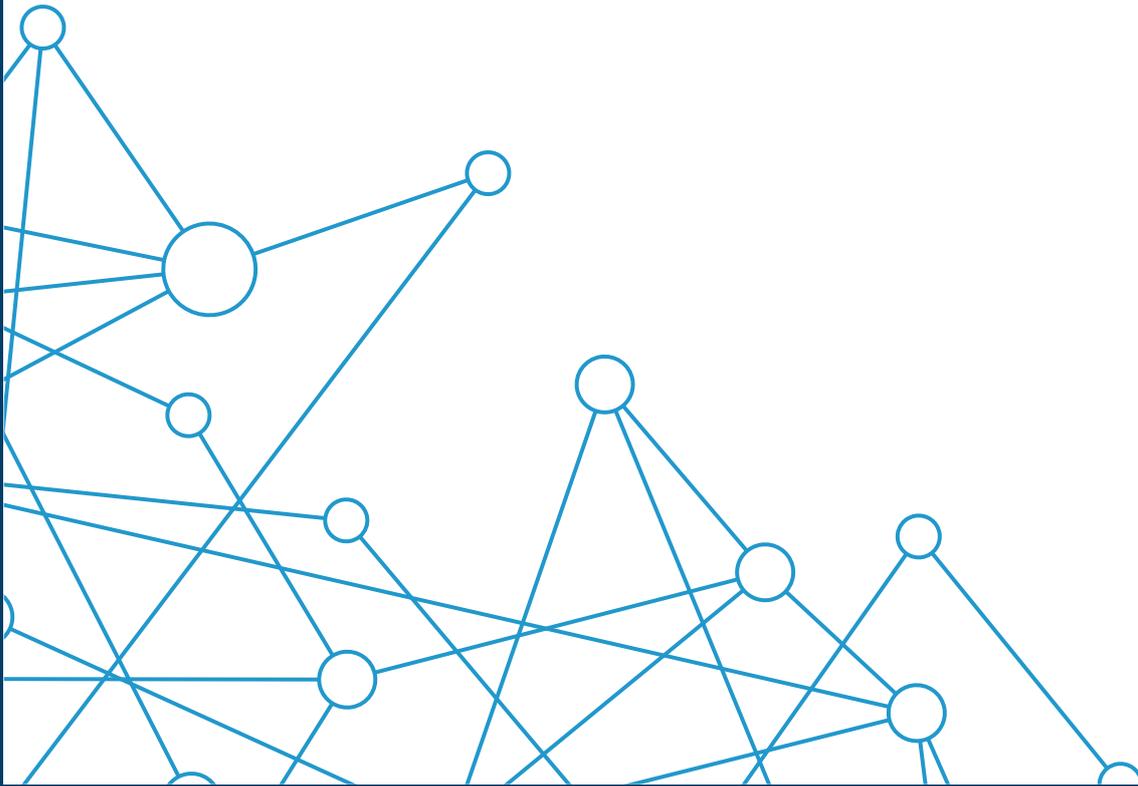




FTI CONSULTING 2019 GENDER PAY GAP REPORT



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FTI Consulting 2019 Gender Pay Gap Report

What's Included In Our Report

This year's Gender Pay Gap Report includes UK and global gender pay data on employees and partners. Our report highlights where we are making progress and where we have more work to do. While we remain committed to accelerating the pace of change, our gender pay gap continues to reflect the imbalance we have across our firm, which is due to:

- Having more men than women in senior-level, higher paying roles.
- Having more women than men in junior-level, lower paying roles.

This variation causes the average salary and bonus of male employees to be higher than female employees. Based on the UK government's statutory requirement and methodology, FTI Consulting's median gender pay gap is 28.8%.

While we are pleased to see our gender pay gap shrinking each year, we know there is still more to do, and we remain firmly committed to fostering a workplace culture that embraces diversity, inclusion and belonging at all levels.

THE DIFFERENCE BETWEEN EQUAL PAY & GENDER PAY GAP

EQUAL PAY:

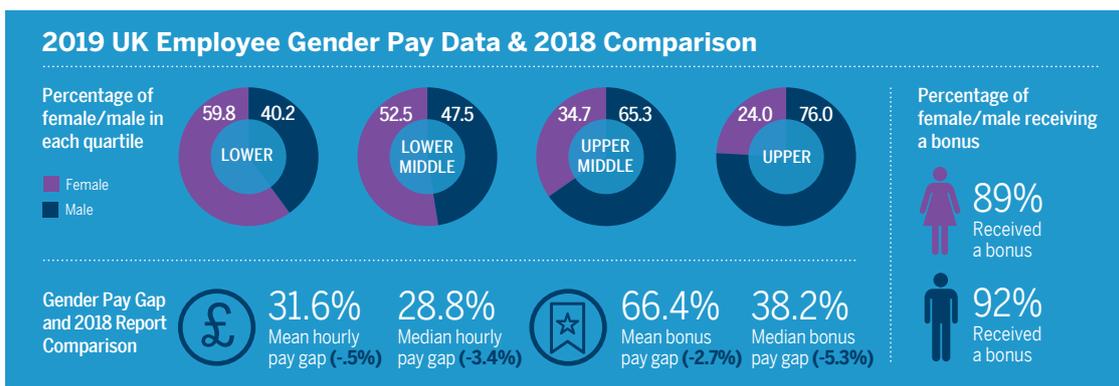
Men and women are paid the same amount for the same, or similar work.

GENDER PAY GAP:

The difference in the average pay between men and women in the same organisation over a period of time.

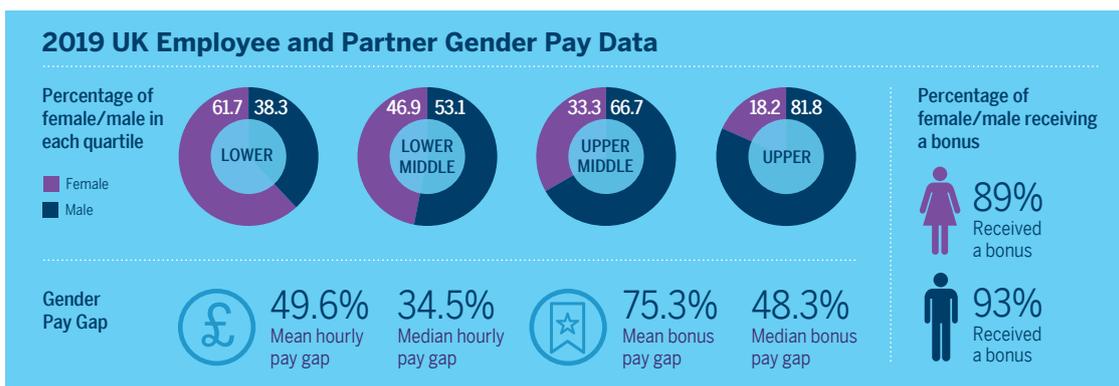
UK Gender Pay Gap

The total FTI Consulting UK-based employee population for gender pay reporting is 805 professionals with a female/male split of 351 (44%)/454 (56%).



We are pleased to see that both the hourly pay gaps and 12-month bonus gaps have continued a downward trend. Significant decreases will take time as our workforce becomes more balanced through hiring, retention and promotions.

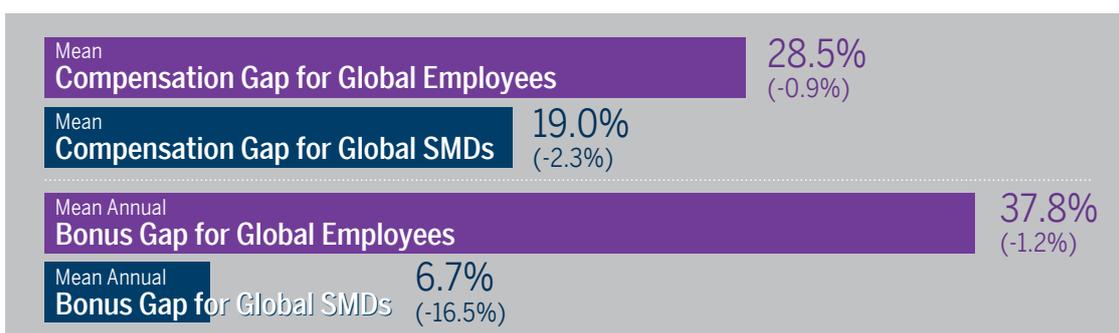
Including partners, the total UK-based population of employees and partners for gender pay reporting is 876 professionals with a female/male split of 359 (41%)/517 (59%).



When employee and partner data is combined, the result is a higher gender pay gap because there is a higher proportion of male partners compared to female partners, which significantly increases the overall average pay for men.

Global Gender Pay Gap

In line with our commitment to remain transparent about our gender pay gap progress, we have provided the global figures for employees and Partners/Senior Managing Directors (“SMDs”) along with percent comparison to our 2018 Gender Pay Gap Report, showing a downward trend:



What Actions Are We Taking to Attract, Retain & Develop Top Female Talent?

We continue to hold ourselves accountable by setting goals to increase female and diverse applicants and hires. One example of this is extending our **50/50 balanced hiring** from the graduate level to recruiting equal numbers of men and women through the Consultant and Senior Consultant levels. We are also requiring all third-party agencies to bring a **diverse candidate slate for all roles** and ensure that there is **female representation** for interviews at all levels. In addition, we are growing our list of **diverse partner universities**, and this network is helping FTI Consulting attract more female and diverse candidates.

Launched in 2013, **FTI Consulting's Women's Initiative** ("FTI WIN") offers career training, professional development, mentorship, networking and community outreach opportunities across the globe to empower our female professionals to develop best-in-class leadership capabilities and reach their highest potential. Since its inception, professionals across the FTI Consulting network have worked diligently to build participation and local programmes by planning in-office meetings, hosting networking events with clients and developing core committee initiatives to support our women. Additionally, FTI WIN offers many opportunities for our professionals to support various organisations aimed at empowering women in their communities through volunteering, charitable donations and pro bono services.

This year, we expanded our six-week **WINtern** programme, which is a programme tailored to female students 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 leading women in their field of interest. In July 2019, **FTI WIN** and our Campus Recruiting team joined efforts to host our inaugural **Women in Consulting Leadership Forum**, a two-day event that brought together high-performing college sophomores, juniors and seniors to network and hear from women across the firm about the unique opportunities available to them at FTI Consulting.

In addition to our recruiting efforts, we are also keenly focused on developing and retaining our female and diverse employees. This year, we had 18 high-performing female Managing Directors participate in our global **FTI WIN Managing Director Transformational Leadership Programme**. This programme identifies emerging women leaders across FTI Consulting and helps prepare them for success in leadership roles. The women who have attended this programme are encouraged to speak candidly about important topics that are challenging women in the professional services industry. Since its inception in 2014, 20 of the 50 programme graduates have been promoted to Senior Managing Director.

To ensure our progress is sustained, we remain focused on making sure our workplaces allow all employees to thrive. We have continued to require **Unconscious Bias** training for all employees with management responsibilities. Over 55% of Director-level employees and above across the globe have attended this in-person inclusive culture training session since its inception in 2017.



This two-day Women in Consulting Leadership Forum, brought together university students to network and hear from female leadership about the unique opportunities available to women in our firm.

2019 International Women's Day

This year, to recognise **International Women's Day**, FTI Consulting professionals across the globe came together to celebrate the many social, economic, cultural and political achievements of women and discuss this year's theme, **#BalanceforBetter**. More than 20 offices hosted various events, including panel discussions, client events, in-office documentary viewings, road races, volunteer activities and more to celebrate the day and to discuss the importance of gender equality. A recap of all activities can be found [here](#).



UK Women's Graduate Panel

Our **UK Graduate Recruitment Team** successfully hosted its first **Women's Graduate Panel** and speed networking event this year. The event gave 40 female students insight into **#LifeatFTI** with an opportunity to speed network with each other and meet with representatives from our five different segments. Student feedback was very positive as they were able to learn more about the work we do and our graduate programmes.



"I wanted to say a special thank you for the event that was organised yesterday. It was one of the best events I have attended, in that it was really insightful especially the presentation by **Alex Welch**, FTI's Chief Operating Office, EMEA. Also, I got to network with some areas of the firm I would have never considered but I have a newfound interest in them now. I appreciate the firm for putting on such a well-rounded event."

"I wanted to thank you once more for organising the event. I must say that it was a great confirmation of the quality of work at FTI Consulting. I thoroughly enjoyed meeting so many likeminded individuals, FTI employees and getting a real feel for FTI Consulting in London and its various areas of work. I will be sure to stay updated with FTI careers and upcoming entry level opportunities."

Debunking the Equality Illusion

In November, our New York Diversity Ambassadors hosted a panel discussion on "Debunking the Equality Illusion" with top leaders in the legal industry – including American Express' General Counsel and FTI Consulting Board member, **Lauren Seeger**. The event was moderated by Strategic Communications' Senior Managing Director, **Raoul Bhavnani**. There were more than 80 attendees who participated in this networking event and discussion about the common types of racial and gender biases that continue to exist in the workplace.



Promoting Gender Diversity Through Thought Leadership

In 2018 and 2019, we partnered with women's leadership firm **Mine The Gap** to conduct research on gender dynamics at work. We surveyed nearly 6,000 professional men and women, and produced a three-part series highlighting the financial impact of the **#MeToo** movement on business, strategies for retaining, recruiting and advancing women in



MINE THE GAP

hosted a series of discussions and developed thought leadership to highlight our findings, available [here](#).

In August, FTI sponsored the **Women Economic Forum**, which took place in Latin America for the first time ever. WEF is the largest global platform enabling women entrepreneurs and leaders to come together, expand opportunities and enhance

key industries, and the role workplace culture plays in cultivating female talent. We also



The Pact For FTI

In support of equality in the workplace, FTI Consulting has agreed to a pact that includes the following goals:

- **Leadership & Culture:** No FTI Consulting executive will appear on a panel at a public event that does not have diverse representation.
- **Equity & Retention:** FTI will conduct an annual audit of pay, promotions and performance ratings across gender and race.
- **Hiring & Recruiting:** Provide 5% more female and diverse candidates than the actual pool of candidates; and extend offers to at least the same or higher percentage of female and diverse candidates.

"It was a pleasure to be amongst so many well-accomplished and successful women and to have FTI as a sponsor of an event of this caliber was simply the cherry on the cake!"



—**CYNTHIA CATLETT**,
Senior Managing Director,
Forensic & Litigation Consulting
Brazil

their personal influence. **Cynthia Catlett**, Senior Managing Director, spoke on a panel about gender equity. FTI Consulting was also honoured as an "Iconic Company Creating a Better World for All." We are proud to sponsor these events and have our female leaders share their perspectives and experiences.



Senior Managing Director, **Elizabeth Alexander**, spoke about our gender dynamics research during a fireside chat hosted by **The Coalition of Women's Initiatives in Law**.

FTI Women Making An Impact

Our female experts have received numerous external awards and recognitions. We are proud of these leading women and their recent accomplishments:

Ana Heeren named to *Consulting* magazine's **Rising Stars of the Profession 2019** list

Carrie Distler and **Dawn Hall** named to *Intellectual Asset Management* magazine's **Patent 1000 – The World's Leading Patent Professionals** guide for the second straight year

Clara Chin received a **Lifetime Achievement Award** from NYC CTE for her work improving technical education for students

Dawn Hall named to **Leading Women Entrepreneurs' Top 25 Leading Women Intrapreneurs of 2019**

Dawna Wright, Lindi Jarvis, Stephanie Lhomme and **Tara Mulkeen** named to the *Who's Who Legal: Investigations 2019* list

Jillian Rose received **AICPA's Standing Ovation Award**, which recognises CPAs aged 40 and under who have made significant contributions in their accounting specialty areas and communities

Juliette Fortin recognised by *Who's Who Legal* as a leading **Construction Expert for 2019**

Tanya Meerovich recognised by the **International Women's Insolvency & Restructuring Confederation** New York chapter as a **Shining Star**

Laura Jackson recognised as one of *Real Estate Weekly's* **2019 Rising Stars**

Carla Chavich, Dawna Wright, Elena Zoido, Juliette Fortin, Meloria Meschi and **Nadine Watson** named to the *Who's Who Legal Arbitration 2019: Expert Witnesses* list

Lisa Collura, Laura Jackson, Stella Mendes and **Wendy Shapss** named to *Crain's* **Notable Women in Accounting and Consulting** list

Margaret Guerin-Calvert, Susan Manning and **Nicola Theron** named to *Who's Who Legal: Competition Economics* list



Ana Heeren



Carrie Distler



Dawn Hall



Clara Chin



Dawna Wright



Lindi Jarvis



Stephanie Lhomme



Tara Mulkeen



Jillian Rose



Juliette Fortin



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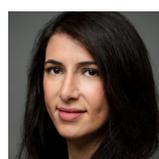
Meloria Meschi



Nadine Watson



Laura Jackson



Tanya Meerovich



Lisa Collura



Stella Mendes



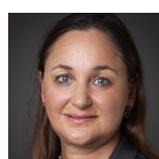
Wendy Shapss



Margaret Guerin-Calvert



Susan Manning



Nicola Theron

Starting From The Top

Increasing the representation of female leaders is a priority and one reason we set the goal to have 100 female SMDs by 2020. We ended 2019 with 81 female SMDs and have made tremendous progress over the last few years. We review our future SMD candidates each year with a keen focus on female and diverse representation. Our annual succession planning also includes a gender and diversity review.

While diversity at senior levels is critically important to us, we care about it at every level of the firm. To find out more about how we promote diversity, inclusion and belonging across every level of the organisation, read our [Diversity, Inclusion & Belonging Strategy](#).



Being an inclusive employer is an essential part of FTI's growth strategy. Click on the above video, which provides a transparent view of the progress we've made and how we're confronting this challenge.

UK Female Headcount	Global Female Headcount
Female Senior Managing Directors and Managing Directors combined – 39 out of 209 (19%)	Female Senior Managing Directors and Managing Directors combined – 264 out of 1,306 (20%)
Female Managing Directors – 28 out of 118 (24%)	Female Managing Directors – 183 out of 750 (24%)
Female Senior Managing Directors – 11 out of 91 (12%)	Female Senior Managing Directors – 81 out of 556 (15%)

Making Progress

Not only are we closer to our end of 2020 headcount goal of 100 female SMDs, our recent Culture and Employee Engagement survey results indicate we are making progress across the firm in several key areas.

80% of our employees are satisfied and engaged.



“There is more emphasis within the firm on Corporate Citizenship and Diversity, Inclusion & Belonging. People are searching for ways to get involved with the firm, and the firm is providing opportunities.”



“I feel that the work-life integration focus has increased conversations around flexibility, and the visibility is creating a stronger culture for everyone.”

Ongoing Commitment

While we are making progress, our 2019 Gender Pay Gap Report serves as a reminder that there is more that needs to be done to achieve gender parity at FTI Consulting. We remain committed to our efforts and accelerating the pace of change. Together, we will get there by continuing to seek ways to evolve our culture; improve hiring, development and retention efforts; and balancing our talent workforce at all levels.

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.