



# FTI Consulting 2020 Corporate Sustainability Report

November 2021



EXPERTS WITH IMPACT™

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# Introduction



# Letter to Our Stakeholders

2020 challenged all of us — individuals, businesses and communities — with the global COVID-19 pandemic, social injustice issues and the ongoing climate crisis.

In the face of these difficult times, the strength of FTI Consulting and our people was demonstrated. Our success during such a turbulent year reflects our ability to create sustainable value for all of our stakeholders – our people, our clients, our shareholders and our communities.

Although we weathered many of 2020’s challenges, we recognize there is more work to do to deliver for our stakeholders on a sustainable basis. Today, we are pleased to announce our commitment to reaching net-zero greenhouse gas (“GHG”) emissions by 2030. We will identify emission reduction targets for Scope 1 and Scope 2 emissions, as well as business travel, in 2022 and intend to work towards having these goals validated by the Science Based Targets initiative (“SBTi”).

While we work toward this goal, we also remain focused on our stated goals to attract, develop and promote the best professionals in the market, which can be achieved only if we foster a culture of diversity among our talent pool:

- Reach 165 female Senior Managing Directors by 2025, an increase of 65% compared to 2020
- Reach 120 underrepresented minority 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

At FTI Consulting, we aim to successfully anticipate the Environmental, Social and Governance (“ESG”) risks and opportunities that are unique to our company; in addition we believe that, as a trusted advisor to the world’s leading law firms, corporations, financial institutions and private equity firms, we have the opportunity to help clients address a breadth of ESG-related areas.

Our inaugural Corporate Sustainability Report showcases the strides we have made with our programs, initiatives and governance. We are proud of the progress we have made and are inspired by the collective contributions of our colleagues across the globe that are featured in this report.

We hope you will find this report reflects your feedback as an FTI Consulting stakeholder and we look forward — together with you — to building on this progress going forward.



**STEVE GUNBY**  
President and  
Chief Executive Officer



**HOLLY PAUL**  
Chief Human  
Resources Officer



## About This Report

FTI Consulting's inaugural Corporate Sustainability Report represents a continuation of our long-standing commitment to being a responsible corporate citizen.

We believe proactively identifying and addressing ESG risks and opportunities are both integral to sustaining our strong growth trajectory and critical to maintaining our license to operate in today's dynamic market. Throughout this report, we share our approach to our company's unique ESG risks and opportunities, our ESG-related programs, policies and commitments and our ambitions to deliver for all of our stakeholders.

FTI Consulting's disclosures reflect our company-specific sustainability initiatives while seeking to align with established reporting frameworks and standards, including the Task Force on Climate-Related Financial Disclosures ("TCFD") and the Sustainability Accounting Standards Board ("SASB"). In 2021, we also responded for the first year to the Carbon Disclosure Project ("CDP") Climate Change questionnaire. These disclosures are reflective of our commitment to transparent reporting of our sustainability journey to our stakeholders.

As a participant to the United Nations' ("UN") Global Compact, FTI Consulting supports the Ten Principles (the "Principles") on human rights, labor, environment and anti-corruption. The UN Global Compact and its Principles are ingrained in our culture, policies and day-to-day operations. Our commitment to these Principles, as well as the UN Sustainable Development Goals ("SDGs"), is detailed in this report.

In light of the rapidly evolving ESG backdrop, FTI Consulting regularly evaluates the evolution of reporting frameworks and routinely engages our stakeholders in ESG-related discussions to understand their priorities and expectations. Framework-specific disclosure tables and progress made toward furthering the UN SDGs can be found in the Appendix of this report.

# About FTI Consulting

With more than 6,300 employees located in 28 countries, FTI Consulting is a global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes.

Whether the issues are financial, legal, operational, political and regulatory, reputational or transactional, we are the company our clients call on when their most important issues are at stake. Individually, each of our businesses is a leader in its own right, staffed with experts recognized for the depth of their knowledge and a track record of making an impact. Collectively, FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle — from proactive risk management to the ability to respond rapidly to unexpected crises and dynamic environments.

## FTI CONSULTING AT A GLANCE

**6,300+**

Employees

Advisor to:

**96/100**

of the world's top law firms

**114**

Offices

Advisor to:

**8/10**

of the world's top bank holding companies

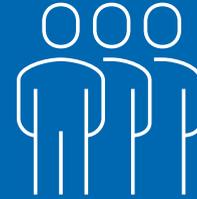
**28**

Countries

Clients are:

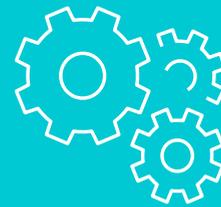
**55/100**

of Fortune Global 100 corporations



## WHO WE ARE

A community of global experts who make an impact for our clients.



## WHAT WE DO

Help organizations manage change, mitigate risks and resolve disputes.



## OUR VISION

To be the leading expert-driven consulting firm.



## OUR GOAL

Identify where we have a Right to Win for our clients, invest behind those positions and leverage that success to grow organically and create opportunities for our clients, our shareholders and our people.

## Awards & Recognitions

### NAMED A BEST FIRM TO WORK FOR

*Consulting magazine (2018-2021)*

### LED THE CONSULTING EXPERTS GUIDE FOR SIX CONSECUTIVE YEARS

*Who's Who Legal (2016-2021)*

### NAMED GLOBAL TURNAROUND CONSULTING FIRM OF THE YEAR

*Global M&A Network (2015-2019, 2021)*

### RANKED #1 ON GAR 100 EXPERT WITNESS FIRMS' POWER INDEX

*Global Arbitration Review (2020-2021)*

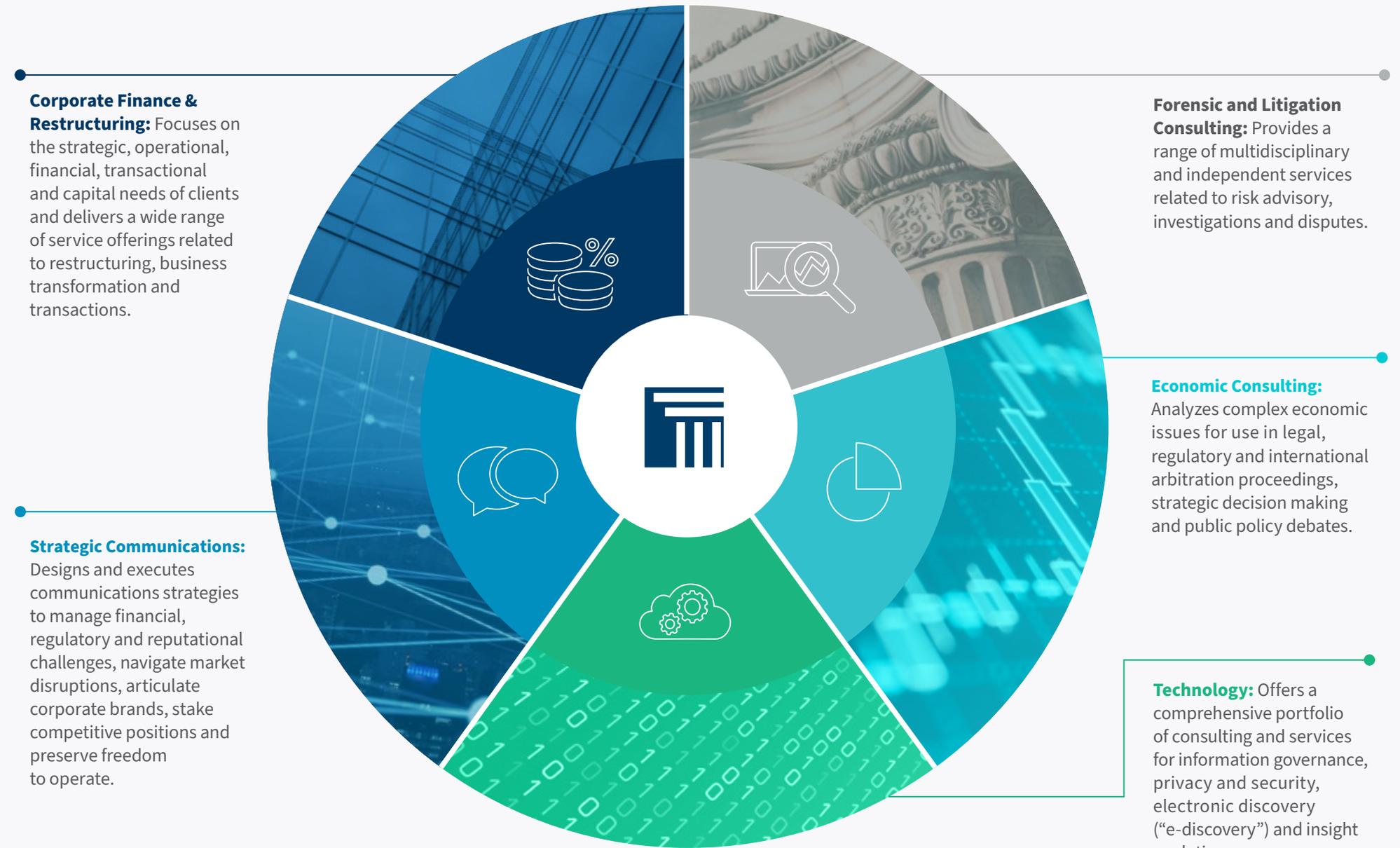
### LED THE DEAL'S BANKRUPTCY RESTRUCTURING ADVISORS LEAGUE TABLES

*The Deal (2008-2021)*

### NAMED CONSULTING FIRM OF THE YEAR

*Who's Who Legal (2016-2020)*

## FTI CONSULTING'S FIVE BUSINESS SEGMENTS



## Our Values

Our culture at FTI Consulting permeates across all employees, all business segments and all regions. This spirit has been captured through the articulation of our common values, which spell out the words “I CARE.” These values highlight two key 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 well-being 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.

### **I**NTEGRITY

**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.

### **C**REATIVITY

**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.

### **A**CHIEVEMENT

**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.

### **R**ESPECT

**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.

### **E**MPATHY

**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.

# Sustainable Value Creation – Five Segments, One Purpose

While each of FTI Consulting’s five business segments individually contributes to our company’s internal growth, advisory excellence and client value, together our segments represent a much greater united purpose through collaboration and teamwork.

**Our goal is to have a tangible, positive impact on how our clients confront change, manage crises, mitigate risks and resolve disputes.**

This aspiration is at the core of how we create sustainable long-term value for our stakeholders. FTI Consulting’s success is determined in part by our reputation and ability to deliver meaningful solutions and advisory support for the most complex and challenging issues. Our ability to continue to meet our clients’ dynamic needs is critical to the growth of our business. Sustainable growth in professional services is determined by our ability to attract, develop and promote great professionals with ambitions to grow their business, among other factors. FTI Consulting seeks to create sustainable growth by being an effective, lean and fast-moving organization that supports our strong businesses and professionals while being a responsible corporate citizen that drives positive change in our communities.

**FTI Consulting has a unique role to play in the sustainable economy – not only can we focus on our own internal initiatives – we have the**

**opportunity to guide our clients in managing risks and seizing opportunities to operate more sustainably.**

**Our people** help drive every aspect of our business, including corporate sustainability efforts. Over the last several years, we have focused on providing talent development opportunities for employees, continuously working on fostering inclusive environments that reflect our professionals’ diverse backgrounds and experiences, supporting our employees’ well-being and professional growth and engaging employees through regular communications and feedback avenues.

We have enhanced our focus on our environmental footprint in recent years through efforts such as beginning to collect our Scope 1, 2 and 3 greenhouse gas (“GHG”) emissions data in 2018. In a natural continuation of this process, we are pleased to announce our commitment to reaching net-zero GHG emissions by 2030. We will identify emission reduction targets for Scope 1 and Scope 2 emissions, as well as business travel, in 2022 and intend to work toward having these

goals validated by the Science Based Targets initiative (“SBTi”).

FTI Consulting will move toward reaching its net-zero GHG emissions goal in part through our environmental sustainability efforts. These ongoing activities include reducing global office square footage per employee, addressing sustainable guidelines for new office buildouts, educating our people on traveling with increased efficiency, encouraging greener travel, and providing employees with the technology and equipment needed to reduce travel where appropriate.

FTI Consulting seeks to be the firm of choice for **our clients**. Our track record as a trusted advisor for our clients when they are facing their greatest challenges and opportunities has enabled us to work side by side with them in the most critical and complex situations. Our deep client relationships, coupled with our broad and diverse bench of experts, extend beyond traditional challenges and opportunities into emerging areas of need, including ESG-related topics.

*“The success of FTI Consulting is determined in part by our people and their ability to serve as trusted advisors for our clients. Our professionals’ diverse backgrounds and expertise are critical to supporting our clients on their most pressing issues. Our continued investment in corporate sustainability initiatives, including our commitment to reach net-zero GHG emissions by 2030, is increasingly important to our clients, as well as our communities, our shareholders and current and future employees, who will contribute to continued growth for years to come.”*



**PAUL LINTON**  
Chief Strategy and Transformation Officer

## Our ESG Client Services

A tectonic shift in focus on ESG and sustainability issues has occurred across corporations, law firms and the capital markets. ESG is no longer a fringe issue and organizations can no longer stand still. Addressing how an organization proactively advances and assesses ESG risks, compliance and investment is critical to engaging all stakeholders — clients, shareholders, employees and communities. From developing an ESG strategy and narrative to assessing and mitigating ESG-related risks, the FTI Consulting approach is both holistic and distinctive.

Whatever the challenge may be, FTI Consulting provides extensive support as clients navigate today's evolving, and rapidly shifting, ESG-driven demands. From materiality assessments and sustainability reporting to net-zero strategies, supply chain audits, transactional ESG due diligence and ESG-related internal investigations, our diverse group of experts guides clients throughout their ESG journey to support a more sustainable and inclusive future for their organization and the world more broadly.

## BUILDING AN AUTHENTIC ESG PROGRAM

While no two ESG journeys are the same, corporate sustainability programs must be measurable, transparent and accountable. Drawing upon our regulatory, financial, political and commercial expertise, our experts partner with clients to identify, develop and execute an integrated, data- and values-driven program that best communicates their story to their stakeholders:

- **ESG Assessments & Due Diligence** – From policy gap analysis to on-the-ground investigations, we help clients build a clear ESG profile of their supply chain and potential investments. We apply sophisticated intelligence collection and analysis of their distinct, complex and sensitive ESG risks to help identify strengths and weaknesses in their approach to ESG.
- **Materiality Assessments** – Through quantitative and qualitative analysis, we identify factors that may have a material impact on our clients' organizations. Our experts partner with management teams to prioritize key ESG risks and develop comprehensive ESG programs that help achieve strategic growth objectives.
- **ESG Program Development** – From strategy development to project implementation, we work closely with clients to evolve their ESG programs by collaborating with management to improve governance, develop new policies and initiatives, select metrics/KPIs, provide guidance on data collection and internal coordination and establish challenging and realistic performance targets that differentiate clients from their peers.
- **Sustainability Reporting** – Our intimate understanding of the ESG landscape and stakeholder expectations reinforces our skill to guide clients in developing ESG narratives and disclosures that both resonate with key stakeholders and align with the prevalent ESG-related reporting frameworks.
- **Supply Chain Audits** – We employ blockchain technology to deliver solutions that provide secure, efficient, cost-effective and transparent programs for businesses committed to ethical supply chain practices. Our end-to-end visibility in the value chain offers the compliance, tracking and transparency required to build resilience against ESG risks.

## ENGAGING ACROSS STAKEHOLDERS

Within the ESG agenda, 'Social' reflects a company's social license and its extended corporate values – from supply chain management to human capital commitments and engaging with the communities in which it operates. We help clients develop an authentic 'ESG' voice that speaks to all of their stakeholders, from building core programs to crisis response:

- **Advocacy & Public Policy** – Organizations taking a stance on social issues must increasingly meet the stakeholder expectations for both current performance and future ambitions. Our research-based approach can help clients develop tailored government relations and public affairs strategies to both develop effective messaging and authentic narratives and engage with all of their stakeholders.
- **Shareholder Engagement** – We help to articulate a clear and compelling equity story and develop best practice investor relations programs, setting up a solid foundation for successful ESG-related shareholder engagement.
- **Diversity, Inclusion & Belonging** – We help develop an incremental approach to building an inclusive corporate culture, allowing clients to continue to attract, develop and retain professionals with diverse and distinct expertise and respond to the evolving demands of social issues.
- **Community Engagement** – A strong community engagement program creates opportunities to demonstrate purpose; establishes allies among partners, regulators and policymakers; anticipates and addresses reputational risk and delivers enhanced value. We help to develop clear and consistent programs that build credibility and trust between organizations and the communities in which they operate. A targeted community engagement plan underpins how a company advocates on critical societal issues and engages with local stakeholders on issues ranging from corporate giving to operational commitments that protect its license to operate.
- **Crisis Communications** – A company's approach to crisis response must be grounded in its broader ESG programming, underpinned by its values, operational commitments and corporate governance structure. Our professionals work across a variety of crisis events from operational incidents to board investigations and cyber-attacks, ensuring companies respond in line with their ESG commitments as they implement the appropriate oversight structures to respond and help rebuild their reputation in a post-crisis scenario.

## CLIMATE CHANGE STRATEGIES

As companies seek to advance their role in the transition to more sustainable energy sources, our experts bring significant capabilities to bear to assess and build strategies aligned with clients' climate goals:

- **Climate Change Strategy** – We help clients develop robust strategic narratives to address risks and opportunities arising from climate change. Drawing upon the qualitative and quantitative assessments of key risks and opportunities, we help clients with developing unique frameworks for evaluating such risks and disclosing an approach to key stakeholder audiences in a compelling way.
- **Energy & Net-Zero Strategies** – Our services help clients quantify the risks and opportunities related to climate change through emissions benchmarking, reporting decarbonization and net neutrality strategies, enabling clients to prepare for the energy transition in a cost-effective manner.
- **Environmental Solutions** – We provide services across multiple areas, including alternative dispute resolution (arbitration and mediation), forensic historical research, cleanup cost and damages allocation, NCP consistency, environmental claims analysis and financial and cost accounting.
- **Asset Lifecycle Management** – We assist in developing and implementing strategies, plans, processes and tools to optimize the lifecycle value of clients' changing asset portfolio while still ensuring reliable service throughout the energy transition.
- **Climate Change Scenario Analysis** – We conduct economic impact analysis for clients to help them assess the potential risks and opportunities associated with the transition to a lower-carbon economy.

## SHAREHOLDER ACTIVISM AND CORPORATE INVESTIGATIONS

As the capital markets and international regulatory landscape continue to advance, organizations must navigate the shifting expectations of shareholders to manage and control ESG issues. This includes enhanced policy disclosure, targeted engagement strategies and adoption of KPIs/targets tied to executive compensation in the ESG space. Our experts apply sophisticated intelligence collection and analysis of the complex and sensitive ESG risks while keeping the interests and support of shareholders top of mind:

- **Shareholder Activism** – Our team works to develop strategies to secure ongoing shareholder support, from identifying vulnerabilities to strategy development, communications and engagement with shareholders and proxy advisors.
- **Cybersecurity & Risk** – As more devices come online and interconnectivity increases, clients' ability to respond and manage a cybersecurity incident or data privacy attack is directly related to their ESG commitments and assessments, including protecting critical infrastructure and governance of sensitive information. We build a safer future by helping clients understand their own environments, harden their defenses, rapidly and precisely hunt threats, holistically respond to crises and recover operations and reputation after an incident.
- **ESG Investigations** – We conduct ESG-related investigations ranging from on-the-ground investigations connected to labor practices and sanctions, to diversity- and human capital-related investigations for boards of directors.
- **ESG Risk Assessments** – Identifying ESG factors that may have a material impact on an organization is an exercise in risk management. We help companies maintain a long-term perspective and evaluate the extent to which stakeholder impacts can affect the company's ability to operate and preserve shareholder value over the long-term.

As the global economy continues to place additional emphasis on environmentally and socially responsible business practices, FTI Consulting can achieve and continue to create sustainable value for our stakeholders by not only continuing to invest in our people and being a responsible corporate citizen, but also by helping our clients along their ESG journeys.



### ESG AT FTI CONSULTING

Learn more about FTI Consulting's ESG & Sustainability client services.



# Our Approach to Sustainability

## Stakeholder Engagement

FTI Consulting’s corporate sustainability initiatives are guided by regular and proactive communications with our stakeholders, including our employees, clients, global communities and shareholders. Internalizing feedback through both formal and informal platforms and processes is important to understanding the evolving priorities of our stakeholders – which is then incorporated, as applicable, into our corporate sustainability initiatives and broader business strategy.

Stakeholder engagement occurs throughout the year at FTI Consulting and provides an opportunity for transparent communication. Engaging our stakeholders not only helps us to understand their priorities, goals and expectations across ESG topics, but also provides an ability for the company to consistently communicate progress within those topics. Communicating our core values, cultural journey, risk management practices, business strategy and performance and other critical topics allows our stakeholders to see tangible results from our corporate sustainability initiatives.



## Governance of Corporate Sustainability

FTI Consulting's effort to identify and manage ESG risks and opportunities starts at the top and extends throughout the organization:

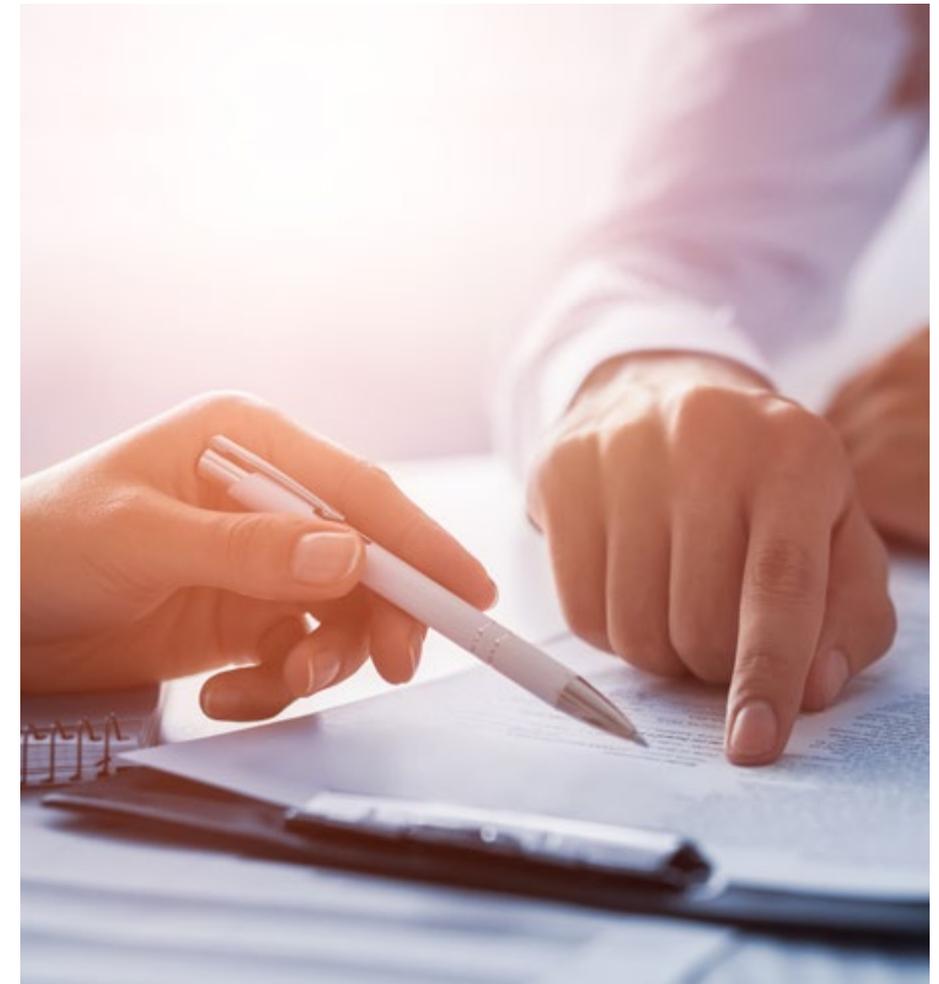


The Nominating, Corporate Governance and Social Responsibility Committee of the Board of Directors is composed of three independent directors with diverse backgrounds and skillsets. The Committee meets quarterly and has the responsibility for overseeing FTI Consulting's corporate sustainability strategy and performance. This includes overseeing reports to the Board and other interested committees regarding social responsibility, human capital and other ESG factors; reviewing and discussing the company's external reports with management and policies that address ESG-related topics; and reviewing any related Securities and Exchange Commission ("SEC") reporting.

Board oversight of ESG risks and opportunities also extends to other Board Committees. The Audit Committee oversees matters that may have a material effect on the financial statements or related company compliance policies and the firm's risk profile, including ESG-related risks. Additionally, the Compensation Committee selects metrics and targets that tie directly to FTI Consulting's strategic and operational goals. A percentage of each Named Executive Officer's individual performance-based annual incentive is designed to include individual performance objectives, which can include ESG-related metrics.

Performance objectives included in at least one annual incentive plan during 2020 covered topics such as an inclusive leadership culture, information technology excellence, diversity, inclusion & belonging, giving back to our communities, strategic talent planning and enhanced recruiting. Additional details can be found in our 2021 Proxy Statement. Incorporation of ESG-related metrics in executive compensation is one way FTI Consulting aligns the interests of our Named Executive Officers with the interests of our key stakeholders.

Moreover, during quarterly strategy reviews, the Executive Committee discusses enterprise-related risks and opportunities,



including ESG risks and opportunities, as appropriate. Specific subject matter expert teams, including the aforementioned cross-functional committees, regularly communicate with the Executive Committee on key topics, which can be included in the quarterly strategy meetings. For example, the Investor Relations team communicates key messages and themes from engagement with shareholders to the Executive Committee, allowing this feedback to be incorporated into strategy discussions. FTI Consulting's President and Chief Executive Officer meets with the Board of Directors on a quarterly basis to report on the state of the firm.



FTI Consulting formalizes our corporate sustainability strategy with quantifiable goals as appropriate, providing tangible aspirations to work toward over time. Goals that we believe will allow us to continue to attract, develop and promote the best professionals in the market include:

### **+65%** Female Senior Managing Directors

Reaching 165 female Senior Managing Directors by 2025, an increase of 65% compared with 2020.

### **+2x** Underrepresented Minority Senior Managing Directors

Reaching 120 underrepresented minority Senior Managing Directors by 2025, representing more than double compared with 2020.\*

### **50/50** Gender Balanced Hiring

Committing to 50/50 gender balanced hiring at the campus, graduate, Consultant and Senior Consultant levels.

We regularly reassess the status of our corporate sustainability program and its long-term strategic outlook. Our commitment to reach net-zero GHG emissions by 2030 is guided by our GHG emissions data, which has been collected in recent years and was released publicly in 2021. This data will be used to guide our specific emission reduction targets for Scope 1 and Scope 2 emissions, as well as an emission reduction target for business travel. These targets will be announced in the next year, and FTI Consulting intends to have these goals validated by the SBTi. The process to set our net-zero commitment has included:

- Assessing the risks and costs, as well as the feasibility and benefits of, a long list of options to reduce our emissions.
- Conducting interviews with FTI Consulting employees and partners responsible for current emissions calculations and disclosure.
- Collecting energy consumption survey data from FTI Consulting offices.
- Conducting interviews with energy providers to determine the cost of energy procurement options for our real estate operations.
- Engaging in discussions with environmental product providers, e.g., energy attribute certificate, carbon offset, green tariffs and sustainable aviation fuel program providers.

By conducting this analysis based on the above and other factors in a deliberate manner, FTI Consulting is able to evaluate a series of options to ultimately develop a tangible action plan to reach net-zero GHG emissions by 2030, while continuing to provide expert counsel to our clients.

\* We survey our employees based on the legal framework of local countries and benchmark our data to local demographics. Employees who self-identify in traditionally underrepresented groups in their countries are considered part of this underrepresented ethnic group. See page 46 for more details.

# FTI Consulting's Impact

At its core, FTI Consulting is an organization of **Experts with Impact**.

There are numerous ways our impact can be measured, reflecting the value delivered to our clients, employees, communities and shareholders. As a participant to the UN Global Compact, FTI Consulting supports the Ten Principles on human rights, labor, environment and anti-corruption. We provide an annual UN Global Compact Communication on Progress Report to the organization. In support of the UN Global Compact, FTI Consulting also endeavors to align our corporate sustainability strategy and community impact engagements to further the UN SDGs.

The following graphic reflects the UN SDGs that we aim to continue making the most significant impact toward through our business and the ability of our experts. Our commitment to the UN SDGs is demonstrated through our policies and procedures, internal initiatives and the work done by our professionals.

As a professional services firm, FTI Consulting has the opportunity to not only further the UN SDGs through our own efforts, but also guide our

clients and partners in our community to do the same. Within this report, we highlight examples of how FTI Consulting has helped further the UN SDGs through three different types of efforts:

- **Client Engagement:** Counsel provided by our experts to help organizations manage change, mitigate risk and resolve disputes.
- **Company-Sponsored Pro Bono Engagement:** Knowledge and expertise leveraged by our professionals to make a difference for organizations in our communities.
- **Corporate Citizenship:** Hours volunteered, charitable contributions made and internal initiatives organized by our employees and the firm.

The case studies featured throughout this report provide a strong glimpse of what FTI Consulting is doing to further the UN SDGs, both through our own initiatives and through our client engagements. We are proud of the progress we have made to date and look forward to expanding our efforts in the future.



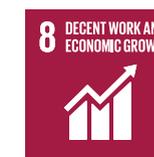
- [Managing the Sourcing & Logistics of PPE for the City of New York](#)
- [Communicating to the Public During a Pandemic to Support the National Health Service of England](#)
- [Professionals across the Globe Participate in STEPtember for Fourth Consecutive Year and Raise Record Funds](#)



- [Supporting Underserved Students with Access Academies](#)
- [FTI Consulting Expands Experts in Schools Program Across EMEA](#)
- [Hack U Junior: Cybersecurity Training for Kids](#)
- [Enhancing Financial Equity and Education for the Underserved with the Master Your Card Program](#)



- [Embedding Diversity & Inclusion into a Culture](#)
- [Helping Human Trafficking Victims Fight for Compensation](#)



- [Removing Barriers Driving Disparities in Health Outcomes](#)
- [London Office Supports COVID-19 Recovery Through Apprenticeships](#)



- [Combating Human Rights Violations with Data](#)
- [FTI WIN Partners with Women in Need NYC for Third Consecutive Year](#)



- [FTI Consulting Advises Mainstream Renewable Power on 10-year Strategy](#)
- [Analyzing the Economic Impact of Decarbonization Pathways](#)
- [FTI Consulting Hosts Inaugural Global Upcycling Campaign](#)



- [The Estate of George P. Floyd Reaches Historic USD \\$27 Million Wrongful Death Settlement](#)
- [Change in Action: Standing Together Against Racial Inequality](#)

**CASE STUDY**

**THE ESTATE OF GEORGE P. FLOYD REACHES HISTORIC USD\$27 MILLION WRONGFUL DEATH SETTLEMENT**

**SITUATION**

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 ROLE**

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 Chairman and President, professor Daniel Fischel, accepted the engagement and, under the circumstances, offered for Compass Lexecon to conduct 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. Additionally, the Compass Lexecon team 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**

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 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.

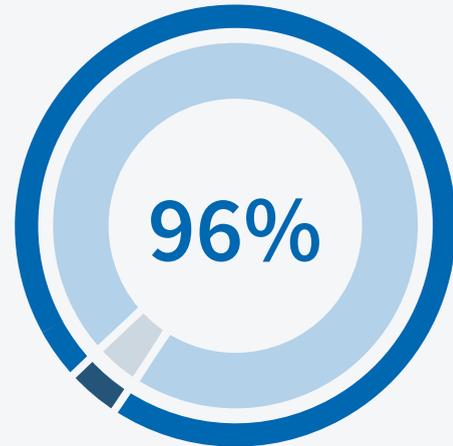
*“It was an honor for all of us at Compass Lexecon to have assisted in providing some compensation to George Floyd’s family as a remedy for this tragic injustice.”*



**DANIEL FISCHEL**  
Chairman and President,  
Compass Lexecon

# 2020 Highlights

## TALENT DEVELOPMENT

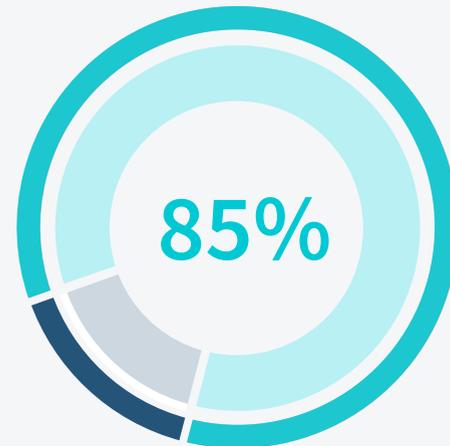


**96%** of employees participated in formal talent development training programs, up from 83% in 2019.

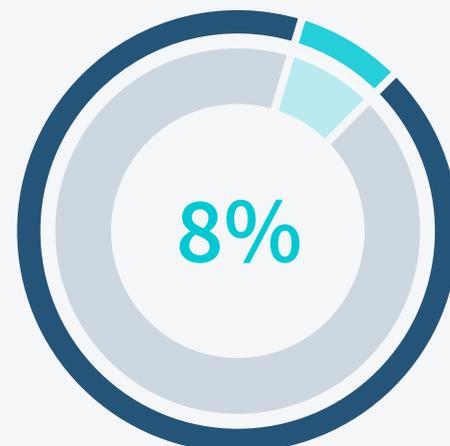
**74,678**

hours of formal training logged, more than double the 31,268 hours logged in 2019.

## EMPLOYEE ENGAGEMENT & VOLUNTARY TURNOVER



**85%** employee satisfaction rate



**8%** voluntary turnover

## CORPORATE CITIZENSHIP

**USD\$2.1M+** contributed in **pro bono services globally**.

**121%** increase in **charitable donations** matched by FTI Consulting compared with 2019.

## ENVIRONMENTAL STEWARDSHIP

**60%** reduction in **GHG emissions** from 2018 to 2020.\*

**100%** **renewable electricity** operational at our London office, the largest of our offices.

## DIVERSITY, INCLUSION & BELONGING

**100** female **Senior Managing Directors**, an increase of 15% compared with 2019 and 45% compared with 2018.

**50/50** **gender balanced hiring** for campus and graduate hires.

**43%** increase in hiring of **Black employees** in the United States, and 70% in the United Kingdom, compared with 2019.

**36%** increase in hiring **Asian employees** in the United States compared with 2019.

\*See page 22 for climate change approach

# Our Response to COVID-19



## Our People

By April 2020, approximately 95% of our people around the world were working remotely, a level that has been largely maintained through 2021. To address the evolving restrictions across the 29 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 by:

- Continuing to pay our employees whose job responsibilities normally reside in the office.
- Enhancing our focus and commitment to flexible work hours to allow our people to meet personal and family commitments.
- Establishing a Global COVID-19 Taskforce to update all staff on a weekly basis on COVID-19-related developments and policies.
- Increasing investment and support for information technology services, enabling business continuity.
- Expanding our employee assistance program offerings and policies, including introducing enhanced childcare, elder care and mental health services.
- Maintaining 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.
- Facilitating virtual teaming events to maintain strong morale and connectivity across our global workforce.
- Providing those who are working in our offices with personal protective equipment (“PPE”).
- Establishing 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.
- Supporting numerous vaccine producers with attaining regulatory approval of their COVID-19 vaccine 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

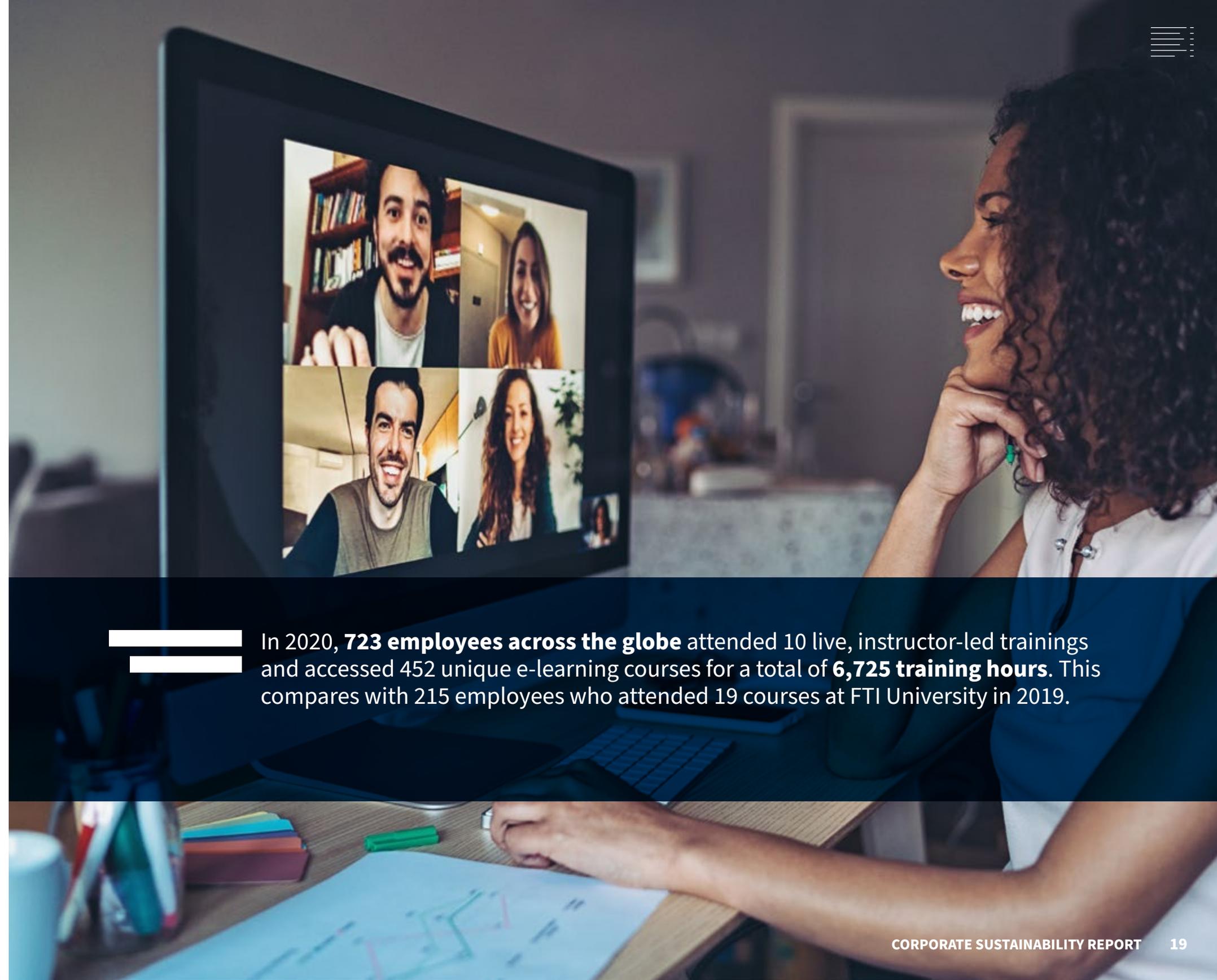
While many events were canceled, and traditional volunteering opportunities grew increasingly limited, FTI Consulting experts responded to the COVID-19 pandemic in various creative ways with one common goal: to help make a difference. Of the many ways FTI Consulting employees rolled up their sleeves 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 PPE 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 National Health Service of England (“NHS England”).
- 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, in the month of March 2020 alone, FTI Consulting employees raised more than USD\$30,000 through donations and matching to support over 75 community-based organizations helping those most impacted by the COVID-19 pandemic.

## Globalizing FTI University

Facing the new work from home reality, the Talent Development team partnered with an e-learning platform to deliver a virtual experience for FTI University, the company's signature semiannual, in-person learning program. 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 expanded the course offerings at 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 growing from offering 19 courses to 430 courses in a year 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.



In 2020, **723 employees across the globe** attended 10 live, instructor-led trainings and accessed 452 unique e-learning courses for a total of **6,725 training hours**. This compares with 215 employees who attended 19 courses at FTI University in 2019.



# Environment



# Approach to Managing Environmental Risks and Opportunities

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 thrilled to announce our commitment to achieving net-zero GHG emissions by 2030.

To help us effectively manage environmental risks and opportunities, this effort starts at the top with our Board of Directors and Executive Committee. FTI Consulting aims to routinely assess our strategy to identify and address environmental risks and opportunities. We also understand the role we can play in guiding our clients through the various stages of their own carbon reduction management and sustainability journeys.

We believe that addressing climate change is among the most significant international, environmental and social causes of our lifetime and an important part of the successful achievement of the UN SDGs. As a result, the transition to a climate-neutral global economy presents both risks and opportunities to organizations, and as a professional services firm with clients across many industry verticals, we believe we are positioned to make a broad impact and aspire to drive value and make a meaningful difference for our stakeholders.





# Climate Change Approach

FTI Consulting is proud to report our climate-related initiatives in alignment with the TCFD.

## Governance

As mentioned, FTI Consulting's Board of Directors has assigned oversight of climate-related risks and opportunities to the **Nominating, Corporate Governance and Social Responsibility Committee**. Additionally, the **Audit Committee** is responsible for overseeing ESG-related matters that may have a material effect on our financial results as part of its review of our enterprise risk profile, including climate change.

In 2018, FTI Consulting formed an **Environmental Oversight Committee** with leadership from key functions within the company, including the firm's Real Estate, Travel, Information Technology, Procurement, Diversity, Inclusion & Belonging and Corporate Citizenship functions. Our Environmental Oversight Committee is a governing body created specifically to address ESG topics and climate change. Chaired by our Chief Human Resources Officer, this cross-functional team seeks to meet periodically to report progress on ESG initiatives and discuss new and existing ESG- and climate-related risks and opportunities. Annually, and as requested, the Chair of the Environmental Oversight Committee is tasked with reporting on ESG initiatives and progress to the Nominating, Corporate Governance and Social Responsibility Committee of the Board. The Vice President, Chief Risk and Compliance Officer similarly is responsible for reporting quarterly on risk-related issues to the Audit Committee, which may include environmental-related risks.

FTI Consulting's strong leadership is further supported by the **Executive Committee**, a leadership committee designed to serve an important role in helping the Company in its efforts to assess and manage ESG issues. ESG-related risks and opportunities are also discussed during quarterly strategy reviews with FTI Consulting's President and Chief Executive Officer, as appropriate.

Additionally, our **Investor Relations team** proactively engages our shareholders in ESG-related and other discussions on a biannual basis. This feedback is shared with the Board of Directors, as needed, and serves as a forum to better understand our shareholders' priorities and expectations.

## Strategy

To support our success in a complex and dynamic business environment, we periodically review and re-evaluate our sustainability and climate strategy. FTI Consulting's Executive Committee holds quarterly strategy reviews, which may include the review of enterprise risks and opportunities, including any evolutions within our industry and within our clients' industries.

FTI Consulting's climate-related strategy is guided by our Environmental Responsibility & Climate Change Disclosure Policy. As set out in the Policy, FTI Consulting seeks to promote environmental sustainability, to conserve and enhance natural resources, and to minimize environmental pollution.

While the nature of climate-related risks and opportunities is complex, we generally categorize short-, medium- and long-term risks by the following time horizons:

Time Horizon	From (Years)	To (Years)
Short-term	1	2
Medium-term	3	5
Long-term	6	10

Despite not directly operating in an emission-intensive or energy-intensive industry compared to other industries, FTI Consulting has processes in place to monitor the potential impact of climate change on our own operations and the potential impact on our clients' industries that may be affected more directly by climate change-related risks. Assessed over these time frames, FTI Consulting has identified the following as examples of climate risks that could potentially impact our business:

— **Physical Risks:** With 114 offices located all over the world, we have exposure to chronic physical risks associated with climate change, including rising temperatures, severe storms, energy disruptions and rising sea levels, among others. These risks would manifest themselves in our ability to maintain business continuity, primarily in the areas of access to our offices and, more important, integrity of our Information Technology systems. Our Real Estate team is responsible for monitoring potential long-term physical risks when making decisions related to our facilities. With respect to business continuity, we have generally been able to exercise flexible working practices across the globe during the pandemic, and our systems and infrastructure have been designed and architected with that in mind. This includes failover provisions that allow for continued technological functionality and access to data. FTI Consulting also utilizes a number of remote working technologies such as Virtual Desktop environment, Virtual Private Networks and Cloud-based services.

## CASE STUDY

# ANALYZING THE ECONOMIC IMPACT OF DECARBONIZATION PATHWAYS

### SITUATION

FTI Consulting partnered with the Washington State Department of Commerce to provide technical consultation and support in the development of Washington State's 2021 Energy Strategy.

### OUR ROLE

In late 2020, FTI Consulting worked with the Washington State Department of Commerce and other modeling firms to determine potential pathways for decarbonizing Washington state's industrial and transportation sectors, including electrification, energy efficiency and investment in new renewable energy capacity.

### OUR IMPACT

FTI Consulting provided in-depth analysis of decarbonization options and potential costs and benefits over a 30-year period. This analysis included projecting employment and gross domestic product at the macro level, as well as reviewing employment impacts industry by industry. The analysis from the FTI Consulting team was leveraged to develop the state's climate action plan.

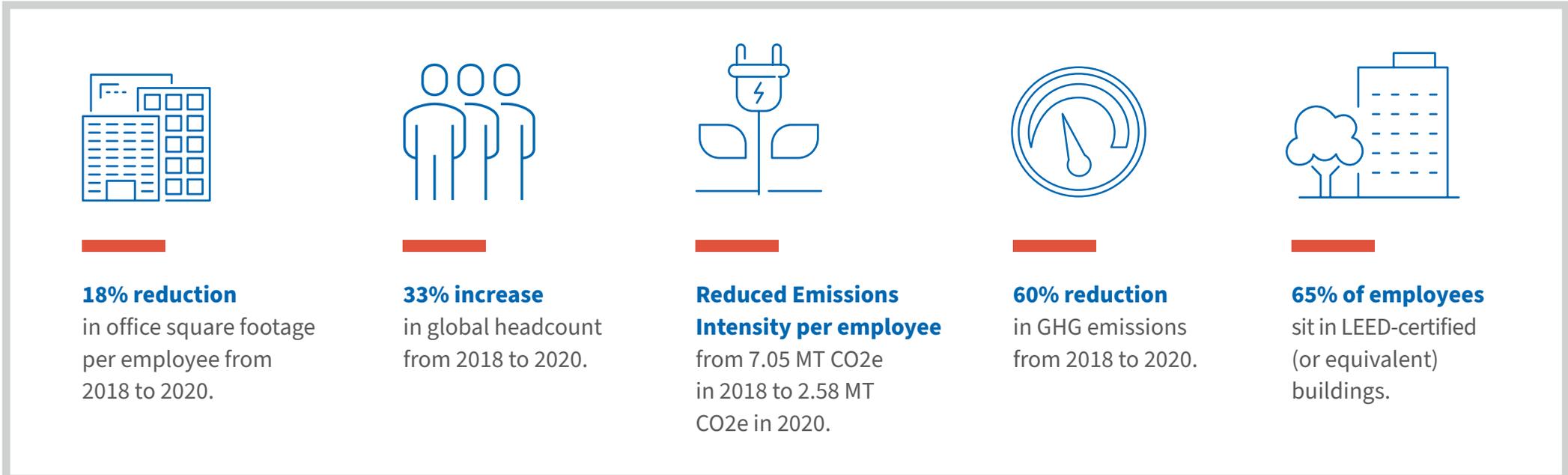
*“The best parts about my participation in this project were the visibility of the work – its outcome was a keen interest of the governor, state legislature, media and various stakeholder groups throughout Washington state – and the technical complexity of managing inputs and outputs of several quantitative models. The results of the economic impact analysis helped to inform the public policy debate in Olympia and throughout the state regarding the best path forward for the state's climate action plan.”*



**SCOTT NYSTROM**  
Senior Director,  
Economic Consulting

— **Regulatory Risks:** Under FTI Consulting’s Code of Ethics and Business Conduct, we strive to comply with the laws and regulations that affect our business. As a business with global operations, understanding what laws we are subject to, and how we maintain compliance, is of great importance to FTI Consulting, including regulation related to climate change. 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 GHG emissions in 2020. Additionally, given that FTI Consulting leases all of our office space, we are not subject to regulatory changes targeted toward the owners of our office facilities. We understand that climate regulation is an emerging space and that many countries are in different stages of their journey toward increasing climate-related regulation. The fast pace of change can pose compliance challenges, and FTI Consulting endeavors to stay abreast of legal developments across the world in order to position the company to act in accordance with local regulations.

— **Market Risks:** As a professional services company, understanding and considering evolving market expectations are drivers to our success and our ability to protect shareholder value. At a macro level, we do not operate in a high emissions industry. As such, our



operations are typically less affected by market shifts. However, in expectations for and views regarding emissions, we may be indirectly affected from a reputational standpoint based on work we do for our clients in high emissions industries. At an operational level, we strive to be a responsible corporate citizen.

— **Reputational Risks:** We compete primarily on the basis of the breadth of our services, the quality of our work, the prominence of our professionals, our geographic reach, our reputation and performance record, our specialized industry expertise and our strong client relationships. Reputational risk is an element of several different categories of risk, as detailed in our Annual Report. Reputational risk is critically important to our firm and brand because our ability to attract and retain leading

experts, as well as our retention by global clientele including on their own reputational risks, is driven by our own reputation.

**Operational Opportunities:** FTI Consulting continues to review opportunities to reduce our environmental impact by identifying sustainable policies and efficiencies that can be realized while continuing to deliver for our stakeholders.

— **Increasing Real Estate Efficiency:** Outside of travel, energy usage from our real estate assets is the main contributor to our emissions profile. As a result, reducing the real estate square footage per employee remains a strategic opportunity. This has already been proved feasible: Between 2018 to 2020, FTI Consulting delivered an 18% reduction in square footage per employee while increasing

global headcount by 33% during the same period. This was achieved while continuing to provide quality services to our clients and fostering a welcoming work environment for our employees.

Under the guidance of our Real Estate team, our new office builds are designed with sustainability in mind and often feature enhanced collaboration areas, shared seating, sustainable materials and LED lighting with occupancy sensors. Our London office, the largest of our offices, runs on 100% renewable electricity and has an environmental management system that is certified ISO 14001. Additionally, we are proud that 65% of our employees work in LEED-certified (or equivalent) offices as of 2020.



We are also actively pursuing opportunities to transition to renewable energy sources for other office locations, as practical.

— **Remote Working Benefits:** FTI Consulting heavily invested in technologies such as Microsoft Teams prior to the onset of the COVID-19 pandemic. Despite the challenges associated with a remote environment, our professionals continued to provide clients with expert counsel and advisory services. FTI Consulting also discovered other tangible climate-related benefits from our investment in remote working capabilities, including a decrease in our carbon footprint caused by business travel and employee commuting, as well as improved work environment flexibility for our employees. The company realized these benefits while maintaining a high employee satisfaction score and low voluntary turnover in 2020. In light of these efficiencies and

benefits discovered, FTI Consulting is exploring opportunities to reduce non-client business travel where appropriate in a post-pandemic environment; e.g., virtual Talent Development programs. FTI Consulting has deployed video conferencing technology to 100% of our employees, and 96% of our employees have the capability to be successful working remotely.

— **Virtualized Server Infrastructure:** By the end of fiscal year 2020, over 90% of FTI Consulting’s server infrastructure was virtualized after we completed the migration of our North America datacenter to the cloud. By migrating our existing on-premise datacenters to the cloud, we can decommission the physical hardware that was previously supporting our infrastructure. Decommissioning the datacenters allows FTI Consulting to reduce energy consumption, particularly from non-renewable sources. In 2022, FTI Consulting

currently plans to migrate its Europe, Middle East and Africa (“EMEA”) and Asia Pacific datacenters to the cloud as well, in an effort to leave only a very small physical datacenter footprint in certain regions.

**Commercial Opportunities:** As a professional services firm, we have identified numerous opportunities to drive revenues by providing our clients with expertise and counsel as they embark on their own sustainability journey.

— Our advisory services help clients assess climate change risks and opportunities, develop net-zero strategies, prepare for the energy transition by financing renewable energy products and improve sustainability within supply chains. We also help clients improve their overall sustainability and resiliency with services such as assessing cybersecurity vulnerabilities and mitigation strategies, building diversity and inclusion programs, executive compensation design and supporting compliance programs.

— Our expertise in these specific areas complements our broader ESG service offerings, which provide clients with end-to-end solutions for developing, implementing and communicating their own ESG programs. Through these services, we assist boards and leadership teams with ESG risk oversight, materiality assessments, peer benchmarking, metric and target selection, reporting in accordance with leading standards and frameworks, improving quantitative ESG rating scores, aligning executive compensation with

sustainability and developing a sustainability strategic plan. All of these offerings are paired with our expertise in strategic communications, helping clients create messaging that effectively communicates ESG progress to key stakeholders.

In order to capitalize on both the operational and commercial opportunities identified in this section, FTI Consulting may factor these considerations into our strategic and financial planning process. When defining our strategy, we regularly assess our current talent, resources and budget allocation to inform where we will focus our efforts in the short to medium term. FTI Consulting has a strong track record of evolving and proactively meeting our clients’ needs. For that reason, as clients continue the transition to a low carbon economy and enhance their focus on social issues, including human capital management, we believe we are strongly positioned to help our clients succeed and adapt to market expectations.

## Risk Management

FTI Consulting has established ongoing risk monitoring and reporting processes, but, at a minimum, a formal report is made to our Board of Directors on an annual basis. FTI Consulting uses a matrix that reflects the risks that are most critical to the ongoing operations of the company – these are rated based on likelihood of occurrence and potential severity. The risk ratings are indexed such that company leadership can determine which risks are most significant and can take action appropriately.

Climate-related risks that impact our direct operations are limited, but FTI Consulting has taken steps to manage the risks that affect our company. Guided by our Travel Policy and Environmental Responsibility & Climate Change Disclosure Policy, we have committed to net-zero GHG emissions by 2030. Additionally, we have the following practices currently in place that help support this commitment:

- Systematically and proactively investing in technology such as video and collaborative team meeting software, in an effort to enable our staff to serve clients remotely and reduce carbon emissions from both business travel and commuting;
- Increasing the minimum flight duration to fly business class from three hours to five hours for staff below the Managing Director level as a standard policy;
- Banning the use of black cars and endorsing the use of ride sharing companies in order to reduce emissions as a standard policy;
- Virtualizing our server infrastructure, with more than 90% of our server infrastructure being web-based;
- Focusing on occupying building locations that are LEED-certified (or equivalent) and better utilizing office designs to reduce the company's physical office footprint;
- Using bottle filler stations at our offices, as we seek to offset the landfill waste associated with an estimated 100,000 single-use plastic bottles annually;
- Encouraging modes of transportation by employees intended to minimize environmental impact, such as bicycling, walking and using public transportation;
- Considering access to public transportation in the selection process for office locations; and
- Responding to the CDP Climate Change questionnaire in 2021.



As a community of experts helping organizations manage change and mitigate risks, guiding our clients through challenging business scenarios and harmful economic situations is an additional component to our own risk management and financial well-being.

## Metrics and Targets

FTI Consulting's strategy and risk management process is set out in our Environmental Responsibility & Climate Change Disclosure Policy. As a professional services firm, our environmental impact primarily results from travel and real estate, which is followed by energy consumption, water consumption and waste from our office operations. The company has identified opportunities to make an impact in each of these areas and established a baseline carbon footprint stemming from our travel and real estate operations to monitor progress in annual reductions.

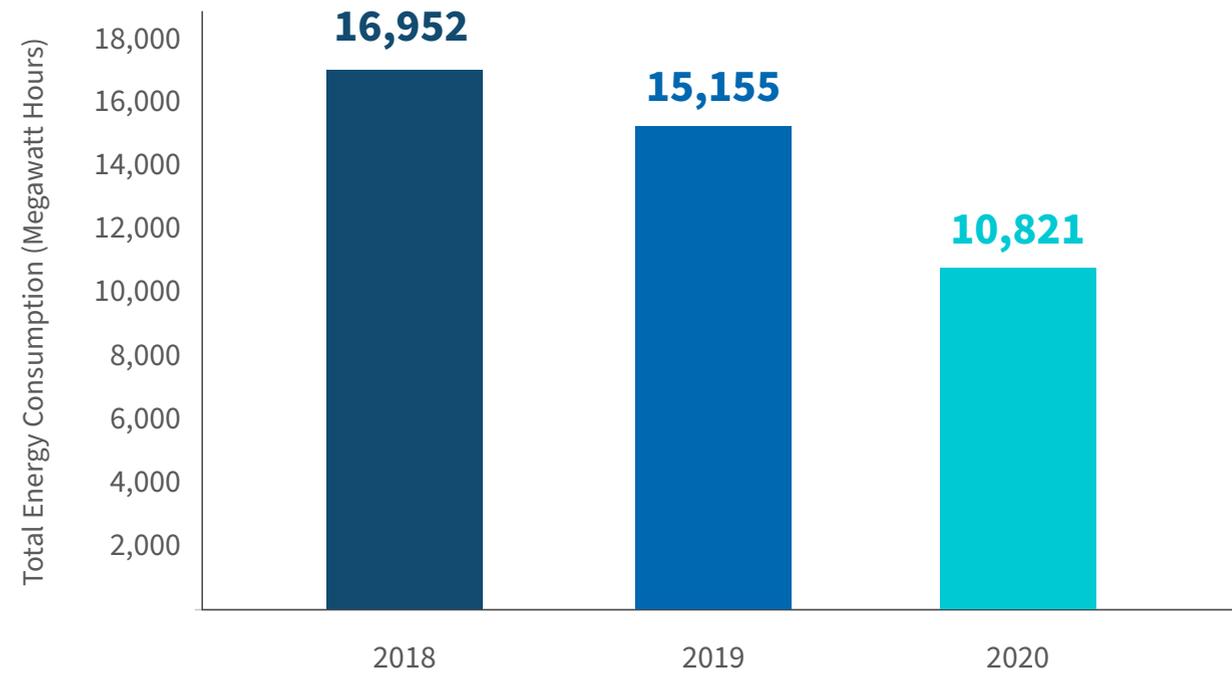
FTI Consulting is committed to reaching net-zero GHG emissions by 2030 with a primary focus on reducing emissions from office usage and business travel. FTI Consulting will announce reduction targets for Scope 1 and Scope 2 emissions, and emissions associated with business travel in 2022 and intends to work toward having these goals validated by the SBTi. FTI Consulting's process to set our net-zero commitment and related emission reduction goals has thus far included:

- Reviewing existing measures in our Environmental Responsibility & Climate Change Disclosure Policy;
- Conducting interviews with FTI Consulting employees and partners responsible for current emissions calculations and disclosure;
- Collecting energy consumption survey data from FTI Consulting offices;
- Conducting interviews with energy providers to determine the cost of energy procurement options for FTI Consulting's offices; and
- Interviewing major voluntary environmental product providers, e.g., energy attribute certificate, carbon offset, green tariffs and sustainable aviation fuel programs.

This assessment process is intended to allow FTI Consulting to not only set goals but to set well-defined targets and plan a tangible strategy to execute.

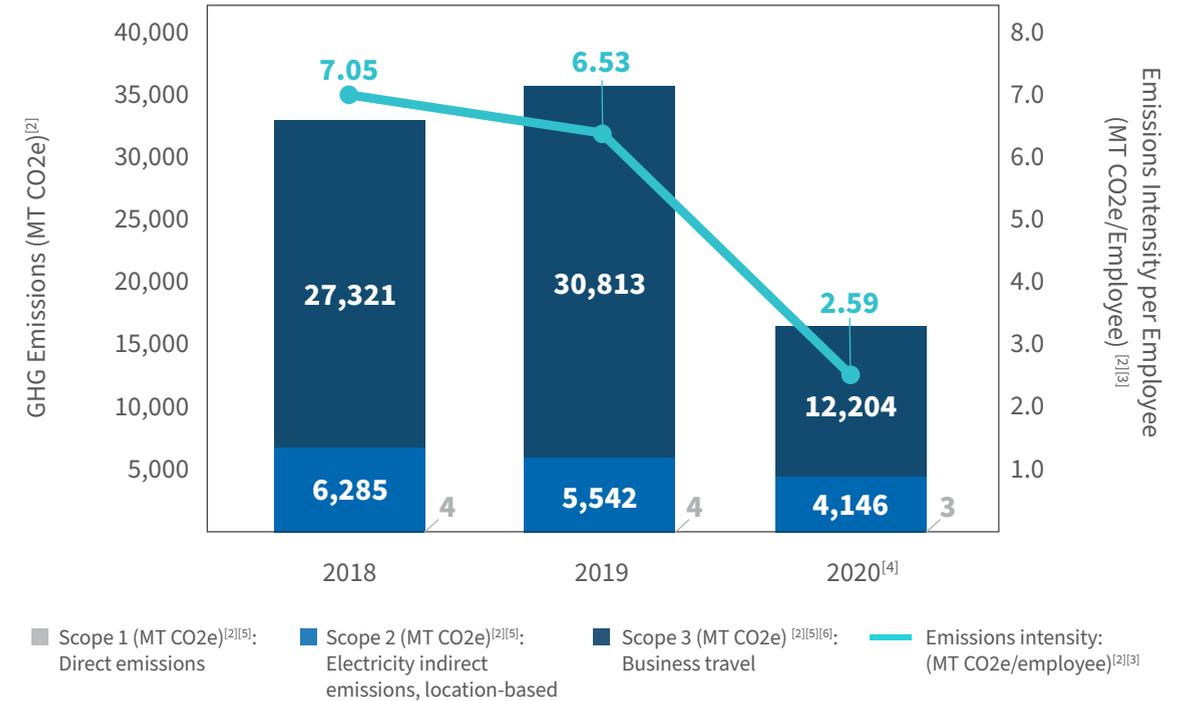
As part of monitoring transition risks and our broader climate strategy, our practices are designed to include an effort to pursue the use of renewable energy sources when practical, aim to make efficient use of our real estate, virtualize our server infrastructure, educate our people on traveling in a sustainable manner and utilize technology in order to reduce commuting and travel when practical. **Between 2018 and 2020, FTI Consulting delivered a 36% reduction in energy consumption while increasing global headcount by 33% during the same period.** This reduction of energy consumed was achieved while continuing to provide quality services to our clients and fostering a welcoming work environment for our employees.

### MEASURING OUR ENVIRONMENTAL IMPACT: ENERGY CONSUMPTION



### MEASURING OUR ENVIRONMENTAL IMPACT: GHG EMISSIONS<sup>[1]</sup>

Emissions by Scope and Emissions Intensity per Employee



FTI Consulting seeks to proactively work to reduce our carbon footprint and transparently publishing data reflecting our environmental impact. Of note, there was a significant reduction in GHG emissions in 2020 compared with previous years as a result of lower employee office utilization and a reduction in business travel demand due to the ongoing COVID-19 pandemic and related restrictions.

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

[2] MT CO2e stands for metric tons of carbon dioxide (“CO2”) equivalent.

[3] Total employees includes full-time employees as of December 31, 2018, December 31, 2019 and December 31, 2020, respectively.

[4] 2020 GHG emissions are significantly lower as a result of lower employee office utilization and a reduction in business travel demand due to the ongoing COVID-19 pandemic and related restrictions.

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

[6] 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).

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



### CASE STUDY

## FTI CONSULTING ADVISES MAINSTREAM RENEWABLE POWER ON 10-YEAR STRATEGY

#### SITUATION

Mainstream Renewable Power (“MRP”) – an Ireland-based global developer of onshore wind, offshore wind and solar projects with a development pipeline of 12.5 gigawatts (“GW”) and projects in operation or construction of 1.4GW – appointed FTI Consulting’s Clean Energy team to advise the developer on a 10-year strategy to accelerate MRP’s growth by 2030.

#### OUR ROLE

Experts from FTI Consulting’s Clean Energy team analyzed opportunities and trends across a range of global markets. This included a review of business models, revenue streams, regulatory risks, internal rate of return and power price modeling, investors, partners and the internal company capabilities needed to continue and accelerate MRP’s growth into the next decade and beyond. We leveraged our deep sector expertise in clean energy technologies and energy markets, as well as our global reach as a firm, to deliver a robust growth strategy and implementation road map.

#### OUR IMPACT

MRP’s impressive track record and its ambitious future growth trajectory, which was informed by FTI Consulting’s road map, resulted in the developer being acquired by Aker Horizons in May 2021. The deal valued MRP at more than USD\$1 billion.

*“MRP is a truly remarkable success story in the global renewable energy space – a pioneer in developing many gigawatts of wind and solar projects in Europe, the Americas, Asia and Africa. It was a privilege to work closely with MRP’s highly talented senior executive team to craft an ambitious strategy for the next 10 years – helping the company evolve to succeed through the many challenges and opportunities in the global energy transition.”*



**ALON CARMEL**  
Managing Director,  
Corporate Finance  
& Restructuring

# Resource Management

FTI Consulting's desire to conduct its business in an environmentally sound and resourceful manner extends beyond our efforts to track and limit emissions and energy usage to the extent practical to also include the use of resources within our operations.

Given the nature of our work, FTI Consulting's operations are not especially water-use intensive and do not directly generate hazardous waste.

However, FTI Consulting supports water conservation efforts and continually looks for opportunities to reduce water consumption at our office locations.

FTI Consulting's policies are also focused on reducing our environmental impact through minimizing the creation of waste, implementing waste diversion practices and participating in recycling programs. When electronic equipment reaches the end of its useful life within our company, we deploy an electronic waste program to in an effort to dispose electronic hardware in an ethical and environmentally sensitive manner.

This includes leveraging only certified third-party disposal companies when practical and reusing component parts when possible. For example, in our London office, one reuse strategy is to sell the component parts to minimize our electronic waste and to donate those proceeds to our local charity partners.

Additionally, all FTI Consulting office buildouts target diverting at least 75% of total construction and demolition waste from landfills through recovering, reusing and recycling materials. Given that the company only leases office space, we participate in recycling programs offered and partner with local building ownership to support efforts to meet waste-related regulatory requirements.

## FTI CONSULTING'S NEW YORK CITY OFFICE

Sustainability is a key consideration in our strategic real estate decisions.

When finalizing our 2021 office move in New York City, sustainability and ecological responsibility were among the considerations in the choices made related to the new office:

- The indoor air quality and HVAC systems have been tested and greatly exceed the ASHRAE benchmark for air quality;
- To the extent we have the final decision, we strive to choose green materials where feasible, such as flooring from "cradle to cradle" manufacturers that consider the whole lifecycle of a product;
- Ergonomic chairs and height-adjustable desks were purchased to give employees the option to sit or stand; and
- Most light fixtures will be LED sources with a rated life of 50,000 hours – at least 10 times more than traditional incandescent or halogen light sources.



## CASE STUDY

# FTI CONSULTING HOSTS INAUGURAL GLOBAL UPCYCLING CAMPAIGN

### SITUATION

On the 50th anniversary of Earth Day, many FTI Consulting professionals were working remotely in light of the global COVID-19 pandemic. FTI Consulting organized a creative opportunity for colleagues across the globe to come together virtually to celebrate Earth Day while supporting our planet.

### OUR ROLE

FTI Consulting hosted its inaugural Upcycling Challenge. Upcycling, also known as creative reuse, is the practice of converting unwanted products into new materials or products of better quality or for better environmental value.

### OUR IMPACT

FTI Consulting professionals across the globe, with help from friends and families, upcycled unwanted products into new items and submitted photos of their creations. The Corporate Citizenship team received dozens of entries from every region, and on Earth Day, professionals globally voted for their favorite submissions. Will Steffens in Core Operations, who took old wooden pallets and upcycled them into a vegetable trellis/bird feeder, was awarded Favorite Upcycled Creation, and Mary Elliott in our Corporate Finance & Restructuring segment won the Most Creative Upcycled Creation, repurposing a broken picture frame into an indoor decorative planter. The initiative, which is now an annual event, inspired our professionals to make small but meaningful changes to help the environment.

*“The FTI Consulting Earth Day Upcycling Challenge was a great way for colleagues to dig into their own personal creativity and show just how easy a task it can be to make even a little difference in helping to take care of this planet we all call home. With a little help from upcycling, we can all work toward environmental protection, and beauty can remain all around us.”*



**MARY ELLIOTT**  
Executive Assistant,  
Corporate Finance  
& Restructuring



≡ Social

# Approach to Managing Social Risks and Opportunities

FTI Consulting is deeply committed to our people and the communities in which we work and live. This commitment drives our strategy when it comes to managing social risks and opportunities. Given the nature of our business, we rely on an effective human capital management strategy, as our experts and their time are the company's greatest assets.

To positively impact our people and the communities in which we work and live, we invest in our culture, employee engagement, talent development, diversity, inclusion & belonging and corporate citizenship programs. These efforts are intended to provide our employees with opportunities to thrive both personally and professionally. We execute a multipronged corporate citizenship strategy through volunteering, pro bono work and charitable gift matching for employees in an effort to foster meaningful impact for our stakeholders, particularly our employees and the communities in which we do business.

FTI Consulting's leaders play an integral role in driving our strategic approach. FTI Consulting's Board of Directors has delegated oversight of human capital management and corporate citizenship risks and opportunities to the **Nominating, Corporate Governance and Social Responsibility Committee**. Our Chief Human Resources Officer is expected to provide updates on social risks and opportunities to the Nominating, Corporate Governance and Social Responsibility Committee at least annually and more often as requested.

The **Executive Committee** discusses these topics regularly, including during quarterly strategy reviews. FTI Consulting has also developed teams composed of various subject matter experts to provide reports to the Executive Committee as appropriate. These include:

- Our **Diversity, Inclusion & Belonging team** seeks to foster a culture that celebrates and welcomes the diverse backgrounds of our employees;
- Our **Talent Development team** is focused on attracting, developing, motivating and retaining high-performing employees;
- Our **Pro Bono Advisory Committee** oversees the positive impact we strive to make through pro bono engagement by leveraging the unique skillsets of our experts across the globe to support equality and justice in the communities in which we do business; and
- Our **Corporate Citizenship team** seeks to empower our employees to make a difference by supporting the causes that matter most to them.



## THE PACT FOR FTI CONSULTING

In 2019, in support of equity in the workplace, the firm agreed to a pact, holding ourselves accountable to three key commitments:

- **Leadership and 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 and Retention:** Conduct an annual audit of pay, promotions and performance ratings across gender and race.
- **Hiring and 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.

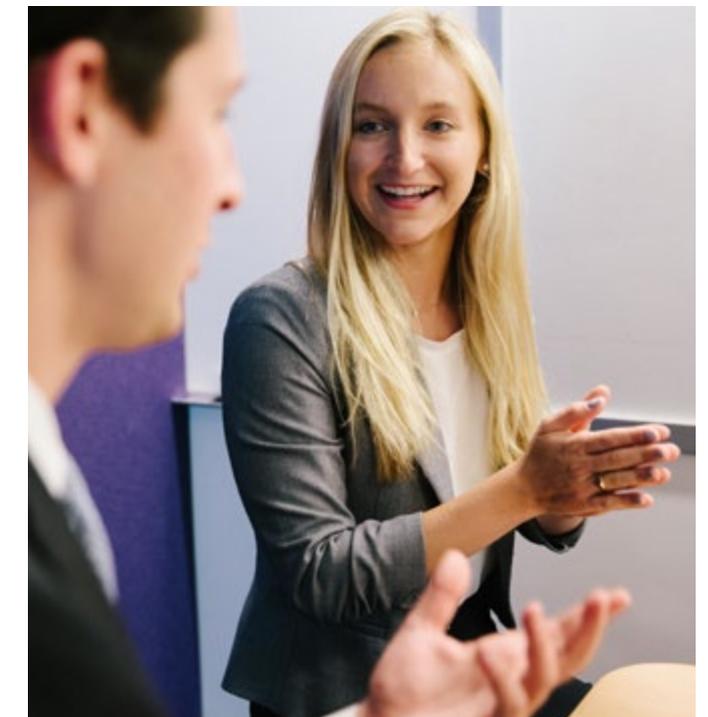
FTI Consulting also has many employee-led programs of which our leadership teams serve as active ambassadors to raise awareness internally and drive value. These employee resource groups include our FTI Consulting Women’s Initiative (“FTI WIN”), the Black, Asian and Minority Ethnic (“BAME”) Network, Diversity Ambassadors Program, the FTI Consulting Pride Network, the FTI Consulting Hispanic/Latinx Organization for Leadership & Advancement (“HOLA”), the Mind & Body Network and the informal Parents Network. Additionally, FTI Consulting has a team of Corporate Citizenship Champions who work closely with the Corporate Citizenship team to promote employee involvement and fundraising opportunities for our volunteer and charitable activities at the local office level. Together, the dedication and passion from our professionals within these programs can help us drive meaningful change for our employees and communities and, we believe, ultimately, foster the long-term sustainability of the firm.

Inclusive hiring is part of our growth strategy, and **The Pact** holds FTI Consulting’s leadership accountable for supporting efforts to provide diverse expertise to our clients.

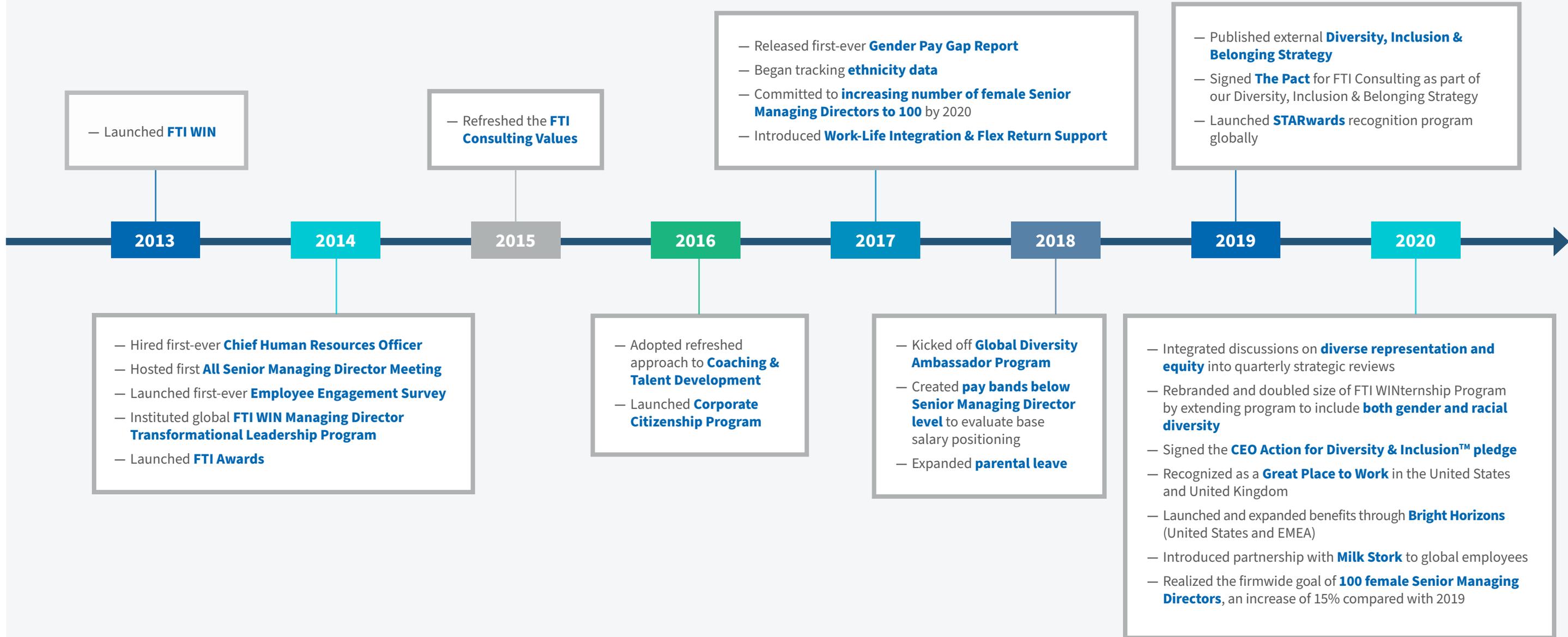
To actualize our vision, we regularly assess and update our business policies and procedures. This includes the Code of Ethics and Business Conduct, Diversity, Inclusion & Belonging Strategy, the Global Health & Safety Policy and the Human Rights Policy. Together, these policies were designed to provide a framework that serves

as a guide for our organization and our people to operate in a way that aligns to our company values. Guided by these policies and a leadership team that is deeply invested in our people and our communities, FTI Consulting strives for continuous improvement across its human capital management and corporate citizenship efforts. This ambition for improvement is formalized by goals to foster further progress and measure the impact we are having.

We monitor and assess the progress against our goals and initiatives. This evolving strategy is a part of a multi-year journey to create sustainable value for our stakeholders. We are proud of the impact made to date and are eager to continue making strides forward.



# OUR HUMAN CAPITAL JOURNEY



# Human Capital Management

At FTI Consulting, we believe success in professional services comes from attracting, developing and promoting great people with ambitions to serve clients and grow their business.

We have committed to supporting our people and investing in them, demonstrating our responsibility to act as a foundation and source of empowerment for the talented people who choose to build their career at FTI Consulting. Importantly, we have broadened and strengthened our commitment by attracting and promoting the people who both embody our core values and represent the breadth of diverse talent in our society.

The sustainable growth of FTI Consulting is only possible because of the work our professionals do to support our clients when they are facing their greatest challenges and opportunities. We place a strong emphasis on engaging our employees, supporting their career development and fostering an inclusive culture that values the diverse backgrounds and skillsets of our people.

*“Our ability to positively impact clients during their most crucial situations is made possible only by investing in our people and providing them the opportunity to grow. We believe a diverse and engaged workforce enables us to provide unique viewpoints, challenge the status quo, and add sustainable value to our clients, communities and the environment.”*



**HOLLY PAUL**  
Chief Human Resources Officer



## SUPPORTING OUR CLIENTS WITH SOCIAL SUSTAINABILITY:

FTI Consulting's reputation for delivering for our clients when they are facing their greatest challenges and opportunities allows us to work side by side with them in the most critical and complex situations, including many situations that concern social issues. Our role as a trusted advisor extends to various social topics as described below.

FTI Consulting's **DIVERSITY & INCLUSION** ("D&I") experts have a reputation for enabling top organizations in the moments that matter. They understand that D&I can be a competitive differentiator that may require full integration with an organization's mission, values, culture, strategy and business processes. D&I can be a complex, multi-faceted enabler that needs to be addressed across multiple tiers of beneficiaries and stakeholders. FTI Consulting is uniquely positioned to help clients design and implement a best-in-class approach to D&I. Our experts help clients leverage not only diversity, but also inclusion and equity in order to drive value creation through services such as:

- **D&I Health Check and Comparative Benchmarking:** Assess D&I vision, roadmap, perceptions and competitive landscape, providing insights, trends and recommendations for path forward.
- **Perception Research and Stakeholder Analysis:** Conduct qualitative and quantitative research to provide insights into perceptions and personal experiences of stakeholders to identify areas of interest and opportunities for improvement.

- **D&I Strategy and Program Development:** Create or refresh D&I ambition, strategy and initiatives based on analysis of internal and external environments. Define and prioritize initiatives for effective impact.
- **Training, Facilitation and Leadership Enablement:** Design and deliver innovative courses, workshops, focus groups, town halls and other interactive experiences on D&I topics. Train leaders to mobilize their people toward D&I goals. Our team of experts provides customizable training programs across key D&I objectives that are tailored to each client's needs.
- **Communications and Engagement:** Engage internal and external stakeholder audiences to raise awareness, increase participation and report on progress. Establish and maintain capability to respond to crisis events.

Our broader **STRATEGIC COMMUNICATIONS** segment also advises clients on a number of social topics to effectively reach their stakeholders during the most crucial moments:

- **Advocacy and Public Policy:** Our research-based approach can help clients develop tailored government relations and public affairs strategies to both develop effective messaging and authentic narratives and engage with all of their stakeholders.

- **Community Engagement:** A targeted community engagement plan can underpin how a company advocates on critical societal issues and engages with local stakeholders on issues ranging from corporate giving to operational commitments that protect its license to operate.
- **Crisis Communications:** We believe a company's approach to crisis response can be more effective when grounded in its broader ESG programming, and underpinned by its values, operational commitments and corporate governance structure. Our professionals work across a variety of crisis events from operational incidents to board investigations and cyber attacks, helping companies respond in line with their ESG commitments as they implement the appropriate oversight structures to respond and help help rebuild their reputations in a post-crisis scenario.

As the leading independent global provider of risk advisory, investigations and dispute services, our **FORENSIC AND LITIGATION CONSULTING** segment often leverages its expertise to provide counsel surrounding litigation, arbitration and compliance investigations relating to social issues. While these engagements are often confidential, the efforts showcased within this report highlight how the team is able to promote social equality and further the UN SDGs.

Our **ECONOMIC CONSULTING** segment, including our Compass Lexecon subsidiary, is involved in a wide range of engagements that help to provide critical insight and expert testimony in legal proceedings, strategic decision making and public policy debates. FTI Consulting provides statistical and economic analysis of:

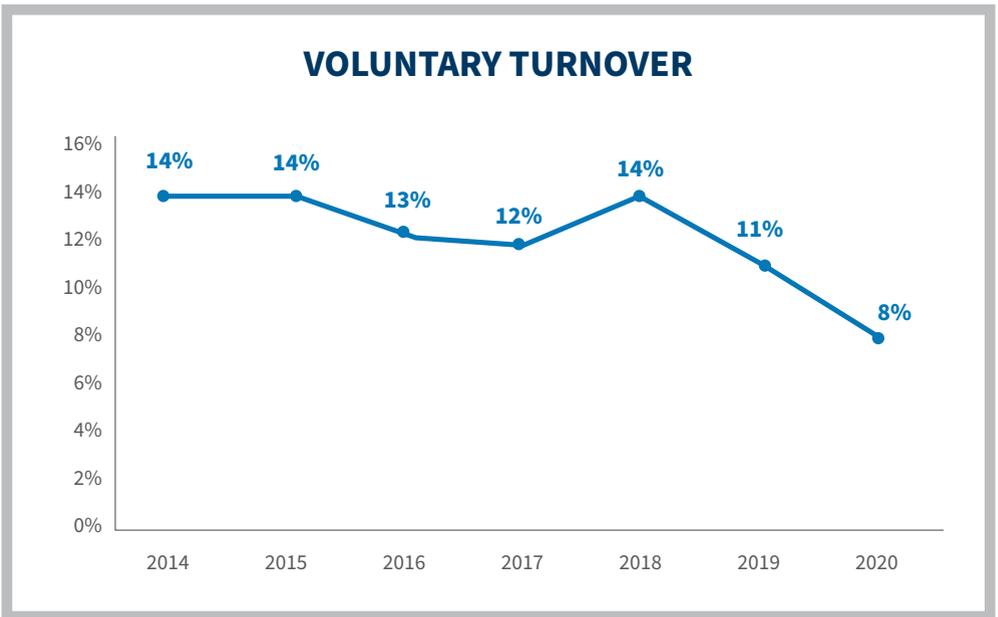
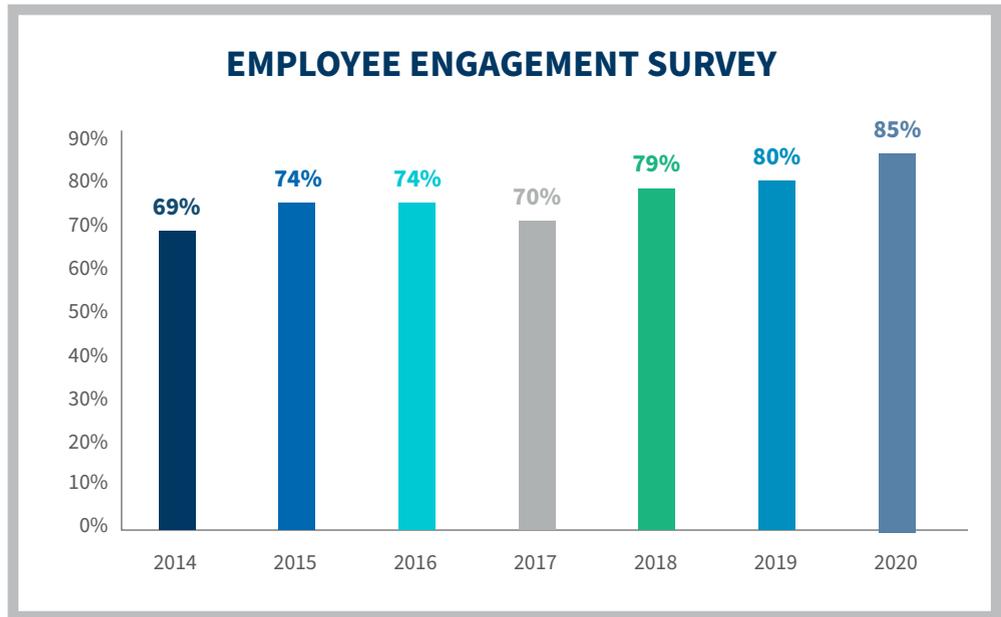
- Title VII Disparate Impact discrimination issues, e.g., race, gender, age
- Market factors analysis in Equal Value litigation
- Fair Labor Standards Act wage and hour issues, state wage and hour issues
- Equal Employment Opportunity Commission investigation issues
- Office of Federal Contract Compliance Programs audits
- Reduction-in-force discrimination assessments
- HR compensation and benefits assessments
- Gaming industry and casino labor issues
- Housing and real estate discrimination issues
- Mileage reimbursement analyses
- Job classification and misclassification analyses

## Employee Engagement

We believe listening is critical to creating a culture that encourages integrity, creativity, achievement, respect and empathy. FTI Consulting invests behind the people who drive its business forward, which is made more effective when the company understands the unique priorities, interests and perspectives of its people.

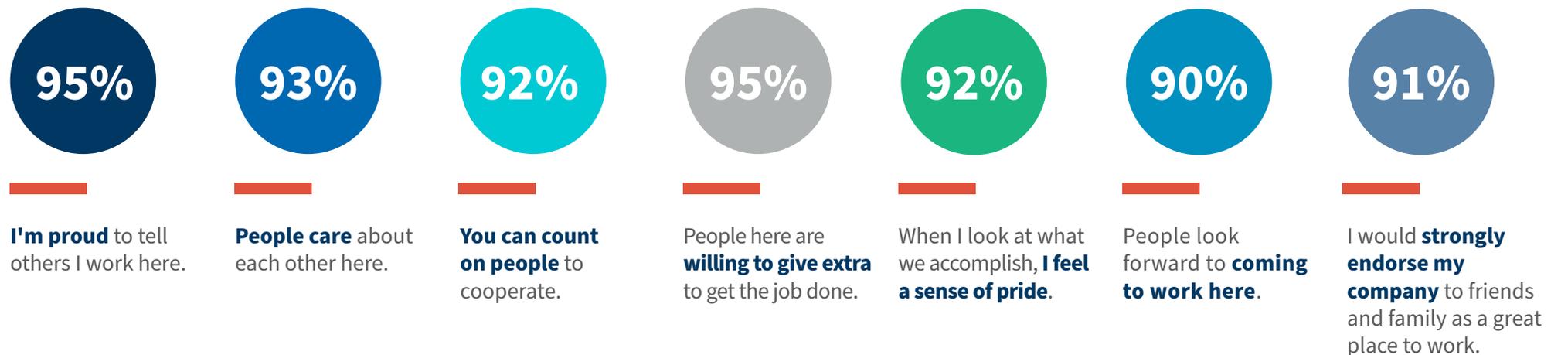
To that end, we have asked our employees to participate in a number of surveys, including Employee Engagement Pulse Surveys, completed several times a year, and provide external benchmarking data to rankings and recognitions such as Great Place to Work®, Top Workplaces and *Consulting* magazine's Best Firms to Work For, to name a few. These surveys are meant to identify key areas of strength and areas in which we can improve. We are proud of the progress we have made as well as the external recognition we have received through our participation.

In our 2020 Employee Engagement Survey, 85% of employees indicated they are satisfied with their job and feel engaged as a member of the workforce. This represents a **more than 15% increase** since we began surveying employees in 2014. The same survey showed that **95% of employees indicated they are proud to tell others they work at FTI Consulting.**



Our overall employee engagement has been trending upward, and our voluntary employee turnover rate declined from 14% in 2018 to just 8% in 2020. We attribute this trend to the way in which we have broadly communicated our employee survey results and created dialogue among our employee-driven task forces to implement ideas for continuous improvement.

**In the 2020 U.S. Great Place to Work® Trust Index® Survey, our people provided feedback on what makes FTI Consulting a great place to work to them:**





### Supporting Our People

As a global organization, one of our goals is to support the physical, emotional and financial well-being of our employees and their families. We offer comprehensive location-specific benefits, including medical, dental and vision coverage at the local level; retirement plans; an employee assistance program; parental leave benefits and flex return support; charitable gift matching; and more.

Our employee assistance program provides unlimited 24-hour, seven-day-a-week assistance via phone, online and in-person to support a variety of unique needs and situations. Whether employees require support navigating personal or family matters like child or elder care, well-being and emotional support, legal advice, estate planning, financial planning and more, our program is designed to help them navigate life's many challenges and opportunities.

### Recognizing Our People

FTI Consulting strives to be a company dedicated to the exceptional people who deliver high-quality work on projects of critical importance to our clients. This dedication includes continuing efforts to build and strengthen a culture of recognition. We believe we have incredible people within FTI Consulting who realize extraordinary achievements on a daily basis that should be celebrated and recognized.

The **FTI Awards and STARward** are two unique programs that serve as internal employee recognition platforms aimed at celebrating our FTI Consulting employees, inclusive across different levels and teams.

The **FTI Awards Program** recognizes employees who have made extraordinary contributions to the firm and to their teams, taking care to highlight specific activities rather than ongoing, cumulative great work. Employees are nominated annually by their colleagues, and winners are selected by FTI Consulting's Executive Committee from hundreds of compelling nominations. Categories for nomination fall into one of seven areas, including Relentless Innovation, Cross-Segment, Servant Leader, Culture Champion, Going Places, Got It Done and Outstanding Client Service Team.

The **STARward Program** launched globally in 2019 to provide our employees with a way to recognize their colleagues year-round with an "on the spot" award. Quick but meaningful, these awards focus on effort rather than outcome and are a way to thank and recognize those who go above and beyond. Categories for nomination include five areas: Teamwork, Cutting Edge, Spirit, Personal Best and Happy Client.



## CASE STUDY

# MANAGING THE SOURCING & LOGISTICS OF PPE FOR THE CITY OF NEW YORK

### SITUATION

As one of the world's hardest-hit epicenters during the early days of the COVID-19 pandemic, the city of New York faced unprecedented challenges. FTI Consulting was engaged by 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.

### OUR ROLE

FTI Consulting formed a cross-border team of experts in the United States and China to identify and manage critical suppliers, facilitate and coordinate customs clearance, and secure inbound transportation from China to New York City.

Leveraging the team's expertise in sourcing, logistics, warehousing and distribution consulting capabilities, FTI Consulting helped the city of New York source and distribute hundreds of millions of dollars worth of PPE, including importing over 560 ocean freight containers and 18 dedicated air freight charters, which represented more than 10 million pounds of critically needed PPE supplies.

### OUR IMPACT

As a result of its work, the FTI Consulting team won the Procurement Success Award – Outstanding Contribution for COVID-19 at the 2020 Procurement Success Summit in Shanghai.

*“We are pleased that we were able to leverage our logistics and procurement expertise across the global FTI Consulting platform to help deliver the necessary protective equipment to frontline workers as they battled the COVID-19 pandemic.”*



### BILL HE

Senior Managing Director,  
Corporate Finance  
& Restructuring

**CASE STUDY**

**COMBATING HUMAN RIGHTS VIOLATIONS WITH DATA**

**SITUATION**

International law firm Morrison & Foerster asked FTI Consulting to assist with the compilation and analysis of data produced by the United States Border Patrol in preparation for trial. A team led by Senior Managing Director Chris Riper and Senior Director Robert Miś spent more than 2,500 hours analyzing years of data regarding conditions at the United States Border Patrol’s Tucson sector facilities, including the length of time detainees were held in detention, number of detainees per cell, frequency of meals and access to showers.

**OUR ROLE**

In January 2020, a group of attorneys from Morrison & Foerster began trying their case alleging inhumane conditions at the United States Border Patrol’s Tucson sector detention facilities. Robert Miś prepared an expert report and was called in to testify on how FTI Consulting compiled and analyzed data from the facilities. His exhibits, which revealed conditions at the detention facilities, were admitted into evidence and served as the backbone of the case.

**OUR IMPACT**

In February 2020, a United States District Court judge in Arizona ruled that Border Patrol facilities in the Tucson sector deprived migrants of “basic human needs,” declaring that conditions at the temporary detention facilities were “substantially worse” than those in prisons and, therefore, violated the Constitution. The ruling permanently barred United States Customs and Border Protection from holding migrants in its Arizona facilities for more than 48 hours without providing them with a bed, blanket, shower, food, potable water and a medical assessment.

*“This was my first opportunity to testify, and I couldn’t be more satisfied with the outcome. Considering the testimony was in a federal court at a trial of national importance, it was crucial to get it done right. I am extremely proud of my team’s efforts and FTI Consulting’s support of pro bono work. It was incredibly refreshing to be part of a case with a human element at focus.”*



**ROBERT MIŚ**  
Senior Director,  
Forensic and Litigation  
Consulting

*“Chris Riper, Robert Miś and the FTI Consulting team devoted more than 2,500 hours of pro bono work on our case challenging inhumane conditions in the Tucson Sector Border Patrol stations, where over 200,000 migrants have been detained since 2015 ... It is fair to say that without FTI Consulting’s work, our case would have failed.”*

**JACK LONDEN**  
Partner,  
Morrison & Foerster



## Talent Development

Identifying and developing the next generation of experts contributes to how FTI Consulting creates sustainable growth for its employees and stakeholders. Tomorrow's leaders are developed through education and coaching across all levels. We believe developing our experts in alignment with their career goals, curiosities and FTI Consulting's strategic priorities not only supports them in growing professionally but also helps drive the future outlook for FTI Consulting.

### Our Learning Culture

At FTI Consulting, we seek to set up our employees for success by offering robust training programs across all employment levels. It's through this commitment that we can be better able to attract, develop and retain our people. Our employees' expertise delivers unmatched solutions for our clients, and we endeavor to provide development opportunities to help our people evolve their skills through on-the-job development, virtual instructor-led, in-person and self-paced e-learning courses, and a dedication to continuous coaching. Our talent development approach also incorporates 360° feedback and coaching to capture various perspectives. Highlights of these initiatives include the following statistics:

### STRENGTHENING DIVERSITY, INCLUSION & BELONGING AT FTI CONSULTING THROUGH LEARNING OPPORTUNITIES

One of FTI Consulting's primary initiatives is to emphasize the importance of raising awareness of how our actions — both conscious and unconscious — impact others.

This is part of our effort to maintain a diverse and inclusive culture. FTI Consulting invests time and attention in its employees who serve in roles with management responsibilities to provide them with the tools and resources necessary for leading and managing inclusive teams to the best of their ability.

Since 2016, FTI Consulting has offered its Managing and Leading Inclusive Teams course. This interactive, five-hour unconscious bias and inclusion training course is designed to educate managers in understanding the role and responsibility they can play in addressing

and overcoming bias. It also serves to help their teams conduct themselves in a way that creates and sustains a positive and inclusive culture. During the course, managers are split into groups and engage in interactive exercises and discussions based on real-life management scenarios.

In 2020, 350 managers participated in the Managing and Leading Inclusive Teams course, with 1,621 employees having completed the course since it was first offered.

2019	2020
<b>83%</b> of employees participated in talent development training programs	<b>96%</b> of employees participated in talent development training programs
<b>7.1</b> average annual training hours per employee	<b>13.0</b> average annual training hours per employee
<b>31,268</b> total training hours logged by employees	<b>74,678</b> total training hours logged by employees

These talent development efforts are having a noticeable impact. In 2020, more than 1,000 professionals were promoted, a record number for FTI Consulting. Additionally, 895 of our employees were selected for and completed leadership training programs.

We encourage continuous learning and individual skills training through various virtual and in-person talent development programs. In 2020, we supported the virtualization of our milestone programs, onboarding process, key internal conferences and segment-specific trainings to position our people to meet critical client needs arising from the pandemic and successfully held 595 live webinar training sessions that were attended by 5,000 employees. 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:

**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 internship, our interns can 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 multi-day, on-site course that serves as an introduction to the firm for our campus and graduate-level hires each year. The program is designed to equip participants 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 participants 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 hired and promoted Senior Consultants, Directors, Senior Directors and Managing Directors understand their new role and enhance their leadership, managerial, teaming and client relations skills.

**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 skills building and connectivity with high-performing employees from across our global network to drive success. The programs provide insights into the business strategies and tactics that can be important to lead a growing and diverse business at FTI Consulting.

**FTI University:** FTI University offers on-site, virtual and self-directed e-learning courses to promote continuous learning for all employees. It is meant to help our people achieve their developmental goals by offering a wide range of learning opportunities in technical skills,

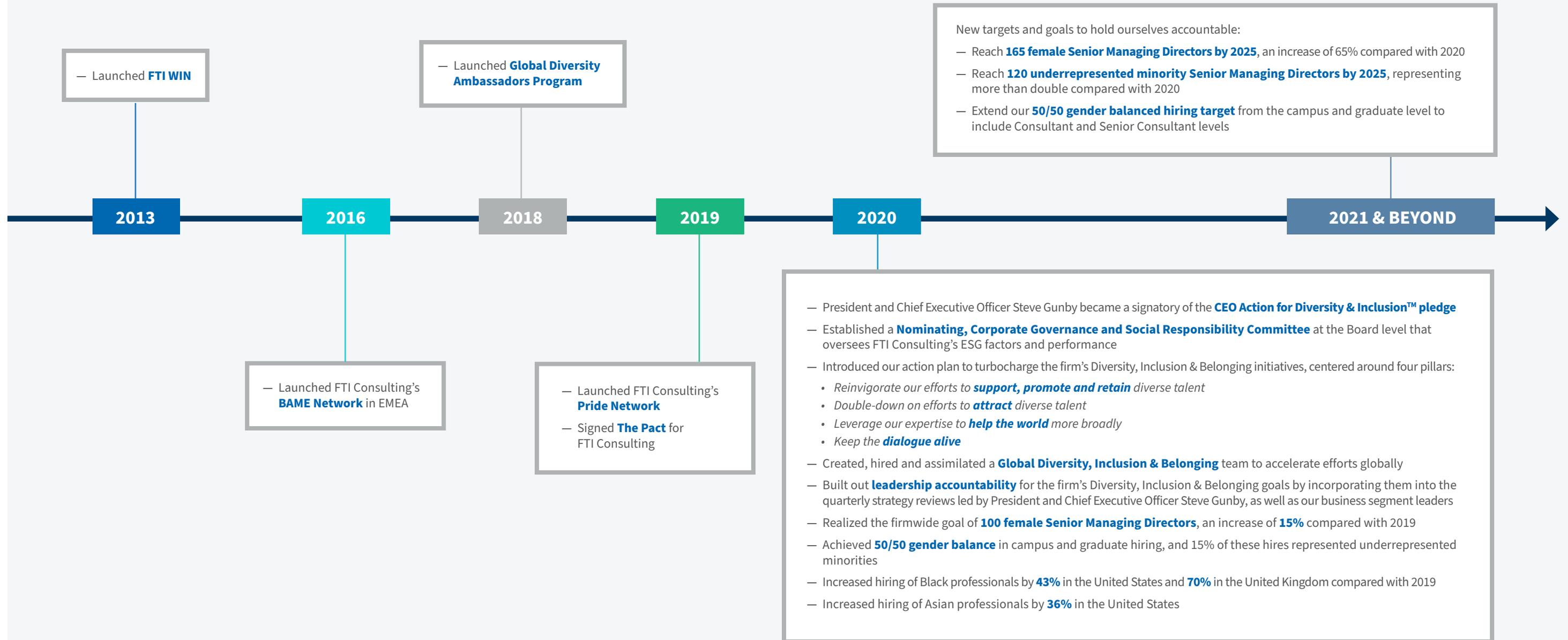


business development and project management, as well as business-specific proficiencies and methodologies. As the COVID-19 pandemic evolved, we quickly realized that we needed to pivot to a virtual format for FTI University, which led to a redesign and launch of FTI University via a new online platform combined with targeted virtual workshops. In addition to the learning opportunities through planned programming, FTI Consulting offers a comprehensive learning ecosystem, linked to our competency model, to

provide a number of development opportunities. Employees can leverage e-learning resources such as FTI University through Coursera, LinkedIn Learning, Thomson 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 them with the core skills — leadership, business development, project management and technical capabilities — relevant to succeeding in their role.

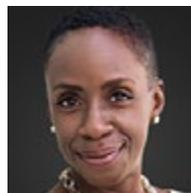
Beyond all of the programs FTI Consulting provides its professionals, one of the primary ways our employees have opportunities to grow and develop their career in the process is through collaboration with their peers and managers through global client engagements. Given our small teams and expert-driven model, our professionals have the opportunity to learn from the top experts in their field. Not only can our employees learn from each other, they can also learn by engaging in crucial client matters that shape the world we know. A few examples of client assignments our experts have worked on include: 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.

# FTI CONSULTING'S DIVERSITY, INCLUSION & BELONGING JOURNEY





*“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

FTI Consulting’s senior leadership team supports enhancing diversity, inclusion and belonging, not only because we believe it is an important social goal, but because we believe it is the right thing to do for our people, our business, our clients and our communities. In our view, a more diverse team is one that may be better able to reflect our clients and communities and grants us the ability to bear unique viewpoints and experiences to help clients address their most complex challenges and opportunities.

Through various initiatives and employee resource groups, we are working to create an environment that is safe and inclusive for all employees, regardless of race, ethnicity, age, disability, gender identity and expression, religion or sexual orientation. This is a multi-year journey that requires continuous focus and dedication. Some of these initiatives include:

**FTI WIN** WOMEN'S INITIATIVE **FTI WIN:** To empower our female employees to develop best-in-class leadership capabilities and reach their highest potential, FTI WIN launched in 2013 and offers career training, professional development, mentorship, networking and community outreach opportunities. Additionally, internal and external networking events offer opportunities for our professionals to support various organizations aimed at empowering women in their communities through volunteering, charitable donations and pro bono services.



**Diversity Ambassadors:** To foster a culture of inclusion and belonging, we established our global Diversity Ambassadors Program to enable us to bring new ideas to solve our clients’ challenges. Local business practitioners lead these important efforts and address topics that are top of mind to their offices.



**FTI Pride Network:** The FTI Consulting Pride Network brings together colleagues who are committed to equality of opportunity for the LGBTQ+ community and provides a welcoming space for support and discussion.



**BAME Network:** FTI Consulting’s BAME Network is based on the principle that diversity can develop different ideas and opportunities to better serve our clients. The network functions as a platform that encourages dialogue on cultural and ethnic diversity and supports all employees in the EMEA region.



**FTI HOLA:** FTI Consulting’s HOLA is for Hispanic/Latinx employees and allies who are looking to build *nuestra comunidad* in an exciting, dynamic and authentic way. This group is designed to reach the Hispanic/Latinx community at FTI Consulting, universities and the community-at-large while providing support when and where they need it most.

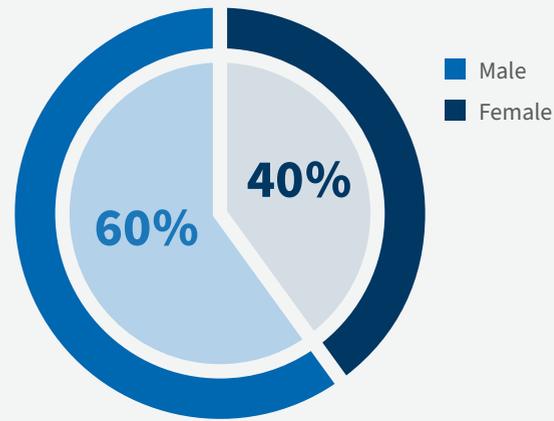


Diversity is a priority for FTI Consulting, and we are demonstrating this focus from the very top of our organization. Today, 40% of FTI Consulting's Executive Committee represents diverse groups, a significant increase from five years ago when it was only 7%. Additionally, 80% of FTI Consulting's executive officers are of diverse backgrounds compared with just 20% in 2014. Our commitment to diversity includes our Board of Directors as well, where 25% are women and 25% are based in countries outside of the United States. Diversity of gender, cultural background, professional skills and work experience brings unique perspectives to the Board of Directors and helps broaden the firm's understanding and knowledge of the markets we serve. To date, we have accomplished several of the goals we set out to achieve in 2020, along with other notable achievements. Some of these milestones include:

- Realized the firmwide goal of **100 female Senior Managing Directors** in 2020, an increase of 15% compared with 2019.
- Achieved **50/50 gender balance in campus and graduate hiring** in 2020, and 15% of these hires represented underrepresented minorities.
- Increased **hiring of Black professionals by 43% in the United States** and **70% in the United Kingdom** in 2020 compared with 2019.
- Increased **hiring of Asian professionals by 36%** in the United States in 2020 compared with 2019.
- President and Chief Executive Officer Steve Gunby became a signatory of the **CEO Action for Diversity & Inclusion™ pledge**.

At FTI Consulting, we believe that our continued success depends in part on our ability to provide definitive and diverse expertise to our clients, which may be difficult to achieve if we do not attract, develop and retain professionals who represent the breadth of talent in society. Being an inclusive employer is a significant part of our growth strategy.

## GENDER REPRESENTATION



**45%**

Increase in female Senior Managing Directors since 2018.

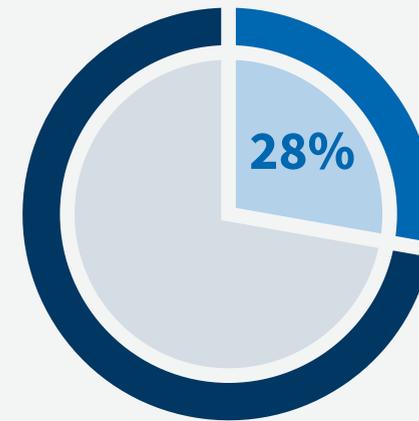
**27%**

Increase in females in management positions since 2018.

**50/50**

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

## UNDERREPRESENTED ETHNIC PERCENTAGE\*



**43%**

Increase in hiring of Black employees in the United States compared with 2019.

**36%**

Increase in hiring of Asian employees in the United States compared with 2019.

**70%**

Increase in hiring of Black employees in the United Kingdom compared with 2019.

### Striving for Gender Equality

We seek to improve and work to reshape our talent pipelines in order to attract and retain top female talent, including through hiring, development and retention initiatives. To support our aspirations, we have now introduced the following programs and policies:

- Our Executive Committee has committed to building three-year pipelines of potential female Senior Managing Director candidates in an effort to develop a strong pool of talent for promotion.
- Succession planning and hiring for Executive Committee roles must now 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 Women’s Initiative Managing Director Transformational Leadership Program.
- We committed to achieving 50/50 gender balance in campus, graduate, Consultant and Senior Consultant 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 our parental leave policies and childcare benefits and introduced flexible work programs.

### Increasing Diverse Leaders within FTI Consulting

Increasing the percentage of underrepresented minorities at FTI Consulting is another focus area. To meet our aspirations, we have significantly improved our hiring, development and retention initiatives by introducing the following programs or 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 and Hispanic-Serving Institutions.

- We remove candidate names from resumes to address the potential for unconscious bias.
- We require third-party agencies to bring a diverse candidate slate for all roles.
- We partner with recruitment platforms focused on diverse groups to expand our talent search pool.

\*We survey our employees based on the legal framework of local countries and benchmark our data to local demographics. Many local jurisdictions do not allow employers to collect information about ethnicity; thus, FTI Consulting’s racial and ethnicity information only includes our workforce in the United States, Canada, the United Kingdom, South Africa and Australia. These five countries represent 77% of the company’s regular employees as of December 31, 2020. Employees who self-identify in traditionally underrepresented groups in their countries are considered part of this underrepresented ethnic group.

## MEETING THE MOMENT: 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 strongly felt that we should collectively pause and reflect on the impact of the events.

In June 2020, FTI Consulting's President and Chief Executive Officer Steve Gunby invited all employees across the firm to participate in group discussions meant to be small, open, transparent and meaningful. The employee-led discussions had three goals: openly share their personal stories, discuss how they were feeling in the wake of unprecedented social unrest, and brainstorm ways to keep this important dialogue alive within the firm and drive concrete actions going forward. Over the course of three weeks, 33 group discussions involving more than 500 professionals took place, with at least one member from the firm's Executive Committee in attendance at each session. The nature of smaller groups seemed to foster deeper, more candid engagement.

Employees shared personal stories about their family members, as well as ideas on policies, trainings and initiatives that could be implemented across the firm. Employees also collectively 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.

After these discussions, FTI Consulting developed the four pillars of our Diversity, Inclusion & Belonging Strategy, encompassing the actions FTI Consulting intends to take to achieve racial and social equity both within the firm and in the communities where we do business:



<p><b>FOUR PILLARS</b></p>	 <p><b>I. Reinvigorate our efforts to support, promote and retain diverse talent</b></p>	 <p><b>II. Double-down on efforts to attract diverse talent</b></p>	 <p><b>III. Leverage our expertise to help the world more broadly</b></p>	 <p><b>IV. Keep the dialogue alive</b></p>
<p><b>OUR GOAL</b></p>	<p>To better support, promote and retain underrepresented minorities.</p>	<p>To remain a vibrant, progressive and well-respected organization for years to come.</p>	<p>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.</p>	<p>To foster a culture where everyone feels empowered to speak up and supported to engage so they can be themselves.</p>
<p><b>OUR COMMITMENTS</b></p>	<ul style="list-style-type: none"> <li>— <b>Enhance expectations of mentors</b> to ensure that underrepresented minority talent at FTI Consulting is paired with strong mentors.</li> <li>— <b>Host inaugural annual Diversity Summit</b> to enhance connections and provide a sense of community.</li> <li>— <b>Further support and enhance our Diversity Ambassadors program</b> through increased investment and resources.</li> </ul>	<ul style="list-style-type: none"> <li>— Bolster internal efforts to <b>surface experienced hire candidates of diverse backgrounds.</b></li> <li>— Significantly <b>enhance our pre-ID programs</b> to attract diverse talent on campus.</li> <li>— Double the number of <b>early-ID internship opportunities.</b></li> </ul>	<ul style="list-style-type: none"> <li>— <b>Double our total employee matching contributions</b> compared with 2019.</li> <li>— <b>Support skills-based volunteering and pro bono engagements</b> that are important to our people.</li> <li>— <b>Turbocharge our impact on the world</b> through pro bono activities by leveraging our expertise across the firm and introducing a <b>Pro Bono Advisory Committee.</b></li> </ul>	<ul style="list-style-type: none"> <li>— <b>Introduce internal communications platforms</b> for continuous engagement.</li> <li>— Enhance <b>learnings through more robust training programs.</b></li> <li>— <b>Introduce forums for active discussions</b> at multiple touchpoints throughout the year.</li> </ul>

## Applying the Four Pillars: 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 at the company. 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 others' backgrounds and culture. Our Crucial Conversations series is a bimonthly 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 Consulting employees in open and transparent dialogues.

### **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 through this program while receiving personalized coaching and professional development from diverse experts in their field of interest.

### **Women and Diverse Leaders in Consulting Forum**

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

### **FTI Ignite**

A career development experience designed to bring our diverse Consultants, Senior Consultants and Directors together in small settings, this program creates mentorship and group accountability over a 12-month period. Approximately 125 participants are engaged globally in the program, engaging in facilitated development sessions hosted by selected leaders across the company.

### **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 concentrated on individual development needs and goals based on their mentee's career aspirations.





## CASE STUDY

# EMBEDDING DIVERSITY & INCLUSION INTO A CULTURE

### SITUATION

A leading global asset manager approached FTI Consulting for assistance in defining an approach to better embed a D&I mindset throughout the organization. Having embraced a variety of D&I commitments at the leadership level, the client was eager to see D&I play a much bigger role in behaviors and ways of working across all levels of the organization.

### OUR ROLE

FTI Consulting’s People & Transformation team within our Strategic Communications segment undertook an audit to capture perceptions about the company’s approach to D&I. The team sought to gain an understanding of how employees in different geographies of the company view D&I, and what they personally and professionally expect of the organization in creating a diverse and inclusive atmosphere. FTI Consulting’s recommendations needed to capture and reflect the geographical and cultural nuances at play.

### OUR IMPACT

Our People & Transformation team proposed an overarching engagement strategy that encompassed recommendations targeted for the Senior Leadership cohort and for all levels of the company. FTI Consulting also recommended a new approach for how the global communications team and diversity leader could drive D&I-focused communications moving forward. The engagement has resulted in a strong relationship between FTI Consulting and the client as our People & Transformation colleagues continue to support the client in advancing D&I initiatives. Future support is expected to include critical engagements and workshops, such as Conscious Inclusion, which will foster practical discussions about how D&I can inform day-to-day work and inclusivity in practice.

*“One of the most fascinating aspects of this project was to compare employee ‘wants and needs’ in different geographies. While the cultural nuances were very different when comparing diversity topics in the Americas, Europe and Asia, the striking chord in all of our sessions with staff was an overarching desire to participate in the company’s growth. It’s an important reminder that people do try harder and deliver better work when they can see positive impact resulting from their efforts and feel heard.”*



**LUCY PHILLIPS**  
Managing Director,  
Strategic  
Communications



## CASE STUDY

# LONDON OFFICE SUPPORTS COVID-19 RECOVERY THROUGH APPRENTICESHIPS

### SITUATION

As of 2017, all employers in the United Kingdom that spend more than GBP£3 million annually on employees' salaries are legally required to pay into an Apprenticeship Levy budget to support and recruit apprentices. As well as encouraging businesses to recruit their own apprentices, 25% of a company's Apprenticeship Levy budget can be transferred to other companies or charities, while 75% remains for internal advancement.

### OUR ROLE

In the summer of 2020, FTI Consulting's London office pledged GBP£100,000 to the London Progression Collaborations' Reskilling the Recovery campaign, a program dedicated to supporting career growth, skill development and job advancement for low-income London residents and local businesses.

### OUR IMPACT

To date, more than GBP£93,000 of FTI Consulting's Apprenticeship Levy budget has been allocated to Joe Brennan Training, a program that sponsors the training of apprentices in the construction industry. These programs have been increasingly important due to unemployment levels increasing as a result of the COVID-19 pandemic. As part of FTI Consulting's pledge, the London office has selected a professional to serve as one of the first ever Corporate Responsibility & Sustainability apprentices.

*"I'm really pleased to be one of the first-ever Corporate Responsibility & Sustainability apprentices and look forward to seeing how much more I can offer FTI Consulting through this professional development. Having seen the amazing commitment to diversity, inclusion and belonging at FTI Consulting and our global corporate citizenship achievements in 2020, I'm excited to contribute to our goal of helping the world more broadly."*



**ELIZABETH TEIXEIRA**  
Project Specialist,  
Corporate Operations



**CASE STUDY**

**SUPPORTING UNDERSERVED STUDENTS WITH ACCESS ACADEMIES**

**SITUATION**

FTI Consulting engaged with Access Academies (“Access”) — a nonprofit organization that propels at-risk middle school students through high school, college and career success with enrichment, counseling and scholarships — to identify potential St. Louis middle schools with whom to partner as part of Access’ expansion efforts.

**OUR ROLE**

FTI Consulting conducted interviews with the Access staff to identify significant partnership success factors and rank qualitative metrics that define successful middle school partnerships. FTI Consulting then analyzed raw economic and academic data to create a quantitative ranking model for each area and middle school in the city of St. Louis and St. Louis County to allow for quantitative comparable analysis. Finally, FTI Consulting forecasted the financing needed to fund a successful middle school program, which could be used as a tool for future fundraising rounds.

**OUR IMPACT**

FTI Consulting provided Access with its first Assessment Guide with detailed questions to ask potential middle school partners. The team also delivered Access its first dynamic quantitative area and school models capable of comparing local areas and schools against like areas and schools across a plethora of different metrics and provided the Access leadership team with complete step-by-step PDF and video quantitative model guides.

FTI Consulting’s work with Access resulted in the organization’s first financial model to measure the expenditures of a new partnership, which leadership plans to leverage for fundraising efforts.

*“FTI Consulting’s work with Access Academies has been nothing short of amazing from start to finish. They created a scope of work that accurately defined and organized Access’ needs, diligently listened to our team throughout the process and delivered modules and resources that will help Access Academies use data to inform the growth of our organization well into the future.”*

**SHELLY WILLIAMS**  
Executive Director,  
Access Academies

*“The resources and expertise that FTI Consulting brought to the project were able to create a deliverable that enables our organization to make data-driven investment decisions that will immediately impact the students and families that we serve in a positive way.”*

**BRIAN DAY**  
Chairman of the Board,  
Access Academies

# Corporate Citizenship

At FTI Consulting, we want to support the communities in which we work, to build innovative and mutually beneficial partnerships with charitable organizations, and to help the world more broadly.

The primary purpose of the Corporate Citizenship Program is to enable, inspire and empower colleagues to use their skills to solve problems and build resilience in our global and local communities. As part of this commitment, we became a participant to the UN Global Compact in September 2020 and are passionate about making progress toward the UN SDGs.

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 we live and do business. The program includes partnerships with charitable organizations, fundraising initiatives, employee matching funds for charitable contributions, paid time off for volunteering and company-sponsored pro bono engagements.

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

## 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

**CASE STUDY**

**FTI CONSULTING EXPANDS EXPERTS IN SCHOOLS PROGRAM ACROSS EMEA**

**SITUATION**

FTI Consulting began collaborating in 2012 with Young Citizens, an education-based charity, that aims to encourage active citizenship in young people with the objective of cultivating the next generation of politicians, decision makers and responsible citizens.

Over a nine-year partnership, which included volunteering to deliver sessions, FTI Consulting has drawn on the expertise of the firm’s economists, communication specialists, design team, accountants and other professionals to shape the program’s content and create interactive and user-friendly resources through the “Experts in Schools” program.

*“I loved volunteering as an Experts in Schools mentor. It was wonderful to meet the young people and hear about their career aspirations. As someone who has been working for a few years, it was great to be able to pass on some things that I have learned.”*



**LUCY HIGHLAND**  
Consultant,  
Strategic Communications

**OUR ROLE**

FTI Consulting’s involvement in every aspect of Experts in Schools has not only been a high-quality educational resource, but has also resulted in a sense of ownership over the program’s evolution. As the programs address citizenship issues that teachers lack the confidence or expertise to teach, Experts in Schools has proved extremely popular with students, teachers and our colleagues alike.

**OUR IMPACT**

In 2020, we collaborated to create:

- Two cybersecurity webinars
- A “Mock Parliament” classroom resource, downloaded by over 200 teachers reaching more than 20,000 students
- A “Who Owns Your Data” classroom resource, downloaded by more than 120 teachers reaching over 11,000 young people

In total, over the 2020 to 2021 academic year, through programs and classroom resources relying on FTI Consulting-assisted programming, Experts in Schools has reached more than 56,000 young people across the United Kingdom. Of the participants, 100% of teachers reported that encounters with professionals increased their students’ aspirations and employability, while 95% of students stated that taking part improved their listening skills, 85% said it improved their communication and analytical skills and 80% said it improved their confidence.



**CASE STUDY**

**REMOVING BARRIERS DRIVING DISPARITIES IN HEALTH OUTCOMES**

**SITUATION**

FTI Consulting worked on a pro bono assignment for HUED, a start-up created to diversify the patient-physician experience and connect patients to the appropriate care they deserve. The vision for HUED is to improve health equity for people of color by removing four of the barriers driving disparity in health outcomes: fear, distrust, comfort and access.

HUED seeks to do this primarily through patients and physicians. For patients, HUED is a technology-enabled platform to connect Black and Latinx populations with culturally competent physicians. For physicians and other healthcare providers, HUED is developing an educational resource to build cultural competence and reduce healthcare inequality.

**OUR ROLE**

FTI Consulting provided a team of consultants to support HUED’s development of its go-to-market strategy and prepare for conversations with potential seed investors. The team worked with HUED’s founder and CEO Kimberly Wilson to achieve four goals: quantify the size of the target market and potential growth rates, create a go-to-market strategy, define customer segmentation and model pricing options for potential revenue streams.

Next, FTI Consulting worked with HUED to build out a growth strategy through 2025 based on the organization’s multiple revenue streams and potential for growth and modeled multiple pricing options using value-based, market-based and cost-plus methods. HUED’s target prices are competitive with comparable companies, clear hurdle rates to cover expected operational expenses and indicate high profit margins.

**OUR IMPACT**

Through market landscape research, FTI Consulting determined the size of HUED’s addressable target market for the four customer segments: patients, physicians, providers and payors. The addressable market included over 62 million patients and 174,000 physicians. Additionally, the team defined three pricing models for the organization’s revenue streams and built out a dynamic profit and loss model that can be leveraged in investor conversations.

To complete the approach, FTI Consulting modeled growth strategies based on high-growth, baseline and low-growth scenarios. HUED is now better prepared to launch its platform nationally, seek seed investors to advance its mission of creating more equity in healthcare for patients of color, and increase positive patient outcomes through connections with culturally competent physicians.

*“The cost of unequal healthcare access, treatment and outcomes is high and is paid for by everyone. This is an addressable problem with many improvement opportunities. Getting this right would provide significant health and economic benefits to society. We each have a responsibility to do our part by educating ourselves, then finding and supporting people or organizations working in our communities to address these inequities and their underlying causes — people like Kimberly Wilson and organizations like HUED.”*



**SAZZ ARIYANAYAGAM**  
Managing Director,  
Corporate Finance  
& Restructuring



**OLIVIA PROFITA**  
Consultant,  
Corporate Finance  
& Restructuring



**FRANK SUTTON**  
Director,  
Corporate Finance  
& Restructuring

## Volunteering

FTI Consulting provides one day of paid leave each year to enable employees the opportunity to volunteer for and contribute to the charitable causes that mean the most to them.

2020 proved to be a challenging year 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 to natural disasters, our employees reported a record level of engagement with our Corporate Citizenship Program.

The COVID-19 pandemic in particular shaped the course of 2020 and has continued to impact people around the world in different ways. The direct impacts on our employees and our communities prompted many to roll up their sleeves and help these communities weather this unprecedented situation. Some of these employee volunteer efforts included:

- Cooking and delivering healthy meals to COVID-19 testing sites and hospitals to better assist frontline healthcare workers.
- Making and distributing masks in their communities, utilizing sewing skills and procuring PPE to share with colleagues in other parts of the world.
- Mowing lawns, shoveling driveways, delivering food and making time for personal connections with vulnerable members in their communities.

Our employees also found new and creative solutions to continue to express the core values of FTI Consulting by giving back in meaningful ways. These included cultivating annual events and partnerships virtually and skills-based volunteering, among others. Below are a set of 2020 accomplishments:

- Thirty-six percent of employees participated in our Corporate Citizenship Program.
- Our employees **volunteered 4,000 hours** to support charitable causes.
- Our team of **Corporate Citizenship Champions grew to over 85 employees**, enhancing leadership efforts at the local level.
- Through charitable contributions, volunteering opportunities and pro bono services, our teams **supported more than 1,500 local and global organizations**.

### Donation Matching

FTI Consulting's Matching Gift Program amplifies the impact of our employees' personal charitable contributions. In 2020, **charitable donations matched by FTI Consulting more than doubled compared with 2019**.

With their colleagues' support, employees across the globe demonstrated record engagement with our Matching Gift Program in 2020;

- 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 global business segments, raised more than USD\$30,000 through donations and corporate matching to support over 75 community-based organizations.

Additionally, the firm made donations to help those in need during the holidays. In the wake of the COVID-19 pandemic and in an effort to put the health and well-being of our people first, FTI Consulting's in-person holiday social

gatherings were canceled in many cities. As a result, FTI Consulting employees decided to donate the funds that we typically allocate toward firm holiday parties to support global charitable organizations fighting hunger. These organizations included Action Against Hunger, The Global FoodBanking Network and The Hunger Project. In all, FTI Consulting donated USD\$500,000 to charities around the world during the holiday season.

### STRATEGIC CHARITABLE PARTNERSHIPS

At FTI Consulting, we recognize that there are many charitable causes working toward creating a better world in our global communities and aligned to making progress against the UN SDGs.

As a result, many of our offices proactively create partnerships with charitable organizations and campaigns that align with the values of FTI Consulting and the UN SDGs.

Charitable partnerships can include holistic and life-changing support for a charity voted on by regional office colleagues and other creative fundraising and volunteer initiatives. For example, our London office has partnered with The Talent Tap, a social mobility organization that provides employability support to students in the most isolated rural and coastal regions of the United Kingdom. Our colleagues in London partner with the Talent Tap to raise money through a Graduate Fundraising Challenge, and many sporting fundraising challenges are undertaken by individual employees while also providing volunteer support to mentor and interview students and pro bono communications support to help the organization.

### Pro Bono

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 2016, FTI Consulting professionals have contributed more than USD\$7.5 million in pro bono services to support a wide variety of global charitable and community-based organizations. 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 our communities.

We are growing our pro bono engagement by investing in an enhanced program globally. To manage this effort and provide for its sustained commitment, the Executive Committee established a Pro Bono Advisory Committee that includes more than 20 representatives from different segments, regions and levels across the firm. Within a few short months, the committee took on 25 project briefs from employees for potential pro bono engagements.

In 2020 our experts **contributed over USD\$2.1 million in pro bono services.** Engagements kicking off in 2020 included supporting efforts to combat human rights violations, evaluating the economic and social impact of communities in need, and helping organizations leverage

technology and data intelligence to support informed decision making for community welfare. As part of FTI Consulting’s commitment to help the world more broadly, all FTI Consulting employees are now allotted up to 35 hours of work performed for approved pro bono engagements that count toward utilization and productivity metrics.

*“Our practitioners are industry leaders and experts in their field. 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

**CASE STUDY**

**THE CHANGE IN ACTION CAMPAIGN: STANDING TOGETHER AGAINST RACIAL INEQUALITY**

**SITUATION**

Professionals at FTI Consulting 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 2020. In addition to the small group discussions hosted by FTI Consulting’s Executive Committee, employees donated to an array of organizations dedicated to achieving social justice, championing civil rights and ending systemic racism.

**OUR ROLE**

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 firmwide 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 that promote social justice and racial equity through charitable giving, skills-based volunteering and pro bono services.

**OUR IMPACT**

The participation was resounding, raising more than USD\$200,000 through personal donations and company matches for over 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.

*“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, skills-based volunteering and pro bono work. We are extremely encouraged by the increasing interest and involvement of professionals at every level.”*



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

**CASE STUDY**

**PROFESSIONALS ACROSS THE GLOBE PARTICIPATE IN STEPTEMBER FOR FOURTH CONSECUTIVE YEAR AND RAISE RECORD FUNDS**

**SITUATION**

STEPtember is an annual fundraising initiative sponsored by the Cerebral Palsy Alliance Research Foundation (“CPARF”), an organization that supports research for cerebral palsy, a physical disability that affects movement, muscle control, muscle coordination, muscle tone, reflex, posture and balance. It is estimated that cerebral palsy affects 17 million people worldwide. STEPtember combines raising awareness and funds for cerebral palsy while making a commitment to teamwork and physical wellness.

**OUR ROLE**

In 2020, 553 FTI Consulting professionals across the Americas, EMEA, Asia and Australia formed teams of four and committed to taking 10,000 steps per day through the month of September while fundraising for the cause.

**OUR IMPACT**

FTI Consulting teams took a total of over 147 million steps and raised more than USD\$61,000, which was the most FTI Consulting has raised for STEPtember in four years of participation, and exceeded the firm’s 2019 total by over USD\$18,000. Since first participating in the initiative in 2017, FTI Consulting has raised more than USD\$160,000 to support the CPARF.

*“For the past few years, STEPtember has given me the chance to support a great cause while also connecting (and competing!) with colleagues through fundraising and fitness. It is inspiring to watch colleagues go above and beyond to raise money to help improve the lives of people with cerebral palsy, and I’m proud of FTI Consulting’s commitment to this important issue.”*



**LEXIE RYAN**  
Director,  
Strategic Communications

*“STEPtember encourages our colleagues to make healthier decisions by rewarding physical activities such as walking, cycling, jogging or running. These choices have a trickledown effect into other areas of our lives, whether it be dieting, sleeping or working out. All of this bundled with fundraising, healthy competition and accountability always make for an overall healthy September at FTI Consulting!”*



**JOHN MARINO**  
Senior Director,  
Technology

A microscopic view of plant cells, showing a complex network of cell walls and internal structures. The image is overlaid with a dark blue, semi-transparent band that serves as a background for the text.

# == Governance

# Approach to Managing Governance Risks and Opportunities

Since its founding in 1982, FTI Consulting has prided itself on being a reliable and trustworthy firm for our clients, a reputation that we have built and strive to reinforce year after year.

Our brand is forged by our commitment to excellence, our professional conduct and ethics, our protection of privacy and information, and our professionalism that we bring to all projects and engagements. Our efforts in these areas helps us protect not only the interests of our clients, but also our employees, vendors, communities and shareholders.

FTI Consulting’s strong corporate governance principles support our efforts to protect the interests of our company and our stakeholders. Guided by our Corporate Governance Guidelines, our Board of Directors is responsible for providing the oversight for our company to operate sustainably and generate long-term value for our stakeholders. The Board of Directors is composed of eight members with diverse backgrounds and skillsets, all of whom are independent with the exception of our President and Chief Executive Officer. The Board of Directors consists of three Committees, all of which are 100% independent:

— **Audit Committee:** Provides oversight of the quality and integrity of financial reports of the company, the company’s compliance with legal and regulatory requirements, the independent auditors’ qualifications and independence, and the performance of the company’s internal audit function and independent auditors.

— **Compensation Committee:** Approves and administers executive compensation programs in furtherance of the interests of the stockholders, produces an annual report on executive compensation for inclusion in the company’s annual proxy statement and reviews the company’s overall programs of employee benefits.

— **Nominating, Corporate Governance and Social Responsibility Committee:** Reviews and oversees the nomination of directors and ESG and human capital factors, including diversity, inclusion and equal opportunities, corporate citizenship and sustainability.

All Board members are elected on an annual basis by our shareholders and are also fellow FTI Consulting shareholders, illuminating the alignment of interests between the two groups. The Board and each Committee engage in an annual self-evaluation process through the auspices of the Nominating, Corporate Governance and Social Responsibility Committee.

## BOARD OF DIRECTORS



Independent Board chairman

87.5%

Board independence

100%

Independence across all three Board Committees

25%

Board gender diversity

25%

Of Directors based outside of the United States



Nominating, Corporate Governance and Social Responsibility Committee providing oversight of ESG factors

# BOARD COMPOSITION

Director	Age	Director since	Independent Directors	Audit	Compensation	Nominating, Corporate Governance and Social Responsibility	Leadership	Finance and Accounting	Services or Industry	Government	Other Public Company Board Experience	Global	Diversity	Independence
<b>Gerard E. Holthaus</b> Lead Independent Director of WillScot Mobile Mini Corp.	71	2004	☆	●	●		●	●	●		●	●		●
<b>Steven H. Gunby</b> President and Chief Executive Officer of FTI Consulting, Inc.	63	2014					●	●	●		●	●		
<b>Brenda J. Bacon</b> President and Chief Executive Officer of Brandywine Senior Living LLC	70	2006	✓		●	C	●	●	●	●	●		●	●
<b>Mark S. Bartlett</b> Former Partner at Ernst & Young LLP	70	2015	✓	●			●	●	●		●	●		●
<b>Claudio Costamagna</b> Chairman of CC e Soci S.r.l.	65	2012	✓		C		●	●	●		●	●		●
<b>Sir Vernon Ellis</b> Former Chair of the Board of Trustees of the British Council	73	2012	✓	●		●	●	●	●	●		●		●
<b>Nicholas C. Fanandakis</b> Senior Advisor to the Chief Executive Officer of DuPont de Nemours, Inc.	65	2014	✓	C			●	●	●		●	●		●
<b>Lauren E. Seeger</b> Chief Legal Officer of the American Express Company	59	2016	✓		●	●	●		●		●	●	●	●

☆ Independent Chairman of Board   C Committee Chair   ● Committee Membership   ● Skillsets\*

\*This table highlights the skills possessed by each director that the Board particularly relies on, and the absence of a specific skill of quality for a director does not indicate the director does not necessarily possess that skill or quality.



## CASE STUDY

# COMMUNICATING TO THE PUBLIC DURING A PANDEMIC TO SUPPORT THE NATIONAL HEALTH SERVICE OF ENGLAND

### SITUATION

During the outbreak of the COVID-19 pandemic, there was subsequent uncertainty in the UK and the rest of the world regarding complying with public health measures and upholding confidence in the institution of NHS England.

### OUR ROLE

FTI Consulting volunteered to provide media relations support to the NHS through the first COVID-19 wave in 2020 and the more pronounced winter crisis at the start of 2021. The team was initially put in contact with NHS England in relation to a corporate client with a UK-based employee facing media attention after being labeled as the United Kingdom’s first COVID-19 “super-spreader” at the start of the pandemic.

### OUR IMPACT

In close collaboration with the NHS England team, FTI Consulting experts worked diligently to enable broadcast networks access to hospital intensive care units and recovery wards to communicate a clear message to the UK public of the seriousness of COVID-19 and the importance of adhering to public health guidelines, while managing the fast-moving nature of news coverage to minimize misinformation. These efforts helped protect the general public of the UK while upholding confidence in the institution of the NHS England.

*“At a time when the healthcare system was stretched to capacity, it was a real honor to lead an enthusiastic team enabling footage from UK hospitals to be featured on major news outlets and helping NHS England manage the fast-moving nature of coverage to minimize misinformation. In the darkest days of lockdowns, in the peak of the pandemic, it was a project that gave our people a sense of purpose and demonstrated the real-life application of our skills for the benefit of wider society.”*



**ROB MINDELL**  
Managing Director,  
Strategic  
Communications

## Code of Ethics and Business Conduct

The robust policies and procedures established in our Code of Ethics and Business Conduct are meant to guide FTI Consulting employees, officers and outside directors. Beyond the Code of Ethics and Business Conduct, our employees must abide by numerous other critical policies, including our Policy on Inside Information and Insider Trading, Anti-Corruption Policy, Policy on Reporting Concerns and Non-Retaliation, and Privacy Policy. FTI Consulting employees also must abide by our UK Modern Slavery Statement, Human Rights Policy, Policy on Disclosure Controls and Global Health & Safety Policy.

Reflective of our desire to continue evolving our governance best practices, the company regularly revisits these policies and procedures as appropriate and evaluates their effectiveness with the goal of continuing to protect our employees and the interests of our stakeholders. This exercise supports our license to operate, and furthers our efforts to continue creating sustainable value for all stakeholders.

# Compliance, Business Ethics and Professional Conduct

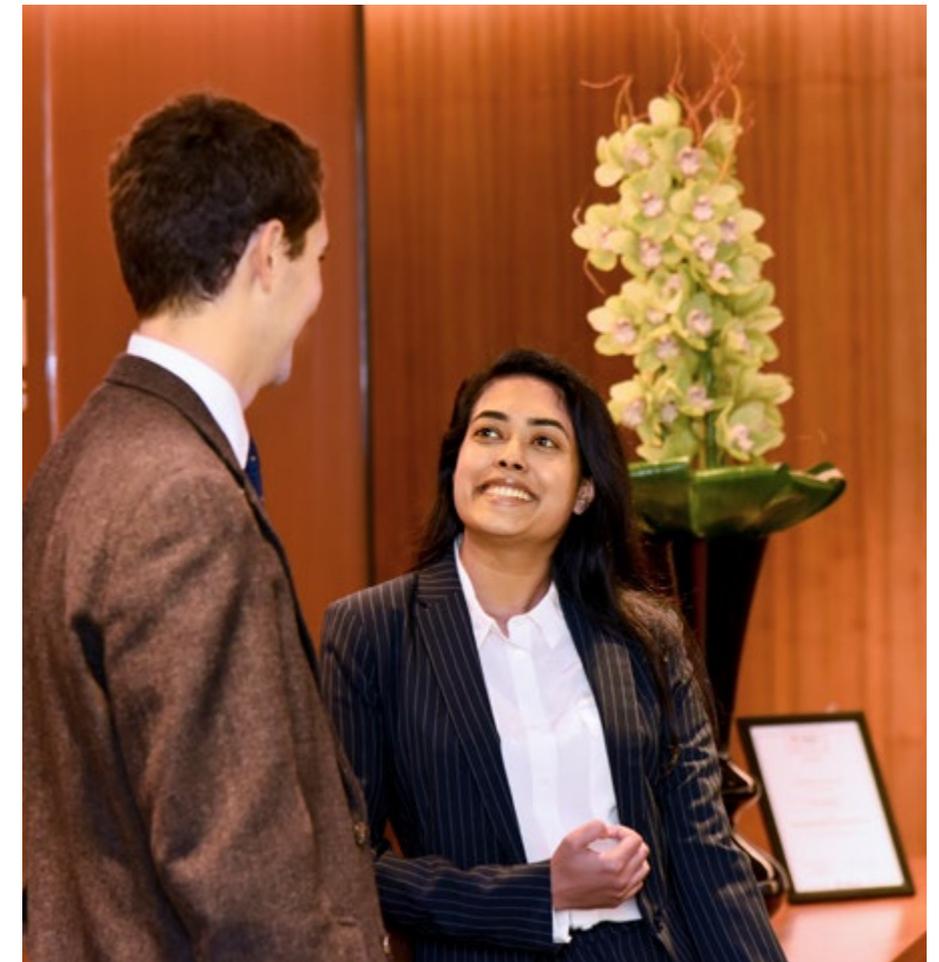
Our compliance, business ethics and professional conduct are important contributors to the success of FTI Consulting and our corporate values and mission. Many of our teams work on complex and high-profile client matters – matters in which our clients have turned to us for support because of the diverse expertise our professionals offer and the trust our clients have in our company and our people.

Integrity is at the core of our operations and necessary in order to be a trusted advisor for our clients. FTI Consulting requires employees to participate in regular ethics and compliance training, guiding our workforce to remain vigilant in upholding the highest standards of ethics and transparency. We regularly evaluate and update our policies, procedures, training and awareness initiatives so that our expectations reflect regulatory standards and contribute to a robust and ethical business culture. As a professional services firm, our people and their professional conduct contribute to our reputation and sustainable growth as a market-leading global consulting firm. Our Vice President, Chief Risk and Compliance Officer reports on ethics and compliance issues to both the President and Chief Executive Officer and the Audit Committee of the Board of Directors on a quarterly basis and more frequently as needed.

As referenced throughout this report, our values are central to establishing and guiding our commitment to being a trusted and transparent advisor for our clients. These values, “I CARE,” communicate a sense of personal accountability to and ownership of the company’s future trajectory and success, regardless of business segment, level or location.

FTI Consulting’s core values are meant to guide and inform the work that we do and are formalized by our Code of Ethics and Business Conduct. FTI Consulting’s Code of Ethics and Business Conduct applies to all employees, officers and outside directors. We also expect our agents, vendors, contractors, consultants, business partners and third-party representatives to uphold similar standards when working with our clients and representing our company around the world. The Code of Ethics and Business Conduct covers many topics and is supplemented with policies that address specific issues in more detail.

**Integrity** is a key part of our values and is reflected throughout our Code of Ethics and Business Conduct. FTI Consulting recognizes that to support the effective functioning of our ethics and compliance programs, our people should have the ability to raise potential concerns and receive the necessary training to do so. The Code prohibits professional or personal retaliation. This is outlined in our Policy on Reporting Concerns and Non-Retaliation, which details how employees can raise concerns or choose to report anonymously or confidentially the protections provided to them and additional critical details about the process. Specifically, employees have access to both a 24/7 telephone and internet hotline to express any concerns.





**Respect** and **Empathy** are also core values to FTI Consulting – including having respect and empathy for other employees, contractors and people in the communities where we live and work. The Code of Ethics and Business Conduct details how FTI Consulting employees must respect our colleagues in regard to diversity, nondiscrimination and equal opportunity, anti-harassment and human rights.

FTI Consulting has formalized our commitment to these issues through policies, procedures, trainings, audits and other quality assurance processes.

Employees are required to identify and disclose personal conflicts of interest, comply with laws of various types and jurisdictions when appropriate, protect confidential information, communicate carefully, report truthfully and accurately, and play a responsible role in the community. As appropriate, FTI Consulting has policies that highlight these issues in more detail, such as our Policy on Inside Information and Insider Trading, Anti-Corruption Policy and Human Rights Policy.

Through trainings and other avenues, we provide guidance designed to address our employees’ interactions with their peers and the community-at-large. Required internal trainings include courses on sexual harassment in the workplace and inclusive leadership, along with mandatory trainings on FTI Consulting’s Code of Ethics and Business Conduct.

To support these values outside of the company, we have social media and charitable giving and matching gifts policies available to all our employees. Additional training and communications, oftentimes presented live, may be deployed on a more targeted basis to teams operating in higher-risk areas or to educate our professionals on how to properly address specific situations that may arise in their daily work.

Our Compliance and Internal Audit departments regularly collaborate to conduct risk assessments with the goal of ensuring that we are identifying and addressing relevant risk areas. Deep-dive risk assessments into topics such as anti-corruption 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 address ethical and compliance expectations. We also require third-party contractors to undergo a background screening.



## CASE STUDY

# HELPING HUMAN TRAFFICKING VICTIMS FIGHT FOR COMPENSATION

### SITUATION

The Human Trafficking Legal Center (“HT Legal”), a nonprofit organization that works to empower trafficking survivors to seek justice and to hold human traffickers accountable, contacted FTI Consulting to request forensic accounting assistance on a pro bono case to pursue justice for survivors, including mandatory criminal restitution and civil judgments. To assist, professionals from the firm’s Forensic and Litigation Consulting segment calculated the amount of lost wages and future expenses associated with the survivors’ medical treatment.

### OUR ROLE

The team members immediately utilized their insurance, damage calculation and investigation expertise to incorporate life expectancy and other metrics into detailed financial analyses for multiple survivors. On a tight schedule, FTI Consulting created compelling expert reports during this engagement that were to be filed with the court. The final expert report was submitted, and the defendants are currently awaiting sentencing.

### OUR IMPACT

Managing Director Edith Wong, who led the engagement for the FTI Consulting team, was recognized at the 2021 HT Legal On My Side Awards with the “Advocate of the Year Award,” which honors an individual who has shown extraordinary commitment to advocacy and research to support the rights of trafficking survivors. The team’s work on this engagement will likely lead to significant criminal restitution for victims who otherwise might have received no compensation.

*“I was struck by Edith’s technical skill, her compassion and her commitment to serving human trafficking survivors. I was also astounded by her ability to complete these novel and complex assignments on an extremely tight timeline. Her work set a high standard for expert reports for trafficking victim restitution and remission.”*

#### MARTINA E. VANDENBERG

President and Founder,  
The Human Trafficking Legal Center

*“It was a privilege to partner with HT Legal to apply my financial consulting skills toward helping human trafficking victims fight for compensation.”*



#### EDITH WONG

Managing Director,  
Forensic and Litigation  
Consulting

# Data Privacy and Information Security

FTI Consulting professionals are frequently engaged on client projects or pro bono matters that contain sensitive, confidential, proprietary or personal data.

Having a strong information security program and a systematic commitment to protecting the privacy of a client's information and underlying data is important to being a reliable partner and maintaining the trust of our stakeholders. FTI Consulting's Global Cybersecurity and Privacy Division supports our company by implementing systems and network resources that protect data confidentiality. Status reports are led by our Chief Information Officer, who reports to our Chief Financial Officer and the Board as needed.

## Data Privacy

FTI Consulting's Privacy Policy describes our practices relating to collecting, analyzing and retaining client data, website visitor data or other individual or company data. Under this policy, FTI Consulting does not disclose personal information to third parties other than as described in the Privacy Policy unless FTI Consulting has permission to or is required or permitted by law.

## CASE STUDY

# HACK U JUNIOR: CYBERSECURITY TRAINING FOR KIDS

### SITUATION

The COVID-19 pandemic pushed our daily lives online as schools, offices and other public settings closed indefinitely. With children at home virtually learning and using the internet to pass the time, it was more important than ever to teach them about cybersecurity basics.

### OUR ROLE

Experts from FTI Consulting's global Cybersecurity practice led sessions for employees' children, primarily ages six to 10. The interactive program, delivered via Zoom, focused on the internet – what it is, how to safely navigate it, and best practices for passwords and information sharing.

After receiving positive feedback from FTI Consulting employees and their families, the Cybersecurity team connected with the Girl Scouts of Western Washington to lead a Cybersecurity badges course for Brownies. During the session, Brownies earned three badges as they learned about technology, the internet and cybersecurity.

### OUR IMPACT

FTI Consulting delivered interactive, basic cybersecurity training to over 150 participants across the globe in a time where the impact of digital risk is heightened, regardless of technological understanding or age. The presenting experts, with backgrounds from the highest level of law enforcement, also demonstrated the importance of cybersecurity through their professional experience and served as an example to the next generation.

*"I enjoy leading these programs because of their positive approach to cybersecurity education and internet safety. Taking time to engage with the next generation is so fulfilling, not only because I am passionate about building a safer, more secure world, but I hope to inspire kids, especially young girls, to take an interest in technology and security."*



### JORDAN RAE KELLY

Senior Managing Director,  
Forensic and Litigation  
Consulting



As detailed in our Code of Ethics and Business Conduct, FTI Consulting employees are required to support our efforts to:

- Keep confidential information safe from loss, theft or accidental disclosure.
- Comply with all applicable data protection laws and regulations, as well as all applicable FTI Consulting policies regarding data processing and data transfer.
- Implement information security safeguards designed to protect personal information.
- Collaborate with our business partners on providing data security and in investigating and responding to data protection breaches, if they occur.

FTI Consulting has more detailed policies on these issues, including, among others:

- Policy on Acceptable Use of Technology Resources
- Incident Response and Reporting Policy
- HIPAA Privacy Compliance Policy

### Information Security

Our Global Cybersecurity and Privacy Division employs world-class security professionals with unparalleled privacy and data security experience, including but not limited to cryptography, application development and forensic capabilities. Managed by our Global Cybersecurity and Privacy Division, our Cybersecurity and Data Protection/Privacy

Program, along with associated policies, are designed to guide us in safeguarding client trust and confidentiality. The Global Cybersecurity and Privacy Program is informed by internationally accepted management frameworks, including:

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

FTI Consulting’s cybersecurity and privacy policies have been prepared to conform to federal and state laws governing the protection of confidential information. The company is certified compliant with ISO 27001 and HITRUST CSF requirements. Beyond these efforts, our Global Cybersecurity program is periodically assessed by a third-party provider to determine program maturity according to the US-NIST CRF.

Taking our efforts one step further, FTI Consulting requires our employees to complete the proper cybersecurity training on an annual basis to better inform our experts of cybersecurity risks, proactively prepare them to address these concerns and to react accordingly if necessary. This training, specifically focused on information security and privacy awareness, provides an overview of policies, standards and procedures for incident

avoidance and response. Additionally, we have implemented specific security testing and training programs intended to continuously improve our employees’ effectiveness in safeguarding employee and client data – helping our workforce recognize threats such as phishing, social engineering and other evolving threats toward information security. Beyond these efforts, deep-dive risk assessments are undertaken into cybersecurity and data privacy as appropriate.

### Supporting Our Clients in Strengthening Governance Programs

FTI Consulting’s professionals have the expertise and experience as a trusted advisor across key governance issues. As governance topics are constantly evolving and becoming increasingly complex, clients turn to FTI Consulting as a trusted advisor for a variety of governance-related topics:

**Risk & Compliance:** At times, organizations must seek expert support to help them manage risks and address compliance challenges. Effective risk management and compliance programs are critical to avoiding violations that could restrict an organization’s ability to operate, tarnish its corporate reputation or impact its business relationships. Our clients rely on FTI Consulting to help them overcome these challenges. Our senior professionals focus on delivering enterprise-wide risk and compliance solutions that promote business transformation and growth and support ethical business behavior. We offer end-to-end industry-specific and expertise-led advisory services to support risk management

and compliance programs, including advisory on anti-bribery & corruption, anti-money laundering, regulatory risk & compliance and risk management.

### Information Governance, Privacy & Security:

Information Governance, Privacy & Security services from FTI Consulting’s Technology segment can develop and implement information governance solutions that reduce corporate risk, cut storage costs, secure data, improve the e-discovery process and enable faster and deeper insight into data. Common information governance challenges include:

- Storing sensitive data, including client information and proprietary intellectual property, and ensuring that proprietary data remains secure.
- Disposing of old or redundant data to reduce storage costs and minimize risk.
- Developing and implementing information governance policies that do not disrupt the business.
- Migrating data to cloud applications and remediating information within legacy applications.

**E-Discovery & Managed Review:** New discovery challenges, from collection of cloud-based apps and social media to evolving data privacy laws — as well as ongoing discovery challenges such as large data volumes, multilingual reviews and the need for rapid understanding of critical documents — require a global, trusted partner that provides innovative solutions with defensible results. Top-performing organizations and law firms engage FTI Consulting



and FTI Technology for a broad range of e-discovery and managed review services for litigation, investigations and regulatory matters.

**Cybersecurity:** As more devices come online and interconnectivity increases, the ability to respond to and manage cybersecurity incidents and data privacy events can have direct ties to a company’s ESG commitments and assessments, from the protection of critical infrastructure to governance of sensitive information. We help clients understand their own environments, harden their defenses, rapidly and precisely hunt threats, holistically respond to crises, and recover operations and reputation after an incident.

**Investigations & Monitorships:** When organizations face investigations involving allegations of corporate fraud and misconduct, money laundering, bribery and corruption, trade sanction violations and other regulatory issues, they often must address such allegations or inquiries from regulators with a rapid and appropriately tailored response. FTI Consulting supports clients — boards of directors, executive management, in-house counsel and external legal advisors at law firms around the globe — through every step of an investigation. This includes responding to an incident, uncovering critical facts, communicating with regulators, engaging in remediation efforts, and, ultimately, meeting the requirements of a settlement agreement and repairing reputational damage.

# Political Activities

Under our policies, FTI Consulting employees have the ability to participate in the political process on their own time and in compliance with local laws.

However, as stated in the Code of Ethics and Business Conduct, no FTI Consulting funds, assets, services, time, equipment or facilities may be contributed, whether directly or indirectly, to any politician, candidate for political office, political party, political action committee or political cause without the prior written approval of FTI Consulting’s President and Chief Executive Officer. This policy applies to resources that may appear to be an endorsement or contribution and regardless of whether the laws of a particular country allow the activities in question. Any international political contribution requires not only Chief Executive Officer approval but also a compliance check with local law by the General Counsel and record retention by the Accounting Department and Vice President, Chief Risk and Compliance Officer. Any lobbying work engaged on behalf of FTI Consulting or its subsidiaries also must be discussed with FTI Consulting’s Vice President, Chief Risk and Compliance Officer.



## CASE STUDY

# FTI WIN PARTNERS WITH WOMEN IN NEED FOR THIRD CONSECUTIVE YEAR

### SITUATION

In November 2020, New York City-based FTI WIN members held their third annual holiday gift drive to support Women in Need, the largest provider of family shelter to the homeless in New York City. Due to the impacts of the COVID-19 pandemic, the homeless population across the city had been particularly burdened, and the group decided to focus its gifts on children.

### OUR ROLE

Although social distancing precautions prevented the group from wrapping the donated presents together as a group as in years past, FTI WIN colleagues still donated gifts purchased from a pre-determined registry and attended a virtual holiday cardmaking event to bring holiday joy to those in need. FTI WIN took this opportunity to meet its newly hired female professionals, most of whom started their job in a virtual environment. The event also included breakout sessions so professionals could reconnect with women in other practices with whom they may not have interacted with in a while.

### OUR IMPACT

Over the last several years, FTI WIN has donated more than 40 adult holiday gift packages, including wrapped gifts and personalized cards, and hand-delivered these gifts and cards to a local shelter.

*“This holiday charity event has been a tradition for FTI WIN three years in a row now but was extra special this past year. Even though we couldn’t see our colleagues in person, the impact of our gifts and time felt particularly important in the midst of COVID-19 and the struggles we know many families have faced during the pandemic. As a social event, it was also great to reconnect with women from other practices we hadn’t seen in a while and to welcome recently hired women to FTI Consulting.”*



**EARNESTIENA CHENG**  
Director,  
Corporate Finance  
& Restructuring

**CASE STUDY**

**ENHANCING FINANCIAL EQUITY AND EDUCATION FOR THE UNDERSERVED WITH THE MASTER YOUR CARD PROGRAM**



**SITUATION**

In the United States, the issue of being financially underserved disproportionately impacts people of color, leaving already oppressed communities at a stark disadvantage when it comes to building wealth and investing in long-term goals. Master Your Card is a community empowerment education program sponsored by Mastercard that works with committed partners nationwide to provide financial education resources and information about the benefits of electronic payments technology to underserved communities, helping build brighter financial futures.

**OUR ROLE**

FTI Consulting worked closely with the Master Your Card team in 2020 to launch a completely reimagined website with a focus on easing the discovery of valuable educational resources such as expert advice, key information for small businesses and quality financial educational materials for young students. With the pandemic removing children from the classroom and creating new challenges to accessing financial education resources, FTI Consulting also helped Master Your Card make an impact from investments in virtual learning materials through awareness-raising content on its website and social media. Concurrently, in the wake of widespread calls for social justice in 2020, FTI Consulting also worked with Master Your Card to refine messaging and materials to highlight the importance of financial equity in uplifting and supporting BIPOC, or Black, Indigenous and People of Color, communities in the United States.

**OUR IMPACT**

With the mission of financial equity and empowerment through education, Master Your Card has reached incredible achievements since 2018. The program has directly engaged more than 55,000 students and 22,300 adults across 22 different cities. Master Your Card now has over 18,000 followers on social media, has worked with more than 120 partner organizations and reached over 136,000 individuals through its partners. The new website has allowed Master Your Card to continue providing valuable financial education to underserved communities throughout the pandemic.

*“From the beginning of our engagement a few years ago, I knew that the team understood the mission of Master Your Card and was completely aligned with our goal of expanding its reach and impact. In 2020, our partnership with FTI Consulting was critical in helping us quickly adapt and pivot to a digital-forward approach to champion financial equity and deliver valuable financial education resources to financially underserved communities across the United States.”*

**MERCEDES GARCIA,**  
Vice President of Community Relations,  
Mastercard

## Disclaimer, Forward-Looking Statements and Website References

*The information and opinions contained in this report are provided as of the date of this report unless otherwise indicated and are subject to change without notice. We do not undertake to update or revise any such statements as a result of future events, new information, or otherwise, and regardless of any historical practice of doing so. This report represents our current practices or policy and intent and is not intended to create legal rights or obligations. This report may contain or incorporate by reference public information not separately reviewed, approved or endorsed by us and no representation, warranty or undertaking is made by us as to the accuracy, reasonableness or completeness of such information. Inclusion of information in this report is not an indication that the subject or information is material to our business, results of operations or financial position. Website references and hyperlinks are provided in this report for convenience only, and the contents of such websites are not being incorporated into this report.*

*This report includes “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995, which involve uncertainties and risks. Forward-looking statements include statements concerning our plans, objectives, goals, strategies, initiatives, commitments, prospects, future events and other information that is not historical, including discussions of the Company’s targets, aspirations, initiatives and other actions or data related to matters of corporate social responsibility, the environment and climate change, human capital management, and diversity and inclusion initiatives. When used in this report, words such as “estimates,” “expects,” “anticipates,” “projects,” “plans,” “intends,” “believes,” “commits” and variations of such words or similar expressions are intended to identify forward-looking statements. Our expectations, beliefs, plans, intentions, commitments and estimates are expressed in good faith, and we believe there is a reasonable basis for them. However, there can be no assurance that management’s expectations, beliefs, plans, intentions, commitments and estimates will be achieved. Forward-looking statements do not reflect guarantees or promises that these goals and other aspirations or statements will be met or realized. Actual results or outcomes may differ materially from our expectations, beliefs, plans, intentions, commitments and estimates due to a variety of factors, including assumptions not being realized or changing, scientific or technological developments, evolving sustainability strategies, evolving standards and disclosure controls and procedures, changes in carbon markets, evolving government regulations and investor expectations, our expansion into new services, technologies, and geographic regions, or other changes in circumstances, as well as the factors described under the heading “Item 1A, Risk Factors” in the Company’s Quarterly Report on Form 10-Q for the quarter ended September 31, 2021, and Annual Report on Form 10-K for the year ended December 31, 2020, filed with the SEC, and in the Company’s other filings with the SEC. We are under no duty to update any of the forward-looking statements to conform such statements to actual results or events and do not intend to do so. The standards of measurement and performance contained in this report are developing and based on current assumptions, plans and expectations, and no assurance can be given that any assumption, intention, plan, objective, goal, strategy, initiative, commitment, prospect or event set forth in this report can or will be achieved.*



# Appendix

# Appendix

## 1. Our Policies and Guiding Principles

### Board Operations

- [Categorical Standards of Director Independence](#)
- [Charter of Audit Committee of The Board of Directors](#)
- [Charter of The Compensation Committee of The Board of Directors](#)
- [Charter of The Nominating, Corporate Governance and Social Responsibility Committee of The Board of Directors](#)
- [Corporate Governance Guidelines](#)
- [Internal Audit Charter](#)

### Codes of Conduct and Compliance Policies

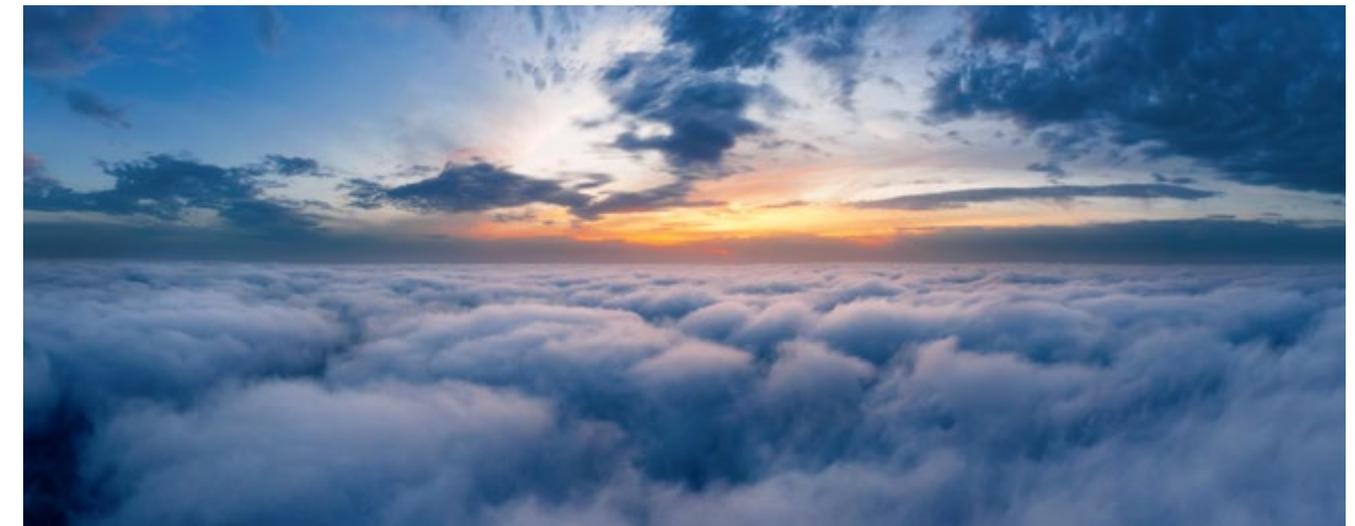
- [Anti-Corruption Policy](#)
- [Code of Ethics and Business Conduct](#)
- [Privacy Policy](#)
- [Policy on Disclosure Controls](#)
- [Policy on Inside Information and Insider Trading](#)
- [Policy on Reporting Concerns and Non-Retaliation](#)
- [Vendor Code of Conduct](#)

### Environmental and Social Policies

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

## 2. Greenhouse Gas Emissions Methodology Document

FTI Consulting tracks its greenhouse gas (“GHG”) emissions annually. The company recently disclosed our emissions data for the years 2018-2020. GHG emissions disclosed in this report represent data for entities under the operational control of FTI Consulting and its subsidiaries, which is consistent with the GHG Protocol. For more details on the methodology utilized for our environmental impact calculations, see our [FTI Consulting GHG Emissions Methodology Document](#).



FTI Consulting GHG Emissions Methodology Document: 2018-2020

### 3. Sustainability Accounting Standards Board Reference Table

Below is a table referencing FTI Consulting’s public disclosures to the Sustainability Accounting Standards Board’s (“SASB”) Professional & Commercial Services Industry standards. The far-right column represents where you can find more information on each of these topics.

Topic	Accounting Metric	Category	Unit of Measure	Code	Response
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	SV-PS-230a.1	Data Privacy and Information Security
	Description of policies and practices relating to collection, usage and retention of customer information	Discussion and Analysis	N/A	SV-PS-230a.2	Data Privacy and Information Security
	(1) Number of data breaches, (2) percentage involving customers’ confidential business information (“CBI”) or personally identifiable information (“PII”), (3) number of customers affected	Quantitative	Number, Percentage (%)	SV-PS-230a.3	FTI Consulting does not currently disclose this information
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) executive management and (2) all other employees	Quantitative	Percentage (%)	SV-PS-330a.1	Diversity, Inclusion & Belonging Appendix: Diversity Data Appendix: Equal Employment Opportunity Data
	(1) Voluntary and (2) involuntary turnover rate for employees	Quantitative	Rate	SV-PS-330a.2	For voluntary turnover data: Employee Engagement
	Employee engagement as a percentage	Quantitative	Percentage (%)	SV-PS-330a.3	Employee Engagement
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and Analysis	N/A	SV-PS-510a.1	Compliance, Business Ethics and Professional Conduct
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	Reporting Currency	SV-PS-510a.2	Material legal proceedings are disclosed in our 2020 10-K. See Part I, Item 3

Activity Metric	Category	Unit of Measure	Code	Response
<b>Number of employees by:</b> <b>(1) Full time and part time,</b> <b>(2) temporary and (3) contract</b>	Quantitative	Number	SV-PS-000.A	As of December 31, 2020, FTI Consulting employed 6,321 employees, of which 5,067 were revenue-generating professionals.  FTI Consulting employed an average of 331 and 285 as-needed employees during the years ended December 31, 2020 and 2019, respectively.
<b>Employee hours worked, percentage billable</b>	Quantitative	Hours, Percentage (%)	SV-PS-000.B	Utilization rates of billable professionals for the year ended December 31, 2020*: — Corporate Finance & Restructuring: 63% — Forensic and Litigation Consulting: 51% — Economic Consulting: 68%

*\*We calculate the utilization rate for our billable professionals by dividing the number of hours that all of our billable professionals worked on client assignments during a period by the total available working hours for all of our billable professionals during the same period. Available hours are determined by the standard hours worked by each employee, adjusted for part-time hours, United States, standard work weeks and local country holidays. Available working hours include vacation and professional training days, but exclude holidays. Utilization rates are presented for our segments that primarily bill clients on an hourly basis. We have not presented utilization rates for our Technology and Strategic Communications segments as most of the revenues of these segments are not generated on an hourly basis.*



## 4. Task Force on Climate-Related Financial Disclosures Reference Table

FTI Consulting reports our climate-related initiatives in alignment with the Task Force on Climate-Related Financial Disclosures (“TCFD”). The below table details where the corresponding disclosures can be found within this report:

	Description	Response
Governance	The organization’s governance around climate-related risks and opportunities.	Climate Change Approach p.22
Strategy	The actual and potential impacts of climate-related risks and opportunities on the organization’s business, strategy and financial planning.	Climate Change Approach p.22
Risk Management	The process used by the organization to identify, assess and manage climate-related risks.	Climate Change Approach p.25
Metrics and Targets	The metrics and targets used to assess and manage relevant climate-related risks and opportunities.	Climate Change Approach p.26

## 5. 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 a traditionally underrepresented group in their country are considered part of FTI Consulting’s underrepresented ethnic groups.

On the following page, FTI Consulting has provided additional diversity-related disclosures from our two largest countries by headcount, the United States and the 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 toward becoming a more diverse and inclusive employer. At the same time, this data also acknowledges that we have much more work to do to reach our aspirations.

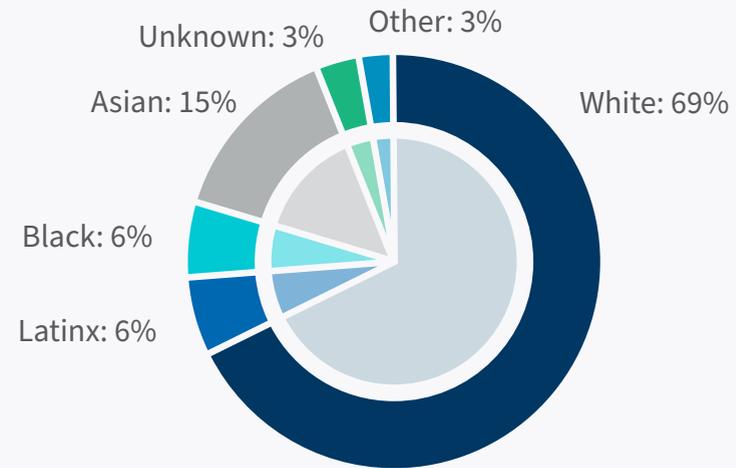
The United States and the United Kingdom are two of the handful of countries where we have offices that allow the surveying of race and ethnicity. Each country has different definitions of marginalized groups and historically underrepresented minorities. On the following page, we outline what each country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

## United States

### Gender Representation



### Ethnicity Representation\*



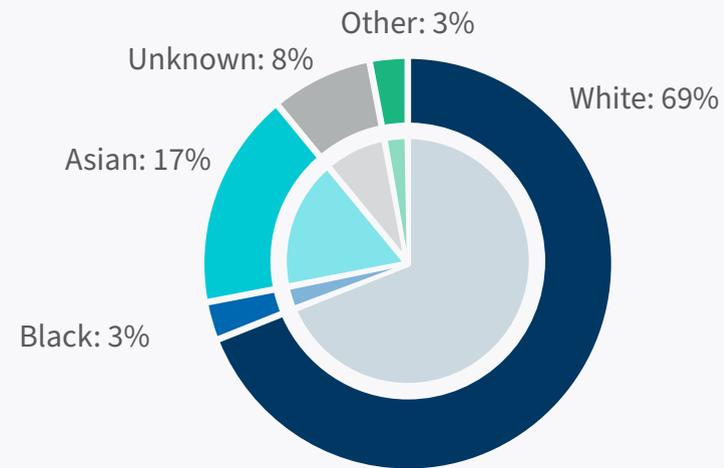
\*Percentages may not add up to 100 percent due to rounding

## United Kingdom

### Gender Representation



### Ethnicity Representation\*



\*Percentages may not add up to 100 percent due to rounding

## Equal Employment Opportunity

FTI Consulting’s Equal Employment Opportunity (“EEO”) data statements are prepared in accordance with United States 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%

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%

## 6. United Nations' Global Compact Communication on Progress Report

In September of 2020, FTI Consulting became a participant to the United Nations' ("UN") Global Compact. FTI Consulting supports the Ten Principles on human rights, labor, environment and anti-corruption. The UN Global Compact and its Principles are ingrained in our culture, policies and day-to-day operations. As a participant to the UN Global Compact, FTI Consulting works to make progress against the UN Sustainable Development Goals ("SDGs") through client work, pro bono engagements and philanthropic efforts. Annually, FTI Consulting provides a Communication on Progress ("COP") Report to remain a participant to the UN Global Compact. Our [2021 COP Report](#) detailing our progress and ongoing commitment to the Ten Principles can be downloaded below.



[FTI Consulting Communication on Progress Report](#)

## EXPERTS WITH IMPACT™

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