



# FTI CONSULTING 2018 GENDER PAY GAP REPORT



EXPERTS WITH IMPACT™

# FTI Consulting 2018 Gender Pay Gap Report

At FTI Consulting, we are committed to creating a culture that promotes diversity, inclusion and belonging. We strive to create a workplace where all our professionals feel comfortable coming to work and being themselves; where everyone is afforded the same opportunities to achieve their personal and professional goals; and where individuals are supported and encouraged to develop, grow and achieve their full potential.

For several years, we have been striving to improve gender balance and overall diversity efforts across our company. We continue to evolve in ways that are enhancing our culture and supporting our ability to effectively deliver innovative solutions to our clients. We know that meaningful change takes time and, while there is more to do, we remain committed to making significant progress toward our goals. Fostering a culture of diversity, inclusion and belonging is a key component to achieving gender equality across our organisation, and we remain firmly committed to championing these efforts at FTI Consulting.

## Gender Pay Gap Reporting Overview

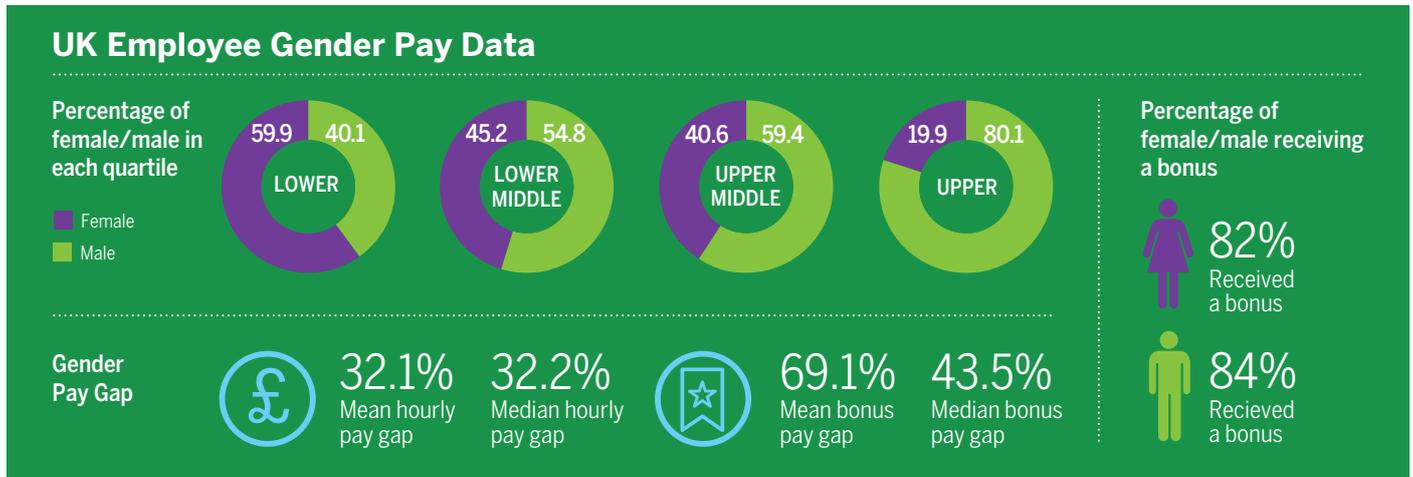
In this year's gender pay gap report, we are including data on employees and partners, both globally and in the UK, promoting greater transparency and ownership of our progress.

Like other employers, our gender pay gap reflects the imbalance in our organisational structure, as we have more men at senior levels and more women at administrative levels across our company. This imbalance causes the average salary of male employees to be higher than the average salary of female employees. It is the difference in those averages that creates a pay gap. Along the same lines, our bonus gap exists due to having fewer women in senior positions where the bonus amount potential is higher.

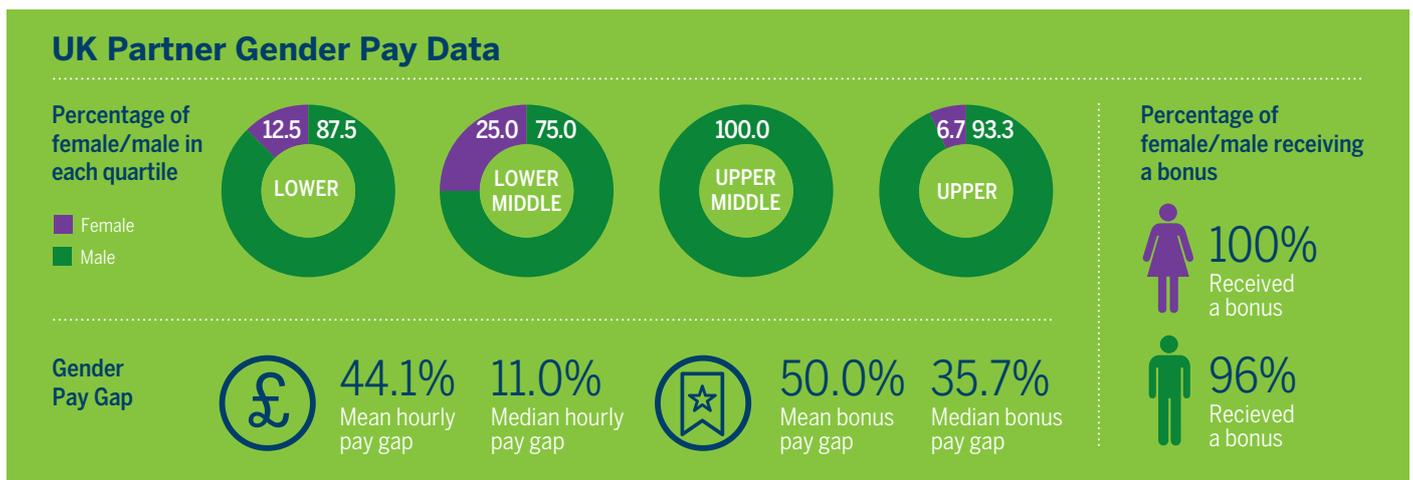
Gender pay gap is not the same as equal pay, which refers to paying men and women similar amounts for the same, or similar, work. We remain committed to ensuring that men and women are paid equally for doing the same work and continue to conduct regular internal analysis of our employee compensation.

## UK Gender Pay Gap

We are including data on UK employees and partners as well as global data to create greater transparency and ownership of progress. The total FTI Consulting UK-based employee population for gender pay reporting\* is 756 professionals with a female/male split of 318 (42%)/438 (58%).

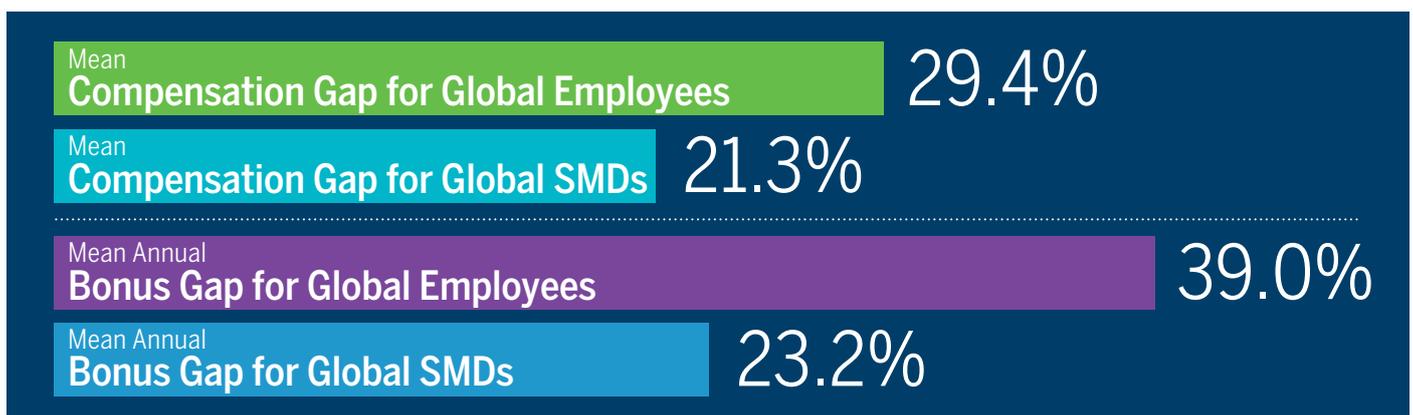


The total FTI Consulting UK-based partner level population for gender pay reporting\* is 65 professionals with a female/male split of 8 (12%)/57 (88%).



## A Global View

Our UK gender pay gap is reflective of our overall global gender pay gap.\* Below are key global figures for employees and Partners/Senior Managing Directors:



\*The tables above are snapshots as of 5 April 2018, and bonuses paid in the year to 5 April 2018.

## Focused on Achieving Gender Parity

We know that our gender pay gap needs to improve significantly. We must make progress toward our goal of having a diverse and inclusive workplace for the betterment of our people, our clients and our company. Our focus remains on attracting, retaining and developing all of our people and putting a very keen focus on our female and diverse talent.



## Attracting Female Talent

Globally, we have been addressing gender balance through launching several recruitment marketing platforms, monitoring our candidate pipelines and, where possible, ensuring female representation while interviewing female candidates.

In campus recruiting, we strive to achieve 50/50 balanced hiring and have ramped up our presence at diversity events at our core partner schools. Additionally, in 2018, we launched our six-week WINtern programme in the U.S. tailored to females beginning their second year at universities. This programme gives students an early opportunity to build their network and gain technical experience, personalised coaching and professional development from dedicated women in their field of interest.

*“The ability to form relationships and gain advice from such successful women was a huge part of the program and really allowed me to grow and learn more about what avenues I could take to have a successful career.”*

—Jenna Marsella, 2018 WINtern

*“I was quickly surprised by how much I was able to learn in a short amount of time, and how much this knowledge gave me the confidence to gain more experience. Now, instead of getting nervous when I am asked to do something, I see it as a challenge, as an opportunity to learn and grow, which has made a world of difference in my self-confidence and my capabilities as a developing professional.”*

—Lara Doyme, 2018 WINtern



## Retaining & Developing Female Talent

At FTI Consulting, our future success depends on our ability to retain and develop our female talent. In addition to the FTI Women's Initiative Network ("FTI WIN"), we have enhanced and globalised our Diversity Ambassadors Programme over the last year and made a concerted effort to identify ambassadors in each major office around the world.



We support our employees' professional development with emphasis on everyday coaching, feedback, mentoring and sponsorship. In addition to technical training, our Learning & Development

department holds Milestone programmes at each level, which include courses specifically for coaches to build awareness of unconscious bias and inclusive environments. Our leaders have

*"I was lucky enough to participate in the WIN Managing Director Transformational Leadership Programme.*



*The programme provided me with an invaluable opportunity to practise, develop and refresh skills with the benefit of world class coaches. It made a difference to my communication style, presence, influencing and networking skills, and provided a safe environment in which to practise techniques which could be used in a wide variety of business situations - formal client pitches, negotiations and business development."*

—**FIONA FREEMAN**,  
Managing Director  
in Corporate Finance,  
London

*"Having been with the firm for over twelve years, it's fantastic to see FTI Consulting investing in to the WIN*



*Managing Director Transformational Leadership Programme. Not only was the training element delivered to an excellent standard, but it was so valuable to share experiences, knowledge and frankly, much good humour, with a group of exceptional colleagues and return with a new network of cross-segment, cross-geography relationships. I'm looking forward to the second stage of the programme."*

—**LOUISA FELTES**,  
Managing Director  
in Strategic Communications,  
London

taken our gender pay gap results seriously and have organised panel discussions and webcasts on the topic. Additionally, we had 18 participants in our FTI WIN Managing Director Transformational Leadership Programme this year, which is designed for a select group of emerging women leaders to help them prepare for success in their roles.

We believe that supporting our employees in their home life is equally important. This year, we extended our parental leave policies and have proudly implemented Flex Return Support for parents returning to work. We also introduced our Work-Life Integration campaign to support all our employees in need of greater flexibility.

*“Returning from maternity leave was always my ambition but it was also a time I feared. However, it turned out to be a very positive experience. I returned to work with a few months of part-time working which allowed me to ensure I got the right work-life balance for my needs at that time. I had time to catch up with my team and clients but also felt confident and happy to return to full time work, having had a transition period.”* —**SHARANJIT SIVANATHAN**,



Senior Consultant  
in Healthcare Solutions,  
London

## Female Headcount

Our UK female leadership headcount is in line with our global numbers:

	Female Managing Directors	Female Senior Managing Directors
<b>UK Female Headcount</b>	21 out of 107 <b>(20%)</b>	9 out of 78 <b>(12%)</b>
<b>Global Female Headcount</b>	151 out of 664 <b>(23%)</b>	61 out of 479 <b>(13%)</b>

## Taking the Lead

As we continue to monitor the balance of our talent mix, we remain proud of the recent accomplishments of our leading women professionals, who include:

- **Ana Heeren** and **Liz Park** recognised at the *M&A Advisor's* ninth annual Emerging Leaders Awards
- **Carlyn Taylor** named a Fellow of the American College of Bankruptcy
- **Carrie Distler** and **Dawn Hall** recognised as Leading Patent Litigation Expert Witnesses by *Intellectual Asset Management* magazine
- **Elena Zoido**, **Kirsten Edwards-Warren**, **Margaret Guerin-Calvert**, **Mary Coleman**, **Nadine Watson**, and **Susan Manning** named Leading Competition Economists by *Who's Who Legal*
- **Gina Gutzeit** named a Woman Leader in Consulting by *Consulting* magazine
- **Jean Chow-Callam** named a Leading Forensic Accountant by *Who's Who Legal*
- **Julia Harrison** honored with *The Holmes Report's* Individual Achievement SABRE Award
- **Juliette Fortin** named a Construction Expert Witness by *Who's Who Legal*
- **Colleen Casey Voshell**, **Dawna Wright**, **Elena Zoido**, **Jean Chow-Callam**, **Juliette Fortin**, **Kirsten Edwards-Warren**, **Lindi Jarvis**, **Margaret Guerin-Calvert**, **Mary Coleman**, **Meloria Meschi**, **Nadine Watson**, **Sonia Cheng**, **Stephanie Lhomme**, **Susan Manning**, and **Tara Mulkeen** recognised in the third edition of *Who's Who Legal: Consulting Experts*
- **Kelly Nickerson** recognised as a Rising Star of the Profession by *Consulting* magazine
- **Laura Jackson** honored by the New Jersey State Governor's Jefferson Awards
- **Lindi Jarvis** named a Leading Woman in Investigations by *Global Investigations Review*
- **Ruth Steedman** recognised as a leading expert in *International Tax Review's 2018 Woman in Tax Guide*

\***EMEA-based employees**

## A Look Ahead

We have implemented programmes that support our gender parity goals:

- **100 women Senior Managing Directors by 2020**, which represents a 60% increase since 2017.
- **Three-year pipelines** of potential female Senior Managing Director candidates, so that we have a strong pool of talent for promotion.
- Succession planning for Executive Committee roles which **include qualified female candidates on the interview slate**.
- Continue with the goal of hiring **50% women** from universities.
- **Unconscious bias training** required for all management levels.

We know we have more work to do to achieve gender parity, and we continue to seek feedback from our employees on ways in which we can improve our culture. We look forward to incorporating the results from our latest employee engagement survey and our upcoming culture survey to help identify additional focus areas and new goals for FTI Consulting.

We confirm the data reported is accurate.



**Kevin Hewitt**

Chairman, Europe, the Middle East and Africa



**Holly Paul**

Global Chief Human Resources Officer



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### About FTI Consulting

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.