



Human Capital Report



Contents

A Letter From President and Chief Executive Officer Steve Gunby	1
Human Capital Management	2
Our Vision	3
Our Strategy	4
Culture	6
How We Operate	7
Five Segments, One Purpose	8
A Trusted Advisor	9
Our Values	10
FTI Consulting’s Culture Journey	12
Stakeholder Engagement	14
Engaging Our Core Stakeholders in Trying Times – Our Response to COVID-19	16
Our Employee Engagement Journey	18
Making FTI Consulting a Great Place to Work Starts with Employee Feedback	19
What Our Employees Are Saying	20
How We Recognize Our People	21
How We Support Our People	24
Talent Development	26
Our Learning Culture	28
Impacting Engagements that Shape History	31
Accelerating Leadership Development	34
Strengthening Diversity, Inclusion & Belonging at FTI Consulting Through Learning Opportunities	36
Compliance and Business Ethics	40
Privacy and Data Security	42
Diversity, Inclusion & Belonging	44
Equity for All	45
Diversity Starts at the Top	47
Igniting Change: Measuring Our Progress	49
Let’s Talk About It: Engaging to Make a Difference Forums	52
The Four Pillars	53
Corporate Citizenship and Sustainability	64
About Corporate Citizenship at FTI Consulting	65
Living Our Core Values in Trying Times	68
Minimizing Our Environmental Impact	76
Recognition	80
Celebrating Jobs Well Done	81
Appendix	82
Our Policies and Guiding Principles	83
Diversity Data	84

A Letter From President and Chief Executive Officer Steve Gunby



As you know, the last year has presented enormous challenges for individuals and organizations around the globe. Our success in the face of those many challenges speaks to the strength of our enterprise and its relevance to clients facing major events. In turn, that strength is *only* possible because of the tremendous dedication and resilience of our more than 6,400 employees globally.

That linkage is not surprising: Success in professional services comes from attracting, developing and promoting great people with ambitions to serve clients tenaciously and grow great businesses. In my experience, the best indicator of future success in professional services is the number and quality of people excited to join a firm, both laterally and at the entry level, and the commitment of the firm to develop and promote those people.

At FTI Consulting, we have committed to supporting our people and investing behind them, in weak quarters as well as in strong ones, a strategy that we believe creates an enterprise that delivers increasingly powerful results for our clients and supports the growth, development and aspirations of the talented people who choose to build their career here. In recent years, we have broadened and strengthened that commitment by focusing on ensuring that the people we are attracting and promoting embody our core values and represent the breadth of diverse talent in our society. That aspiration to broaden the pools of people who find us a great place to work is a critical pillar for sustaining our multi-year growth trajectory for years and years to come.

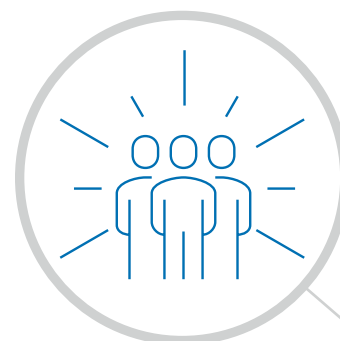
Though there is always more to be done, I am so proud that due to the efforts of many people, we are making tangible progress on our people efforts — from our diversity, inclusion & belonging programs to our investments in talent development and our pledge to leverage our people’s expertise to help the world more broadly. Given the critical nature of these programs, we thought it would be valuable for our people, our clients, our shareholders and the communities in which we do business to have a better understanding of the progress we are making, our core values and the culture we are cultivating within the firm. With that in mind, we are pleased to share our inaugural Human Capital Report.


STEVE GUNBY
President and Chief Executive Officer

Human Capital Management



Our Vision



Attract, support and promote talented professionals who can strengthen the company and build leading positions in areas of critical client need.



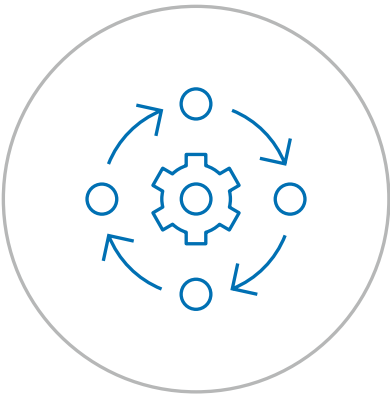
Be a responsible corporate citizen that drives positive change in the communities in which we do business.



Create a diverse, inclusive and high-performing culture where our professionals can grow their careers and achieve their full potential.

Our Strategy

As a professional services firm, FTI Consulting relies on an effective human capital management strategy to successfully implement its growth strategy. To execute this vision, guided by the firm’s core values, we are focused on **five key areas to drive our success:**



CULTURE

Each day, all over the world, FTI Consulting experts help our clients confront change, manage crises, mitigate risks and resolve disputes through their definitive expertise, tenacious culture, practical experience and highest levels of quality and integrity. This report shares the cultural journey we have been on over the last several years, which includes everything from investing in robust talent development programs for our professionals, to ensuring we are working toward building teams that are inclusive and reflect the diverse views and expertise our clients need, to launching our Corporate Citizenship Program to support the communities in which we do business and delivering strong financial returns for our shareholders.



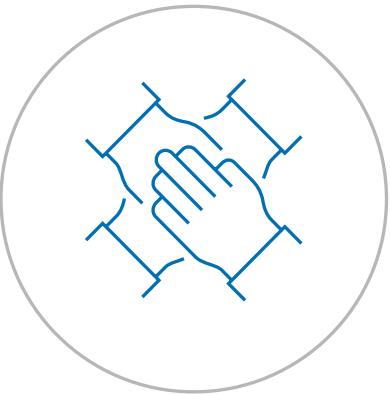
STAKEHOLDER ENGAGEMENT

At FTI Consulting, we believe continuous communication and engagement with our stakeholders is critical to our ability to be an increasingly powerful, vibrant firm for many years to come. FTI Consulting’s professionals regularly communicate and collaborate with our key stakeholders through both informal and formal channels. We believe listening is critical to developing a deeper understanding of the topics and issues that are most relevant to our stakeholders and helps us create a culture that encourages integrity, creativity, achievement, respect and empathy.



TALENT DEVELOPMENT

Our employees’ expertise delivers unmatched solutions to our clients, and we believe a culture of ongoing learning is what allows us to remain on the pulse of ever-evolving client needs. We provide continuous development opportunities to cultivate a culture of excellence and deepen the expertise of our employees and our practices through on-the-job development and virtual, in-person and e-learning training tailored to individual employee needs. We complement these training and learning opportunities with a dedication to continuous coaching at the team and practice levels.



DIVERSITY, INCLUSION & BELONGING

We recognize that our ability to build and extend a world-class global consulting firm requires attracting, developing and retaining the best professionals from every talent pool available. FTI Consulting’s global Diversity, Inclusion & Belonging efforts seek to create an inclusive and high-performing culture in which our professionals can grow their careers and achieve their full potential. Through various initiatives, we are working to create an inclusive work environment where diversity is valued and all employees are empowered to reach their full potential, regardless of race, ethnicity, gender, age, disability, gender identity and expression, religion or sexual orientation.



CORPORATE CITIZENSHIP AND SUSTAINABILITY

FTI Consulting’s Corporate Citizenship Program and the charitable and sustainability-focused activities performed by our global team of experts at all levels of the firm are aligned with both how we conduct business as a firm and the core values that our people embody as professionals inside and outside the workplace. The Corporate Citizenship Program is critical in advancing our human capital management strategy, as it facilitates the development of our culture and core values, improves employee engagement, allows employees to gain experiences and develop skills outside the workplace environment and promotes activities to address climate change and minimize our environmental impact.

Culture



How We Operate



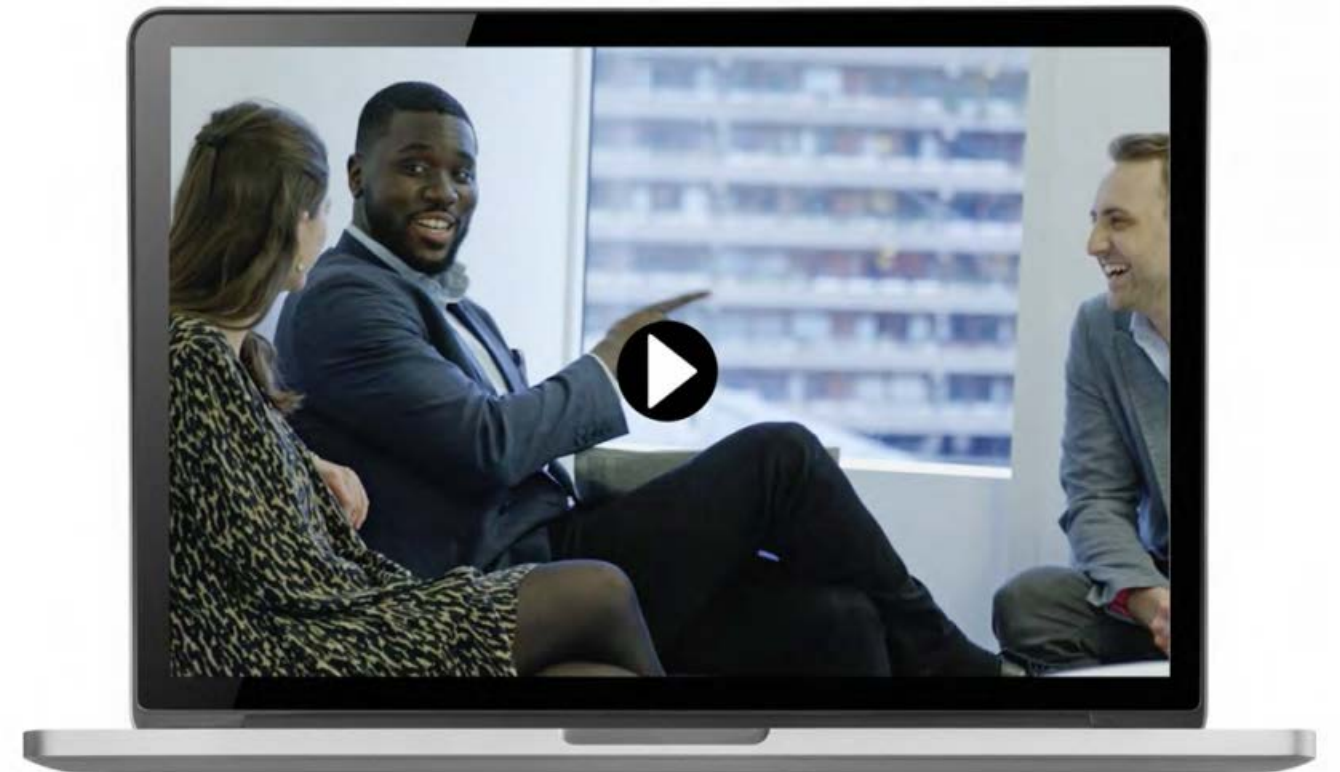
Five Segments, One Purpose



A Trusted Advisor

When facing their most complex challenges and opportunities, the world's leading law firms, corporations, financial institutions and private equity firms turn to FTI Consulting professionals for our depth of expertise and ability to swiftly become a trusted advisor.

That trust is founded on our track record and reputation of solving complex problems for our clients. Our people grow their expertise by working side by side with talented professionals from around the globe. We know from experience what our clients need. It's in our DNA.



A TRUSTED ADVISOR IN THE MOST CRITICAL TIMES

When facing their most complex challenges and opportunities, the world's leading law firms, corporations, financial institutions and private equity firms turn to FTI Consulting experts for their depth of expertise and ability to swiftly become a trusted advisor. Click the video to learn more about how FTI Consulting is a trusted advisor to our clients.

Our Values

At FTI Consulting, regardless of business segment, level or location, we have similar expectations and aspirations for ourselves and others, and we have been able to capture that spirit through the articulation of our common values, which spell out the words “**I CARE**” and emphasizes two points:

- “**I**” implies that living the values is a personal exercise — one for which each of us has responsibility.
- “**CARE**” implies both concern for the wellbeing of the organization and also ownership — that having this organization thrive matters to each of us.



Our people **live the FTI Consulting Values** and help create a common culture that is grounded by each of our core values:

INTEGRITY

I act with integrity

“**I**” is for **Integrity**, which is the value that scores the highest in terms of both our current self-assessment and our aspirations. We share a broad agreement that the people we work with are trustworthy, ethical and value long-term success over short-term gain. Integrity is the foundation on which the other values stand, and the one most firmly ingrained today.

CREATIVITY

I am committed to continuous improvement

“**C**” is for **Creativity**, which is meant to capture the ideas of innovation and measured risk-taking for the firm, as well as anticipating future client needs and doing the right thing for clients every day.

ACHIEVEMENT

I am committed to quality and accountable for results

“**A**” is for **Achievement**. To FTI Consulting employees, values should include not just who we are and how we act, but also what we achieve for our clients and our teams. In reality, the firm rewards achievement, and so we felt for the values to be “real,” it was important to include achievement explicitly.

RESPECT

I welcome diversity and differences of opinion

“**R**” is for **Respect**, which includes the basics of professionalism, such as disagreeing with ideas and not people, and also taking continual steps to make our workplace more inclusive so that we are better able to serve our increasingly diverse clients while becoming an employer of choice for top talent.

EMPATHY

I support others

“**E**” is for **Empathy**, recognizing that all FTI Consulting employees are human beings with feelings and lives outside of work. Human connectivity motivates all of us and makes FTI Consulting a special place to work. It’s not just that we achieve great results, it’s that we have a remarkable team of people who work together to make results happen.

FTI Consulting's Culture Journey

In 2014, we embarked on a transformational journey to move from a firm where our business segments were largely siloed and growth was primarily driven by acquisitions to a more integrated, organic growth-focused firm.

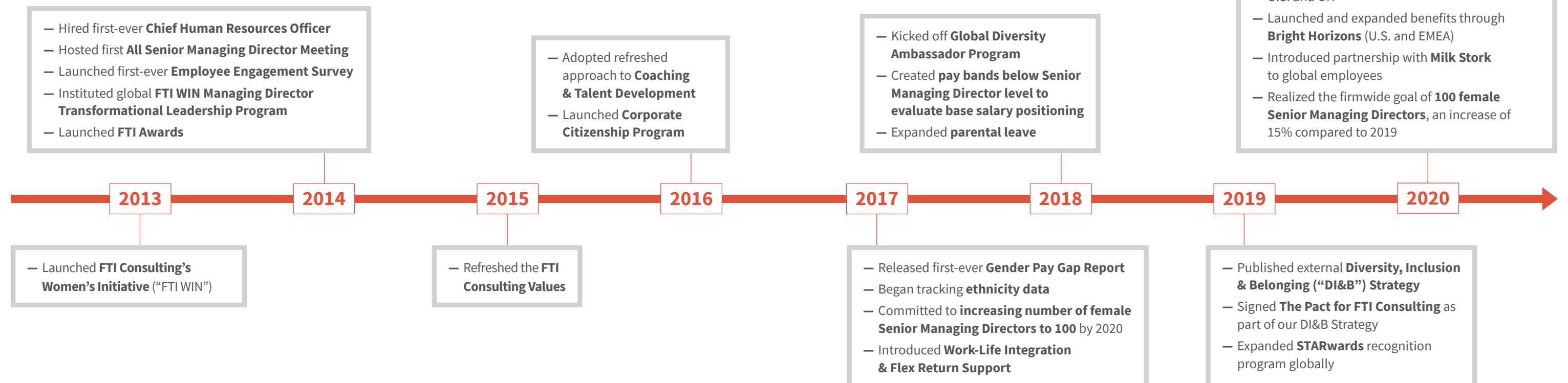
To achieve this goal, over the last several years we have invested boldly behind numerous people programs and initiatives that have been central to attracting, developing and retaining the best professionals in the market. From hiring our first-ever Chief Human Resources Officer in 2014, to introducing internal events focused on driving collaboration, to engaging our people on their views of FTI Consulting's culture and values, we have made tremendous progress toward achieving our goal of being an employer of choice.

Equally important, our culture journey has been inclusive of all our key stakeholders.

- We invest in robust talent development programs for our **professionals**.
- We aim to build teams that reflect the diverse views and expertise our **clients** need.
- We support the **communities** in which we do business through our Corporate Citizenship Program.
- We strive to deliver strong financial returns for our **shareholders**.

While we are on a journey toward continuous improvement, today we have a shared mindset across FTI Consulting. We have leaders who are encouraging leadership at multiple levels — leaders who are supporting the ambitions of all our people. It is that mindset and the commitments we have made to our stakeholders that have moved this firm forward and, more importantly, that can deliver an increasingly vibrant firm for many years to come.

OUR HUMAN CAPITAL JOURNEY



"The growth we have achieved over the last several years only happens through intense commitment by our people in support of our clients, together with major efforts to attract and support talented individuals as they develop themselves and help us build businesses. I therefore want to thank our leadership and teams across the globe for that commitment and congratulate the entire team on our success."

STEVE GUNBY – President and Chief Executive Officer



Stakeholder Engagement



Proactive and continuous communication and engagement with our stakeholders is critical to FTI Consulting’s ability to be an increasingly powerful, vibrant firm for many years to come.

FTI Consulting’s professionals regularly communicate and collaborate with our key stakeholders through both informal and formal channels. This engagement occurs in various ways, such as one-on-one meetings, investor conferences, employee surveys, talent development programs and community volunteering. These various engagement channels help the firm develop a deeper understanding of the topics and issues that are most relevant to our stakeholders.

STAKEHOLDER ENGAGEMENT COMMITMENTS

Employees	Clients	Shareholders	Communities
<ul style="list-style-type: none"> — Employee engagement and pulse surveys — Internal emails and webcasts — Quarterly office meetings — FTI <i>Atlas</i> intranet — Corporate Citizenship Portal — FTI Consulting Integrity Hotline — Employee resource groups — Global Town Halls 	<ul style="list-style-type: none"> — Satisfaction surveys — Key account management program — Responses to information requests for proposal — Conflict check process — Thought leadership — Conferences and events — Social media 	<ul style="list-style-type: none"> — Quarterly earnings calls — Investor and analyst conferences — Non-deal roadshows — One-on-one meetings — Environmental, social and governance outreach — Responses to investor inquiries 	<ul style="list-style-type: none"> — Long-term, strategic nonprofit partnerships — Local, employee-driven nonprofit partnerships — Employee volunteering — Employee charitable matching gifts — Pro bono engagements

“Engaging our stakeholders in robust discussions about our environmental, social and governance policies and programs gives them better insight into our core values, people initiatives, risk management, culture and business performance, which ultimately enhances their understanding of our strategy to deliver sustainable growth on a multi-year basis, irrespective of short-term factors.”

MOLLIE HAWKES – Vice President, Investor Relations & Communications





Engaging Our Core Stakeholders in Trying Times – Our Response to COVID-19

In a year that brought so many challenges, our teams did an incredible job of keeping our people safe and supporting them and their families, all while delivering for our clients and supporting our communities in unprecedented ways.



Our People

By April 2020, approximately 95% of our people around the world were working remotely, a level that has been largely maintained through the beginning of 2021. To address the evolving restrictions across the 28 countries in which FTI Consulting does business, our Chief Human Resources Officer and Vice President, Chief Risk and Compliance Officer formed a Global COVID-19 Taskforce of professionals representing human resources, real estate and facilities, information technology and communications to keep our people both safe and informed. We also committed to supporting our people in various ways:

- Continued to pay our employees whose job responsibilities normally reside in the office.
- Enhanced our focus and commitment to flexible work hours to allow our people to meet personal and family commitments.
- Global COVID-19 Taskforce updated all staff on a weekly basis on COVID-19-related developments and policies.
- Increased investment and support for information technology services, enabling business continuity.
- Expanded our employee assistance program offerings and policies, including introducing enhanced childcare, elder care and mental health services.
- Maintained investment in developing our people, by providing talent development training to 96% of professionals by swiftly virtualizing our talent development offering to support remote learning.
- Facilitated virtual teaming events to maintain strong morale and connectivity across our global workforce.
- Provided those who are working in our offices with personal protective equipment (“PPE”).
- Established policies and procedures for a safe return to work, where applicable.



Our Clients

From the onset of the pandemic, our teams leveraged their expertise, collaborating and innovating to deliver for our clients as they faced unparalleled challenges, including:

- Advising numerous clients within industries most impacted by the COVID-19 pandemic, e.g., airlines, REITs, restaurants, entertainment venues and gyms, on their liquidity issues.
- Working with the Office of the Mayor of the City of New York to help source, vet and recommend qualified suppliers for 12 critical categories of medical PPE items, ultimately sourcing and distributing over USD\$300 million worth of PPE.
- Helping New York City-based Mt. Sinai Health face the unprecedented COVID-19 surge by planning for its tremendous needs in terms of clinical staffing, system deployment and surge capacity.
- Supporting numerous vaccine producers with attaining regulatory approval of their COVID-19 vaccines within countries and across continents.
- Moving client data from our review centers to a secure and virtually managed review platform, ensuring business continuity.
- Implementing new processes for digital forensics to collect and analyze data remotely.
- Introducing proprietary tools to support enhanced virtual testimony in backlogged court systems.



Our Communities

While many events were canceled, and traditional volunteering opportunities grew increasingly limited, FTI Consulting experts responded to the COVID-19 pandemic in various creative ways with one common goal: to help make a difference.

Of the many ways FTI Consulting employees rolled up their sleeves and helped their communities persevere through the pandemic, some of the highlights include:

- Supporting frontline healthcare workers by cooking and delivering healthy meals to COVID-19 testing sites and hospitals, as well as making charitable donations to support healthcare organizations.
- Making and distributing masks in their communities by utilizing their sewing skills and by procuring personal protective equipment to share with FTI Consulting colleagues in other parts of the world.
- Assisting vulnerable members of their communities, from mowing lawns and shoveling driveways to working with community organizations to coordinate food deliveries and making time to connect with vulnerable individuals whose mental health could benefit from connection and support.

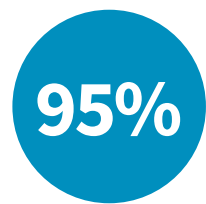
- Providing pro bono expertise to organizations that work to alleviate the effects of COVID-19, including analyzing the economic and social impacts of COVID-19 in developing countries for the Humanitarian Aid Relief Trust and serving as internal communications and public relations experts for the UK National Health Service.
- Donating funds allocated for office holiday parties to charitable organizations dedicated to addressing global hunger in the wake of COVID-19.
- In addition to the tremendous volunteering and pro bono efforts, FTI Consulting employees raised more than USD\$500,000 through donations and corporate matching to support over 75 community-based organizations helping those most impacted by the COVID-19 pandemic.

Our Employee Engagement Journey

At FTI Consulting, we believe listening is critical to creating a culture that encourages integrity, creativity, achievement, respect and empathy.

Since 2014, we have asked our employees to participate in a number of surveys to help us understand how they are feeling, where FTI Consulting is performing well and where we can improve our focus on specific people initiatives. In addition to our Employee Engagement Pulse Surveys conducted several times a year, we regularly obtain feedback through a culture survey and other surveys that also provide external benchmarking data such as Great Place to Work®, Top Workplaces and *Consulting* magazine's Best Firms to Work For, to name a few. We are proud of the progress we have made as well as the external recognition we have received through our participation.

In the 2020 United States Great Place to Work® Trust Index® Survey our people provided feedback on what makes FTI Consulting a great place to work to them:



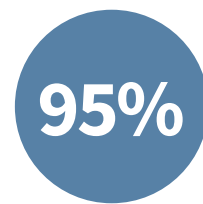
I'm **proud** to tell others I work here.



People **care** about each other here.



You can **count on people** to cooperate.



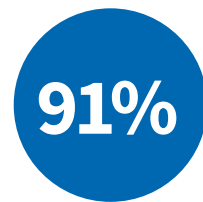
People here are **willing to give extra** to get the job done.



When I look at what we accomplish, I **feel a sense of pride**.



People look forward to **coming to work here**.



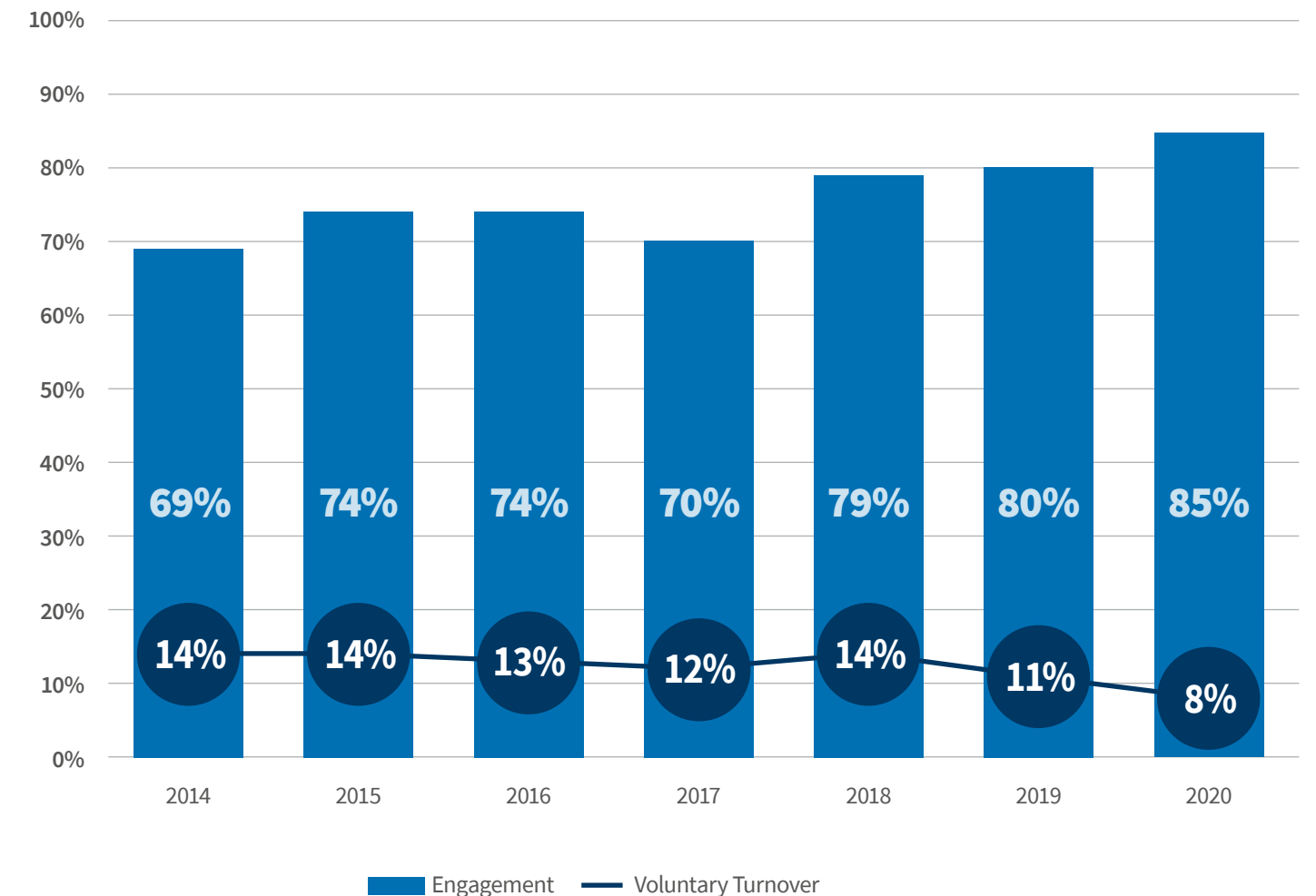
I would **strongly endorse my company** to friends and family as a great place to work.

Making FTI Consulting a Great Place to Work Starts with Employee Feedback

In our most recent survey, **85%** of employees indicated that they are satisfied with their job and feel engaged. This is more than a **15%** increase since we began surveying our employees. In the survey, **88%** agreed that, taking everything into account, FTI Consulting is a great place to work.

Even more impressive, while our overall employee engagement has been trending upward, our voluntary employee turnover has declined. We attribute these findings to the way in which we have communicated results and created dialogue among employee-driven task forces to implement ideas for improvement. Looking ahead, we will continue to leverage our employee engagement survey data to identify opportunities to help us remain a great place to work.

EMPLOYEE ENGAGEMENT SURVEY AND VOLUNTARY TURNOVER



What Our Employees Are Saying

The trends in our employee engagement survey suggest that our efforts are resonating with employees. We invite you to hear directly from our people about the key aspects they enjoy about the culture we are cultivating and how FTI Consulting supports them both professionally and personally.



SEIZE THE DAY: BRING YOUR WHOLE SELF TO WORK

We bring our different skill sets and backgrounds together to make FTI Consulting more than the sum of its parts. Click the video to learn more about our career growth and mentorship opportunities.

“Since I joined three and a half years ago, you can definitely see that there are more people from diverse backgrounds now. It’s lovely to see that FTI Consulting is increasingly trying to foster that [diversity and inclusion] to make sure that’s just as important as all the other things that we focus on here.”

KWAKU ANING – Director, Strategic Communications



SEIZE THE DAY: WHERE HARD WORK MEETS TEAMWORK

Our teams collaborate across the globe to support one another and deliver world-class service to our clients. Click the video to learn more about FTI Consulting’s collaborative teaming capabilities.

“I think FTI Consulting’s really different because you feel a real sense of teamwork. I’ve learned a lot from the senior members of the team even in just the way that they’ve mentored and taught me. Having a team behind me to support me really allows me to grow and challenge myself. Everyone, no matter their level, is willing to pitch in and help.”

SARA GAO – Senior Consultant, Forensic and Litigation Consulting



STAYING FOCUSED WHILE WORKING FROM HOME

When work-life integration can be achieved, it improves our overall health, well-being and morale, so that we can focus on delivering the best to our clients, our teams and the firm. Click the video to learn more about FTI Consulting’s flexible work programs.

“I’ve been a remote employee with FTI Consulting since 2015 upon moving from Chicago to Los Angeles. Being able to get the reprieve from standing or sitting in front of a computer all day and get outside allows me to re-energize. I’ve put myself in a position to better achieve goals that I set out for myself both personally and professionally.”

JOHN MARINO – Senior Director, Inside Sales, Technology

How We Recognize Our People

FTI Consulting is a firm of exceptional people working on projects of critical importance, scope and complexity, and we are committed to continuously building and strengthening a culture of recognition.

One way we are doing so is by giving employees the opportunity to recognize and celebrate one another for their outstanding accomplishments that are making an impact for our teams, clients and communities.

The **FTI Awards** and **STARwards** are two different, very important programs that serve as internal employee recognition platforms aimed at celebrating all FTI Consulting employees, inclusive of all levels and teams, from core operations to client-facing professionals.

Introduced in 2014, the **FTI Awards** serve as an annual opportunity to recognize FTI Consulting employees who have made extraordinary contributions to the firm and to their teams, highlighting specific activities rather than ongoing, cumulative great work. These awards also serve as a way to generate excitement about the enterprise we are building and our evolving cultural values.

Once a year, employees nominate colleagues who they feel have gone above and beyond to support our clients, our people, our firm and our communities. Ultimately, FTI Consulting’s Executive Committee selects finalists and winners from hundreds of compelling nominations.



FTI Awards winners celebrate their Outstanding Client Service Team award with a trip to the New York Stock Exchange.

The FTI Awards receive a record number of nominations every year in each of the seven award categories. Importantly, the FTI Awards categories are rooted in the firm’s **I CARE** values, which serve as the foundation of the firm’s internal culture-shaping initiative.

RELENTLESS INNOVATION AWARD

Recognizes an employee who exemplifies FTI Consulting’s quest to continually innovate and who supports the value of “**Creativity.**”

GOT IT DONE AWARD

Recognizes an employee who “got it done” despite the odds, supporting the value of “**Achievement.**”

GOING PLACES AWARD

Recognizes an employee below the Senior Managing Director level who demonstrated extraordinary behavior in building FTI Consulting.

CROSS-SEGMENT AWARD

Recognizes an employee for extraordinary teamwork that spans segments, supporting the value of “**Empathy.**”

SERVANT LEADER AWARD

Recognizes an employee for facilitating the success of colleagues, being an outstanding Coach that sponsors the development of others and welcomes diversity, supporting the values of “**Respect**” and “**Empathy.**”

OUTSTANDING CLIENT SERVICE TEAM AWARD

Recognizes a team that delivered work of extraordinary quality with tenacious service to either external or internal stakeholders, supporting the value of “**Achievement.**”

CULTURE CHAMPION AWARD

Recognizes outstanding efforts to promote and strengthen FTI Consulting’s culture across the business and make the firm a better place to work, including (but not limited to) diversity, inclusion and belonging and corporate citizenship efforts.

FTI AWARDS

On the heels of the success of the FTI Awards, we expanded the **STARwards** Program globally in 2019 to provide our employees with a way to recognize their colleagues year-round with an “on the spot” award. Each award is a quick yet meaningful way to thank and recognize those who go above and beyond in their work. Digital certificates highlighting the employees’ efforts are sent to both the recipient and their Coach immediately following their nomination. With a focus on effort and not just outcome, the recognition underscores those employees developing as exceptional leaders and practitioners. STARwards recipients exemplify the FTI Consulting Values across five categories:

TEAMWORK

Recognizes an employee who is committed to the whole team, not just their own piece of a project. This person provides consistent and constructive feedback to advance the collective goal of everyone involved.

CUTTING EDGE

Recognizes an employee who approaches tasks through a unique lens. This person creates opportunities from challenges and repeatedly changes the game. This employee has colleagues constantly scratching their heads saying, “How’d they do that?”

SPIRIT

Recognizes an employee who motivates colleagues to not merely finish the race but win the gold. This person remains positive in the face of adversity and encourages everyone to unleash their individual strengths.

PERSONAL BEST

Recognizes an employee who gives it their all. This person is focused, reliable and always strives for excellence.

HAPPY CLIENT

This award is for the employee who is the bridge-builder, the mind reader and the task master all rolled up in one. This person adapts swiftly and demonstrates exceptional responsiveness, leaving everyone in their path fulfilled.



“The FTI Awards is a fantastic program to help build FTI Consulting’s internal culture of recognition and to celebrate the achievements of our people. I am incredibly proud that this program gains more and more engagement each year, with an outpouring of recognition for everyone across FTI Consulting, no matter the role, level or team. It truly reminds us we are one team.”

HOLLY PAUL – Chief Human Resources Officer



“Our STARwards Program recognizes people based on specific actions and behaviors that are aligned to five key areas of recognition that foster a heightened sense of ownership, connectivity and performance. STARwards provide frequent opportunities to reward the effort, not just the success — recognizing that innovative thinking, even if it doesn’t yield the desired result every time, is how we will continue to promote a creative culture that will allow us to build an even stronger enterprise for years to come.”

STACEY KLEIN – Vice President of Human Resources, Strategic Communications



How We Support Our People

Supporting Our Employees Physically, Emotionally and Financially

As a global organization, our goal is to support the well-being of our employees and their families — physically, emotionally and financially. In countries in which we operate, we offer comprehensive location specific benefits such as the following.

 Medical, Dental, Vision Coverage at the Local Level	 Retirement Plans	 Charitable Gift Matching
 Employee Assistance Program	 Life Insurance	 Professional Development and Certification Programs
 Parental Leave Benefits and Flex Return Support	 Disability Insurance	 Employee-Driven Recognition Programs
 Back-Up Child/Elder Care in Participating Locations	 Business Travel Accident Insurance	 Annual Leave Benefits
 Breast Milk Shipping Service	 Eight Hours of Paid Time Off for Volunteering	

Employee Assistance Program



FTI Consulting’s Employee Assistance Program (“EAP”) provides unlimited 24-hour, seven-day-a-week assistance via phone, online and in-person. Whether employees need help navigating personal or family matters such as child and elderly care, wellbeing and emotional support, legal advice, estate planning, financial planning and more, our EAP services help our employees navigate life’s many turns.

“One thing that really gave me peace of mind throughout my pregnancy was knowing that I would be able to take an extended maternity leave to bond with my daughter, and then have a variety of flexible working arrangements available to me when it was time to go back to work.”

JORDAN DELELLIS – Senior Manager, Talent Acquisition Operations



“Personally, my parental leave gave me the opportunity to support and enjoy my family, and time to look forward to seeing my clients and colleagues with batteries fully charged on my return — ready to make a difference again.”

OLLIE BAILEY-PRATT – Managing Director, Strategic Communications

“When my doctor diagnosed me with multiple sclerosis, I didn’t have time to process the news. I decided that although I am a person with a disability, that is only one part of who I am; it does not define me. As a leader, I take both physical and mental health very seriously. The countless doctor appointments are necessary and irksome. However, FTI Consulting’s flexibility makes it easier to accommodate them to my schedule.”

MELISSA SCHNEEMAN – Senior Director, Recruiting



Talent Development



At FTI Consulting, we are committed to setting up our employees for success and offer robust training programs to all of our employees, at every level.

This commitment is at the very core of our ability to attract, develop and retain our people. Our employees' expertise delivers unmatched solutions to our clients, and we provide continuous development to help our people evolve their skills, through on-the-job development, virtual, in-person and e-learning training, and a dedication to continuous coaching. Our employees are supported by a comprehensive performance support lifecycle complete with project reviews, 360° feedback and coaching, all designed to support their career progression.

2020 TALENT DEVELOPMENT HIGHLIGHTS

96%

96% of employees participated in talent development training programs, up from 83% in 2019.

13.0

Average annual training hours per employee of 13.0 hours compared to 7.1 hours in 2019.

895

895 professionals were selected for and completed leadership training programs.

86%

Employees reported an 86% satisfaction rating for talent development courses taken.

74,678

Employees logged 74,678 total training hours, more than double the 31,268 hours logged in 2019.

2x

FTI University went virtual and was globalized, resulting in a doubling of professionals attending FTI University compared to 2019.

595

595 webinar training sessions were offered to support our remote workforce.

1,000

More than 1,000 professionals were promoted — a record number.



GROW WITH US

Learn how you can get support to achieve your career goals and grow with us at FTI Consulting.

“As a professional services organization, our value lies in our people. Continued growth and learning are critical to the development of our professionals and their ability to serve their clients, grow our firm and reach their career aspirations.”

RENEE ROMULUS – Vice President, Global Talent Development







Our Learning Culture

FTI Consulting invests in supporting development at all levels. We encourage continuous learning and individual skills training through a wide variety of virtual and in-person talent development programs.

These programs are supplemented by segment-driven learning paths and on-the-job development opportunities through collaboration with our experts who proactively serve as training sponsors.





OWN YOUR CAREER
At FTI Consulting, we are committed to empowering our people to own their career and make their own impact. We'll give you the support you need to realize your potential and feel fulfilled in your career. Click the video to learn more about our career growth opportunities.

Level Up: Key Learning Opportunities

Once they accept a role at FTI Consulting, we immerse new employees in the onboarding process to help them understand their unique role, as well as the firm's broad and diverse platform of services.

As our people progress in their careers, upon promotion they attend our rite-of-passage milestone programs to position them for success in their new roles. Our top performers are invited to participate in leadership readiness programs designed to prepare them to reach the highest ranks within our firm. Bottom line: **We provide our employees with the tools and insights they need to become the experts they aspire to be.**

LEVEL	JOB TITLE
Level 1	Consultant, Junior Consultant, Associate, Analyst, Specialist
Level 2	Senior Consultant, Senior Associate, Senior Analyst, Inside Sales Rep, Software Engineer II
Level 3	Director, Economist, Associate Director, Manager, Business Developer, Senior Software Engineer, Solution Architect
Level 4	Senior Director, Senior Economist, Principal Product Owner, Systems Architect
Level 5	Managing Director, Vice President
Level 6	Senior Managing Director, Executive Vice President



Talent Development

INTERN PROGRAM

Our global Intern Program typically spans up to 10 weeks and begins with an orientation to introduce our interns to the firm. Throughout the course of their internships, our interns become valued members of various project teams and are encouraged to attend unique learning opportunities to help them develop both personally and professionally.

NEW CONSULTANT ORIENTATION/NEW GRAD INDUCTION

FTI Consulting's New Consultant Orientation/New Grad Induction is a multiday, on-site course that serves as an introduction to the firm for all our campus and graduate-level hires each year. Participants are equipped with the information, tools and resources that are essential for a successful start at FTI Consulting, as well as opportunities to build relationships with new colleagues and hear directly from leaders about the impact they can make as part of the firm's diverse global network.

MILESTONE PROGRAMS

Upon promotion, employees are invited to join other recently hired and promoted colleagues for our multiday milestone programs, which are intended to prepare them for success in their new role. These innovative sessions help newly promoted and hired Senior Consultants, Directors, Senior Directors and Managing Directors understand their new roles and enhance their leadership, managerial, teaming and client-relations skills.

FTI UNIVERSITY

FTI University offers on-site, virtual and self-directed e-learning courses to promote continuous learning for all employees. It helps our people achieve their developmental goals by offering a wide range of learning opportunities in technical skills, business development and project management, as well as business-specific proficiencies and methodologies.

SENIOR MANAGING DIRECTOR READINESS PROGRAMS

Our Senior Managing Director readiness programs are crafted and targeted for Managing Director-level employees who are emerging leaders within the firm. These nomination-based programs provide global skill-building and connectivity with high-performing employees from across our global network to drive success. Participants learn insights into the business strategies and tactics necessary to lead a growing and diverse business at FTI Consulting.

SELF-DIRECTED E-LEARNING AND LEARNING GUIDES

In addition to the learning opportunities through planned programming, FTI Consulting offers a comprehensive learning ecosystem, linked to our competency model, to provide continuous development opportunities. Employees can leverage e-learning platforms such as FTI University through Coursera, LinkedIn Learning, Thompson Reuters or our internal Learning Management System 24 hours per day, seven days per week. Additionally, our employees have access to learning guides developed in partnership with our segments and regions that offer paths to equip our employees with the core skills — leadership, business development, project management and technical capabilities — relevant to succeeding in their roles.

ON-THE-JOB LEARNING

Most learning and development at FTI Consulting results from on-the-job experiences. One of the key components of career growth is the opportunity to work with preeminent leaders in an array of fields on headline-making engagements.

Real World Experience: Leading Experts + Global Clientele = Unmatched Development Opportunities

At FTI Consulting, our professionals have the opportunity to make their own impact by working on headline-making, history-shaping engagements. We have a strong entrepreneurial spirit and foster a culture of collaboration. Identifying and developing the next generation of experts is at the very core of our growth strategy.



EXPERTS WITH IMPACT

FTI Consulting is the firm our clients call upon when their most important issues are at stake. [Click here to watch video.](#)

From day one, we empower our people with hands-on experience at the highest levels of business and industry. Upon joining FTI Consulting, professionals have the opportunity to work alongside and learn from the top experts in their fields. Our people are not just consultants; they established the theory, wrote the book and taught the class.

In addition to the deep expertise within our firm, given our small teams and expert-driven model, our professionals also have the opportunity to work with and learn from our clients, including management teams of Fortune 100 companies, leading law firms and the world's largest financial institutions. Influential client collaboration allows our professionals to apply their knowledge and skills directly — all while receiving real-time feedback.

Combined, these unmatched growth opportunities — to work with leading experts and engage directly with our clients as they navigate their greatest challenges and opportunities — are what set FTI Consulting apart. Our trusted advisors have a seat at the table for high-impact engagements that shape history. They've served as trusted experts in the Wells Fargo consumer fraud investigation, the Queensland Nickel liquidation, the Luckin Coffee internal investigation, the Steinhoff International restructuring, the AT&T/Time Warner antitrust clearance, the LATAM Airlines restructuring, the Virgin Galactic IPO and the Swedbank anti-money laundering investigation, among others.

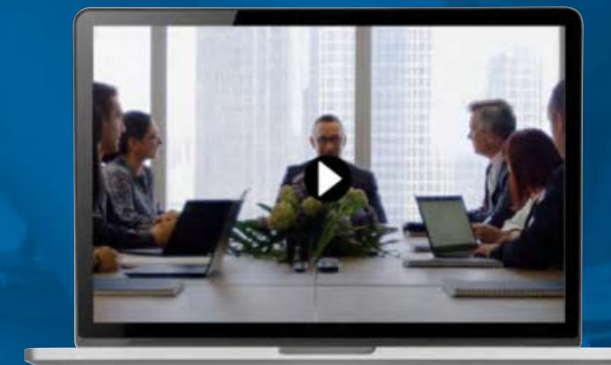
“When I joined the firm after graduation, I worried I would be behind the rest of my class, most of whom had been interns. They were already familiar with the projects, people, skills, even the office layout! I went into my first day ready to learn and was greeted with a team ready to get me up to speed. Between my coach, my project team, and our new hire training, I was provided with everything I needed to hit the ground running. Now, four years later, I love getting to share the same support with our interns and new hires!”

GRACE NOWADLY – Senior Consultant, Health Solutions



Impacting Engagements that Shape History

Queensland Nickel: Digging for Answers Down Under



In one of Australia's largest and most publicized corporate collapses, FTI Consulting uncovered serious allegations of fraud against Queensland Nickel's polarizing director and ultimate shareholder, and deployed a cross-segment team to follow the money trail, chase missing assets and help employees and creditors recoup millions owed.

Steinhoff International: How To Save a Global Company



When Steinhoff International was faced with a fraud accusation, executive departures and mounting liquidity issues, Steinhoff's creditors looked to FTI Consulting to provide clarity on financial performance and deliver an accelerated turnaround plan to recover value.

A Historic Year for Development, Despite COVID-19

In 2020, FTI Consulting's Talent Development team planned on training **more than 1,400** employees globally through multiday, in-person talent development programs. However, with the COVID-19 pandemic evolving rapidly, we quickly realized that in addition to the changes we had to make to serve our clients remotely, we also needed to redesign our in-person talent development programs to adapt to a virtual format.

OUR STORY

With COVID-19 declared a global pandemic by the World Health Organization in March of 2020, our Talent Development team swiftly pivoted to an all-virtual platform, which included redesigning our in-person milestone programs, launching FTI University via a new online platform and supporting the virtualization of our onboarding process, key internal conferences and segment-specific trainings to position our people to meet critical client needs arising from the pandemic.

OUR IMPACT

5,000 employees

In 2020, we successfully held **595 live webinar training sessions** that were attended by **5,000 employees**. Our average number of training hours per employee of **13.0 hours**, compared to **7.1 hours in 2019**.



"In about a month's time, we prepared and hosted two 'Bankruptcy 101' trainings for hundreds of FTI Consulting professionals. These sessions covered bankruptcy strategy, legal basics and the specific roles and services that we perform for our clients. With the unprecedented surge of bankruptcy filings in the first half of 2020, these trainings allowed our professionals to immediately provide value to our clients as they faced financial distress in the face of the pandemic."

DANIEL BROSIOUS – Managing Director, Corporate Finance & Restructuring



"Our Talent Development team took the COVID-19 challenge to deliver training virtually and turned it into an opportunity to leap years forward in developing and delivering customized, business-driven content for FTI Consulting's segments and practices."

DEBBIE DOBSON – Senior Director, Global Talent Development



Accelerating Leadership Development

FTI Consulting is committed to accelerating the growth of our current and future leaders at every level throughout their careers. Our leadership programs help our leaders live our values more fully and build and demonstrate FTI Consulting’s competencies with their team members so they can take over and move up, practicing a coaching and sponsorship model for development.

OUR STORY

FTI Consulting invests in creating leaders at all levels through our annual milestone programs and Senior Managing Director readiness programs. In addition to the networking and collaboration benefits of these in-person, multiday programs, the course curriculum enhances participants’ strategic intellect, helps them raise their performance to a higher standard, and encourages them to grow and empower others to lead every day.

FTI CONSULTING GLOBAL TALENT DEVELOPMENT CORE COMPETENCIES

- Building Expertise
- Building Teams
- Building Clients
- Building the Firm



Milestone Programs: The milestone programs are rites of passage, programs for newly promoted and recently hired employees.

Milestone programs are offered at the Senior Consultant, Director, Senior Director and Managing Director levels. These programs help

accelerate each professional’s assimilation to their new role and position them for future success. Addressing all four global FTI Consulting competencies, these programs build on successive skills from one level to the next and provide participants with a personalized plan for developing their teams and themselves more fully.



Senior Managing Director Readiness Programs:

Each year, FTI Consulting’s leadership team selects high-potential Managing Directors to attend our invitation-only Senior Managing Director readiness programs. While the Managing Director

Leadership Forum and the Women’s Initiative Managing Director Transformational Leadership Program are both designed to accelerate the advancement of our high-performing Managing Directors, the Women’s Initiative Managing Director Transformational Leadership Program is focused on providing an accelerator for high-performing women, normally in advance of the Managing Director Leadership Forum.

During these multiday, in-person leadership readiness programs, President and Chief Executive Officer Steve Gunby shares a strategic business update with participants, as well as his own insights into what makes a strong leader in professional services. Additionally, members of our Executive Committee, practice leaders and external subject-matter experts share their stories of how they rose to the leadership ranks, provide tangible examples of their own missteps and successes on their path to leadership, and offer one-on-one and group mentorship and coaching opportunities to help participants understand their role in contributing to the firm’s multiyear growth trajectory.

OUR IMPACT

895 employees

In 2020, **895 employees** attended milestone and Senior Managing Director readiness programs, accelerating their effectiveness in their new roles. Since 2017, **140 participants** of the Managing Director Leadership Forum and the Women’s Initiative Managing Director Transformational Leadership Program have been promoted to Senior Managing Director.

“Identifying and developing the next generation of experts is at the very heart of our growth strategy. FTI Consulting believes that the education and coaching of our talent, at all levels, is integral to developing the next generation of leaders, which is essential to our continued success and growth.”

KEVIN HEWITT – Chairman of Europe, the Middle East and Africa



“I really appreciated the opportunity to interact with other global colleagues who had been promoted to Senior Director level and the clarity provided on our roles and responsibilities. With the COVID-19 lockdown, I was unable to interact with senior colleagues or glean insights as I would have been able to do were we still working in an office together. The training equipped me to position myself for a team management, delegation and oversight role and to think much more strategically. I highly recommend it.”

JULIE CUNNINGHAM – Senior Director, Strategic Communications



“It was great learning the perspective of expectations from other Senior Consultants around the firm. The questions and answers helped me to understand the positive value that each segment provides to their clients. Overall, I feel strongly that the milestone program helped to build collaboration amongst other individuals at FTI. Thank you to the Talent Development team for providing the opportunity!”

DOMENIC HOLT – Senior Consultant Forensic & Litigation Consulting



Strengthening Diversity, Inclusion & Belonging at FTI Consulting Through Learning Opportunities

To maintain a diverse and inclusive culture, one of FTI Consulting’s primary initiatives is to emphasize the importance of raising awareness regarding how our actions — both conscious and unconscious — impact others. To provide our employees with the tools and resources necessary for leading and managing inclusive teams to the best of their ability, FTI Consulting invests time and attention in its employees who serve in roles with management responsibilities.

OUR STORY

Since 2016, FTI Consulting has offered its Managing and Leading Inclusive Teams course, an interactive, five-hour unconscious bias and inclusion training for employees with management responsibilities. The goal of the training is to educate managers in understanding the role and responsibility they play in addressing and overcoming bias and ensuring their teams conduct themselves in a way that creates and sustains a positive and inclusive culture. During the course, managers split into groups and engage in interactive exercises, live discussions based on real-life management scenarios and more.

OUR IMPACT

1,621 employees

As of 2020, **1,621** FTI Consulting employees with management responsibilities have completed the Managing and Leading Inclusive Teams course, with **350 managers** participating in 2020 alone.

“The Managing and Leading Inclusive Teams course allowed me to evaluate my approach to managing different individuals on a team. Not only did it provide interactive conversation to explore different techniques to become more self-aware of my actions and the effects they can have on the people around me, but it also provided effective solutions for a given situation.”

PRINCESS HERRON – Director, Corporate Finance & Restructuring



“The Managing and Leading Inclusive Teams course was an excellent training and refresher on best practices. It helped me self-reflect on avoiding internal bias and ensuring that I am providing a collaborative atmosphere that is conducive to teaming and productivity each and every day.”

MARK MURPHY – Senior Managing Director, Corporate Finance & Restructuring



Globalizing FTI University

In 2020, in the wake of the COVID-19-driven remote work environment, the Talent Development team introduced FTI University as a global service. Since 2005, FTI Consulting has offered a program called FTI University, a semiannual, in-person learning program that provides professional development and networking opportunities to all employees in North America and Latin America. Led by the expertise of both in-house professionals and external contributors, FTI University provides more than 19 courses each year that bring employees together from different offices and segments across the Americas region for professional development and networking opportunities.

OUR STORY

Facing the new work-from-home reality, the Talent Development team partnered with an e-learning platform to deliver a virtual FTI University experience. With the delivery method radically altered, the Talent Development team recognized the opportunity to extend FTI University to all employees globally and move from a semiannual offering to providing access to FTI University throughout the year. Additionally, with the heightened need for virtual learning, the Talent Development team also expanded the course offerings for FTI University to include a wider range of learning opportunities to support business development, project management and interpersonal skills, as well as practice-specific proficiencies and methodologies — ultimately moving from offering 19 courses to 430 courses with expert content sourced from over 230 university partners and industry experts, including Yale University, Duke University, Google, IBM and Imperial College London, among others.

OUR IMPACT

723 employees

By virtualizing FTI University, **723 employees** across the globe attended 10 live, instructor-led trainings, and accessed **452 unique eLearning courses**, for a total of **6,725 training hours**. This compares to 215 employees who attended 19 unique courses at FTI University in 2019.

“FTI Consulting has provided a wonderful learning tool for all employees to revolutionize their lives. This opportunity of career development provides a wide range of certificates and degree programs.”

TRACEY RUMBOLD – Transaction Specialist, Corporate Accounts Payable



“This is the best resource made available to us at FTI Consulting. My role involves engaging with a number of different parts of the business, and being able to develop knowledge in those areas through FTI University is advantageous. The quality and variety of the courses provide insights that enable me to better support my clients.”

TOM HEATH – Senior Executive, Marketing



“I like that with the new FTI University, you can start learning at any level — whether you just want to dabble in a subject matter and take introductory classes, or you are looking for more continuity to deeply understand the subject matter through specialized learning tracks. I also like that we have access to additional resources for learning on top of the video platform itself, such as sandbox environments to more easily learn coding and supplemental reading materials.”

LI ANN LIM – Senior Consultant, Forensic and Litigation Consulting



Compliance and Business Ethics

Our clients call on us when they are facing their greatest challenges and opportunities. We are engaged because of the diverse expertise that our professionals offer our clients and the trust our clients have in our people and our brand. We build trust with our clients by delivering the highest level of quality and integrity. This includes not only our ethical practices and compliance programs, but also how we protect our clients’ data and conduct business as individuals.

Consistent with FTI Consulting’s core value of integrity, FTI Consulting maintains active and robust ethics and compliance programs built around best practices. These programs are directed by our Vice President, Chief Risk and Compliance Officer Matthew Pachman, who reports on ethics and compliance issues to President and Chief Executive Officer Steve Gunby and to the Audit Committee of the Board of Directors on a quarterly basis, and more frequently as needed.

FTI Consulting’s Code of Ethics and Business Conduct serves as a guide for making sound decisions in complex situations by providing information, support and resources to help employees across the organization act ethically and comply with the laws and regulations that affect FTI Consulting’s business. While the Code of Ethics and Business Conduct addresses a wide variety of topics, many topics have supplemental dedicated compliance policies. For example, we maintain policies that specifically address compliance with specific legal requirements, such as anti-corruption laws, insider trading laws and international sanctions rules. Similarly, we maintain suites of policies to address compliance with global privacy laws, as well as policies and procedures to foster cybersecurity protections and proper use of information technology assets. We also provide guidance designed to address our employees’ interaction with their peers and the community at large, such as required training courses on sexual harassment in the workplace and inclusive leadership, as well as our social media and charitable giving and matching gifts policies.

FTI Consulting feels strongly that our ethics and compliance programs will function effectively only if our people feel empowered to raise concerns about business practices and legal and policy violations. We strive to foster an environment in which concerns can be aired and issues addressed without fear of retaliation. The firm maintains a Policy on Reporting Concerns and Non-Retaliation that translates this belief into process and reflects our adherence to the highest prevailing standards. Moreover, the firm maintains several mechanisms designed to facilitate reporting of potential misconduct and the posing of inquiries related to the Code of Ethics and Business Conduct and other policies. FTI Consulting’s Integrity Helpline allows for the reporting of concerns confidentially or anonymously.

FTI Consulting supports its program and policies with training and communications, as well as “tone at the top” messaging from senior executives. All employees are periodically assigned mandatory trainings, including FTI Consulting’s Code of Conduct and Information Technology Security and Privacy trainings. Additional training and communications, oftentimes presented live, may be deployed on a more targeted basis to teams operating in higher-risk areas or to emphasize specific risks.

To help ensure that we are identifying and addressing relevant risk areas, the firm conducts regular risk assessments that are performed jointly by the Compliance and Internal Audit departments. Deep-dive risk assessments into topics such as anti-corruption and cybersecurity are undertaken as appropriate. Furthermore, FTI Consulting’s third-party contractors must acknowledge both our Anti-Corruption Policy and our Vendor Code of Conduct, which addresses ethical and compliance expectations. We also require third-party contractors to undergo a background screening.

“FTI Consulting’s institutional reputation relates directly to our individual commitment to professional responsibility, as well as professional excellence. Our continued status as a trusted and respected advisor to the business community and the law firms that serve it, as well as to institutions in the public sector, depends in large measure on our adherence to the highest standards of professionalism, independent judgment, expert advice and accountability. Our professionals pride themselves on performing their work with integrity, transparency and purpose.”

MATTHEW PACHMAN – Vice President, Chief Risk and Compliance Officer



Privacy and Data Security

At FTI Consulting, we take privacy and data security seriously, and we are committed to safeguarding client confidence and confidentiality. To effectively manage risk, we employ world-class security professionals with broad privacy and data security experience, including but not limited to cryptography, application development and forensic capabilities.

FTI Consulting maintains a comprehensive Cybersecurity and Data Protection/Privacy Program to manage and sustain securely managed solutions and employs a defense-in-depth methodology to ensure client information integrity, availability and confidentiality. The foundation of the Global Cybersecurity and Privacy Program is informed by internationally accepted management frameworks, including:

- The Control Objectives for Information Technologies (“COBIT”)
- International Standards Organization (“ISO”) 27001/27002 code of practice standards
- US-NIST Cybersecurity Risk Framework (“CRF”)
- HITRUST Common Security Framework (“CSF”)
- Generally Accepted Privacy Principles (“GAPP”)

To adequately address the risk of cyberbreaches, FTI Consulting has a formal Cybersecurity Strategy and Assurance Program that is managed by the company’s Global Cybersecurity and Privacy Division and supported by policies and associated implementation standards and procedures.

FTI Consulting’s cybersecurity and privacy policies conform to federal and state laws governing the protection of confidential information and can be found on the Governance section of the company’s corporate website. FTI Consulting is also certified compliant with ISO 27001 and HIRUST CSF requirements. Periodically, our Global Cybersecurity program is assessed by a third-party provider to determine program maturity according to the NIST CRF.

To better educate and inform our people of cybersecurity risks, FTI Consulting has implemented a security and privacy awareness training program for all employees, which provides an overview of policies, standards and procedures for incident avoidance and response. Employees are required to report any information related to security events or weaknesses to the company’s Global Cybersecurity and Privacy Division. Additionally, we have implemented specific security testing and training programs to continuously improve our employees’ effectiveness in safeguarding employee and client data. These programs aim to ensure that our people are trained to recognize threats such as phishing, social engineering and other evolving and critical aspects of information security.

“FTI Consulting believes that information security is integral to the operation of our business. Because much of the company’s business centers on confidential, proprietary, and sometimes personal or sensitive matters, we are committed to protecting our client’s and people’s data. Our Global Cybersecurity and Privacy team’s primary mission is to support our people in securing systems and network resources, thereby protecting the confidentiality of all data in our environment.”

CASEY WATKINS – Managing Director, Global Cybersecurity & Privacy



Talent Development



Diversity, Inclusion & Belonging



Equity for All



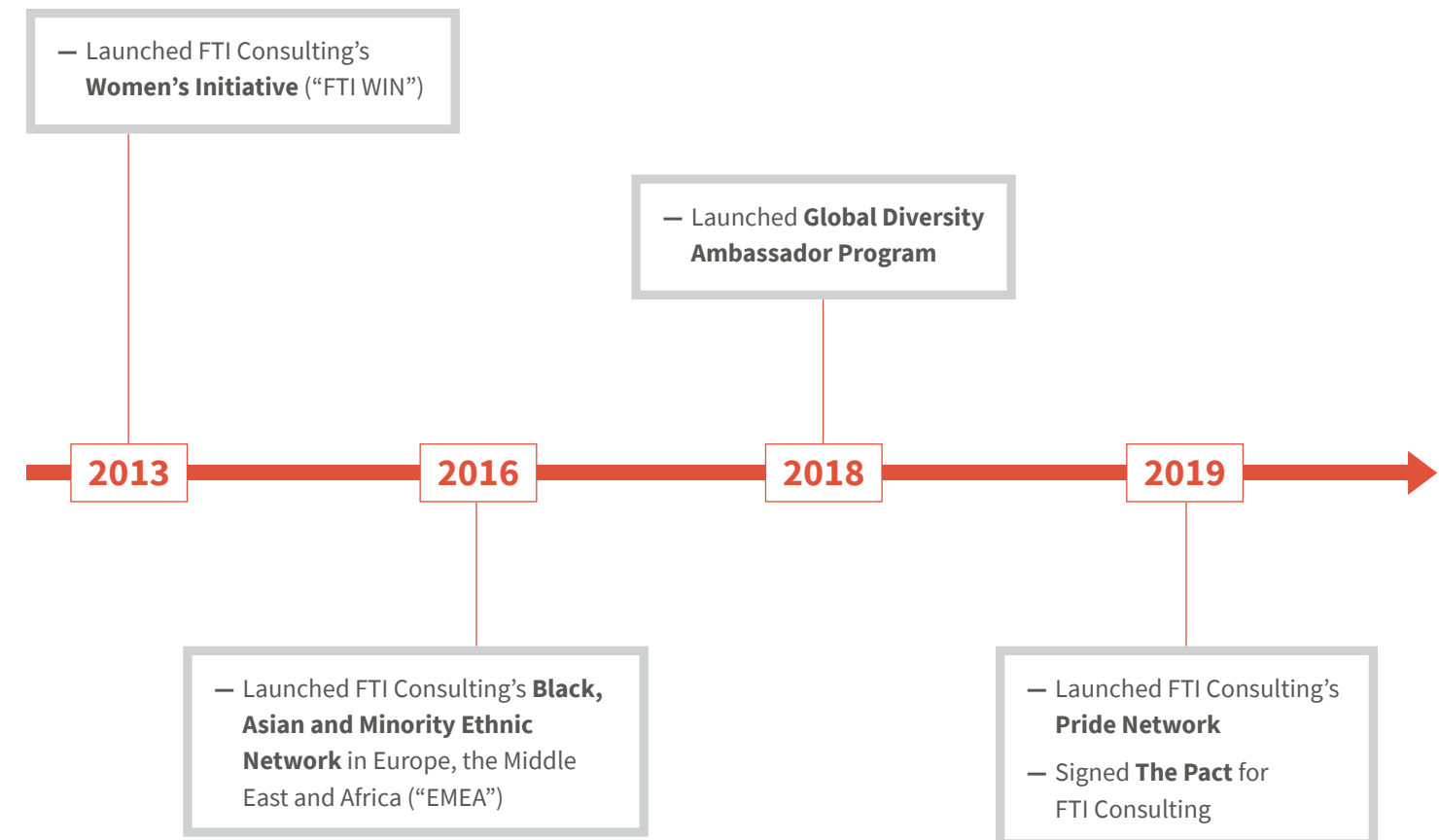
Issues of race, gender, equity and social injustice dominated the headlines in 2020. They also dominated the conversation at FTI Consulting.

Enhancing diversity, inclusion and belonging at FTI Consulting has the full support of the firm's senior leadership, not only because it is an important social goal, but because it is the right thing to do for our people, our business, our clients and our communities. More diverse teams better reflect our clients and communities and enable us to bring to bear unique viewpoints and experiences to help clients address their most complex challenges and opportunities.

Through various initiatives, we are creating a work environment that is safe and inclusive for all employees, regardless of race, ethnicity, gender, age, disability, gender identity and expression, religion or sexual orientation. We recognize that we will not get to that point overnight; it is a multiyear journey that requires everyone working toward a common goal.

FTI CONSULTING'S DIVERSITY, INCLUSION & BELONGING JOURNEY

Over the last several years, FTI Consulting has broadly expanded its diversity and inclusion efforts.



- President and Chief Executive Officer Steve Gunby became a signatory of the **CEO Action for Diversity & Inclusion™ pledge**
- Established a **Nominating, Corporate Governance and Social Responsibility Committee** at the Board level that oversees FTI Consulting's environmental, social and governance strategy and performance
- Introduced our action plan to turbocharge the firm's Diversity, Inclusion & Belonging initiatives, centered around four pillars:
 - *Reinvigorate our efforts to **support, promote and retain** diverse talent*
 - *Double-down on efforts to **attract** diverse talent*
 - *Leverage our expertise to **help the world** more broadly*
 - *Keep the **dialogue** alive*
- Created, hired and assimilated **Global Diversity, Inclusion & Belonging** team to accelerate efforts globally
- Built out **leadership accountability** for the firm's Diversity, Inclusion & Belonging goals by incorporating them into the quarterly strategy reviews led by President and Chief Executive Officer Steve Gunby, as well as our business segment leaders
- Realized the firmwide goal of **100 female Senior Managing Directors**, an increase of **15%** compared to 2019
- Achieved **50/50 gender balance** in university and graduate hiring, and 15% of university and graduate hires represented underrepresented minorities
- Increased hiring of Black professionals by **43%** in the United States and **70%** in the United Kingdom compared to 2019
- Increased hiring of Asian professionals by **36%** in the United States compared to 2019

2020

2021 & BEYOND

New targets and goals to hold ourselves accountable:

- Reach 165 female Senior Managing Directors by 2025, an increase of **65%** compared to 2020
- Reach 120 underrepresented Senior Managing Directors by 2025, representing a more than doubling of underrepresented Senior Managing Directors compared to 2020
- Extend our 50/50 balanced hiring target from the campus and graduate level to include Consultant and Senior Consultant levels

Diversity Starts at the Top

Leading by example is the most effective way to initiate change. Today, 40% of our Executive Committee represents diverse groups, a significant increase from five years ago, when it was only 7%. Additionally, 80% of FTI Consulting's executive officers are diverse, compared to just 20% in 2014.

Among our Board of Directors, **25%** are women and **25%** are from countries outside the United States. The Board strongly believes that diversity of gender, cultural background, professional skills and work experience brings unique perspectives to its role and helps broaden the firm's understanding and knowledge of the markets we serve.



STEVE GUNBY
President and Chief
Executive Officer



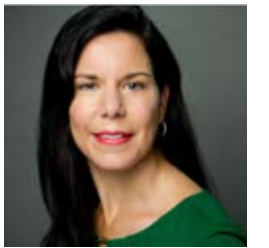
AJAY SABHERWAL
Chief Financial Officer



CURTIS LU
General Counsel



PAUL LINTON
Chief Strategy and
Transformation Officer



HOLLY PAUL
Chief Human
Resources Officer



DIVERSITY STARTS AT THE TOP

Being an inclusive employer is an essential part of FTI Consulting's growth strategy. We recognize that our continued success depends on our ability to provide definitive and diverse expertise to our clients, which can only be achieved if we attract, develop and retain professionals that represent the breadth of talent in society. At FTI Consulting, diversity starts at the top. Click the video to learn more about FTI Consulting's diversity, inclusion & belonging progress and commitments.

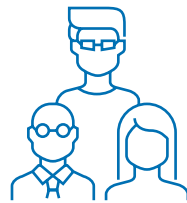
Leading from the top is a reflection of FTI Consulting’s executive ownership in driving our diversity and inclusion agenda forward. The following are a few examples of the Executive Committee leading the way:

- During the height of the racial unrest in the summer of 2020, our Executive Committee engaged in conversation with employees globally which led to our action plan to turbocharge the firm’s Diversity, Inclusion & Belonging initiatives. This is centered around four pillars to enhance the recruiting, retention and development of underrepresented minorities.
- FTI Consulting’s President and Chief Executive Officer Steve Gunby meets quarterly with each region and business segment leader to drive accountability and progress focused on our efforts to attract, hire and retain female and diverse talent.
- Our Executive Committee has committed to building three-year pipelines of potential female Senior Managing Director candidates so that we have a strong pool of talent for promotion.

The Executive Committee continues to further exemplify the company’s actions by also holding themselves accountable to The Pact for FTI Consulting.

THE PACT FOR FTI CONSULTING

In 2019, in support of equality in the workplace, FTI Consulting agreed to a pact holding ourselves accountable for the following goals:



Leadership & Culture

No 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

Increase by 5% the pool of qualified female and diverse candidates by 2023 and extend offers to at least the same or higher percentage of female and diverse candidates.

Igniting Change: Measuring Our Progress

Being an inclusive employer is an essential part of FTI Consulting’s growth strategy. We recognize that our future success depends on our ability to provide definitive and diverse expertise to our clients, which can be achieved only if we foster a culture of diversity among our talent pool.

As FTI Consulting dismantles barriers to opportunity for all our people, we remain dedicated to being transparent with employees, our clients and other stakeholders. We hold ourselves fully accountable for consistently driving change throughout our global organization. To do so, we aim to capture data that allows our people to reflect the various dimensions of their identity. This data on our hiring practices will help us identify areas where we can continue to improve our tactics and attract a diverse slate of applicants.

Our hiring data shows that we are making progress towards attracting and developing more diverse talent as we continue to invest behind recruiting and talent development initiatives, as well as introduce programs and policies that promote a more diverse and inclusive workplace.

DIVERSITY REPORTING AT FTI CONSULTING

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 will continue to engage our people in honest conversations to build trust and awareness of the importance of accurate demographic information

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.

“Simply talking about the issues is not enough. The work of diversity, inclusion and belonging is continually evolving. We are laying the foundation at FTI Consulting to foster workplaces that truly celebrate diversity, advance inclusion and represent the clients and communities we serve globally.”

MAUREEN GREENE JAMES – Vice President of Global Diversity, Inclusion & Belonging



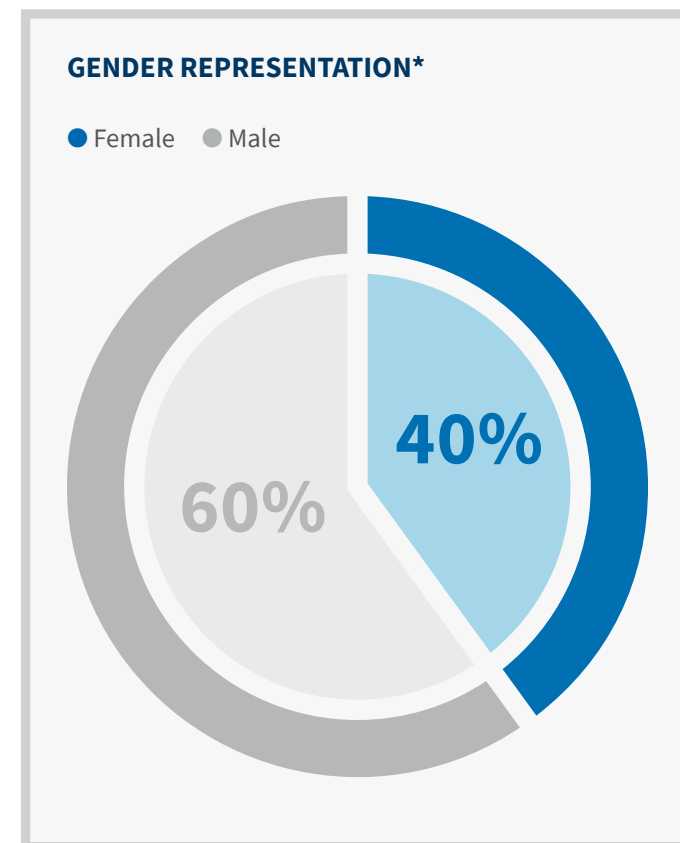
Working Towards Gender Equality

Similar to other professional services firms, we have more work to do to reshape our pipelines in order to attract and retain top female talent.

We recognize this as an area of opportunity to improve through hiring, development and retention initiatives, and to support our aspirations we have introduced the following programs and policies:

- Our Executive Committee has **committed to building three-year pipelines of potential female Senior Managing Director candidates** so that we have a strong pool of talent for promotion.
- **Succession planning and hiring for Executive Committee roles must include qualified female candidates** on the interview slate.

- We **ensure that there is female representation while interviewing candidates at the Director level and above.**
- We **offer talent development opportunities to increase the percentage of women in senior roles**, such as our Senior Managing Director readiness program – FTI Consulting’s Women’s Initiative Managing Director Transformational Leadership Program.
- We commit to **50/50 gender balance in campus and university hiring.**
- We **partner with leading professional services groups that support women**, such as Women’s White Collar Defense, Dress for Success, and New Women New Yorkers.
- We **enhanced parental leave policies and introduced flexible work programs.**



*As of December 31, 2020

45%

Increase in women Senior Managing Directors since 2018

37%

Increase in women in management positions since 2018

50/50

Achieved 50/50 gender balance in hiring for campus and graduate hires in 2020

Creating a Diverse Pipeline of Talent

While we have made tangible progress with our gender initiatives, we have much more work to do to increase the percentage of underrepresented minorities at FTI Consulting.

To meet our bold ambitions, we have turbocharged our hiring, development and retention initiatives by introducing the following programs and policies:

- **Succession planning and hiring for Executive Committee roles must include qualified diverse candidates** on the interview slate.



- We **launched a one-year rotational program to attract top diverse talent** at the experienced-hire Consultant level, with cross-segment experiences through a variety of practices.
- We **expanded campus engagement with top-tier Historically Black Colleges and Universities (“HBCUs”)** and Hispanic-Serving Institutions (“HSIs”).
- **Candidate names are removed from resumes** to address the potential for unconscious biases.
- We **require all third-party agencies to bring a diverse candidate slate** for all roles.
- We **use targeted recruitment platforms focused on diverse groups** to expand our talent search pool.

43%

Increase in hiring of Black employees in the United States compared to 2019

36%

Increase in hiring of Asian employees in the United States compared to 2019

70%

Increase in hiring of Black employees in the United Kingdom compared to 2019

Let's Talk About It: Engaging to Make a Difference Forums

In the wake of the murders of George Floyd, Ahmaud Arbery and Breonna Taylor, among others, FTI Consulting's Executive Committee felt it was critical that we collectively pause and reflect on the impact of the events. We considered the powerful emotions surrounding these tragedies and engaged our people in transparent and open discussions about ways we can accelerate diversity and inclusion within the firm. We also discussed how we can unite and use our collective expertise to make a difference in the world more broadly.

OUR STORY

In June 2020, FTI Consulting's President and Chief Executive Officer, Steve Gunby, invited all employees across the firm to participate in small, meaningful group discussions. The goals of the discussions were for employees to openly share their personal stories, how they were feeling, and to brainstorm ways to keep the rich dialogue alive and drive concrete actions going forward. Over the course of three weeks, 33 group discussions took place, with at least one member from the firm's Executive Committee in attendance. The smaller groups allowed for a deeper, more candid engagement. Employees shared personal

stories about their family members, shared ideas on policies, trainings and initiatives that could be implemented across the firm, and discussed ways they could leverage their unique skillsets to support equality and justice in the communities in which we do business through firm-sponsored pro bono services and volunteering.

OUR IMPACT

500 professionals

Nearly **500 professionals** from across the globe joined the small group discussions. Inspired by the ideas our people shared in these forums — along with individual conversations with our Diversity Ambassadors, external benchmarking and discussions with experts — the Executive Committee issued a bold action for change one month later. In July 2020, the firm introduced our action plan to turbocharge the firm's Diversity, Inclusion & Belonging initiatives, which was centered around four pillars to enhance the recruiting, retention and development of underrepresented minorities and included increasing investment, accountability and support.

"I am proud of the work that many of our colleagues around the globe have done over many years to make our culture more diverse and inclusive, but now I think we are poised to lead in this area with programs, investments and partnerships that make a difference. This initiative, fully supported by our Executive Committee, has accelerated and deepened our commitment to making meaningful change within our firm and in the world at large."

RAOUL BHAVNANI – Senior Managing Director, Strategic Communications



The Four Pillars



Diversity, Inclusion & Belonging



Keep the dialogue alive



Leverage our expertise to help the world more broadly



Double-down on efforts to attract diverse talent



Reinvigorate our efforts to support, promote and retain diverse talent



Reinvigorate our efforts to support, promote and retain diverse talent

OUR GOAL: TO BETTER SUPPORT, PROMOTE AND RETAIN UNDERREPRESENTED MINORITIES

Our Commitments:

- Enhance expectations of mentors to ensure that underrepresented minority talent at FTI Consulting is paired with strong mentors.
- Host inaugural annual Diversity Summit in 2021 to enhance connections and provide a sense of community.
- Further support and enhance our Diversity Ambassadors program through increased investment and resources.

2020 HIGHLIGHTS

FTI Ignite

Launched as a pilot in 2020, FTI Ignite is a career development experience which brings our diverse Consultants, Senior Consultants and Directors together in small settings, creating mentorship and group accountability over a 12-month period. Participants engage in facilitated development sessions hosted by selected leaders across the company. Approximately 125 participants are engaged globally in the program.

Diverse Senior Director and Managing Director Mentorship Program

To strengthen the development of business acumen and prepare our Senior Director and Managing Director talent for leadership roles, this program pilot paired 30 professionals from underrepresented groups within FTI Consulting with Senior Managing Directors. The mentors concentrate on individual development needs and goals based on their mentee's career aspirations.



Double-down on efforts to attract diverse talent

OUR GOAL: TO REMAIN A VIBRANT, PROGRESSIVE AND WELL-RESPECTED ORGANIZATION FOR YEARS TO COME

Our Commitments:

- Bolster internal efforts to surface experienced hire candidates of diverse backgrounds.
- Significantly enhance our pre-ID programs to attract diverse talent on campus.
- Double the number of early-ID internship opportunities.

2020 HIGHLIGHTS

Future Leadership Internship Program

Female and diverse students in their second year of college earn the opportunity to build their network and gain technical experience, while receiving personalized coaching and professional development from leading women in their field of interest.

Women and Diverse Leaders in Consulting Forum

Top-performing diverse campus talent participate in an interactive recruiting event which includes hands-on learning activities and networking with current and future FTI Consulting professionals globally. Twenty-seven of more than 600 offers were accepted for this prestigious initiative, all of whom will join FTI Consulting in the fall of 2021.



Leverage our expertise to help the world more broadly

OUR GOAL: TO BE A RESPONSIBLE CORPORATE CITIZEN THAT LEVERAGES THE UNIQUE SKILLSETS OF OUR EXPERTS ACROSS THE GLOBE TO SUPPORT EQUALITY AND JUSTICE IN THE COMMUNITIES IN WHICH WE DO BUSINESS

Our Commitments:

- Doubling our total employee matching contributions compared to 2019.
- Supporting skills-based volunteering and pro bono engagements that are important to our people.
- Turbocharging our impact on the world through pro bono activities by leveraging our expertise across the firm and the introduction of a Pro Bono Advisory Committee.

2020 HIGHLIGHTS

- FTI Consulting more than doubled our total employee matching contributions compared to 2019.
- Our professionals volunteered more than 4,000 hours to support charitable causes that matter most to them.
- Our experts contributed over USD\$2.1 million in pro bono services.



Diversity, Inclusion & Belonging

Ramping Up Our Pro Bono Work

Each year, FTI Consulting identifies engagements where we can make a positive impact for individuals and organizations that otherwise may not have the resources to engage our experts. Since the launch of our pro bono program in 2016, our people have sourced pro bono projects largely through individual and segment-led efforts.

Since 2016, FTI Consulting professionals have contributed more than **\$7.5 million** in pro bono services to support a wide variety of charitable and community-based organizations across the world. In 2020, amid the global pandemic and widespread social unrest, we intensified our focus on ways that we can leverage the power of our greatest asset — our people — who champion equality and justice in the communities where we live and work.

OUR STORY

FTI Consulting set out to create a successful pro bono program powered by our people's expertise and propelled by our firm's global reach. Building on the great strides we made since 2016, our Executive Committee recognized we had the opportunity — and resources — to grow further. How? By investing in an enhanced pro bono program and sponsoring up to 35 hours of approved pro bono projects for every employee globally.

With a broader sponsorship commitment in place, the Executive Committee formed a Pro Bono Advisory Committee. Today, it comprises over 20 representatives from different segments, regions and levels across the firm. The mission of the Committee is to assist FTI Consulting in building a world-class program. Our aim is to advocate for a policy framework that encourages pro bono work, provides thought leadership on the direction of the program, and acts as a source of local support for pro bono efforts.

OUR IMPACT

25 project briefs

Within a few short months, the Pro Bono Advisory Committee took in more than 25 project briefs from employees for potential pro bono engagements. They spanned several critical issues and important causes, as well as multi-segment assignments where we could leverage our diverse expertise to make a meaningful impact. A number of exciting pro bono initiatives kicked off in 2020. They range from combatting human rights violations and evaluating the economic and social impacts of COVID-19 on communities in need, to helping organizations extract valuable insights from key data on at-risk youth.



“Our practitioners are industry leaders and experts in their fields. Their unique skillsets give us the opportunity to create targeted impact for our communities and to implement generational changes in social systems that have inherently been unfair. Many of our firmwide projects are grassroots and started as nothing more than an idea from one individual. We are excited to put the full weight of our firm behind our efforts in the initiatives that matter most to our people.”

CURTIS LU – General Counsel

Spotlight on Pro Bono: The Estate of George P. Floyd Reaches Historic USD\$27 Million Wrongful Death Settlement

The murder of George Floyd in Minneapolis sparked widespread protests that later spread to cities throughout the United States and globally. In the wake of his death, a federal civil rights lawsuit was filed by the Trustee of the family of George P. Floyd, Jr., against the City of Minneapolis and the four police officers accused of causing Mr. Floyd's death. The ability of the city to pay a substantial settlement or judgment was expected to be a major source of contention between the parties.

OUR STORY

In 2020, Counsel for the Trustee approached FTI Consulting's Compass Lexecon subsidiary about being an expert for the family on the ability-to-pay issue. Compass Lexecon's President, Professor Daniel Fischel, accepted the engagement and, under the circumstances, offered for Compass Lexecon to take on this work on a pro bono basis. With that understanding, Professor Fischel, together with Compass Lexecon Executive Vice Presidents Andria van der Merwe and Todd D. Kendall, prepared an analysis based on a detailed review and evaluation of the City's finances, outstanding debt and other liabilities, which also compared the City along these dimensions with other large cities. The Compass Lexecon team also analyzed market evidence, including commentary from credit agencies, and concluded that the City had the ability to pay a settlement

well in excess of a typical wrongful death payment. Compass Lexecon worked with Nicolette Ward of Romanucci & Blandin, LLC, who represented the Trustee for the Next of Kin of Mr. Floyd.

OUR IMPACT

USD\$27 million settlement

On March 12, 2021, the parties reached a **USD\$27 million settlement**, which attracted national attention when it was announced. The commentary focused on the societal significance of the settlement, including its historic size. For example, The New York Times reported that “the settlement was among the largest in a case of police misconduct,” and substantially larger than settlements in other well-publicized cases of police killings in recent years.

Counsel for Mr. Floyd's family said that the settlement was “the largest pretrial settlement ever for a civil rights claim.” A portion of the settlement amount will be used to benefit the neighborhood where Mr. Floyd was killed.

“It was an honor for all of us at Compass Lexecon to have assisted in providing some compensation to George Floyd's family as a remedy for this tragic injustice.”

DANIEL FISCHEL – Chairman and President of Compass Lexecon



Diversity, Inclusion
& Belonging



Keep the dialogue alive

OUR GOAL: TO FOSTER A CULTURE WHERE EVERYONE FEELS EMPOWERED TO SPEAK UP AND SUPPORTED TO ENGAGE SO THEY CAN BE THEMSELVES

Our Commitments:

- Introduce internal communications platforms for continuous engagement.
- Enhance learnings through more robust training programs.
- Introduce forums for active discussions at multiple touchpoints throughout the year.

2020 HIGHLIGHTS

Global Voices, Insights and Perspectives

To keep the dialogue alive, in August 2020 FTI Consulting launched our Global Voices, Insights and Perspectives Webinar series. Through partnering with external and like-minded organizations and professionals, we are able to broaden the conversation around diversity and inclusion. Professionals across the globe have the opportunity to engage in dialogues on a multitude of diversity and inclusion topics ranging from gender to race and ethnicity.

Crucial Conversations

Candor allows us to build perspectives and learn more about other's backgrounds and culture. Our Crucial Conversations series is a bi-monthly platform designed to build awareness of diversity, inclusion and belonging topics for employees in order to impact their future interactions with their colleagues, clients and communities. Hispanic Heritage Awareness and Perspectives of the Healthcare System in the Black Community are two of the many events where we have engaged FTI employees in open and transparent dialogues.

Spotlight on Our Employee Resource Groups

FTI WIN
WOMEN'S INITIATIVE

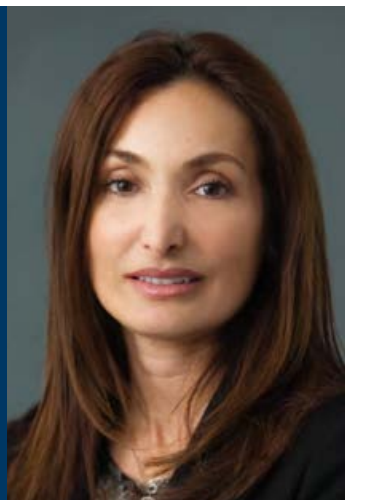
WOMEN'S INITIATIVE NETWORK

Launched in 2013, FTI Consulting's **Women's Initiative** offers career training, professional development, mentorship, networking and community outreach opportunities across the globe to empower our female employees to develop best-in-class leadership capabilities and reach their highest potential. Professionals across the FTI Consulting network host internal and external networking events with clients and offer opportunities for our professionals to support various organizations aimed at empowering women in their communities through volunteering, charitable donations and pro bono services.



"I grew up outside of the United States, and my parents moved to several different countries over the course of my childhood. This gave me a deep appreciation for new ideas and experiences, but also an early understanding of being different — my accent, or clothes or just being the new girl in a classroom. This would help me later in my career, when I might be the only woman in a business meeting. I would focus on the value of my ideas without worrying about being different. We excel because of the unique ideas and perspectives we bring to client work, and we celebrate how our differences make us stronger."

SOPHIE ROSS – Global Leader of Technology





DIVERSITY AMBASSADORS

Our **Diversity Ambassador Program** helps create a culture of inclusion and belonging and fosters diverse teams that enable us to bring new ideas to solve our clients' challenges. Our local business practitioners lead these essential efforts and address topics that are important to their offices.

"The Diversity Ambassador Program has allowed me to experience interactions and an expanded purpose within FTI Consulting that I've truly enjoyed and has also allowed me to deepen my understanding and appreciation of the passion for change that exists both at a local office and global level. Interacting with leaders to identify goals, develop priorities, and understand the differing perspectives on diversity, inclusion and belonging in each region and deriving from each individual background has been exciting and broadening. There is much more to be done, and my experience with the Diversity Ambassador Program has given me confidence in what we can accomplish."

WAYNE GIBSON – Senior Managing Director, Health Solutions



"We all have different personal histories and walked different paths, but we are here, working in the same firm today. As a gay Latino, I offer my background and expertise in my everyday work. Being a Diversity Ambassador is about welcoming others and fostering a culture of diverse talents and views so we can offer a unique view to our clients while nurturing our teams and workplace. It has been a wonderful, enriching experience."

JUAN VIANA – Director, Strategic Communications



FTI PRIDE NETWORK

FTI Pride brings together colleagues who are committed to equality of opportunity for our LGBTQ+ community and provides a welcoming space for discussion and support.

"As a gay Asian woman, I am grateful to the work done by the various diversity networks and taskforces at FTI Consulting. As the Co-Chair of the LGBTQ+ Network in London and a member of the global FTI Pride network, I hope I can contribute in some way to a diverse, inclusive and supportive working environment. Whether it be gender discrimination, racial discrimination, discrimination against LGBTQ+ individuals, or other discrimination of any kind, it must start with listening and learning about the lived experiences of others."

WEN-YU WENG – Senior Consultant, Corporate Finance & Restructuring



BAME NETWORK

Based on the principle that diversity can foster different ideas and opportunities to better serve our clients, FTI Consulting's Black, Asian and Minority Ethnic ("**BAME**") **Network** functions as a platform that encourages dialogue on cultural and ethnic diversity. The network supports all employees in the EMEA region.

"Diversity brings a wealth of experiences, skills and viewpoints. From an employee perspective, there's space to create a more enriched and inclusive workplace. From a client service perspective, it will allow us to be truly strategic and empowered to create new opportunities. My involvement with the BAME Network started in 2018 with only six members, and this has steadily grown to 70+ members in 2021. I envision the BAME Network to continue supporting its members and to provide a space where individuals can build their confidence, grow and share ideas."

LENA AHAD – Managing Director, Strategic Communications



Corporate Citizenship and Sustainability



About Corporate Citizenship at FTI Consulting

FTI Consulting's Corporate Citizenship Program empowers our employees to make a positive impact by supporting the causes that matter the most to them and the communities in which they live and do business. The program includes employee matching funds for charitable contributions, paid time off for volunteering and company-sponsored pro bono engagements.

Since the program launched in 2016, we are proud to report that our employees have supported more than **2,300 charities** by contributing more than **21,000 hours** of volunteer service and the equivalent of more than **USD\$7.5 million** in pro bono services to community-based organizations.

HOW OUR PEOPLE GET INVOLVED



Volunteering

All employees receive one day of paid leave each year to volunteer for causes they are passionate about.



Pro Bono

As part of FTI Consulting's commitment to help the world more broadly, all FTI Consulting employees are allotted up to 35 hours of work performed for approved pro bono engagements that count towards utilization and productivity metrics.



Donation Matching

FTI Consulting's Matching Gift Program amplifies the impact of our employees' personal charitable contributions.

"The Corporate Citizenship Program at FTI Consulting allows each of us to live the firm's core values while making a difference in our local communities. Each year, our professionals give back by supporting hundreds of organizations through charitable giving and fundraising initiatives, volunteering efforts and pro bono engagements. FTI Consulting's Corporate Citizenship Program makes me so proud to be a member of #TeamFTI."

MEGAN McLAUGHLIN HAWKINS – Manager, Investor Relations & Communications



Corporate Citizenship at FTI Consulting

Our Commitment

As a responsible corporate citizen, FTI Consulting commits to:

- Investing in our employees** and their goals
- Serving our clients** with integrity and excellent service
- Maximizing long-term value** for our shareholders
- Making a positive impact** in our communities
- Leveraging our unique skillsets** to support a more diverse and inclusive society
- Minimizing our negative impact** on the environment

“I have been so excited to see the growth of our many Corporate Citizenship initiatives across the globe. For me personally, the Program provides a great sense of pride to work for a firm that supports environmental and social issues in the communities in which we all live and work. In 2020, with the stress of a global pandemic and working from home, it is even more important than ever to find ways to both connect with colleagues and give back to those in need.”

LEON WISER – Technical Sales Director, Technology



2020 Corporate Citizenship Highlights

The year 2020 was extraordinarily challenging for people across the globe, as well as for the charitable organizations that support those in need.

With an unprecedented number of deserving causes, from global COVID-19 relief to fighting systemic racial injustice, our employees reported a record level of engagement with our Corporate Citizenship Program.

Although the remote work environment posed significant disruption to typical in-office activities, our employees found new and creative solutions to continue to express the core values of FTI Consulting by giving back in meaningful ways, from cultivating annual events and partnerships virtually, to employee matching, to skills-based volunteering. The following spotlights are a subset of the real-life stories behind our employees’ efforts to help others and drive positive change in 2020.

2020 CORPORATE CITIZENSHIP AT A GLANCE



Living Our Core Values in Trying Times

Collaborating in Crisis: Responding to the COVID-19 Pandemic

The COVID-19 pandemic shaped the course of 2020 and has continued to impact people around the world in many different ways. The global crisis wreaked lasting effects on communities and industries of all kinds, from healthcare and food security, to elderly and disabled care, to educational and professional development and more. While many events were cancelled and traditional volunteering opportunities grew increasingly limited, FTI Consulting experts responded to the COVID-19 pandemic in various creative ways with one common goal: to help make a difference.

OUR STORY

Of the many ways FTI Consulting employees rolled up their sleeves and helped their communities persevere through the pandemic, some of the highlights include:

- **Supporting frontline healthcare workers** by cooking and delivering healthy meals to COVID-19 testing sites and hospitals, as well as making charitable donations to support healthcare organizations.
- **Making and distributing masks** in their communities by utilizing their sewing skills and by procuring personal protective equipment to share with FTI Consulting colleagues in other parts of the world.
- **Assisting vulnerable members in their communities**, from mowing lawns and shoveling driveways, to working with community organizations to coordinate food deliveries to those in need, as well as making time to connect with individuals with mental health challenges, all of whom were particularly impacted by social distancing and isolation.

- **Providing pro bono expertise** to organizations that work to alleviate the effects of COVID-19, from Corporate Finance & Restructuring employees working with the [Humanitarian Aid Relief Trust](#) to analyze the economic and social impacts of COVID-19 in developing countries to leverage governments to provide additional support; to Strategic Communications employees serving as internal communications and public relations experts for the [UK National Health Service](#) to address the influx of media requests.

OUR IMPACT

75 organizations

With their colleagues' support, employees across the globe demonstrated record engagement with our Corporate Citizenship Program in response to the COVID-19 pandemic to help their communities weather the storm. In addition to the tremendous volunteering and pro bono efforts, throughout the month of March 2020 when COVID-19 began impacting virtually every community in the world, FTI Consulting employees representing all business segments raised more than USD\$30,000 through donations and corporate matching to support more than 75 community-based organizations.



Corporate Citizenship
and Sustainability

“Asia, especially China, was hit by the COVID-19 pandemic early in 2020. At that time, when face masks were very difficult to be found anywhere in China, I was able to secure some from the U.S. When those face masks were shipped to China, we were able to hand out enough face masks in the Shanghai office. We even shipped some face masks to FTI Consulting employees in other offices in China, such as Beijing and Shenzhen.”

BILL HE – Senior Managing Director, Corporate Finance & Restructuring



“Volunteering has really kept me going through the dark winter lockdown in London. I’ve been helping members of my community with shopping, delivering prescriptions and rearranging furniture after hospital stays, as well as assembling ‘winter well-being’ parcels for older people. It’s a reason to get out of the house, do some exercise and speak to someone new (in a safe, socially distanced way) at a time when other opportunities to get out and about are very limited!”

ANNA BAIRD – Director, Forensic and Litigation Consulting



“We’ve been overwhelmed by the creativity and generosity of our EMEA colleagues in their virtual volunteering and fundraising activities in the last year, supporting our communities throughout the pandemic. 2020 proved that #FTIGivesBack more with every passing year.”

KIRSTY CHRISTIE – Senior Manager, EMEA Corporate Citizenship



Season of Giving: Helping Those in Need During the Holidays

In the wake of the COVID-19 pandemic, FTI Consulting's in-person holiday social gatherings were put on hold in many cities as we put the health and well-being of our people and their loved ones first. In an effort to positively impact the world this holiday season, FTI Consulting employees decided to donate the funds that we typically allocate towards firm holiday parties to support global charitable organizations fighting hunger.



The **Global FoodBanking** Network®

THE HUNGER PROJECT

OUR STORY

FTI Consulting made charitable donations to three global organizations dedicated to fighting hunger:

- **Action Against Hunger** is a global humanitarian organization that takes decisive action against the causes and effects of hunger. For more than 40 years, the organization has been on the front lines of the fight against hunger. Across 46 countries, Action Against Hunger's 8,500 staff work in the world's most vulnerable communities. The organization's life-changing programs reached 17 million people in 2019.
- **The Global FoodBanking Network ("GFN")** is an international nonprofit organization that nourishes the world's hungry by **uniting and advancing food banks in more than 40 countries**. GFN focuses on combating hunger and preventing food waste by providing expertise, directing resources, sharing knowledge and developing connections that increase efficiency, ensure food safety and reach more people facing hunger. Since the beginning of the COVID-19 crisis, food banks in the network have served more than 27 million people facing hunger.

- **The Hunger Project** works to end hunger and poverty by pioneering sustainable, women-centered, people-led strategies. The Hunger Project is active in 23 countries and its programs partner with 16.5 million empowered individuals who are leading the way to a healthy and hunger-free world.

In line with the firm's commitment to supporting the causes that matter most to our people, FTI Consulting employees also had the option to make a firm-funded charitable donation to the charity of their choice.

OUR IMPACT

USD\$500,000

FTI Consulting donated **USD\$500,000** to charities around the world during the holiday season.



“We recognized the unprecedented number of people impacted by the pandemic who were struggling to buy food for themselves or their families as the holidays approached. The holiday campaign was an obvious opportunity for FTI Consulting. In a year where our holiday celebrations were not possible, each employee could instead provide meals for several needy families. This was one small way to give a bit of relief to thousands of less-fortunate people around the world.”

PAUL LINTON – Chief Strategy and Transformation Officer



Change in Action: Standing Together Against Racial Inequality

As mentioned earlier in the report, our firm and millions of people across the globe stood in solidarity to support social and racial justice following the senseless murders of George Floyd, Ahmaud Arbery, Breonna Taylor and countless others. In addition to the small group discussions hosted by FTI Consulting’s Executive Committee, our employees donated to an array of organizations dedicated to achieving social justice, championing civil rights and ending systemic racism.

OUR STORY

Employees across every segment and region sought ways to increase racial equity in our communities through a giving opportunity on FTI Consulting’s Corporate Citizenship Portal. Bolstering the impact of this firm-wide initiative, our Corporate Finance & Restructuring segment mobilized a “Change in Action” campaign to identify additional opportunities to support the Black community. The campaign encouraged employees to support organizations, financially and through skills-based volunteering and pro bono services, that promote social justice and racial equity.

OUR IMPACT

USD\$200,000

The participation was resounding, raising more than **USD\$200,000** through personal donations and company matches for more than 70 organizations, including, but not limited to: American Civil Liberties Union; Black Visions Collective; Black Health Alliance; Egale Canada Human Rights Trust; Equal Justice Initiative; Mothers Against Police Brutality; NAACP Legal Defense and Educational Fund; National Bail Fund Network; National Council for Incarcerated and Formerly Incarcerated Women and Girls; National Police Accountability Project; and Reclaim the Block.

In particular, the Change in Action campaign raised over **USD\$166,000** for more than **45 social justice organizations** in the United States. The Corporate Finance & Restructuring segment continued to increase awareness during the holiday season by raising an additional **USD\$30,000** for charitable organizations committed to supporting food and housing security in Black and underserved minority communities.



“It is a national tragedy that America still struggles with systemic racism and unequal treatment of Black Americans, as demonstrated by the police brutality that we all witnessed last summer and other incidents. While we know money alone can’t solve these issues, when combined with our direct actions, we know that we can make a positive impact.”

MICHAEL C. EISENBAND and CARLYN TAYLOR –
Global Co-Leaders of Corporate Finance & Restructuring,
New York and Denver (respectively)



“FTI Consulting is an amazing place to work, with incredibly talented and thoughtful colleagues and leaders. Following the events of the summer, I was struck by how quickly our leadership team sprang into action and organized small groups to share and learn about each other’s perspectives. It was a powerful moment and those meetings were a springboard for FTI Consulting’s leadership to determine opportunities to effect real change in our communities through giving, pro bono work and skills-based volunteering. We are extremely encouraged by the increasing interest and involvement of professionals at every level.”

SHEBA BELLAZAIN-HARRIS – Managing Director, Corporate Finance & Restructuring



Run 4 Hardie: Honoring One of Our Own

Kathryn Hardie, a Senior Managing Director in our Technology segment and beloved member of the FTI Consulting community, passed away in 2018 after a 13-year battle with ovarian cancer. Her legacy inspired an annual fundraising campaign.

OUR STORY

Run 4 Hardie began in 2018 when our Seattle office decided to honor Kathryn by participating in the Swedish SummeRun, a 5K fundraiser for the [Rivkin Center for Ovarian Cancer](#), an organization that supported Kathryn and her family through much of her treatment. To increase our impact, colleagues in our Technology segment extended an invitation to all

employees and their families and friends across the globe to join in by completing personal 5Ks on the same day and raising funds.

OUR IMPACT

USD\$5,700

In 2020, FTI Consulting employees from all our regions participated in the Run 4 Hardie and raised more than **USD\$5,700** for the Rivkin Center. In total since its inception in 2018, the initiative has raised more than **USD\$15,000**.



"Kathryn was a force of nature. Not only did she do her job exceptionally well, she could also do your job better than you. She cared about the details and pushed others to be their best. She was a mentor to me and to so many others, and I miss her very much."

BRIAN RAMOS – Senior Director, Technology

"I never had the opportunity to know Kathryn but can tell from the stories of others that she had great spirit. This weekend in Melbourne, we were under extreme COVID-19 lockdown restrictions, and we were only allowed outside for one hour and within 5k of home. But it was an honor and privilege to use those to #Run4Hardie — and to be grateful for our health and inspired by a courageous woman."

DAWNA WRIGHT – Senior Managing Director, Forensic and Litigation Consulting



Team Seattle of **@FTIConsulting** out to honor our friend Kathryn Hardie. Miss her! **#Run4Hardie**



FTI Consulting – Australia along with global colleagues participated in the 5km **#Run4Hardie** to remember Kathryn.



We ran today for Kathryn in Paris! **#Run4Hardie**



Minimizing Our Environmental Impact

Cleaning Up Our Carbon Footprint

FTI Consulting recognizes that climate change is a global threat and one of the most significant environmental challenges of our time.

Now is the time to act. We are committed to doing our part to address the issue by reducing the firm’s collective environmental impact.

Risk Management and Oversight

The **Nominating, Corporate Governance and Social Responsibility Committee** on FTI Consulting’s Board of Directors oversees the firm’s environmental, social and governance (“ESG”) strategy and performance.

Below the Board level, FTI Consulting has formed an **Environmental Oversight Committee** with leadership representation from the firm’s Real Estate, Travel, Information Technology, Procurement and Corporate Citizenship teams.

As the Chair of the Environmental Oversight Committee, our Chief Human Resources Officer provides updates to the Nominating, Corporate Governance and Social Responsibility Committee at a minimum of one board meeting each year and as necessary as requested, which includes progress on priorities and initiatives related to ESG topics, as well as climate-related efforts and other goals for short- and long-term success.

Planning for a More Sustainable Future

FTI Consulting continues to embrace opportunities to reduce its environmental impact through the implementation of our **Environmental Plan**.

The initiative sets out a range of bold objectives and targets aimed at minimizing the firm’s impact on the environment.



“I’m proud to work for a company that is committed to reducing its environmental impact and empowers its employees to take action. While there is much more work to do in this area, I’m excited to see the impact we can make as a company and the targets we can achieve in the future.”

DAN JOHNSON – Vice President, Real Estate

OUR GENERAL OBJECTIVES ARE:		
Policies, Awareness & Communication		<ul style="list-style-type: none">– To implement policies and procedures that contribute to a reduction in FTI Consulting’s carbon footprint.– To increase awareness of environmental responsibilities among our stakeholders.– To communicate our commitment to reducing our impact on the environment.
Stakeholder Engagement		<ul style="list-style-type: none">– To promote sound environmental management policies and practices in the work of all our employees.– To support interested parties, including employees, clients, shareholders and suppliers, on issues relating to FTI Consulting’s Environmental Responsibility & Climate Change Disclosure Policy in the communities in which we do business.
Waste		<ul style="list-style-type: none">– To minimize waste and pollution and to operate effective waste management procedures.– To divert waste from landfills through reduction, reuse, recycling and composting of FTI Consulting’s waste streams.
Procurement		<ul style="list-style-type: none">– To promote purchasing, as far as practicable, of products and services that cause the least harm to the environment.– To partner with vendors that are equally committed to reducing environmental impact.
Real Estate		<ul style="list-style-type: none">– To implement environmentally sustainable designs and construction practices for new office build-outs.– To reduce our energy consumption and efficiently operate our offices to minimize FTI Consulting’s carbon footprint.– To avoid use, wherever possible, of environmentally damaging substances, materials and processes.
Transportation		<ul style="list-style-type: none">– To encourage modes of transport by employees and contractors that minimize environmental impact.– To consider access to public transportation in the selection process for all office locations.

Sustainability Initiatives Snapshot: Priorities and Progress

As a professional services firm with zero manufacturing or product distribution activities, FTI Consulting’s environmental impact is primarily driven by two factors: our business travel and leased office locations, which respectively represented 75% and 25% of our total greenhouse gas emissions in 2020.

Over the past several years, the firm identified opportunities to reduce our impact in both areas. Accordingly, we established a baseline carbon footprint with 2018 data involving our travel and real estate operations to monitor our yearly progress. The firm plans to use this data to drive internal sustainability policies and set reduction targets in the future.

FTI Consulting published environmental impact data for the years 2018 through 2020 in March 2021. Of note, there was a significant reduction in greenhouse gas emissions in 2020 compared to previous years as a result of lower employee office utilization and lower business travel demand due to the ongoing COVID-19 pandemic and related restrictions.

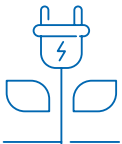
Further information on the policies and initiatives FTI Consulting has put in place to reduce our environmental impact is available in our [Environmental Responsibility & Climate Change Disclosure Policy](#) and on the [Corporate Citizenship page](#) on our corporate website.



18% reduction in global office square footage per employee from 2018 to 2020.



36% reduction in total energy consumed (megawatt hours) from 2018 to 2020.



Reduced Emissions Intensity per employee from 7.05 MT CO2e in 2018 to 6.53 MT CO2e in 2019 to 2.59 MT CO2e in 2020.



65% of employees sit in LEED-certified (or equivalent) buildings.



MEASURING OUR ENVIRONMENTAL IMPACT

Environmental Metrics	2018	2019	2020 ^[1]
Real Estate Footprint			
Employees working from LEED-certified (or equivalent) offices	65%	70%	65%
Energy Use and Greenhouse Gas (“GHG”) Emissions^[2]			
Total energy consumed (MWh) ^[3]	16,952	15,155	10,821
Scope 1 (MT CO2e) ^{[4],[5]} – direct emissions	4	4	3
Scope 2 (MT CO2e) ^{4,5} – electricity indirect emissions, location-based	6,285	5,542	4,146
Change from 2018 baseline, scope 1 and 2	n/a	-11.8%	-25.2%
Scope 3 (MT CO2e) ^{4,5,[6]} – business travel	27,321	30,813	12,204
Change from 2018 baseline, scope 3	n/a	12.8%	-60.4%
Total GHG emissions (MT CO2e) ⁵ , scope 1, 2 and 3	33,610	36,359	16,353
Total employees ^[7]	4,768	5,567	6,321
Emissions intensity (MT CO2e/employee) ^{5,7}	7.05	6.53	2.59

^[1] 2020 GHG emissions are significantly lower as a result of lower employee office utilization and lower business travel demand due to the ongoing COVID-19 pandemic and related restrictions (travel restrictions, social distancing requirements, etc.).

^[2] GHG emissions reported in this table represent data for entities under operational control of FTI Consulting and its subsidiaries, which is consistent with GHG Protocol.

^[3] MWh stands for megawatt hours.

^[4] Scope Definitions:

Scope 1 emissions are the result of GHGs emitted at FTI Consulting office locations, either from directly burning fossil fuels or on-site vehicles;

Scope 2 emissions are the result of the energy that FTI Consulting purchases but is generated elsewhere, such as electricity; and

Scope 3 emissions are indirect emissions from sources that are not owned or operated by FTI Consulting, but are related to business activities, such as employee business travel.

^[5] MT CO2e stands for metric tons of carbon dioxide (CO2) equivalent.

^[6] This category includes emissions associated with business travel only (air, car, rail and hotel).

^[7] Total employees includes full-time employees only based on year-end headcount.

For more details on the methodology utilized for these environmental impact calculations, click [here](#)



Recognition



Celebrating Jobs Well Done

We are honored to be recognized by organizations and global media outlets for our efforts to be a great place to work.

**NAMED A VANGUARD
LEADER IN
CAPITAL PROJECTS
AND INFRASTRUCTURE
CONSULTING**

ALM Intelligence

**LED THE
ARBITRATION EXPERT
WITNESSES LIST
FOR THE 10TH
CONSECUTIVE YEAR**

Who's Who Legal

**NAMED COMPETITION
ECONOMICS FIRM
OF THE YEAR FOR
THE SIXTH
CONSECUTIVE YEAR**

Who's Who Legal

**RECEIVED
OUTSTANDING
CONTRIBUTION AWARD
FOR NEW YORK CITY
COVID-19 PPE SOURCING**

Procurement Success Awards

**NAMED ARBITRATION
EXPERT FIRM OF THE
YEAR FOR THE SIXTH
CONSECUTIVE YEAR**

Who's Who Legal

**RECOGNIZED
AS A PACESETTER IN
FINANCIAL CRISIS
MANAGEMENT**

ALM Intelligence

**NAMED
RESTRUCTURING &
INSOLVENCY ADVISERS
FIRM OF THE YEAR**

Who's Who Legal

**NAMED
TO INAUGURAL
LIST OF AMERICA'S
BEST PR AGENCIES**

Forbes

**NAMED TO AMERICA'S
BEST MANAGEMENT CONSULTING FIRMS
LIST, RECOGNIZED IN 11 SECTORS
AND FUNCTIONAL AREAS**

Forbes

**WOMEN'S INITIATIVE ("FTI WIN")
RECOGNIZED FOR ACHIEVEMENT
IN DEVELOPING
AND PROMOTING WOMEN**

Stevie Award

**NAMED CONSULTING
FIRM OF THE YEAR
FOR THE FIFTH
CONSECUTIVE YEAR**

Who's Who Legal

**LED THE ANNUAL
CONSULTING EXPERTS
GUIDE FOR THE FIFTH
CONSECUTIVE YEAR**

Who's Who Legal

**RANKED #1
IN THE GAR 100
EXPERT WITNESS FIRMS'
POWER INDEX**

Global Arbitration Review (GAR)

**LED CHAMBERS
LITIGATION
SUPPORT
RANKINGS**

Chambers and Partners

**NAMED A GREAT
PLACE TO
WORK-CERTIFIED
COMPANY**

Great Place to Work Institute

**NAMED
INSURANCE EXPERT
WITNESSES
FIRM OF THE YEAR**

Who's Who Legal

**NAMED
ONE OF AMERICA'S
BEST MIDSIZE
EMPLOYERS**

Forbes

**NAMED A BEST
FIRM TO WORK FOR
FOR THE THIRD
CONSECUTIVE YEAR**

Consulting Magazine

Appendix



Our Policies and Guiding Principles

Board Operations

- Categorical Standards for Director Independence
- Charter of Audit Committee of The Board of Directors, as Amended and Restated
- Charter of The Compensation Committee of The Board of Directors, as Amended and Restated
- Charter of The Nominating and Corporate Governance Committee of The Board of Directors, as Amended and Restated
- Corporate Governance Guidelines
- Internal Audit Charter

Codes of Conduct and Compliance Policies

- Anti-Corruption Policy
- Code of Ethics and Business Conduct
- Privacy Policy
- Policy on Disclosure Controls
- Policy on Inside Information and Insider Trading
- Policy on Reporting Concerns and Non-Retaliation
- Vendor Code of Conduct

Environmental and Social Policies

- Diversity, Inclusion & Belonging Strategy
- Environmental Responsibility & Climate Change Disclosure Policy
- Global Health & Safety Policy
- Human Rights Policy
- Modern Slavery Statement (UK)
- UK Gender Pay Gap Report



Diversity Data

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.

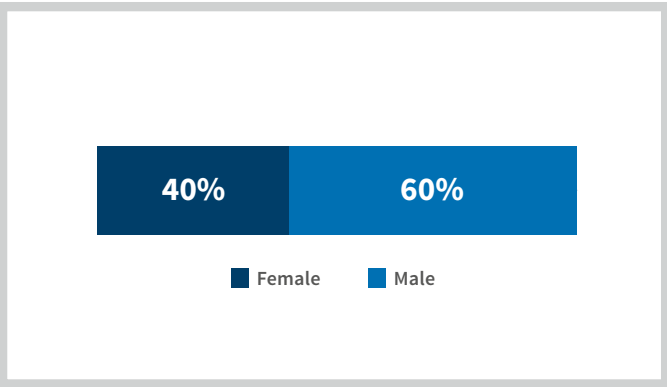
Employees who self-identify in traditionally underrepresented groups in their countries are considered part of FTI Consulting’s underrepresented ethnic groups.

FTI Consulting has provided additional diversity-related disclosures from our two largest countries by headcount, the United States and United Kingdom, 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.

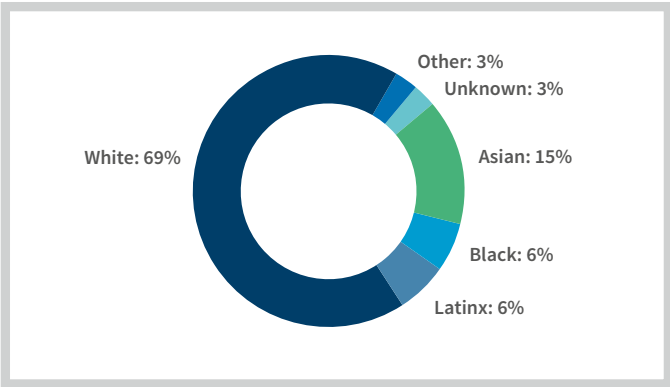
The United States and United Kingdom are two of the handful of countries where we have offices that allow the surveying of race and ethnicity. Each country has different definitions of marginalized groups and historically underrepresented minorities. Below we outline what each country specifically defines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

UNITED STATES

GENDER REPRESENTATION

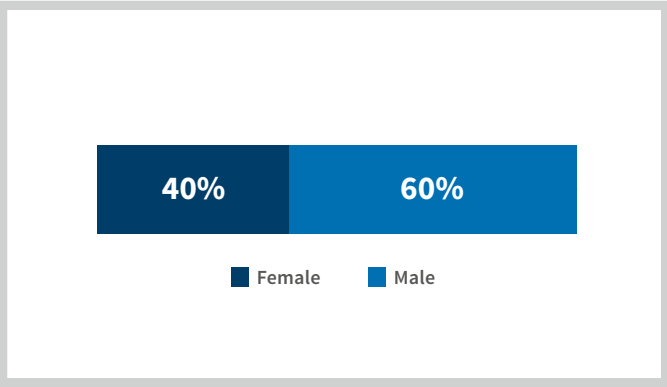


ETHNICITY REPRESENTATION¹

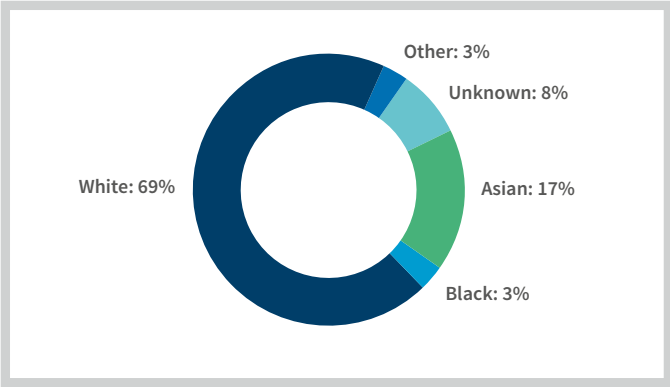


UNITED KINGDOM

GENDER REPRESENTATION



ETHNICITY REPRESENTATION



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

Equal Employment Opportunity

Our EEO data statements are prepared in accordance with the U.S. government requirements. Due to the delay in the opening of the EEO Data Collection in light of the COVID-19 global pandemic, our 2019 and 2020 EEO data statements are not yet available.

Below is our December 31, 2020 EEO data:

REGULAR UNITED STATES-BASED EMPLOYEES AS OF DECEMBER 31, 2020

Male	Hispanic	White	Black	Asian	Two or More Races
Executive/Senior Managers	3%	82%	1%	9%	1%
First/ Mid-level managers	5%	71%	4%	15%	2%
Professionals	6%	67%	4%	15%	2%
Sales Workers	0%	100%	0%	0%	0%
Admin Support	23%	40%	27%	7%	0%
Male Total	5%	73%	4%	13%	2%
Female	Hispanic	White	Black	Asian	Two or More Races
Executive/Senior Managers	4%	77%	3%	14%	1%
First/ Mid-level managers	5%	66%	6%	18%	1%
Professionals	7%	58%	9%	21%	2%
Sales Workers	0%	100%	0%	0%	0%
Admin Support	11%	53%	20%	5%	4%
Female Total	6%	62%	9%	17%	2%

Total	Female	Male
Executive/Senior Managers	19%	81%
First/ Mid-level managers	41%	59%
Professionals	44%	56%
Sales Workers	13%	88%
Admin Support	84%	16%
Total	40%	60%



EXPERTS WITH IMPACT™

FTI Consulting is an independent global business advisory firm dedicated to helping organizations 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.

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