

Diversity, Inclusion & Belonging Strategy

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At FTI Consulting, we recognize that our ability to build and extend a world-class global consulting firm requires attracting the best professionals from every talent pool available. We have been working tremendously hard to create an inclusive and high-performing culture in which our professionals can grow their careers and achieve their full potential.

We also acknowledge that meaningful change takes time, and, while there is still a great deal of work to do, we will not waver in our commitment to remain transparent and accountable for building a diverse and inclusive firm that embraces belonging. We are committed to this because we believe we must attract the best professionals in the market and invest behind them to deliver innovative and collaborative solutions for our global clientele.

FTI Consulting's Diversity, Inclusion & Belonging efforts extend globally through a multi-pronged approach focused on attracting, developing and retaining diverse talent. This includes programs and strategies aimed at hiring, retaining and developing top female talent at all levels of the firm as well as talent from under-represented populations that will support our aspirations for continuing to build a diverse and inclusive firm culture.

Click on the below image to watch FTI Consulting's Diversity Starts at the Top video, which provides a transparent view of the progress we've made and how we're confronting this challenge.





Leadership

We believe the most effective way to accelerate change is to build a diverse and inclusive leadership team. Today, 40% of our Executive Committee represents diverse groups. Five years ago, it was only 7%.

At the board level, 25% of our directors are women and 25% of our directors represent countries outside of the U.S. Our annual Proxy Statement states that our Nominating and Corporate Governance Committee and Board holds diversity as a key attribute when considering director nominees. Our Board of Directors strongly believes that diversity of gender, cultural background, professional skills and work experience brings unique perspectives to the Board and helps broaden the Company’s understanding and knowledge of the markets we serve.

Senior Professionals

At our Senior Managing Director level, we have set aggressive goals to increase the number of female Senior Managing Directors in the firm. In 2017, we communicated our commitment to increase the number of women Senior Managing Directors to 100 by 2020, which represents a 60% increase

compared to 2017. To meet this goal and ensure we have strong female leadership, our Executive Committee has committed to aggressively building three-year pipelines of potential female Senior Managing Director candidates so that we have a strong pool of talent for promotion. In addition, all succession planning and hiring for Executive Committee roles must include qualified female and diverse candidates on the interview slate.

Junior Professionals

Below the leadership ranks, we will continue to focus on **attracting** diverse professionals to ensure we are building an inclusive firm and culture. For example, we:

- Remove candidate names from resumes to address the potential for unconscious biases;
- Require all third-party agencies to bring a diverse candidate slate for all roles;
- Ensure that there is female representation while interviewing candidates at the Director level and above; and
- Use targeted recruitment platforms focused on diverse groups to expand our talent search pool.

For campus and graduate recruiting, we have set a target of achieving a 50/50 gender balance in hiring and have increased our presence at diversity events at our core partner universities to ensure we are attracting talent from every pool available. In addition to engagement with diverse groups at our partner universities, we also partner with the National Association of Black Accountants and the Association of Latino Professionals in Finance & Accounting, among other diverse talent networks to recruit talented professionals. In 2018, we also launched our **Ambassadorship** and **WIntern** programs in the U.S.

- Our **Ambassadorship** program identifies diverse students on campus during the spring recruiting season who are freshmen and sophomores. These candidates are assigned an FTI Consulting ambassador (an individual who currently works for



FTI Consulting in the segment/practice in which the candidate is interested). This allows for diverse candidates to stay connected to FTI Consulting and have a mentor ahead of them being eligible for our internship programs open to students in their junior year.

- Our **WINternship** is a six-week program tailored to women beginning their second year at universities. This program gives female students an opportunity early in their college career to build their network and gain technical experience, personalized coaching and professional development opportunities from dedicated women in their field of interest.

Talent Development & Retention

In addition to attracting diverse talent, we are committed to developing and retaining our employees.

From a **development** standpoint, we require Unconscious Bias training for all employees with management responsibilities to ensure they are creating an inclusive team environment. We also support our employees' professional development with emphasis on everyday coaching, feedback, mentoring and sponsorship. In addition to technical training, our Learning & Development team conducts Milestone programs for newly promoted professionals at every level. We also sponsor Learning & Development programs within our FTI Consulting Women's Initiative ("FTI Consulting WIN") to support our gender parity goals. Our annual **FTI Consulting WIN Managing Director Transformational Leadership Program** seeks to support and further develop a selected group of high-performing women Managing Directors.

From a **retention** standpoint, we seek to build a culture of inclusion through our **Diversity Ambassador** and **FTI Consulting WIN** programs.



- Our **Diversity Ambassador program** is grounded in the philosophy that diversity of thought promotes innovation and enables us to bring new ideas to solve our clients' challenges and build our business. Diversity Ambassadors are committed to creating an environment where all professionals feel valued and have access to opportunities for growth and



development. Through the Diversity Ambassador program, members hold diversity panel series with industry peers, organize heritage celebrations and participate in community outreach via volunteering and pro bono services and training.

We also support retention through our employee benefits. These include our 16-week parental leave in the U.S. for birth mothers, six weeks of parental leave for new fathers or parents following an adoption, flex return support and various work-life integration initiatives to meet the flexibility needs of our employees.

To meet the robust growth goals we have for our business, we must attract and retain professionals with the diverse set of expertise our clients require, as well as create and maintain a culture where all people are respected and appreciated.

- Steven H. Gunby, President and Chief Executive Officer

- Our **FTI Consulting WIN** program offers career training, professional development, mentorship, networking and community outreach opportunities across the globe to empower our female professionals to reach their highest potential and develop best-in-class leadership capabilities. Since its inception, professionals across the FTI Consulting network have worked diligently to build participation and local programs by participating in office meetings, hosting networking events with clients and developing core committee initiatives to support our women.



Community Engagement

Through our Corporate Citizenship program, FTI Consulting partners with local charitable organizations around the globe who share our desire to foster diverse and inclusive communities. Across our offices, FTI Consulting's experts have devoted their time, knowledge and experience to programs and initiatives that benefit diverse groups and organizations through pro bono work, volunteer initiatives and fundraising campaigns. Such organizations include: :

- **Action Breaks Silence**, an educational charity with the mission of creating a world where women and girls can live free from fear of sexual and gender-based violence.

We have been working tremendously hard to create an inclusive and high-performing culture where our professionals can grow their careers and achieve their full potential. While there has been focus on creating a more diverse and inclusive culture within our organization, we recognize that we need to do more to accelerate the pace of change.

- Holly Paul, Chief Human Resources Officer

- **The All Stars Project, Inc.'s Development School for Youth**, a U.S.-based organization that supports young people in preparing to enter the workforce and encourages both personal and professional development.
- **Diversity Role Models**, a UK-based charity that seeks to eliminate homophobic, biphobic and transphobic bullying in UK schools and to prevent bullying before it happens by educating young people about difference, challenging stereotypes and addressing the misuse of language.
- **Dress For Success**, an international not-for-profit organization that empowers women to achieve economic independence.
- **Lawyers' Committee for Civil Rights Under Law**, a U.S.-based organization that seeks to secure equal justice for all through the rule of law, targeting in particular the inequities confronting African Americans and other racial and ethnic minorities.
- **Out Leadership**, a global organization that seeks to advance LGBT business opportunities and leadership strategies in banking, finance, law and many other professional services fields.

The Pact For FTI Consulting

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

Leadership & Culture: No male member of FTI Consulting's Executive Committee will appear on a panel at a public event that does not have diverse representation.

Equity & Retention: 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.

Diversity Reporting at FTI Consulting

FTI Consulting surveys our employees based on the legal framework of the countries in which they reside and benchmarks our workforce demographics with ethnic groups that are defined at the country level. Employees who self-identify themselves in traditionally underrepresented groups in their countries are considered part of FTI Consulting's underrepresented ethnic group. Given many jurisdictions do not allow employers to collect information about ethnicity, FTI Consulting's ethnicity information includes our workforce in the United States ("U.S."), Canada, the United Kingdom ("UK"), South Africa and Australia, which represented 77% of the Company's regular employees as of December 31, 2020.

FTI Consulting has also provided additional diversity-related disclosures from our two largest countries by headcount, the U.S. and UK, which represented 71% of the Company's regular employees as of December 31, 2020. A deeper dive into representation in these countries shows signs of progress towards becoming a more diverse and inclusive employer. At the same time, this data also acknowledges we have much more work to do to reach our aspirations.

The U.S. and UK are two of the handful of countries where we have offices that allow the surveying of race and ethnicity. Each country has different definitions of marginalized groups and historically underrepresented minorities. Below we outline what each country specifically defines as the underrepresented minorities who have been traditionally more difficult to recruit and retain.

FTI Consulting invites applicants and employees to self-identify their personal demographic information. Providing this information is voluntary and all information is treated confidentially and only reported in aggregate.

FTI Consulting's Approach to Gender

All employees are asked their gender during onboarding, and all regular employees are included in gender reporting. FTI Consulting understands that not all people's gender identity matches their sex assigned at birth and the Company will continue to broaden our surveys to reflect that.

FTI Consulting's Approach to Race and Ethnicity

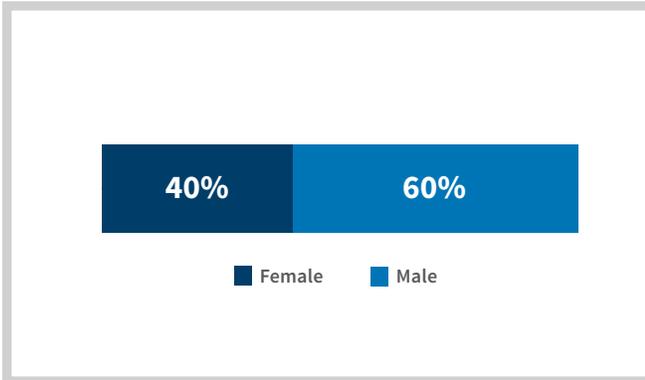
Racial/ethnic diversity data collection is limited due to laws and restrictions in certain countries. The way ethnicity is reported varies from one country to the next, and FTI Consulting continues to expand our understanding of how best to tailor our surveys to capture the most comprehensive data.

FTI Consulting's Approach to Race and Ethnicity

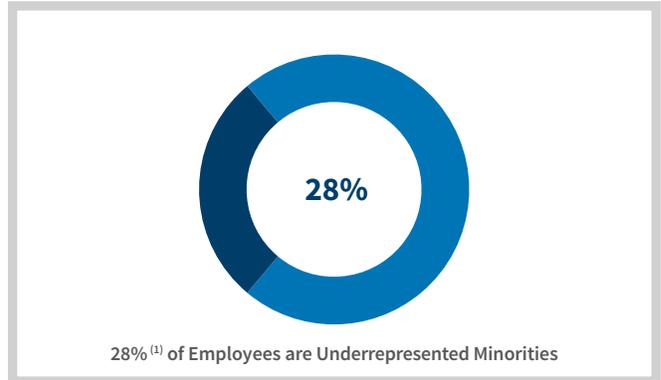
FTI Consulting's employees are located in 28 countries across the globe. Our ability to disclose racial and ethnicity data at the global level is limited due to country-specific laws and restrictions. The way ethnicity data is defined and reported by the Company varies from country to country, and we continue to expand our understanding of how best to tailor our surveys to capture the most comprehensive data to measure our progress.

Global

Gender Representation

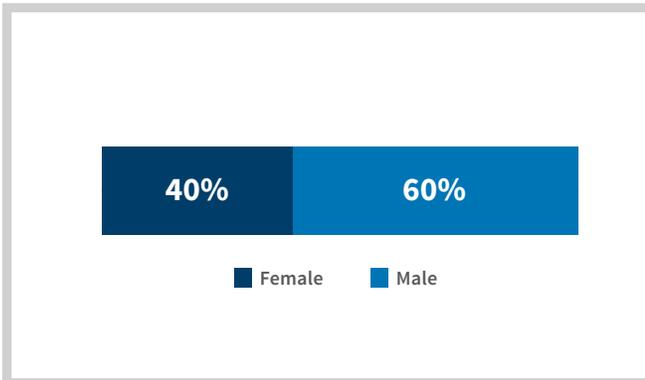


Underrepresented Minorities

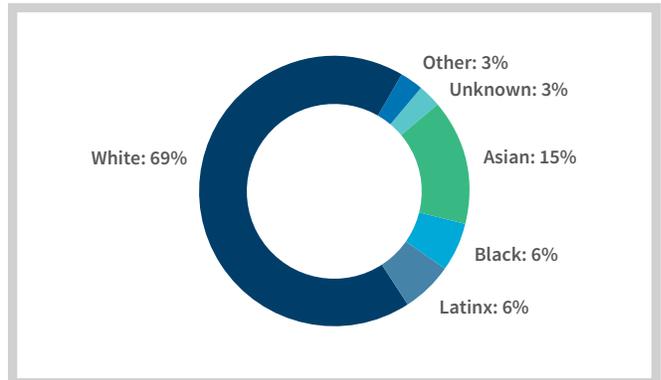


U.S.

Gender Representation

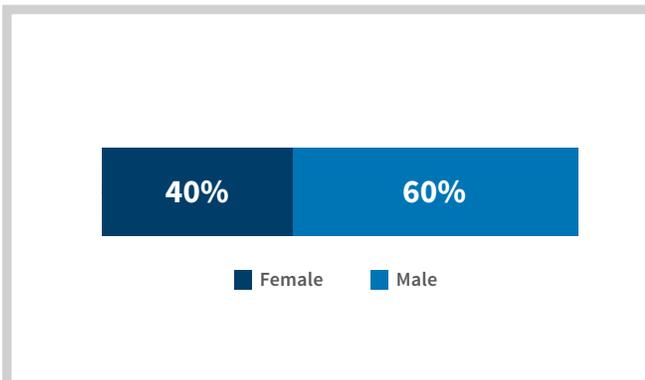


Ethnicity Representation²

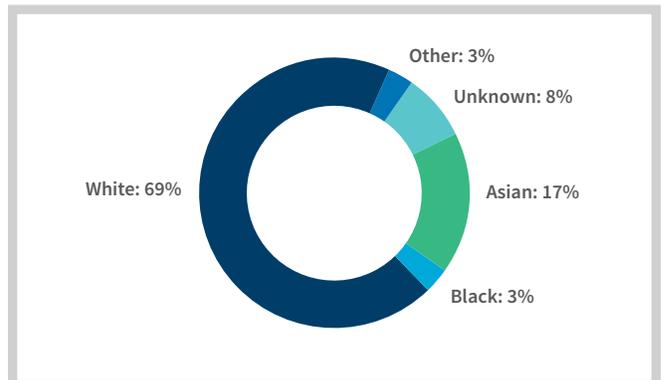


UK

Gender Representation



Ethnicity Representation



(1) Percentage based on traditionally underrepresented groups at the country level for regular employees based in the U.S., Canada, the UK, South Africa and Australia, which represented 77% of the Company's total regular employees as of December 31, 2020.

(2) Percentages may not add up to 100 percent due to rounding.