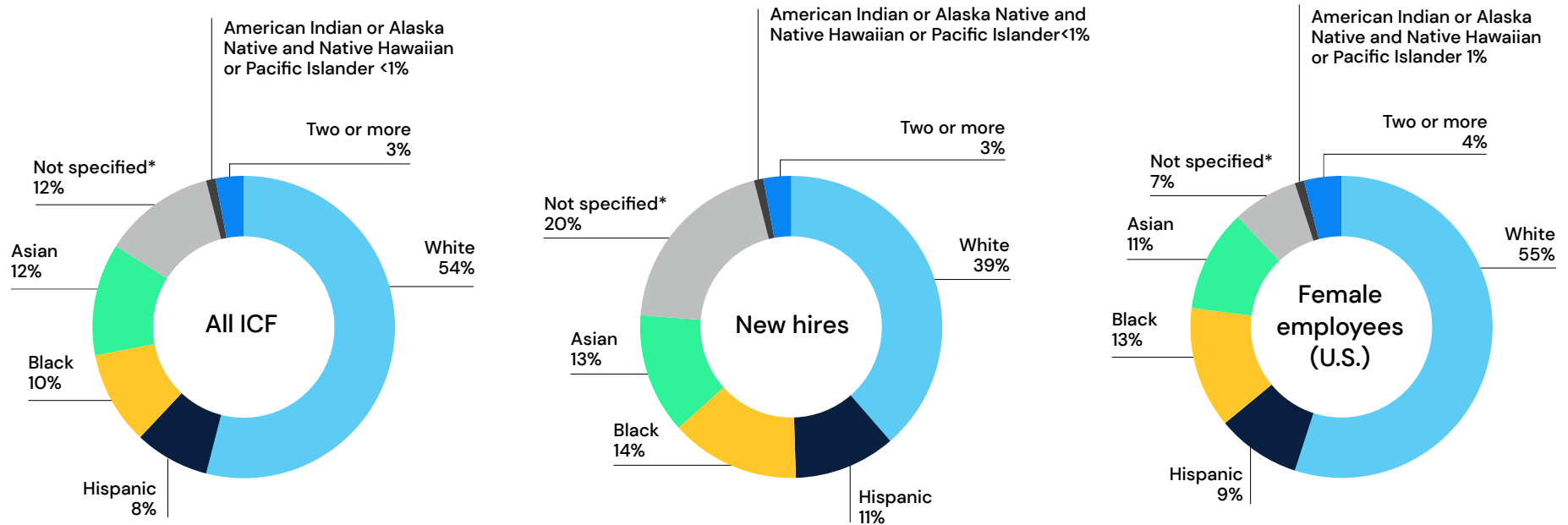
**Cheryl W. Grisé** is an expert in senior management with over 35 years of leadership experience, including serving as executive vice president of Northeast Utilities. Her substantial expertise in the energy and utility sector strengthens our work using advanced data modeling and innovative technology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

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

# Reflecting the race and ethnicity of our communities

As we grow, it's promising to see representation increasing across many of the identities shared by ICF employees. Our DEI strategy is deliberate and results-focused. We will continue to measure and learn from our progress and deploy our efforts to increase representation from available talent pools, within a competitive talent marketplace.

## Ethnic representation



Source: 2022 data

Due to rounding, some data sets may not total 100%.

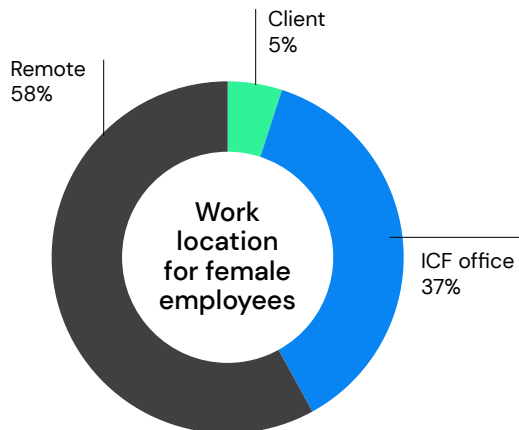
\*Not specified: employee chose to not self-identify or resides in a country where the collection of race/ethnicity data is prohibited.

# Embracing the new world of work

The pandemic moved us to a 100% remote environment. In response, we virtualized on-site practices and tools, scheduled more meetings and check-ins, and enhanced our well-being resources. With a hybrid model now in place, we have taken the opportunity to embed well-being, inclusion, collaboration, and connection as key priorities in the way we work.

## Employee work locations

**36%** ICF office    **58%** Remote    **6%** Client



Source: 2022 data



**"My manager leads by example by encouraging us to be ambitious professionally, and not to forget the joys of having a family and little ones. With ICF, I can be at my best for my team, my clients, and my family."**

Clara Cotroneo  
Senior Consultant, Public Policy, Brussels



ICF's new global headquarters in Reston, VA







## Clients

Explore how we develop inclusive solutions to produce equitable outcomes.



## Diversity drives our approach

Making a positive impact in the world, in partnership with our clients, is ICF's reason for being. It is what motivates people to work with us and for us. An important part of our approach is focused on creating more equity in the markets we serve and in helping our clients celebrate diversity.

We constantly seek inclusive opportunities to collaborate with experts, suppliers, contractors, and technology partners with diverse perspectives—and who are just as driven as we are to make a difference.

We purposely build highly diverse teams—domain experts and technologists mixed with creatives and policy experts; people from all walks of life, backgrounds, and experiences—to come together to innovate and collaborate. And come up with the best solution for our clients, not just the easiest.



### Bringing an equity lens

**Kary James** was named one of WashingtonExec's Top DE&I Execs to Watch in 2022. She has devoted her more than 20-year career to creating equitable, diverse, and inclusive cultures within social services systems and organizations. As a practitioner, clinician, and administrator of a state agency, Kary specifically focused on improving public child welfare practices.

Most recently, she was the executive director of the ICF-managed Child Welfare Information Gateway, a nationwide clearinghouse that connects child welfare professionals to the data and resources they need to better protect children.

As vice president, equity and inclusion for public sector clients, Kary is now working across teams to ensure we view each client project through an equity lens. She has also been instrumental in launching and growing our Black Employee Community Network.

# Our reach is sustainable and lasting

We are proud of the meaningful impact of our work, particularly in how it addresses and advances the [United Nations' 17 Sustainable Development Goals](#).



<b>1 - NO POVERTY</b>	<b>2 - ZERO HUNGER</b>	<b>3 - GOOD HEALTH AND WELL-BEING</b>	<b>4 - QUALITY EDUCATION</b>	<b>5 - GENDER</b>	<b>6 - CLEAN WATER AND SANITATION</b>
<p>Helping Nepal build resilience to economic, environmental, and public health shocks—and their knock-on effects.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Generating evidence and improving data management systems designed to address malnutrition, hunger, and food insecurity.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Working with global partners to strengthen detection and surveillance of infectious diseases in more than 20 countries in Africa and Asia.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Evaluating an early childhood literacy program to support literacy achievement and kindergarten readiness.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Improving gender data capture to improve health outcomes for women and other populations at high risk for HIV.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Helping clients meet the challenges of water resources management—protecting, ensuring, and planning for clean, safe water into the future.</p> <p><a href="#">LEARN MORE</a> →</p>
<b>7 - AFFORDABLE AND CLEAN ENERGY</b>	<b>8 - DECENT WORK AND ECONOMIC GROWTH</b>	<b>9 - INDUSTRY, INNOVATION, AND INFRASTRUCTURE</b>	<b>10 - REDUCED INEQUALITIES</b>	<b>11 - SUSTAINABLE CITIES AND COMMUNITIES</b>	<b>12 - RESPONSIBLE CONSUMPTION AND PRODUCTION</b>
<p>Helping Wisconsin citizens adopt energy-efficient lighting, appliances, and thermostats.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Establishing a learning program to improve European public employment services delivery.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Developing a risk assessment tool that informs transportation agency decisions around flood mitigation.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Transforming the way child welfare agencies work to keep families healthy, together, and strong.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Providing analysis to help New York City become carbon neutral by 2050.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Developing frameworks, technical tools, and strategies to improve energy efficiency in emerging markets.</p> <p><a href="#">LEARN MORE</a> →</p>
<b>13 - CLIMATE ACTION</b>	<b>14 - LIFE BELOW WATER</b>	<b>15 - LIFE ON LAND</b>	<b>16 - PEACE, JUSTICE, AND STRONG INSTITUTIONS</b>	<b>17 - PARTNERSHIPS FOR THE GOALS</b>	
<p>Tackling Pennsylvania's climate action goals with comprehensive, data-driven strategic planning.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Contributing to the recovery of a valuable fish species by facilitating access to freshwater streams.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Leading the effort to restore a fully functioning, tidally-influenced marsh.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Helping the U.S. government harness research to end child labor and forced labor.</p> <p><a href="#">LEARN MORE</a> →</p>	<p>Helping development organizations ensure program accountability, measure impact, and improve effectiveness.</p> <p><a href="#">LEARN MORE</a> →</p>	

CLIENT STORY

# Increasing capacity to keep children and families safe and thriving

## The situation

Public child welfare agencies have the challenging and vital task of partnering with diverse and complex communities to support children and families.

## The solution

Through the [Capacity Building Center for States](#), we serve as the Children's Bureau's principal vehicle for delivering centralized, coordinated, and high-quality services to states and territories. Our team of experts—including people who have lived experience with child welfare—create tools and strategies that help agencies improve outcomes, be more prevention-focused, build cultures of equity and inclusion, develop workforce training, and support strategic planning.

## The impact

Our integrated services transform how agencies work, enabling them to make lasting practice and system improvements that help keep families healthy, together, and strong.



Capacity Building  
CENTER FOR STATES

## 3K+

Child welfare professionals from all 50 states and four territories engaged in events each year

## 15K+

Downloads of publications and learning resources annually

## 75+

Direct service projects across the U.S. resulting in new knowledge, new interventions, and practice changes



CLIENT STORY

# Shining a light on the places that helped empower the LGBTQIA+ community

## The situation

Since 2007, 37% of America's queer bars had closed—taking with them an important piece of LGBTQIA+ history and depriving communities of vital, safe spaces to gather.

## The solution

To help amplify, celebrate, and protect these bars, our team **partnered with Miller Lite** to engage Dr. Eric Cervini, a Pulitzer Prize-nominated historian, to create "Beers & Queer History." Combining our original illustrations and Dr. Cervini's insights, the book tells the story of 10 of the most important and influential LGBTQIA+ bars.

## The impact

Our public relations efforts helped sell out the book almost instantly on the website MillerLite.com—with proceeds going to Equality Federation—all while garnering positive media coverage for Miller Lite.

**125**

Media placements

**50M+**

Earned impressions

**100%**

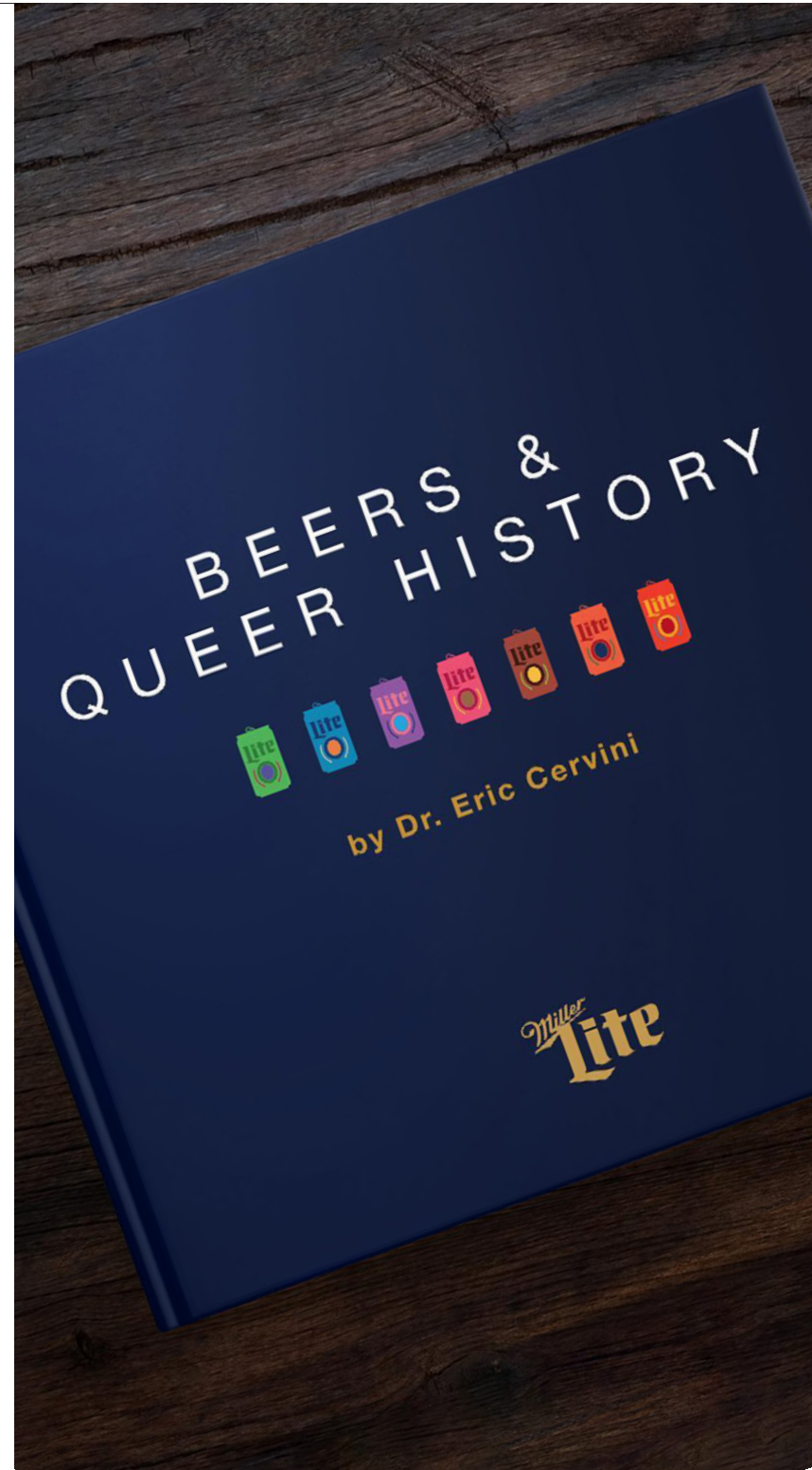
Positive coverage

**\$200K**

to the Equality Federation

**40+**

Year legacy of allyship extended for Miller Lite



CLIENT STORY

# Improving housing equity through engagement with diverse communities

## The situation

Three years after Superstorm Sandy, many residents still lacked basic housing.

## The solution

We partnered with the state of New Jersey and Diversity Marketing to promote [disaster recovery housing](#) options available through the state. By working with housing counseling agencies, we aimed to reach 11 limited English proficiency (LEP) groups across nine counties. Our team's detailed maps guided outreach efforts and ensured that program messaging was delivered to families at the right time, in the right place, and in a culturally appropriate manner.

## The impact

Using the targeted information we had compiled, housing counseling agencies were able to reach and distribute materials to more than 100,000 LEP households. Combined with in-language paid media, these efforts resulted in thousands of new applications for rebuilding and rental assistance programs.



**101K+**

Households reached

**266K+**

Program materials distributed

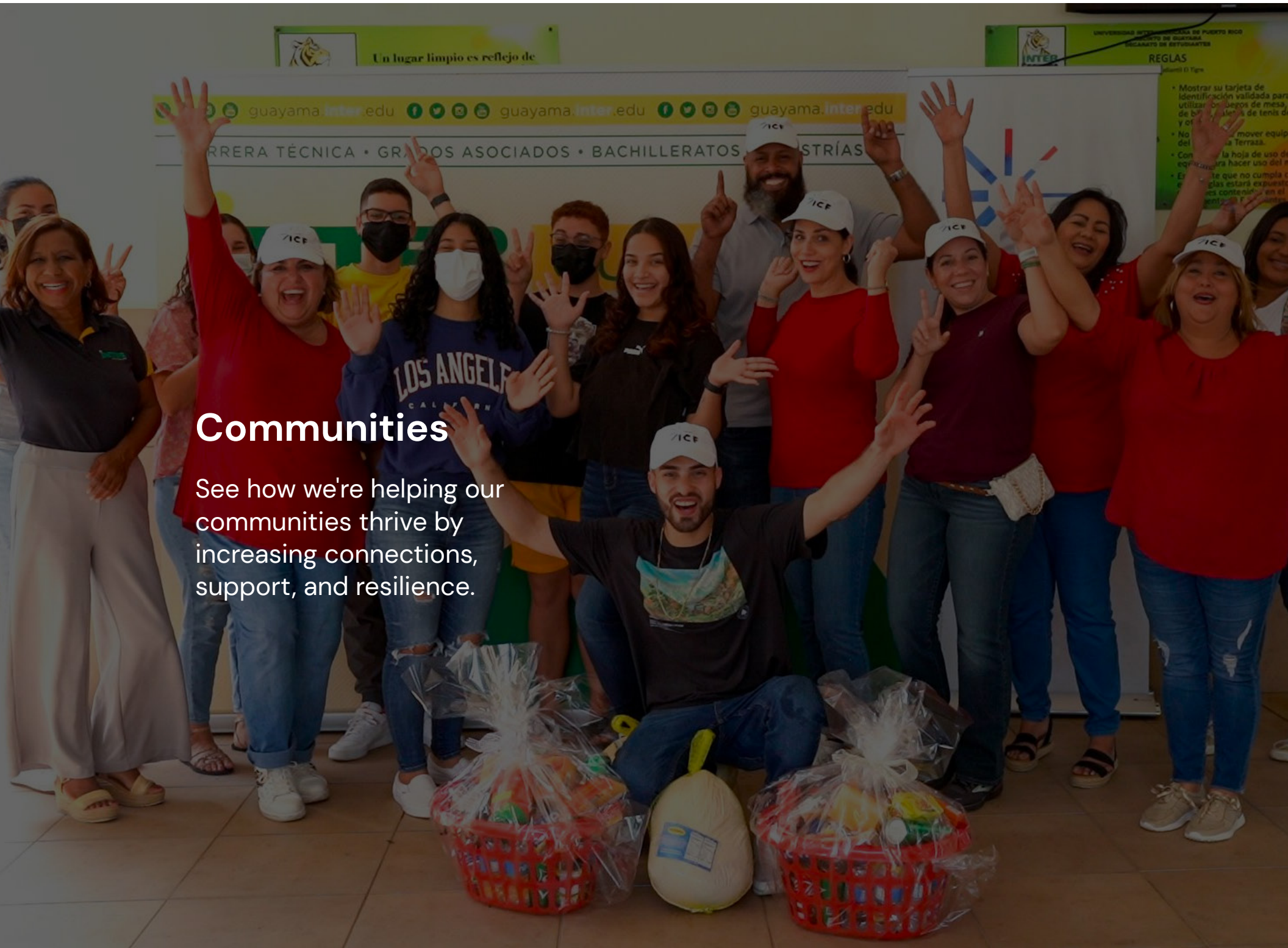
**1K+**

Applications to the Low- to Moderate-Income Homeowners Rebuilding program

**3.2K+**

Applications for the Tenant-Based Rental Assistance program





## Communities

See how we're helping our communities thrive by increasing connections, support, and resilience.

## Our employees bring our values to life

We know that the only way we can solve the world's most complex challenges is with creative thinking and diverse perspectives.

Meet a few of our many accomplished employees who embody **ICF's values**—as they embrace their communities, lead by example, and open new pathways for those who follow.



### Leading the way

**Dr. Johnavae Campbell** (top) and **Mellina Stephen** (bottom) have both been recognized as a **Modern-Day Technology Leader** at the Black Engineer of the Year awards (BEYA).

As an educational evaluator, Johnavae translates the importance of representation, connection, and understanding unheard voices—especially for members of the Black community and particularly in historically underrepresented areas like science, technology, engineering, and math.

Mellina serves as deputy program manager and communications lead for the National Institutes of Health's Chief Officer for Scientific Workforce Diversity office. Her work focuses on diversifying the national scientific workforce to broaden diversity of thought and encourage innovative, science-driven thinking.



## Our employees bring our values to life

“We have a strong culture of diversity and inclusion, where we promote talent from within, regardless of background.”

Tony Perkins



### A new mission

After 28 years of military service, **Tony Perkins** (left) joined our team of cyber experts in 2018, as a U.S. Department of Defense senior portfolio director. His nearly three decades of leadership and management expertise, across the Air Force cyber, IT, digital transformation, and information dominance domains, has helped our clients anticipate, withstand, and recover from cyber risks. Tony is also applying his extensive skillset to spearhead growth in our IT security and mission resilience business unit.



### Taking pride in driving climate equity

Climate and health specialist **Leo Goldsmith** (left) began putting action into his passion for environmental justice in high school by getting involved in food justice projects. Today, he supports the U.S. Global Change Research Program.

Leo’s recent research drew attention to the disproportionate degree to which the LGBTQIA+ community is affected by disaster events that are on the rise due to climate change. As someone who is queer and transgender himself, this topic goes beyond academic interest for Leo.

“What I noticed was missing was a closer look at how climate impacts communities based on sexual orientation or gender identity.”

Leo Goldsmith

## Our employees bring our values to life

"Energy is central to our well-being as an individual, as a family unit, in our communities and households."

Dany Kahumoku



### Equity and accessibility

**Dany Kahumoku** (left) combines environmental justice and a desire to reimagine energy in her work with ICF's utilities programs. In her role as senior DEI specialist, she develops resources, facilitates capacity building and learning opportunities for colleagues and ICF clients, and advises on the development of solutions that promote energy equity and accessibility.

Dany leans into her identities as a queer, hapa, native woman of color to contribute and elevate perspectives that have often been underrepresented.



### Serving the community

**Eddie Minaya's** (left) role with the ICF Next government team allows him to connect his heritage and community to his work. By inspiring health-related behavioral change, Eddie has helped to raise awareness on topics such HIV prevention, smoking cessation, and diabetes prevention.

Working directly with specific audiences, including the Hispanic/Latinx community, allows him to better understand the communities he serves through his work as associate creative director. He then brings these perspectives back to ICF in his role as champion for the Hispanic/Latinx Employee Community Network.

"Working at ICF has allowed me to use my skills to work directly with specific audiences, and the Hispanic community is one of them."

Eddie Minaya

# Investing in what matters to our people

We **invest in our communities** by supporting our employees' philanthropic passions. Our 1-to-1 match of their personal donations—up to \$5,000 each year—is a meaningful way to double the impact of their personal giving.

We also partner with our employee community networks to make an even greater impact. Together, we promote campaigns to raise funds for causes employees are most passionate about supporting.

## \$432K

Employee donations

## \$654K

ICF match of employee donations, plus other company donations

## \$1.1M+

Total cash donations

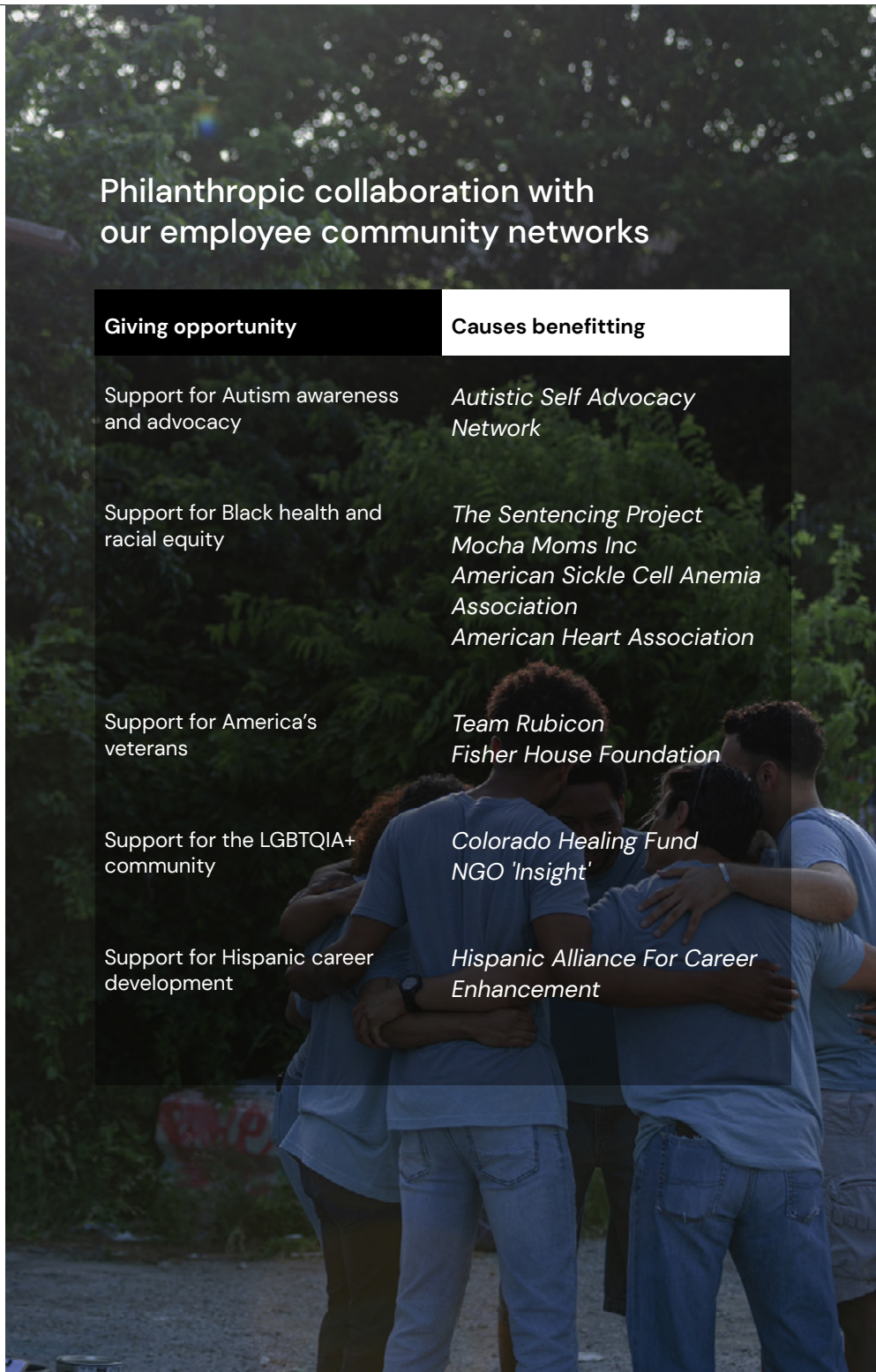
## 3.4K

Employee volunteer hours reported

Source: 2021 data

## Philanthropic collaboration with our employee community networks

Giving opportunity	Causes benefitting
Support for Autism awareness and advocacy	<i>Autistic Self Advocacy Network</i>
Support for Black health and racial equity	<i>The Sentencing Project Mocha Moms Inc American Sickle Cell Anemia Association American Heart Association</i>
Support for America's veterans	<i>Team Rubicon Fisher House Foundation</i>
Support for the LGBTQIA+ community	<i>Colorado Healing Fund NGO 'Insight'</i>
Support for Hispanic career development	<i>Hispanic Alliance For Career Enhancement</i>



## The road ahead

Over the past few years, we have created many new opportunities for our employees to come together, connect, listen, and build a shared understanding of each other's values and perspectives.

### An ongoing journey

DEI is a marathon, not a sprint. It requires our ongoing commitment and action as a team, supported by our leadership.

In the years ahead, we will continue to ensure our processes, systems, and support structures create a representative and inclusive environment that is fair and equitable for everyone. Our desire is for all employees to be inclusion champions.

### Strategic communities

We are implementing new strategic communities to drive ICF's vision and aspirations for diversity, equity, and inclusion forward. We're forming an Executive Inclusion Advisory Council that will also influence and mandate actions that support these efforts top-down through ICF.

Additionally, an Equity and Inclusion Community of Practice will embed inclusion and equity in market-facing activities and workforce development. We're excited to see these groups make an impact.

### A wider view of diversity

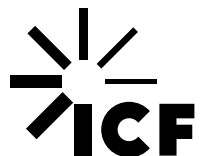
We will continue to be a champion of diversity, equity, and inclusion for the clients we partner with and the communities we represent. A dedicated team within ICF has also invested in systems and processes to ensure our suppliers are representative and committed to the same diversity and inclusion aspirations as we are. We envision this focus will deepen in the years ahead.

We would like to thank our current and future colleagues, clients, and communities for taking this journey with us. Our efforts are making a positive difference—for all.

Demola Sholagbade  
Vice President,  
Diversity, Equity, and Inclusion







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ICF (NASDAQ:ICFI) is a global consulting and technology services company with approximately 9,000 employees, but we are not your typical consultants. At ICF, business analysts and policy specialists work together with digital strategists, data scientists and creatives. We combine unmatched industry expertise with cutting-edge engagement capabilities to help organizations solve their most complex challenges. Since 1969, public and private sector clients have worked with ICF to navigate change and shape the future.

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