



EXPERTS WITH IMPACT

FTI Consulting
Corporate Sustainability Report

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An aerial photograph of a two-lane asphalt road winding through a dense forest. The trees show a mix of green and autumnal colors like orange and yellow. A white semi-truck is driving on the road. A dark blue horizontal band is overlaid across the middle of the image, containing the text 'Introduction' and a white icon of two horizontal bars.

Introduction

Letter to Our Stakeholders



In the last year, people across the world have faced economic challenges, as well as the social repercussions of many disruptions: the COVID-19 pandemic, the ongoing war in Ukraine and climate change, among others. These events, along with critical discussions around inclusion, equity and justice, underscore the importance of transparent and evolving environmental, social and governance (“ESG”) programs and policies.

In our 2021 annual report, we shared how proud we are that FTI Consulting delivered another record year of financial performance, in terms of revenues and earnings per share. The powerful multi-year trajectory our firm has been on reflects the strength of our underlying business, together with our commitment to invest heavily to attract and support talented professionals who continuously deliver on our clients’ ever-evolving needs.

We are equally proud of the progress we have made in setting and meeting our ESG commitments. Our Corporate Sustainability Report highlights these commitments, a subset of our ESG-related client and pro bono engagements, as well as our internal ESG-related initiatives that we believe will support an *ever more* powerful and resilient firm for years to come.

2021 Highlights

- Female employees in management positions grew by 15% compared with 2020. Furthermore, we increased the hiring of Black professionals by 40% in the U.S. and the hiring of Asian professionals by 7% in the U.S. and 16% in the UK.
- Eighty-eight percent of employees participated in our Talent Development training programs, collectively recording more than 88,500 training hours in 2021.

- Greenhouse gas (“GHG”) emissions declined by 12% compared with 2020. We also set forward-looking targets toward our ambition of reaching net-zero emissions by 2030 — including the following reductions against our 2019 baseline — and committed to setting science-based targets with the Science Based Target initiative (SBTi):
 - Reducing our Scope 1 emissions by 50%
 - Reducing our Scope 2 emissions by 50% per employee, including contractors*
 - Reducing our Scope 3 emissions from business travel by 50% per employee, including contractors*
- We provided more than 5,400 hours of volunteer service and contributed upwards of \$4.3 million in pro bono services, more than doubling pro bono services compared with 2020.

The achievements shared in this report reflect the ambition, energy and commitment of individuals across FTI Consulting. Though we recognize there is more work to be done, I want to thank my colleagues for their contributions and support in making FTI Consulting a firm that the best professionals want to be part of.

Steven H. Gunby

President and Chief Executive Officer, FTI Consulting

* “Per employee” refers to FTI Consulting’s total headcount as reported in our Form 10-K as of December 31 of each calendar year, and contractors as of December 31 of each calendar year. Contractors are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See appendix for a reconciliation of “employees” to “employees, including contractors.”



About This Report

FTI Consulting's second annual Corporate Sustainability Report expands on last year's commitments and achievements by demonstrating progress made toward our ESG goals and the continuation of our long-standing commitment to being responsible corporate citizens.

FTI Consulting believes proactively identifying and addressing ESG risks and opportunities are both important to sustaining our strong growth trajectory and maintaining our license to operate. Throughout this report, we share our approach to addressing our company's unique ESG characteristics through our related programs, policies and commitments. We also demonstrate our ambitions to deliver for all of our stakeholders through our client work, pro bono engagements, volunteering and community-building initiatives.

As the ESG landscape evolves, FTI Consulting regularly evaluates existing reporting frameworks and routinely engages our stakeholders in formal and informal ESG-related discussions to both share our progress and understand their priorities and expectations. Our disclosures reflect our company-specific sustainability initiatives and alignment with the Sustainability Accounting Standards Board ("SASB"), the Task Force on Climate-Related Financial Disclosures ("TCFD") and the Carbon Disclosure Project ("CDP") Climate Change questionnaire. FTI Consulting's TCFD, SASB and organizational diversity data disclosures, such as our EEO-1 report, are published in the Appendix of this report. FTI Consulting also submitted our CDP Climate Change Questionnaire in July 2022.

Furthermore, FTI Consulting is a signatory of the United Nations ("UN") Global Compact and supports the Ten Principles on human rights, labor, environment and anti-corruption (the "Principles"). As a participant of the UN Global Compact, the Principles are supported organically through our culture, people, policies and day-to-day operations. Our commitment to the Principles, as well as the UN Sustainable Development Goals ("SDG"), is detailed throughout this report.

About FTI Consulting

FTI Consulting is a global business advisory firm dedicated to helping clients when they are facing their most significant opportunities and challenges.

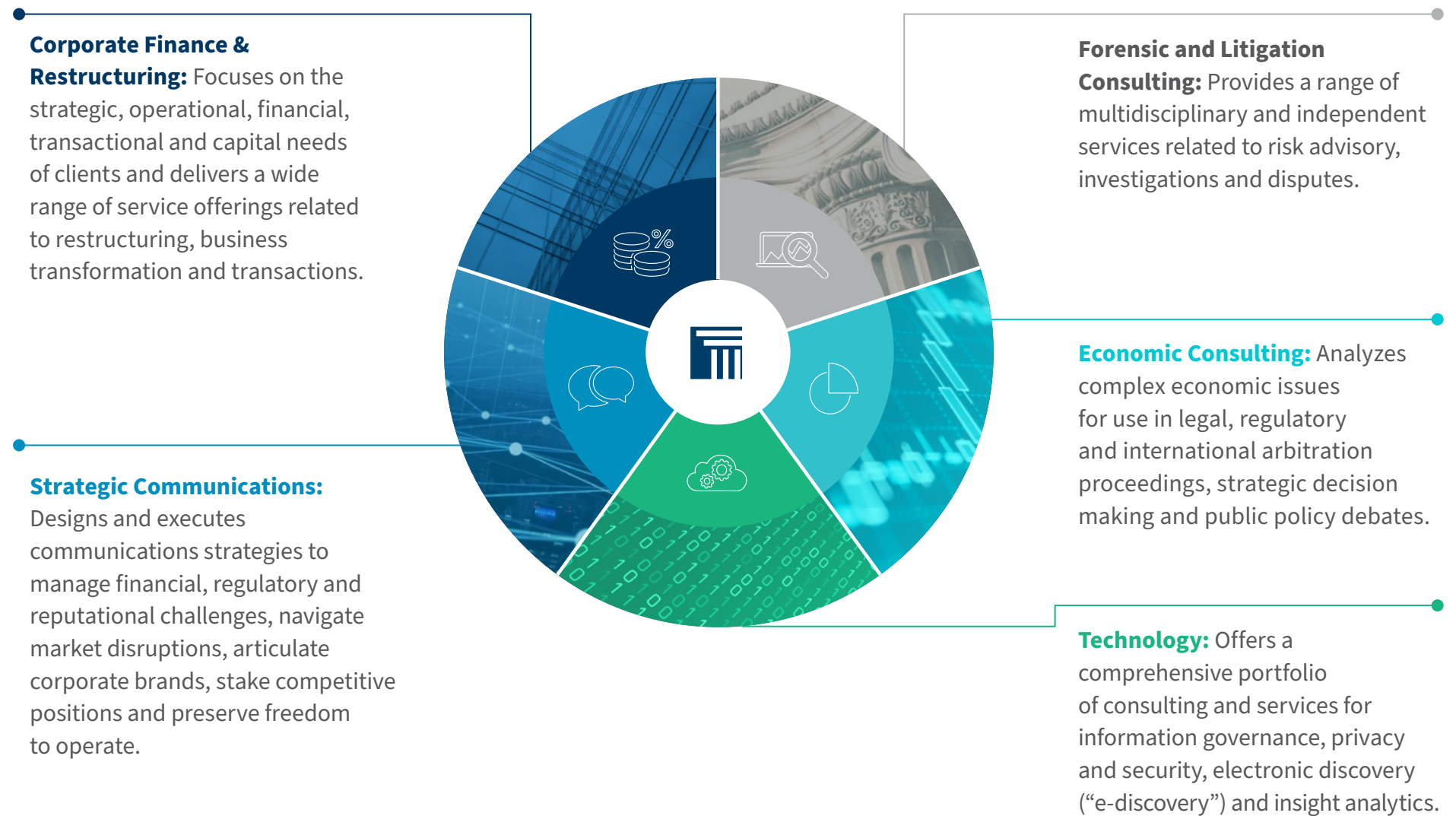
With more than 7,500 employees located in 30 countries,* our broad and diverse bench of experts advise a global clientele.

The company is organized into five business segments. Individually, each segment is a leader in its own right, staffed with experts recognized for the depth of their knowledge and 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.

* Reflects FTI Consulting's total headcount and countries as reported in our Form 10-Q as of September 30, 2022.

FTI CONSULTING'S FIVE BUSINESS SEGMENTS



FTI Consulting at a Glance

1982

Year founded

121

Offices in 85 cities around the globe

700+

Senior Managing Directors

7,500+

Employees worldwide*

852

Ranked 852 on the Fortune 1000

7/10

Advisor to 7 of the top 10 private equity firms on the Private Equity International 300 list

98/100

Advisor to 98 of the world's top 100 law firms

59/100

59 of the Fortune 100 companies are clients

9/10

Advisor to 9 of the world's top 10 bank holding companies

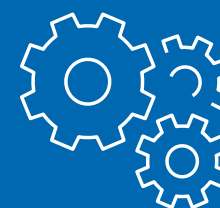
WHO WE ARE

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



WHAT WE DO

Help organizations confront change, manage crises, 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, shareholders, people and communities



* Reflects FTI Consulting's total headcount as reported in our Form 10-Q as of September 30, 2022.



2021 Awards and Recognition

**ONE OF AMERICA'S
BEST MANAGEMENT
CONSULTING FIRMS**

Forbes

**CONSULTING FIRM
OF THE YEAR**

Who's Who Legal

**#1 EXPERT WITNESS
FIRM ON GAR 100
EXPERT WITNESS
FIRMS' POWER INDEX**

*Global Arbitration
Review*

**COMMUNICATIONS
FIRM OF THE YEAR**

The M&A Advisor

**INVESTIGATIONS
DIGITAL FORENSICS
FIRM OF THE YEAR**

Who's Who Legal

**#1 U.S.
RESTRUCTURING
ADVISOR**

The Deal

**LEADER ON THE
CHAMBERS CRISIS &
RISK MANAGEMENT
GUIDE**

*Chambers and
Partners*

**GLOBAL
TURNAROUND
CONSULTING FIRM
OF THE YEAR**

Global M&A Network

**ARBITRATION
EXPERT FIRM OF
THE YEAR**

Who's Who Legal

Our Values

Our culture at FTI Consulting permeates across our employees, business segments and regions. This spirit is 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 strive to **live the FTI Consulting values** and help create a common culture that is grounded by each of our core values.

INTEGRITY

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

CREATIVITY

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

ACHIEVEMENT

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

RESPECT

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

EMPATHY

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

FTI Consulting's Impact

At its core, FTI Consulting is an organization of **EXPERTS WITH IMPACT™**.

At FTI Consulting, we measure our impact not only through the value we deliver to our clients but also through how we leverage our unique and diverse expertise to benefit our employees, clients, shareholders, communities and the environment more broadly. As such, we are a signatory of the UN Global Compact and support the Ten Principles on human rights, labor, environment and anti-corruption. In support of the UN Global Compact, FTI Consulting endeavors to align our corporate sustainability strategy and corporate citizenship efforts to further the UN SDGs.

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 our charitable partners to do the same. As a company, we strategically align to the UN SDGs where we feel our expertise is best positioned to make a positive impact. Our commitment to the UN SDGs is demonstrated through our policies, procedures, internal initiatives and the work of our professionals. We report on our progress through our annual UN Global Compact Communication on Progress Report.

FTI Consulting has helped further the UN SDGs through three types of engagements:

— **Company-Sponsored Pro Bono Engagements:** Our Pro Bono program encourages our professionals to leverage their diverse expertise across our five segments to

provide comprehensive services for organizations in our communities. FTI Consulting employees are allotted up to 35 hours of work performed for pro bono engagements that count toward their segment's utilization and productivity metrics.

— **Client Engagements:** Across industries and service lines, we have a seat at the table for high-impact client engagements that shape history. We have grown our cross-segment ESG & Sustainability capabilities to help our clients navigate their unique ESG challenges and meet their ESG goals, which propel relevant UN SDGs forward.

— **Corporate Citizenship Engagements:** FTI Consulting provides employees with eight hours of paid time off per year for volunteer work and a company-sponsored matching program for their donations. These initiatives empower employees to engage with causes that are important to them.

To provide deeper insight into our impact across the UN SDGs, we have published a collection of case studies throughout this report — as reflected in the following graphic — to illustrate how FTI Consulting furthered the UN SDGs through Corporate Citizenship activities, pro bono support and client engagements in 2021.



CASE STUDY

CITIZENS UNITING FOR A CAUSE: OUR GLOBAL EFFORTS TO SUPPORT UKRAINE

SITUATION

Like millions across the globe, the professionals at FTI Consulting view the events in Ukraine with concern and distress and have pursued avenues to support those most impacted.

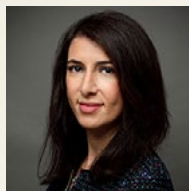
OUR ROLE

In the wake of the Russian invasion of Ukraine on February 24, 2022, the FTI Consulting community immediately mobilized our resources and the expertise of our professionals globally to provide short-, medium- and long-term support to address the complex situations that organizations and non-governmental organizations (“NGO”) in Ukraine and surrounding countries were facing. With the support of the Executive Committee, FTI Consulting formed a cross-segment internal task force

dedicated to activating company-sponsored pro bono efforts for Ukraine. The task force quickly engaged in conversations with dozens of law firms, nonprofits and NGOs to identify opportunities to contribute.

In addition to our pro bono efforts, employees across the globe came together to support Ukrainian-based organizations through our volunteering and employee matching programs. **Through FTI Consulting’s Corporate Citizenship portal, professionals had the opportunity to donate to more than 50 global and local organizations providing relief to Ukraine.** Professionals from New York to Johannesburg spearheaded initiatives and fundraisers, such as clothing drives, transportation of medical supplies and aid for the internally displaced and refugee groups.

“Ukraine, including my hometown of Kharkiv, has witnessed an unimaginable loss of life, suffering and destruction. The response from my FTI Consulting colleagues, across all practices and geographies, to help Ukraine has been overwhelming, ranging from making personal donations to working diligently to support our pro bono efforts. I am so proud to work with people who take action at the time of greatest need.”



TANYA MEEROVICH
Senior Managing Director,
New York

OUR IMPACT

Since the formation of our task force, FTI Consulting has been actively engaged in pro bono engagements, including:

- Partnering with [Tech to the Rescue](#), an organization that connects technology companies with nonprofits, to support the launch of their #TechForUkraine initiative.
- Supporting the optimization of [PILnet](#), a website developed by multiple law firms to help individuals fleeing Ukraine and organizations providing support to those fleeing through country-specific resources with legal and administrative information.
- Providing strategic communications and marketing support to [Doctors United for Ukraine](#) (formerly United for Ukraine), an organization procuring critical care equipment for hospitals in Ukraine.
- Offering government and public relations expertise to [Razom Inc.](#), a nonprofit supporting the people of Ukraine in their continued quest for democracy and progress.
- Connecting newly established NGOs and nonprofits supporting Ukraine with law firms and other organizations to secure tax-exempt status.

In addition to robust pro bono efforts, the FTI Consulting community has raised **over \$250,000** to date globally for charitable organizations that are assisting families and individuals impacted by the conflict in Ukraine. Through the previously highlighted pro bono engagements and charitable donations, we have supported **more than 60 charities** in their efforts to provide critical aid to Ukraine and the families and individuals impacted.

Sustainable Value Creation

With five complementary business segments, FTI Consulting strives to realize the unique individual contributions of each segment while leveraging its professionals’ diverse and distinct expertise to deliver unmatched value and make a positive impact on communities.

FTI Consulting’s role as a professional services firm allows us to support a sustainable economy – both through our own internal initiatives and the work we do on behalf of our clients. FTI Consulting drives sustainable growth by investing in talented professionals, managing our carbon footprint and delivering on our clients’ needs, which includes advisory work on ESG-related matters.

We recognize that every aspect of our business, including our corporate sustainability efforts, is driven by our people. We have invested in talent development opportunities for our employees, expanded employee benefits and focused on building an inclusive environment that allows our professionals to bring their diverse background and experience to our teams. Similarly, we

leverage regular communications and feedback channels to help us understand how to best support our employees’ well-being and professional growth — solidifying FTI Consulting as an employer of choice.

We are committed to doing our part to promote environmental stewardship.

We’ve set targets to reduce our GHG emissions for Scope 1, 2 and Scope 3 emissions from business travel significantly by 2030 as part of our net-zero commitment, and submitted our letter of intent to the Science Based Targets initiative (“SBTi”) to validate our emissions reduction targets. We have also deployed strategic initiatives and policies to reduce the carbon footprint of each employee over time, including providing our employees with education on efficient travel practices and technology to engage in virtual engagements when possible. Our

office spaces have also been reconfigured to reduce square footage per employee, and we’ve embraced a hybrid working model to reduce our GHG emissions.

Our work has a tangible, positive impact on how our clients confront change, manage crises, mitigate risks and resolve disputes.

FTI Consulting’s long-standing reputation of providing strategic counsel to our clients when they are facing their most significant challenges and opportunities is the bedrock of creating long-term sustainable value for all our stakeholders. Our commitment to our values and our role as responsible corporate citizens extends to our client work.

“Clients and employees are increasingly looking to work with companies that align with their priorities and values. Having teams of diverse professionals not only progresses our Diversity, Inclusion & Belonging efforts and strengthens FTI Consulting’s culture — it helps our people deliver high-quality outcomes for clients. Similarly, operating as responsible environmental stewards is not solely part of our long-term strategy to mitigate climate change but something our clients increasingly see as paramount to sustainable growth. Having a strong internal ESG program positions us for continued success — it helps us attract and retain the best people, which, in turn, accelerates our growth trajectory.”



PAUL LINTON
Chief Strategy and
Transformation Officer,
Washington, D.C.

Helping Our Clients Realize Their ESG Ambitions

We are not only committed to delivering on our ESG and sustainability commitments as a firm, we are also helping clients deliver on theirs. The professionals within FTI Consulting’s ESG & Sustainability offering provide extensive support to companies and advisors navigating today’s evolving and rapidly shifting ESG-driven demands. From materiality assessments and sustainability reporting to net-zero strategies, supply chain audits and ESG-related internal investigations, among many other offerings, our diverse group of experts guides our clients throughout their ESG journey to support a more sustainable and inclusive future for their organization and the world more broadly.

FTI Consulting’s end-to-end ESG & Sustainability offering reflects the emerging trends driving corporate strategy and provides an integrated approach to identify risks, develop a road map forward and seize opportunities for leadership. Our multidisciplinary cross-segment team brings an expansive range of capabilities and offerings together to work through the phases and facets of an ESG program to deliver authentic, impactful solutions tailored to our clients’ unique business needs and stakeholder priorities.

Learn more about FTI Consulting’s ESG & Sustainability client services [here](#).

“Strategic ESG investments have become a business imperative. Comprehensive ESG programs help companies identify and mitigate risks, seize opportunities and engage stakeholders. FTI Consulting’s robust ESG & Sustainability offering, along with our diverse team of professionals across our global network, is uniquely positioned to help clients evolve their ESG objectives while driving profitability.”



MIRIAM WROBEL
Senior Managing Director and
Global Leader, ESG & Sustainability,
San Francisco



How We Help

We define a successful ESG program as authentic, grounded in data and aligned with the company's overarching strategy and stakeholder priorities. FTI Consulting combines deep industry and subject matter expertise to develop ESG programs that help a company become more sustainable and provide assurance to stakeholders that it consistently manages ESG risks and opportunities.



Environmental

Climate Change Strategy

Assess climate change risks and develop strategies to protect and enhance enterprise value. Assess market opportunities offered by the transition to a low-carbon, climate-resilient and circular economy.

Sustainable Finance/Taxonomy

Advise clients in re-orienting investment toward more sustainable technologies and businesses, with investments aligned to nationally and globally recognized frameworks and classifications.

Net-Zero Strategy

Develop strategies to achieve product, or company, carbon neutrality in a cost-effective manner.

Quantification of Impact

Quantify current and anticipated financial, environmental and social impacts of business operations across a range of climate-related scenarios.

Energy Transition

Assist companies in prioritizing, procuring and financing renewable energy, energy conservation and energy optimization, including storage.

Regulatory Reporting

Empower companies to efficiently collect and disclose data in order to satisfy multiple regulatory requirements related to climate and environmental impact.



Social

Diversity, Inclusion & Belonging

Build awareness, knowledge and strategies to create a diverse and inclusive workplace.

Employee Health, Safety & Wellness

Develop programs, processes and initiatives to support the physical and mental health, safety and well-being of employees.

Community Engagement

Create a communications/outreach strategy to engage members of the community and strengthen the company's social license to operate.

Human Trafficking

Develop strategies and compliance programs to identify/eliminate human trafficking and modern-day slavery from the supply chain.

Human Rights

Investigate and develop strategies to help the company uphold fundamental human rights principles, aligned to internationally recognized guidelines and frameworks.

Environmental Justice

Develop strategies to engage with environmental or community activists on issues that impact reputation and operations.

Emerging Societal Issues

Support companies navigating emerging societal issues and the rapidly evolving expectations of all stakeholders.



Governance

Compliance Programs

Conduct holistic assessments of corporate compliance and governance programs to develop, implement and monitor effective compliance, detection and risk management. Perform risk assessments, third-party due diligence and investigations.

Data Management & Controls

Develop data management protocols to set and transparently manage ESG data, enabling the company to have defensible and accurate data, internal controls and regulatory preparedness.

Executive Compensation

Advance a company's sustainability agenda by aligning executive incentives with the company's ESG strategy.

Board Diversity

Develop board diversity goals and implementation plans, including recruitment strategies and succession planning.

Cyber, Data Protection & Data Privacy

Identify potential vulnerabilities with existing systems, protocols and practices. Develop and execute mitigation strategies, including an incident response plan and proactive employee training.

Financial Crime, Sanctions & Export Controls

Develop effective management of compliance with global regulations, including risk assessments, program design and implementation and investigations.

Stakeholder Engagement

When assessing our corporate sustainability efforts, we regularly engage in formal and informal discussions with our employees, clients, shareholders and communities in which we do business to better understand our stakeholders' evolving priorities, which informs our corporate sustainability initiatives and broader business strategy.

Beyond gaining an understanding of their goals and expectations across ESG topics, engaging with our stakeholders also provides us with the opportunity to communicate our progress made in support of our corporate sustainability initiatives.




Employees

- Corporate Citizenship portal
- Employee engagement and pulse surveys
- Employee resource groups
- Employee training and talent development
- FTI Atlas intranet
- Global all-staff calls
- FTI Consulting Integrity Hotline
- Internal emails and webcasts
- Quarterly office meetings



Clients

- Conferences and events
- Conflict check process
- Key account management program
- Responses to request for proposal
- Satisfaction surveys
- Social media
- Thought leadership



Shareholders

- ESG outreach
- Investor and analyst conferences
- Non-deal road shows
- One-on-one meetings
- Quarterly earnings calls
- Responses to investor inquiries



Communities

- Employee charitable matching gifts
- Employee volunteering
- Local, employee-driven nonprofit partnerships
- Long-term, strategic nonprofit partnerships
- Pro bono engagements



Governance of Corporate Sustainability

The process of identifying and managing ESG risks and opportunities starts at the top and extends throughout FTI Consulting with different levels of engagement across teams.

BOARD-LEVEL OVERSIGHT

The Nominating, Corporate Governance and Social Responsibility Committee is responsible for overseeing the company’s ESG strategy and performance and reports to the full Board of Directors.



EXECUTIVE COMMITTEE

An Executive Committee of C-suite leaders and representatives from the company’s business segments and regions are to provide strategic management of enterprise-related risks and opportunities, including ESG risks and opportunities.



CROSS-FUNCTIONAL MANAGEMENT COMMITTEES

The cross-functional management committees are made up of subject matter experts and are led by an Executive Committee member. These committees include the Environmental Oversight Committee, the Global Reputation Management Committee and the Pro Bono Advisory Committee. These Committees report to the Executive Committee on their respective subjects and directly to the CEO, as appropriate. Moreover, FTI Consulting supports global teams dedicated to Diversity, Inclusion & Belonging (“DI&B”), Corporate Citizenship and Talent Development initiatives.

Four independent directors, each with a diverse background and skillset, comprise the Nominating, Corporate Governance and Social Responsibility Committee of the Board of Directors. The Committee is responsible 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 such as climate change. The Committee also discusses and reviews external reports with management and policies that address ESG-related topics, including the review of any related SEC reporting. Our Executive Committee is responsible for briefing the Board on relevant ESG matters such as diversity and climate matters on an annual basis.

Oversight of ESG risks and opportunities also extends to other Board Committees. The Audit Committee is responsible for overseeing matters that may have a material effect on financial statements, related company compliance policies and the company’s risk profile, including cybersecurity and other ESG-related risks.

The Compensation Committee determines metrics and targets that directly align with FTI Consulting’s business and operational goals. **A portion of each Named Executive Officer’s (“NEO”) annual incentive (25% for the CEO and 33% for the other NEOs) is based on individual performance objectives, which can consider ESG-related accomplishments.**

Executive Compensation and ESG Considerations

Select 2021 ESG Accomplishments for One or More NEOs

<p>DI&B: Foster an inclusive leadership culture with discipline and accountability.</p>	<ul style="list-style-type: none"> — Integrated review of diversity initiatives implemented and progress made into quarterly strategy sessions with segment and regional leadership — Increased female Senior Managing Directors by 6% compared with 2020, as part of the goal to reach 165 female Senior Managing Directors by 2025 	<ul style="list-style-type: none"> — Increased female employees in management positions (Manager level and above) by 15% in 2021 compared with 2020 — Increased historically underrepresented minority Senior Managing Directors by 13% compared with 2020, as part of the goal to reach 120 historically underrepresented minority Senior Managing Directors by 2025 	<ul style="list-style-type: none"> — Increased hiring of Black professionals by 40% in the U.S. in 2021 compared with 2020 — Increased hiring of Asian professionals in the U.S. and the UK by 7% and 16%, respectively, compared with 2020 — Expanded FTI Consulting’s DI&B training catalog to include two new offerings: Microaggressions and Unconscious Bias
<p>Talent Development: Develop and train our people for high performance to better serve our clients.</p>	<ul style="list-style-type: none"> — Identified and slated high-potential Managing Directors in the Senior Managing Director promotion pipeline — Introduced commercial skills training for Senior Managing Directors and Managing Directors 	<ul style="list-style-type: none"> — Introduced commercial success and effectiveness and teaming ratings as part of the Senior Managing Director promotion process — Offered key programs in business development for over 1,250 client-facing professionals in 2021 — Achieved overall candidate acceptance rate of 83% 	<ul style="list-style-type: none"> — Achieved a record number of promotions at all levels across the company in 2021, increasing promotions by 15% compared with 2020; hired a record number of people in 2021, increasing firmwide hires by 20% compared with 2020 and growing total headcount by 7%
<p>Corporate Citizenship: Support FTI Consulting in giving back to our communities.</p>	<ul style="list-style-type: none"> — Oversaw more than 70 pro bono engagements in 2021, with a particular focus on partnering with organizations that have a mission to advance diversity, inclusion and justice in the communities in which FTI Consulting does business 	<ul style="list-style-type: none"> — Collaborated with clients and partners in the legal community on impactful pro bono engagements totaling more than \$4.3 million of pro bono services in 2021, doubling pro bono services provided compared with 2020 	<ul style="list-style-type: none"> — Engaged 28% of employees through participation in FTI Consulting’s Corporate Citizenship Program in 2021, with professionals volunteering more than 5,400 hours to support over 1,200 charitable organizations
<p>Environmental Sustainability: Doing our part in addressing climate change and reducing our collective environmental impact.</p>	<ul style="list-style-type: none"> — Led a research and analysis initiative that led to the company making a public commitment to achieving net-zero GHG emissions by 2030 	<ul style="list-style-type: none"> — Delivered the design, build out and opening of the new FTI Consulting office at 1166 Avenue of the Americas in New York City, which consolidated two New York City offices and sought to improve the workplace environment for professionals while reducing the company’s environmental footprint; achieved a zero-waste decommissioning of the company’s two former New York City offices and Fitwel certification of the new office 	<p><i>Additional details can be found in our 2022 Proxy Statement.</i></p>



During quarterly strategy reviews, the Executive Committee discusses enterprise-related risks and opportunities, including those related to ESG, as appropriate. Specific subject matter teams, including the aforementioned cross-functional committees, are requested to regularly communicate with the Executive Committee on key topics. For example, the Real Estate team communicates key messages and themes from corporate sustainability efforts that support the company’s net-zero goal, as well as other initiatives to the Executive Committee, allowing this feedback to be incorporated into strategy discussions to inform ongoing sustainability efforts.

FTI Consulting’s corporate sustainability strategy is formalized with measurable goals we view to be appropriate, providing specific aspirations to work toward over time and a reliable way to track our progress. Goals and targets that we believe will allow us to continue to attract, develop and promote the best professionals in the market, as well as our commitment to reducing our impact on the environment, include:

Reaching 165 female Senior Managing Directors by 2025

representing a 76% increase compared with 2020

Reaching 120 historically underrepresented minority Senior Managing Directors by 2025

representing a 97% increase compared with 2020

Reaching 50/50 gender-balanced hiring

at the campus, graduate, Consultant and Senior Consultant levels

Reducing Scope 1 emissions by 50% by 2030

Reducing Scope 2 emissions by 50% per employee, including contractors* by 2030

Reducing Scope 3 emissions from business travel by 50% per employee, including contractors* by 2030

** “Per employee” refers to FTI Consulting’s total headcount as reported in our Form 10-K as of December 31 of each calendar year, and contractors as of December 31 of each calendar year. Contractors are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See appendix for a reconciliation of “employees” to “employees, including contractors.”*

The status of FTI Consulting's corporate sustainability program and its long-term strategic outlook undergo regular review and assessment. Our commitment to achieve net-zero GHG emissions by 2030 is data-driven, based on a detailed analysis of our historic GHG emissions. This data has informed the company's specific emission reduction targets for Scope 1 and Scope 2 GHG emissions, as well as an emission reduction target for Scope 3 emissions from business travel. These targets are detailed in this report, and we submitted our Letter of Intent to SBTi to validate our goals prior to the publishing of this report in December 2022. The process to set our net-zero commitment has included:

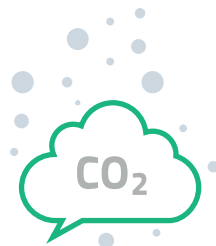
- **Assessing the risks and costs, as well as the feasibility and benefits**, of a long list of options to reduce our GHG emissions
- **Conducting interviews with FTI Consulting employees and partners** responsible for current GHG emissions calculations and disclosure
- **Collecting energy consumption survey data** from FTI Consulting offices
- **Conducting interviews with energy providers** to determine the cost of energy procurement options for our real estate operations

By conducting this analysis based on the above and other factors in a deliberate manner, FTI Consulting has been 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.



2021 Highlights

Environmental



Committed to achieving **net-zero GHG emissions by 2030**

-12%

12% reduction of GHG emissions compared with 2020



18% reduction in GHG emissions intensity per employee from 2.59 MT CO2e in 2020 to 2.13 MT CO2e in 2021



62% of employees sit in a LEED-certified (or equivalent) building

90%+

average waste diversion rate for the decommissioning of materials when vacating office spaces



Achieved first-ever Fitwel-certified office with the opening of FTI Consulting's new office in New York City at 1166 Avenue of the Americas

Governance



22% of the Board is made up of **female directors**



22% of directors are based outside of the U.S.

22%

of the Board is made up of **racially diverse directors**



Independent non-employee Chairman of the Board



100% independent Committee membership

The **Nominating, Corporate Governance and Social Responsibility Committee** oversees **FTI Consulting's ESG strategy and performance** and reports to the full Board of Directors



Talent Development & Employee Engagement

840+

Talent Development trainings held in 2021, a 42% increase from 2020



80% job satisfaction employee engagement score



86% acceptance rate for experienced hires and **75% acceptance rate** for campus hires

1,250+

professional employees promoted, a record number



Diversity, Inclusion & Belonging

6%

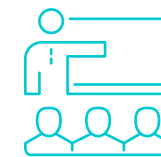
increase in female Senior Managing Directors compared with 2020, working toward our goal of reaching 165 by 2025

13%

increase in historically underrepresented minority Senior Managing Directors compared with 2020, working toward our goal of reaching 120 by 2025



80% of our Named Executive Officers represent diverse groups



46% of our Executive Committee represent diverse groups



Corporate Citizenship

\$4.3+M

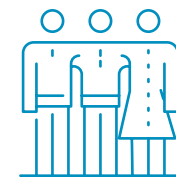
in pro bono services donated — doubling pro bono service compared with 2020

5,400+

hours of volunteer service completed by our employees

1,200+

charitable organizations supported through employee donations and corporate match program



28% of employees participated in our Corporate Citizenship Program

CASE STUDY

HELPING FINANCIAL INSTITUTIONS RECOGNIZE CHILD EXPLOITATION THROUGH COMPLIANCE PROGRAMS

SITUATION

According to WeProtect’s Global Threat Assessment, the [International Centre for Missing & Exploited Children](#) (“ICMEC”) processes on average 60,000 reports of child sexual abuse online every day.¹ Furthermore, reports of video files have increased by more than 40% since 2020, which has led to the global spread of child exploitation materials.² In late 2020, FTI Consulting’s Forensic and Litigation Consulting segment in Asia, called APAC, was engaged on a pro bono basis by a top-tier law firm on behalf of ICMEC for their expertise in financial crime and compliance. A team of professionals advised and assisted in developing a toolkit on how financial institutions (“FI”) might structure their compliance programs to detect and prevent suspicious activities. With online sexual exploitation of children rising, early detection and prevention of suspicious activities are considered essential. **Monitoring and tracking suspicious financial behavior might provide insight into sources of child exploitation. Banks and FIs have an opportunity to form compliance programs that address this directly.**

OUR ROLE

FTI Consulting professionals provided a “teach-in” to both the ICMEC and the law firm project team, covering:

- Mechanics of payment flows, as well as transaction monitoring and reporting by FIs
- Differences between monitoring by “core” retail banks and other payment intermediaries and difficulties that may arise as a result
- Areas of weakness in FIs’ identification and reporting of issues and interaction with regulators and law enforcement agencies

The team assisted in developing a process to better understand how select FIs identify transactions that are potentially related to the online sexual exploitation of children. The team also conducted outreach to banks and FIs to understand their risk management practices around monitoring child exploitation in their respective institutions to inform the final deliverable that helped inform the client.

OUR IMPACT

FTI Consulting played an instrumental role in raising awareness amongst banks and FIs about child exploitation and typology-driven data analytics. The team’s final deliverable included **risk management guidance and educational tools for law firms, which banks and FIs can rely on to identify and report transactional activity indicative of child exploitation**. FTI Consulting also provided subject-matter expertise to educate professionals from ICMEC and law firms by **helping to develop materials for anti-money laundering (“AML”), investigations and AML data analytics teams**.

“Over the last two years, ICMEC has benefited greatly from the knowledge and expertise of the FTI Consulting team in Hong Kong in our effort to counter the scourge of commercial child sexual exploitation in the Asia Pacific region. In particular, the team’s experienced approach to risk and compliance added real value with substantive content and nuance going into the development of the Financial Industry’s Child Protection Toolkit 101. We could not have expected more from a partner and are truly grateful. They have been great colleagues — gracious about sharing expertise, reachable and generous with their time.”

BINDU SHARMA
Managing Director, ICMEC

¹ WeProtect Global Threat Assessment 2021: <https://www.weprotect.org/global-threat-assessment-21/>

² National Center for Missing & Exploited Children, Our 2021 Impact: <https://www.missingkids.org/content/ncmec/en/ourwork/impact.html>



Environment



Approach to Managing Environmental Risks and Opportunities

The ongoing consequences of climate change, such as extreme weather events and biodiversity loss, are made more apparent every year. FTI Consulting believes that climate change is one of the most significant challenges of our time. As a global company operating in more than 100 offices in 30 countries, FTI Consulting and its professionals are committed to doing our part in addressing climate change and reducing our emissions intensity as we grow.

Guided by our corporate values and our [Environmental Responsibility & Climate Change Disclosure Policy](#), FTI Consulting regularly seeks to promote environmental sustainability. As a firm, we aim to bring about a continual improvement in our environmental performance, including the prevention of environmental pollution and the conservation of natural resources. This commitment spans our entire firm, with each employee having an important role to play as responsible corporate citizens.

In our inaugural Corporate Sustainability Report, FTI Consulting committed to reaching net-zero GHG emissions by 2030. This year, we are pleased to outline the firm's GHG emissions reduction targets for our Scope 1, 2 and Scope 3 emissions from business travel on our journey to net-zero.

Our commitment as an environmental steward extends beyond our operations as we engage with clients in developing and implementing their ESG programs and GHG emission reduction strategies. Our cross-segment ESG & Sustainability services support clients at all stages of their sustainability journey from assessment and strategy development to implementation, messaging and stakeholder engagement.

Through our own efforts and the advisory services we provide to our clients, we are collectively focused on contributing to a low-carbon future.





CASE STUDY

BUILDING A FIRST-CLASS SUSTAINABILITY REPORT FOR THE VERTICAL FLIGHT INDUSTRY

SITUATION

Bristow Group Inc. (“Bristow”) is the leading global provider of innovative and sustainable vertical flight solutions. As a publicly traded company, Bristow wanted to illustrate its ongoing efforts to increase inclusivity and responsible environmental stewardship through its first-ever program implementation and sustainability report. Bristow engaged FTI Consulting to create a road map that details the company’s plan for long-term sustainability strategy implementation, assess its sustainability data for accuracy and completeness, conceptualize its inaugural sustainability report and prepare the report for public release.

OUR ROLE

FTI Consulting’s cross-segment ESG Advisory Services team advised Bristow on a broad range of ESG-related activities, including:

- Analyzing the company’s current state and identifying areas to drive competitive leadership; leveraging industry insights, the team partnered with Bristow to develop a road map to best manage risk and capture value-creating opportunities
- Conducting a data mapping analysis, which allowed Bristow to map out critical data along the ESG spectrum, giving the company a confident, defined path forward to disclose material ESG-related data
- Advising the company in its calculations of Scope 1 and 2 GHG emissions
- Assessing international public policy and regulatory frameworks, which prepared Bristow for upcoming policy and regulatory changes across Europe that could impact their operations

OUR IMPACT

The comprehensive ESG services provided by FTI Consulting allowed Bristow’s management team to **anticipate and navigate potential ESG challenges and opportunities in order to position the company as a sustainability leader in vertical flight**. Bristow’s inaugural sustainability report, the first of its kind for public companies in the vertical lift industry, **articulated the company’s commitment to formally embedding sustainability throughout its global operations and corporate business strategy**. The report was well-received by investors, partners, employees and customers for how it highlighted Bristow’s role as a global leader in sustainability. FTI Consulting’s data mapping analysis helped Bristow **identify material ESG data points and assess them for transparency, accuracy and ownership**. We believe this exercise was critical for the company’s future ESG disclosures and alignment with potential SEC regulation regarding data attestation.

“I truly appreciated how FTI Consulting was able to scale its efforts and resources to meet us ‘where we were’ in our journey; to me, that’s a critical part of providing a service! The team we worked with always provided thorough and comprehensive answers when asked and provided guidance the whole way through for creating the report, which was brand new for us.”

STEPHANIE DVORAK

Director of Sustainability, Bristow



Our Climate Change Progress and Commitments

FTI Consulting views environmental sustainability as a continuous journey where we aim to foster sustainable business practices and do our part to address climate change while continuing to serve as a trusted advisor for our clients and an employer of choice for our professionals. We have made significant progress since embarking on this journey. This progress is evident in the transformation of our real estate footprint; the disclosure and reduction of our Scope 1, 2 and Scope 3 emissions from business travel and our commitment to reach net-zero emissions by 2030. Since 2019, we have increased our global headcount by 22% while decreasing our emissions.

33%

reduction in office square
footage per employee
since 2019

29%

reduction in energy
consumption since 2019

60%

reduction of Scope 1, 2 and
Scope 3 emissions from
business travel since 2019

62%

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

We're proud of the progress we've made on our sustainability journey to date and remain steadfast in our commitment to continue evolving our sustainability efforts. To that end, we have set forward-looking targets toward our ambition of reaching net-zero emissions by 2030. FTI Consulting is committed to the following reductions against our 2019 baseline by 2030:

- Reducing our Scope 1 emissions by 50%
- Reducing our Scope 2 emissions by 50% per employee, including contractors*
- Reducing our Scope 3 emissions from business travel by 50% per employee, including contractors*

Furthermore, prior to publishing this report in December 2022, we submitted our letter of intent to SBTi to validate our emissions reduction targets.

* "Per employee" refers to FTI Consulting's total headcount as reported in our Form 10-K as of December 31 of each calendar year, and contractors as of December 31 of each calendar year. Contractors are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See appendix for a reconciliation of "employees" to "employees, including contractors."

Governance

FTI Consulting has two committees on the Board of Directors to govern and guide the firm's ESG-related considerations:

- **The Nominating, Corporate Governance and Social Responsibility Committee** is responsible for overseeing ESG-related risks and opportunities, including climate change.
- **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.

FTI Consulting's Chief Human Resources Officer and Chief Strategy & Transformation Officer are responsible for reporting on ESG initiatives and progress to the Nominating, Corporate Governance and Social Responsibility Committee of the Board annually and as requested. These updates include progress on priorities, initiatives and goals for the short and long term. Our Chief Risk and Compliance Officer reports quarterly on risk-related issues to the Audit Committee, which may include ESG-related risks such as climate change. Our Executive Committee serves the company in its efforts to assess and manage ESG-related risks and opportunities, which are 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-focused discussions twice a year. This feedback is shared with the Board of Directors and serves as a forum to better understand our shareholders' priorities and expectations.

In 2018, FTI Consulting established the Environmental Oversight Committee specifically to address ESG topics and climate change. The Committee is a cross-functional team composed of leadership from key functions within the company and is chaired by our Chief Human Resources Officer. The Committee meets periodically to discuss new and existing ESG- and climate-related risks and initiatives.





Strategy

FTI Consulting regularly seeks to promote environmental sustainability, conserve and enhance natural resources, and prevent environmental pollution. We seek to be proactive and strategic in managing our environmental impact and related GHG emissions, where feasible. As a professional services firm, we do not manufacture or distribute physical products, which results in a relatively small environmental footprint compared with most industries. Nonetheless, the company makes continued efforts to reduce the intensity of its environmental impact through the implementation of an Environmental Plan, which sets out a range of objectives and targets related to its impact on the environment. The company's Environmental Plan focuses on the areas of highest impact for our business, including:



Real Estate

FTI Consulting is focused on occupying building locations that are LEED-certified (or local equivalent), implementing energy and water efficient designs for new office build-outs, utilizing materials that meet stringent guidelines for reduced GHG emissions, minimizing the creation of waste and implementing waste diversion practices regarding office operations per employee.



Energy

FTI Consulting is committed to reducing energy consumption per employee, particularly from non-renewable sources, and is increasingly exploring opportunities for renewable sources of energy. For new offices, we expect to incorporate minimum energy efficiency requirements and sub-metering to closely monitor consumption and implement conservation measures where identified.



Waste

FTI Consulting is focused on reducing our environmental impact per employee by minimizing the creation of waste, implementing waste diversion practices and participating in recycling programs.



Travel

Recognizing that travel is a necessary part of conducting business, FTI Consulting seeks to proactively monitor our GHG emissions per employee related to air, rail, car and hotels. We have also implemented travel policies designed to promote travel options that result in lower emissions.

Our Climate-Related Risks and Opportunities

As set out in our Environmental Responsibility & Climate Change Disclosure 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

RISKS

Underpinned by our Environmental Responsibility & Climate Change Disclosure Policy and the firm’s broader approach to risk management, FTI Consulting has processes in place designed to closely monitor the potential impact of climate change, both within our own operations and the potential impact on our clients’ industries that may be affected more directly by climate change-related risks.

As a professional services company, FTI Consulting does not operate facilities that generate high emissions, create hazardous waste or consume high volumes of water. However, as a global company, we are subject to environmental and climate-related risks. Assessed over our categorized time frames, FTI Consulting has identified the following as examples of climate risks that could potentially impact our business:

— **Physical Risks:** We occupy more than 100 offices located across 30 countries*. All our offices are leased from third parties. Nevertheless, we have exposure to chronic physical risks associated with climate change, e.g., rising temperatures, severe storms, energy disruptions and rising sea levels, which could

impair our ability to conduct operations from an adversely impacted location or otherwise harm our people, property and equipment. Acute risks do not impact FTI Consulting on a frequent basis, but natural disasters and other extreme events may interrupt our ability to effectively maintain client service, notably the continuity of our Information Technology (“IT”) systems. Our IT systems and infrastructure have been architected to mitigate this risk where applicable. This includes failover provisions for continued technological functionality and access to data. FTI Consulting also utilizes several remote working technologies, such as a virtual desktop environment, virtual private networks and cloud-based services. Our Real Estate team is responsible for monitoring potential long-term physical risks when making decisions related to our facilities.

— **Current and Emerging Regulation:** FTI Consulting’s Code of Conduct and Business Ethics states that we seek to comply with all laws and regulations. In order to comply with the Code, FTI Consulting’s management team monitors regulations in the jurisdictions where we do business. In addition to directly tracking legal developments across the globe, we receive frequent updates from our outside law firm partners and insurance companies, among others. We understand that climate-related regulation is an emerging space, and many countries are in different stages. The fast pace of change can pose compliance challenges, and FTI Consulting endeavors to stay abreast of regulatory developments across the world to support compliance.

— **Technology Risks:** FTI Consulting’s primary environmental impact relates to the company’s business travel. As a result, the use of technology is a crucial component of our strategy to reduce our impact on the environment while continuing to serve as a trusted advisor for our clients. Our professionals rely on the technology used throughout our business to engage with clients, and technological disruptions or other issues can potentially inhibit our professional’s ability to serve as a trusted advisor. Recognizing the importance of technology for our business, we have worked to make our systems reliable and resilient. We systematically reduced business travel by introducing desktop videoconferencing, which was initiated in 2015 and enhanced in 2020 as part of the COVID-19 remote work responses. A major aspect of this has been virtualizing our server infrastructure, with more than 90% of it being web based to reduce energy consumption.

— **Market Risks:** To drive and protect shareholder value, it is critical for FTI Consulting to understand and consider evolving market expectations. At a macro level, we do not operate in a high-emissions industry so our operations are typically less affected by pertinent market shifts. However, we may

*As of September 30, 2022.

be indirectly affected by the costs for energy offsets, the availability of renewable energy sources or the availability of sustainable travel options.

— **Reputational Risks:** We compete primarily on the basis of our breadth of services, our geographic reach, the quality of our work and the expertise of our professionals. Therefore, mitigating reputational risk is critically important to our brand and commercial viability as it influences our ability to attract and retain leading people and clientele. We also consider reputational risk as it relates to our client selection process.

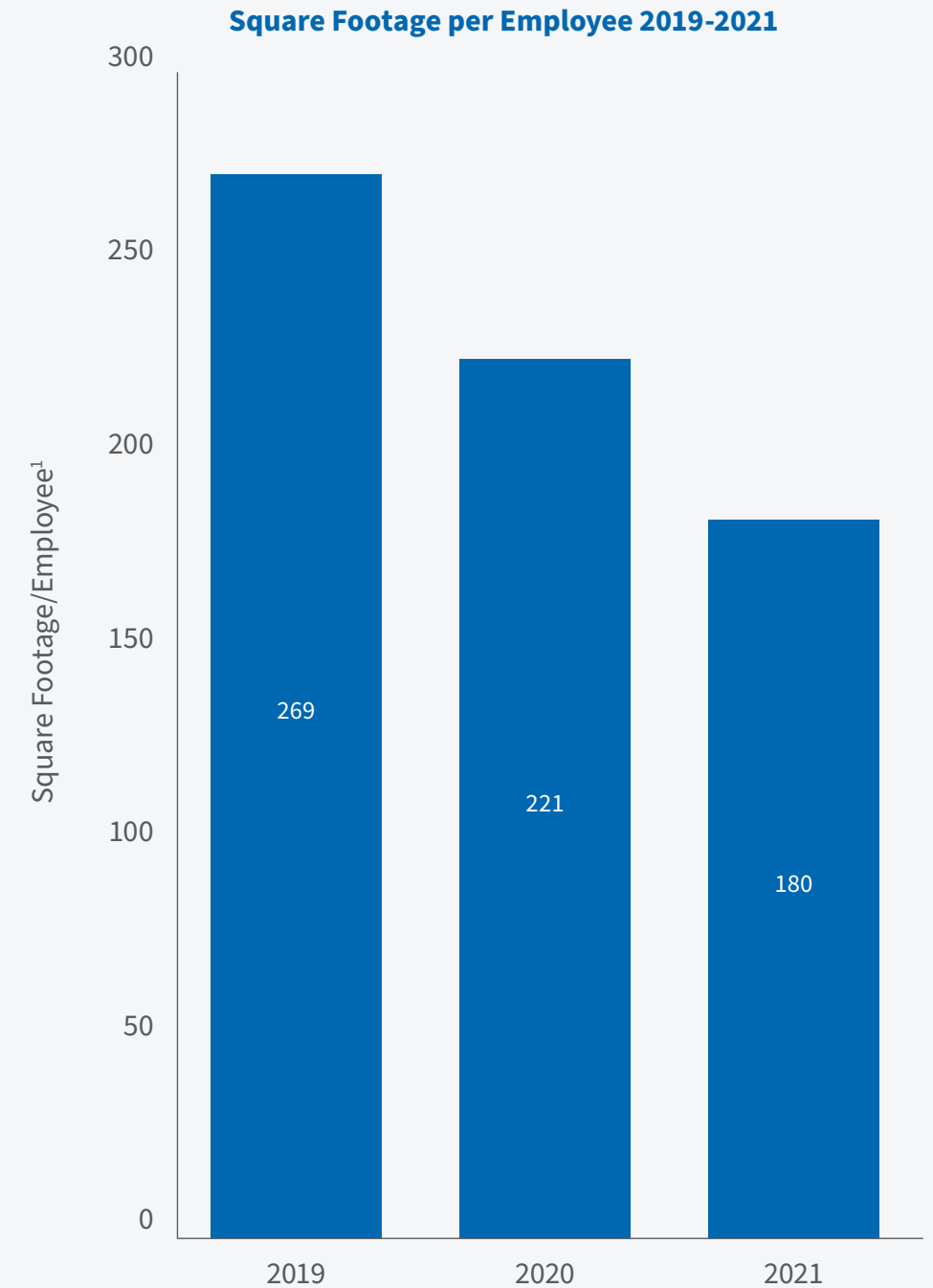
OPPORTUNITIES

In determining opportunities, FTI Consulting routinely assesses our own strategy and policies to minimize our environmental impact. We are uniquely positioned to not only identify sustainability opportunities for our own company but also to play a critical role in guiding our clients through the various stages of their own sustainability journeys. Operational and commercial opportunities are regularly considered by our Executive Committee.

Operational Opportunities: FTI Consulting continues to review opportunities to reduce our environmental impact per employee by identifying sustainable policies and actions to deliver sustainable value to our stakeholders. Largely, we have focused our strategies on reducing our per capita environmental impact (e.g., energy, carbon, waste) through the reduction of square footage per employee, which reduces environmental impact per employee as a result of less space occupied.

— **Reducing GHG Emissions:** In 2021, FTI Consulting committed to achieving net-zero GHG emissions by 2030. Specifically, FTI Consulting is working to divest of owned vehicles and generators, which should eliminate the marginal amount of our remaining Scope 1 emissions. For our Scope 2 emissions, we intend to continue focusing on maximizing the efficiency of our office square footage per employee, investing in new technology that promotes energy efficiency and exploring renewable energy opportunities with our buildings’ landlords. For Scope 3 emissions from business travel, we intend to work with our employees to reduce GHG emissions from travel, such as encouraging employees to conduct client engagements virtually when possible. Additionally, we are reviewing and updating our travel policy to become more intentional and focused on the reduction of business travel (e.g., flight segments) where possible.

— **Reducing Operational Consumption:** Since 2019, we have reduced our total energy consumption by 29% across our portfolio. In our largest offices, we conduct annual energy audits in order to identify opportunities for energy conservation projects. Furthermore, our hybrid work model has supported the firm in reducing our consumption of energy and resources. In 2021, we transitioned our major offices to a seat-sharing model, where employees reserve workspaces when they come into the office. This approach has been instrumental in achieving a 33% reduction in global office square footage per employee from 2019 to 2021. Moreover, with fewer employees regularly working at the office, we have reduced our consumption of paper, energy and water. Our London office and U.S. offices have achieved a 90% and 79% reduction in printing since 2019,



¹ Employee refers to FTI Consulting’s total headcount as reported in our Form 10-K as of December 31, 2021.



respectively. Additionally, more than 90% of our data server is virtual, which contributed to our overall energy reduction since 2019. Furthermore, while our water usage is not significant, we continue to look for opportunities to reduce water consumption at our offices, such as the installation of low-flow, motion-metered faucets, low-flow toilets and Environmental Protection Agency (“EPA”) WaterSense fixtures and appliances (e.g., dishwashers).

— **Eco-Friendly Office Spaces:** As of December 31, 2021, 62% of our employees were assigned to LEED-certified (or equivalent) buildings. Moreover, our largest office in London’s environmental management system (“EMS”) is ISO 14001 certified, powered by 100% renewable energy and is 100% climate neutral. Approximately 9 percent of our global office portfolio is powered by renewable energy, a figure we seek to significantly increase in the coming years. Furthermore, we leverage energy efficiency measures, such as LED lighting and Energy Star® certified appliances, in new office build-outs and existing office operations where possible. In our New York City office, opened in 2021, the installation of Energy Star® certified appliances made a significant impact on our energy reduction compared with similar offices.

Commercial Opportunities: FTI Consulting recognizes that there are multiple climate-related opportunities to serve as a trusted advisor for our clients, particularly as both public and private companies across industries have increasing demand for advisory services in low-carbon energy, mobility and sustainability more broadly. This is driven by climate-related interests, stakeholder engagement, and/or policy and regulations. FTI Consulting’s ESG & Sustainability Advisory experts help our clients address

strategic, technical, financial, reputational, customer and regulatory challenges on their energy transition journey. Our Clean Energy and Energy Transition professionals have helped clients across the power, industries, mobility and other sectors navigate the energy transition by combining our global footprint and core competencies in corporate finance, economic and strategic communications with deep industry expertise in power, renewables and mobility.

Our environmental commitment spans both operational and commercial opportunities. We take great pride in furthering progress to reduce operational implications on natural planetary systems. As we conduct business at the firm, we seek to include consideration of the opportunities noted above in our strategic and financial planning process. We also regularly assess our approach, our talent expertise and budget allocation in the development of our short- and medium-term efforts. As a firm, we have a proven track record of evolving to mitigate risk and leverage market opportunities while continuously serving as a trusted advisor to our clients. We believe FTI Consulting is strongly positioned to progress our operations and advise clients on their transition to a low-carbon economy, as well as help them focus on social issues, including human capital management, diversity, inclusion and belonging, safety and wellness, employee health and community engagement.



CASE STUDY

GOING GREEN: FTI CONSULTING OFFICES SUPPORT REFORESTATION EFFORTS AROUND THE WORLD

SITUATION

In 2021, FTI Consulting professionals across the globe sought creative ways to play a role in protecting and restoring our global environment. Several of our teams and offices spearheaded initiatives to raise awareness of global reforestation efforts. In Australia, for more than six months during 2019 and 2020, bushfires raged across the country. Across many other countries, deforestation harms wildlife habitat, increases GHG in the atmosphere, causes soil erosion and much more. Several of our teams and offices developed initiatives in support of critical forest, woodland and coastal land reforestation efforts around the world.

OUR ROLE

Throughout the year, professionals spanning several regions ran inclusive and interactive campaigns through the company's Corporate Citizenship Program:

- Across our Australia offices, professionals selected tree reforestation as the focus for their Earth Day campaign, donating one tree for every business-related flight taken by an employee in the region through the duration of the initiative in 2021. While there was minimal travel in 2021 due to COVID-19 and border closures, this is an ongoing annual commitment that is expected to continue.
- FTI Consulting's Technology segment in the Europe, Middle East and Africa region ("EMEA") launched a holiday drive during 2021's Giving Tuesday to raise funds for the organization [One Tree Planted](#). Colleagues across the region hosted several activities to reach their fundraising goal, including a virtual cook-along, a guided mediation and a week-long physical 5K challenge.

Furthermore, when moving locations to our largest New York City office, in addition to creating a space that reflects FTI Consulting's commitment to net-zero greenhouse gas emissions by 2030, we partnered with the [Natural Capital Partners' Million Mangroves Project](#) to plant one mangrove tree in threatened coastal areas around the world for every New York-based FTI Consulting professional. Mangroves are estimated to store up to four times more carbon than rainforests, and their dense root systems help stabilize the coastline from storms and erosion.

OUR IMPACT

Through the collective efforts of our offices and through funds raised by more than **200 professionals**, FTI Consulting supported the planting of **over 8,950 trees** in 2021. These efforts helped Australia recover forests affected by the 2019-2020 Black Summer Bushfires, restore native habitat vital for wildlife, draw down carbon from the atmosphere and contribute to fighting climate change globally. In New York alone, **more than 650 mangrove trees** were planted to commemorate the opening of our office at 1166 Avenue of the Americas in November 2021.

FTI Consulting's support of One Tree Planted and similar reforestation efforts has continued into 2022 through a number of global initiatives.

"Australia's bushfires were so devastating and confronting that even the most hardened Aussies were brought to tears. The sheer scale and level of destruction the fires left behind scarred our landscape and opened our eyes and our hearts. While our land recovers — as it always does — FTI Consulting is lending a hand by supporting One Tree Planted. It's a small step we can take to support the ongoing preservation of our planet."

RENÉE LAW





Senior Managing Director, Sydney

Risk Management

In the context of climate-related risk, FTI Consulting has limited risk implication on our direct operations. Despite the limited risk, FTI Consulting includes climate-related risks in its ongoing risk monitoring and reporting processes. A formal report is presented to our Board of Directors on an annual basis, and notable developments are provided more often as appropriate. FTI Consulting audits ongoing operational risks using a risk matrix illustrating the likelihood of occurrence and potential severity. The risks are indexed for leadership by significance and addressed accordingly.

Notably, FTI Consulting has committed to reaching net-zero GHG emissions by 2030 and has submitted a Letter of Intent to the SBTi for formal validation.* This validation provides assurance our net-zero strategy is consistent with climate science and in accordance with the Paris Agreement.

Furthermore, the firm is guided by our Environmental Responsibility & Climate Change Disclosure Policy and Travel Policy. Practices currently in place that are intended to help support this commitment include:

 <h3>Real Estate</h3> <ul style="list-style-type: none"> — Focus on occupying building locations that are LEED-certified (or equivalent) and better utilizing office designs to reduce the company’s physical office footprint — Consider access to public transportation in the selection process for new office locations — Require materials purchased for new office spaces to meet stringent guidelines for reduced GHG emissions, follow defined air quality guidelines and provide pollutant source controls during construction — Invest in shared workspaces and remote working capabilities to allow for real estate to be used more efficiently 	 <h3>Energy</h3> <ul style="list-style-type: none"> — Utilize virtual server infrastructure to reduce energy consumption — Explore opportunities to increase renewable energy sources for office locations
 <h3>Waste</h3> <ul style="list-style-type: none"> — Achieve a minimum of 90% landfill diversion for our office decommissioning projects** — Divert at least 75% of total construction and demolition waste from landfills through recovering, reusing and recycling materials for office build-outs pursuing LEED certification — Default printers across office locations worldwide to print double-sided in support of reducing paper usage — Deploy an electronic waste program, e.g., third-party disposal companies, resale partners and community donations so that electronic hardware is managed in an ethical and environmentally sensitive manner 	 <h3>Travel and Commuting</h3> <ul style="list-style-type: none"> — Implement five-hour flight duration minimum to fly business class for staff below the Managing Director level (increased from three hours) — Prohibit the use of black cars while endorsing the use of ride-sharing companies with green vehicle fleets, where available — Invest, both systematically and proactively, in technology such as video and collaborative team meeting software, in an effort to enable our staff to serve clients remotely — Encourage modes of transportation by employees intended to minimize environmental impact, such as bicycling, walking and using public transportation

* The Letter of Intent was submitted to SBTi in December 2022.

** This objective has been met for 10 office decommissioning projects since 2019.

Metrics and Targets

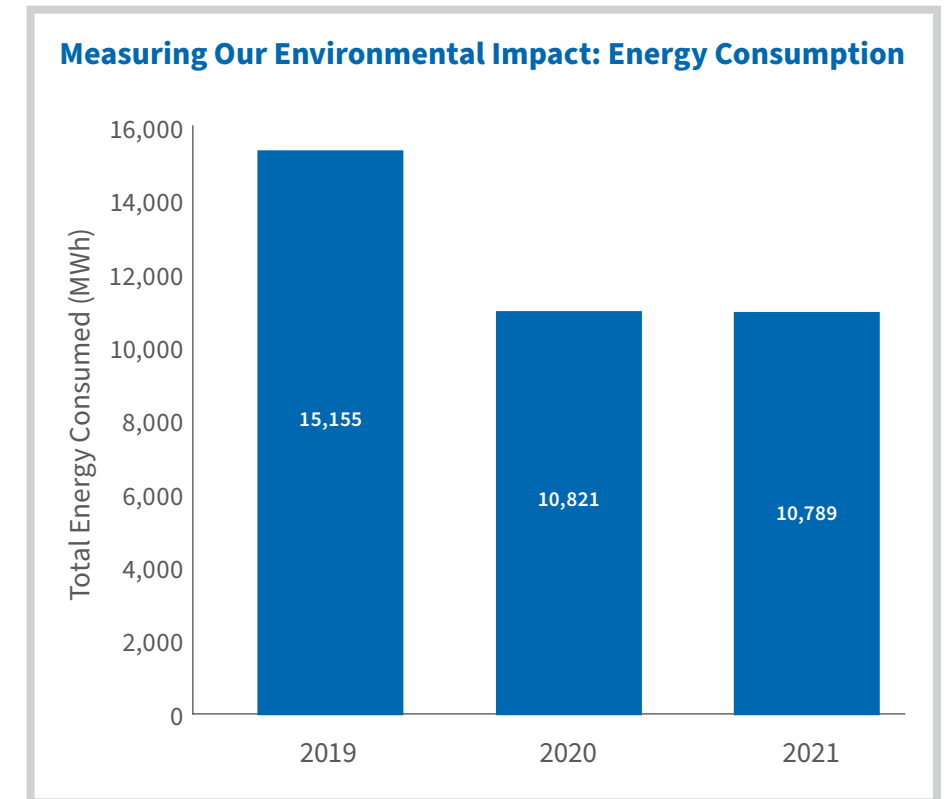
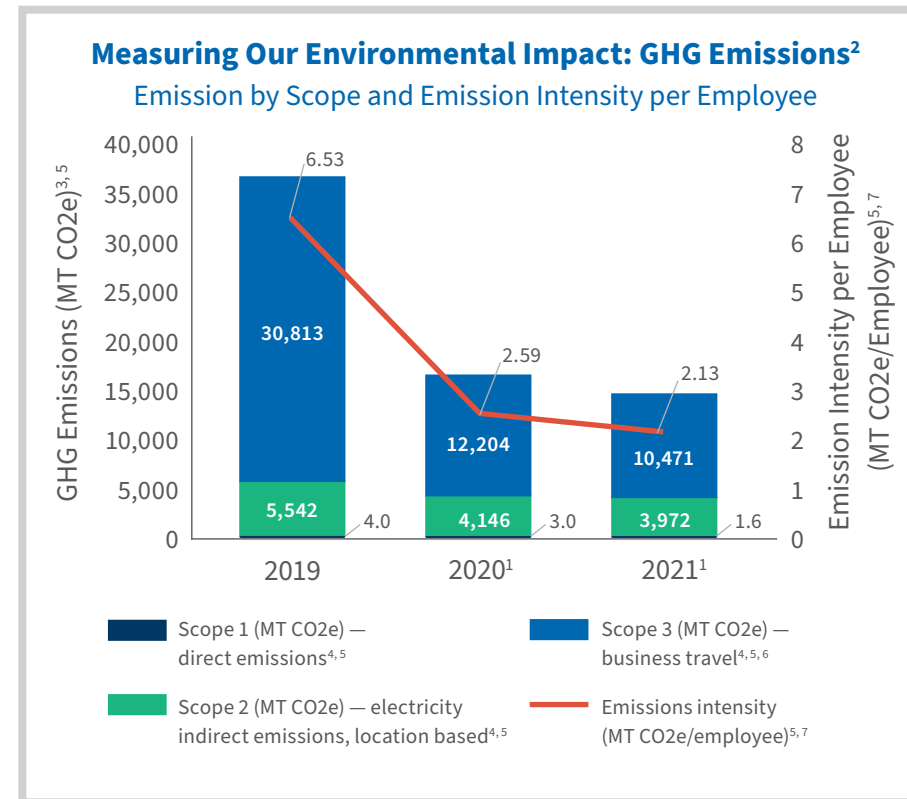
In setting our net-zero commitment and related GHG emissions reduction targets, FTI Consulting assessed the risks and costs, as well as the feasibility and benefits, of multiple emission reduction options through the following actions:

- Conducted interviews with FTI Consulting employees and partners responsible for current GHG emissions calculations and disclosure
- Distributed and collected energy consumption survey data from FTI Consulting offices
- Conducted interviews with energy providers to determine the cost of energy procurement options for our real estate operations

During this process, we analyzed our GHG emissions across Scope 1, 2 and Scope 3 emissions from business travel to develop a pathway to meet our objective. We prioritized business travel as it is a category where the firm can make substantial impact. A collection of steps contributing to our net-zero goals below are detailed in the previous “Risk Management” section. Additionally, FTI Consulting intends to continuously assess and improve our strategies to meet our net-zero and forthcoming science-based targets. FTI Consulting is committed to the following reductions against our 2019 baseline by 2030:

- Reducing our Scope 1 emissions by 50%
- Reducing our Scope 2 emissions by 50% per employee, including contractors*
- Reducing our Scope 3 emissions from business travel by 50% per employee, including contractors*

* “Per employee” refers to FTI Consulting’s total headcount as reported in our Form 10-K as of December 31 of each calendar year, and contractors as of December 31 of each calendar year. Contractors are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See appendix for a reconciliation of “employees” to “employees, including contractors.”



¹ 2020 and 2021 GHG emissions are significantly lower as a result of lower employee office utilization and lower business travel demand due to the ongoing COVID-19 pandemic and related restrictions (i.e., travel restrictions, social distancing requirements, etc.).

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

³ MWh stands for megawatt hours.

⁴ Scope definitions:

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

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

Scope 3 emissions are indirect emissions from sources that are not owned or operated by FTI Consulting but are related to business activities, such as employee business travel. This category includes emissions associated with business travel only (air, car, rail, hotel) as per travel agency data.

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

⁶ This category includes emissions associated with business travel only (air, car, rail, hotel) as per travel agency data.

⁷ Employee refers to FTI Consulting’s total headcount as reported in our Form 10-K as of December 31, 2021.

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



CASE STUDY

FTI CONSULTING HELPS ESTABLISH THE UK AS ONE OF THE WORLD'S FIRST VOLUNTARY CARBON MARKETS

SITUATION

As more companies begin their transition to net-zero GHG emissions, they are increasingly incorporating carbon credits, a credit that represents one ton of carbon dioxide removed from the atmosphere, into their carbon-neutral pathways. A Voluntary Carbon Market (“VCM”) will allow companies and investors to purchase these carbon credits.¹ FTI Consulting’s Strategic Communications segment in London was engaged on a pro bono basis by the Steering Committee of the [UK Voluntary Carbon Markets Forum](#). The Steering Committee’s objective was to create the Core Carbon Principles, which would bring forth high-quality, consistent and transparent standards to the global supply of carbon credits.

OUR ROLE

FTI Consulting worked with the Steering Committee to submit an expression of interest to secure key roles on the new global governance body created to drive forward the primary mission of scaling high-integrity voluntary carbon markets. This included the Corporation of London being a founding sponsor and The Green Finance Institute being an integral part of the Executive Secretariat, which will support the Board of Directors’ delivery of the Taskforce’s vision of high-quality, high-integrity VCMs. Additionally, FTI Consulting became an active member of the Steering Committee and led the design and direction of its strategic communications plan, which helped the committee share its strategy at the 27th Conference of the Parties in November 2022. In addition to supporting the Steering Committee’s communications, FTI Consulting acted as the Committee’s key point of contact for global media inquiries.

OUR IMPACT

FTI Consulting helped **position its London office as a leading global green finance center**. Furthermore, the team’s work has helped shape the global VCM debate, which **positioned the topic as a key theme at the 2021 UN Climate Change Conference** in Glasgow. FTI Consulting recognizes that although our work is helping to create quality standards for VCMs, which will be a cornerstone in the global climate response, there needs to be continual education on VCMs and their benefit. We look forward to working with the Steering Committee to support the creation of a proactive education communications plan.

“Quality and transparent VCMs are emerging as a cornerstone in the global climate response. FTI Consulting worked directly with senior players in both the private and public sectors in the city of London to shine a light on a critical part of the sustainability agenda. While continued progress and education are required, we are pleased to have the opportunity to leverage the expertise of our professionals to help make the case for voluntary carbon markets.”

SIMON LEWIS

Senior Managing Director, EMEA Vice Chair of Client Services, London

¹ <https://ukcop26.org/delivering-high-integrity-inclusive-voluntary-carbon-markets-for-1-5c/>

Resource Management

Reimagined Real Estate Strategy

As mentioned earlier in this Environmental section, we strive to use resources within our operations as efficiently as possible. At FTI Consulting, we manage our environmental impacts as part of our sustainability considerations within our broader business strategy. Energy efficiency, GHG emissions reduction and sustainable waste management inform our sustainability initiatives — from offices in LEED-certified (or equivalent) buildings and energy efficiency measures for our office build-outs, to waste diversion efforts and our company-wide emission reduction efforts as part of our net-zero commitment.

FTI Consulting’s London office, the company’s largest office by headcount, has an EMS that is ISO 14001 certified. We have incorporated best practices from this program at other FTI Consulting offices and are regularly evaluating the feasibility of expanding ISO 14001 certification to other offices. Specifically, we intend to have our Brussels and Madrid offices certified to ISO 14001 in the near future. Core components of our environmental impact strategy for FTI Consulting’s office locations are:

- Right-sizing our office portfolio to reduce per capita environmental impact
- Implementing design and operational strategies that optimize occupant health and leverage eco-friendly materials
- Minimizing the creation of waste and implementing waste diversion practices related to office operations and the build-out of new offices
- Identifying opportunities to switch to renewable energy sources and incorporating renewable energy strategies into our new office site selection criteria
- Partnering with landlords to submeter our individual spaces, where feasible, in order to better understand and optimize energy consumption across our office portfolio

Furthermore, we have implemented stringent guidelines for materials purchased for new office spaces. Guidelines consider GHG emissions, air quality and pollutant source controls. Building materials (e.g., carpets, paint, flooring) and office furniture must pass rigorous testing to confirm that the volatile organic compound (“VOC”) levels are compliant with local air quality and emissions regulations. This evaluation also considers the manufacturing life cycle of materials in the context of the waste and carbon emissions generated in delivering the final product, such as minimum recycled content in furniture. In construction, we work with vendors in an effort to manage and monitor pollutants (e.g., dust, chemicals).

As a firm, we believe we have made impressive progress strengthening our resource management. We consistently strive to evolve our practices, policies and procedures to limit and, where feasible, mitigate our environmental impact throughout our operations globally. Our efforts are both company-wide, such as the implementation of our net-zero commitment, as well as local, such as exploring eco-friendly cleaning products across our EMEA offices and our London office being 100% climate-neutral and 100% powered by renewable energy. In the United States, our newly opened New York City office is almost 50% more energy efficient than our two former New York City offices.



Supplier Standards

FTI Consulting is a participant of the UN Global Compact and as part of our [Vendor Code of Conduct](#), we expect our vendors to implement and abide by the same, or similar, standards. We also expect our vendors to be committed to minimizing any environmental hazards, conserving and protecting natural resources and managing energy use and other resources responsibly.

Waste Management

As a professional services firm, FTI Consulting does not typically generate any hazardous waste. Therefore, our waste management practices and policies are focused on minimizing the creation of non-hazardous waste, implementing waste diversion practices and participating in recycling programs. Our e-waste is recycled by a contracted partner. Since 2019, FTI Consulting has committed to a minimum of 90% landfill diversion for our office decommissioning projects. Since making that commitment, we have decommissioned 10 offices, all of which met the target. At the

employee level, we have equipped our office locations with filtered drinking water stations to reduce the use and waste of plastic water bottles. We also offer designated, well-labeled recycling bins located throughout our offices to encourage our employees to recycle materials when applicable.

Water Usage

Given the nature of our business, our operations are not water intensive. While our impact is minimal, we are committed to water conservation efforts and routinely look for opportunities to reduce water consumption in our offices.

FTI Consulting seeks to be compliant with water quality regulatory requirements as governed by the jurisdiction of each office location. Moreover, for new office build-outs, low-flow fixtures are utilized where possible to minimize water consumption in restrooms, kitchens and breakroom areas. We also implement motion-sensor sinks in bathrooms when possible.



CASE STUDY

HELPING THE OHKAY OWINGEH RECEIVE FINANCIAL COMPENSATION FOR LAND USE

SITUATION

In 1982, the small New Mexico city of Española signed two 20-year lease agreements with the Ohkay Owingeh, a federally recognized tribe of Pueblo people in New Mexico, for easements to build part of its municipal water system through its federally protected reservation lands. During this time, the city agreed to pay the Pueblo an annual amount for the use of its land. After the agreement expired, Española did not obtain renewed lease agreements, despite the Pueblo’s attempts to renegotiate the easements, and eventually found itself in trespass of native lands. However, for some time Española continued making sporadic and late payments for the easements at the expired rate. By 2017, all communication between the city and the Pueblo had ceased, and the city had stopped paying the Ohkay Owingeh entirely.

To bring a lawsuit against the city of Española, Ohkay Owingeh leadership obtained counsel and FTI Consulting subsidiary Compass Lexecon to support the lawsuit as a pro bono case. Compass Lexecon professionals provided an economic valuation of damages that Española owed the Pueblo people for failure to renegotiate the leases, which ultimately resulted in approximately 20 years of trespass.

OUR ROLE

A team at Compass Lexecon dedicated more than 40 hours supporting the Ohkay Owingeh and meeting with them and their legal counsel several times. They analyzed comparable lease agreements entered into by the Ohkay Owingeh and other third parties for use in a damages analysis. Ultimately, the team submitted a memo to counsel presenting the results of the damages analysis for use in settlement discussions before the court and also for potential use as a starting point for litigation purposes if the matter had not been resolved.

OUR IMPACT

The Compass Lexecon team **helped the Ohkay Owingeh quickly reach a settlement with the city of Española**. The memo submitted by the team demonstrated the considerable harm to Ohkay Owingeh from the failure of the city to renegotiate the leases and enabled counsel to successfully negotiate a satisfactory settlement agreement, which **required the city to pay damages to the Pueblo**.

“I was delighted that I was able to use my research and analytical skills to assist the Ohkay Owingeh in achieving a positive outcome in a long-standing dispute. In addition, fully managing the project from start to finish was personally rewarding and a valuable experience that has contributed to my growth at Compass Lexecon.”



MEADE ATKESON
Vice President,
Boston

A NEW OFFICE SPACE UNITING HEALTH, SUSTAINABILITY AND HUMAN CONNECTION IN NYC

As the world reopened following the COVID-19 pandemic, FTI Consulting united its New York City (“NYC”) employee base from two former locations into one central office. FTI Consulting signed the lease in August 2020, and the new NYC office — 1166 Avenue of the Americas (“1166”) — opened in November 2021. This project represented FTI Consulting’s largest office (by square footage) to date, as well as one of the largest NYC office leases¹ since the pandemic, and was rooted in FTI Consulting’s commitment to environmental sustainability

As a firm, we are committed to developing a thoughtful and dynamic workspace for our employees. The design of 1166 considered a comprehensive outlook of health — namely the health of our people and planet.

Beyond visual design, selecting a space for our new office included careful consideration on a number of features, such as audio acoustics, volume of waste and the accessibility of public transportation. Within a half-mile radius, FTI Consulting employees and visitors have **access to more than 12 public transportation stops** connecting to over 20 bus, subway and rail options. This accessibility empowers FTI Consulting and its employees to reduce our environmental footprint by way of pollution reduction and land use change effects.

In consolidating the former NYC offices, the firm was deliberate in prioritizing waste management to align with our commitment to **a minimum of 90% landfill diversion** for our office decommissioning projects. FTI Consulting

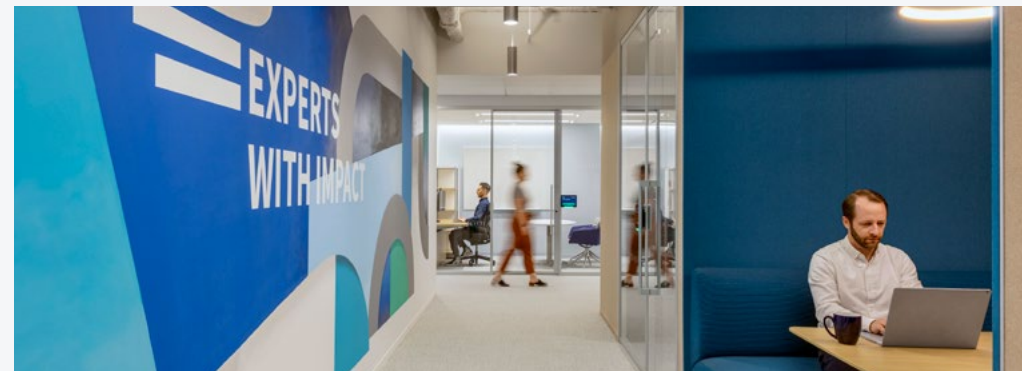
met this goal while decommissioning the two NYC offices and notably **diverting more than 700 pieces of office furniture out of a landfill**. At the same time, over 50% of 1166’s office finishes are “cradle-to-cradle” certified, which distinguishes a product that can be fully recycled at the end of its life cycle for the lowest environmental impact. This procurement allows us to proactively manage our future waste.

Equally important, the project considered our employees’ well-being at each stage of development. One of our primary focuses was to create a design that complemented internal body systems. The intentional floor plan design of 1166 positions the seating areas with ample natural light and city views to help maintain a natural circadian rhythm. To address our

“1166 embodies our firm’s commitment to sustainability and the well-being of our people. That commitment is reflected across its design, from the environmentally responsible building materials and finishes to the natural lighting, air quality and efficient systems. The stunning three-story staircase encourages our people to walk more each day, which is both good for them and good for our business, as they interact and socialize more. We couldn’t be prouder of our new FTI Consulting flagship office in New York City. It is a model not only for our other FTI Consulting offices but also for other organizations.”



DANIEL JOHNSON
Vice President, Global Real Estate and Facilities,
Los Angeles



employees’ working experience, we designed a multi-faceted acoustics strategy — including sound-absorbing building materials and pink noise sound masking — to reduce the cognitive strain of distracting background noise or city noise pollution. Furthermore, working spaces are equipped with height-adjustable desks and ergonomic chairs, which provide a health-conscious setup. The office is also equipped with reservable, private wellness rooms to grant employees a safe, quiet space to take a break, participate in prayer and/or to use as a place where new mothers can nurse.

1166’s health-minded, thoughtful design has been accredited by Fitwel. Fitwel is an international building design certification program focusing on the health and well-being of its occupants. Our Fitwel certification was earned through the factors mentioned above, as well as our elevated cleaning protocols, increased ventilation and increased use of stairwells — an often-overlooked element in high-rise buildings connected by elevators.

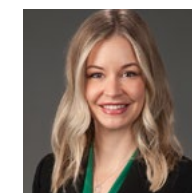
The impact of 1166’s opening also spanned global and local communities. Globally, FTI Consulting partnered with

the Million Mangrove project to plant a mangrove tree for each NYC employee as a way to commemorate the office opening. Mangrove trees sequester four times as much carbon compared with rainforests, improve biodiversity and support local economies; the impact of our Million Mangrove project initiative can be found in our case study, [Going Green: FTI Consulting Offices Support Reforestation Efforts Around the World case study](#). Locally, FTI Consulting **donated 14 10-pound boxes of office supplies to local underserved schools**. The boxes were filled with clean notebooks, rulers, binders and more. These donations helped alleviate the financial burden schools, teachers and parents face in providing annual school supplies for students, which can cost parents upward of \$700 per school year².

FTI Consulting’s 1166 office opening embodies our commitment to our people and the planet. **The relocation resulted in near zero waste, implemented healthy design functionalities, and provides a beautiful, modern space for our employees and clients for years to come.**



“Fitwel’s two focus areas complement each other to reduce the impact of the built environment on both the planet and our health. Bringing well-being into the forefront is an important attribute of our workplace design — we are designing healthy workplaces for our people, which is apparent through our first Fitwel certification in our new NYC office and the commitment to certify future new offices.”



LAUREN DUFORT
 Director, Global Real Estate
 and Facilities, Atlanta

¹ <https://www.consulting.us/news/4800/fti-consulting-to-relocate-to-new-office-in-midtown-manhattan>

² <https://nrf.com/media-center/press-releases/families-prioritize-back-school-and-college-spending-amidst-rising>



— Social

Approach to Managing Social Risks and Opportunities

At FTI Consulting, our approach to managing social risks and opportunities is driven by our commitment to our people. As a professional services firm, we believe the fundamental strength of this company is what our people are doing every day to build our business in ways that allow us to help our clients navigate their most significant opportunities and challenges. Quite simply, our business is driven by our people, so continuously striving to meet the needs of our professionals is imperative to our continued success.

Guided by our core values, we are focused on five key areas: **Culture, Stakeholder Engagement, Talent Development, Diversity, Inclusion and Belonging**, and **Corporate Citizenship**. Our focus areas are shaped by our key stakeholders: employees, clients, shareholders and the communities in which we do business.

FTI Consulting's leadership team plays a vital role in the strategic direction of our human capital management and corporate citizenship efforts. These efforts are integrated into how we operate through the appropriate oversight structures, policies, programs, metrics and targets for our business. The **Nominating, Corporate Governance and Social Responsibility Committee of the Board** is responsible for overseeing human capital management, corporate social responsibility and ESG risks and opportunities. The Committee receives an update on the social risks and opportunities listed in its charter from our Chief Human Resources Officer at least once per year and more if requested.

These topics are also regularly discussed amongst the **Executive Committee**, which receives reports from teams composed of various subject matter experts as appropriate.

- Our **Diversity, Inclusion & Belonging team** seeks to foster a culture that celebrates and welcomes the diverse backgrounds of our employees
- Our **Talent Development team** focuses on attracting, developing, motivating and retaining high-performing employees
- Our **Pro Bono Advisory Committee** champions and leads the firm's pro bono initiatives
- Our **Corporate Citizenship team** empowers and supports our employees in making a difference as they work with and support the causes and charitable organizations that matter most to them





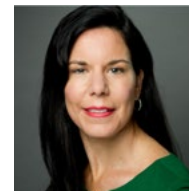
Human Capital Management

Sustainable growth in professional services results from attracting, developing and promoting great professionals with ambitions to grow their business.

We work to support and invest in our people — a commitment that we believe delivers increasingly powerful results for our clients and shareholders while advancing the growth, professional development and ambitions of our talented people who choose to build their career with us.

FTI Consulting’s evolving human capital management strategy is part of our commitment to sustainable growth and the empowerment of our people to make their own impact. Our progress is monitored and assessed against internal and external goals and initiatives. We regularly review and update our policies and procedures to confirm they are aligned with our [Anti-Corruption Policy](#), [Code of Ethics and Business Conduct](#), [Global Health and Safety Policy](#), [Human Rights Policy](#), [Modern Slavery and Human Trafficking Statement \(UK\)](#) and [Vendor Code of Conduct](#). Our [Environmental Responsibility & Climate Change Disclosure Policy](#) is also regularly updated to be in line with our ambitions.

“The incredible success that we’ve had collectively doesn’t just happen. It is supported by a hard-nosed, disciplined and critical focus on our people — because I believe we cannot meet our bold growth ambitions without attracting, developing and retaining the best professionals.”



HOLLY PAUL

Chief Human Resources Officer,
Washington, D.C.

Employee Engagement

Employee Engagement is a core element of our human capital strategy. At FTI Consulting, we pride ourselves on our commitment to listening and responding to employees' needs and perspectives because we believe the employee experience is at the core of our continued success. By having regular communication and feedback from our employees, we are better able to monitor levels of their professional satisfaction.

To help us gather the thoughts and opinions from as many professionals as possible, we measure employee engagement and satisfaction via various internal and external surveys throughout the year. In addition, we provide external benchmarking data to a number of ranking and recognition organizations such as **Great Place to Work®**, **Top Workplaces**, multiple **Forbes'** rankings and **Consulting magazine's Best Firms to Work For**. 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 over time as well as the external recognition we have received.

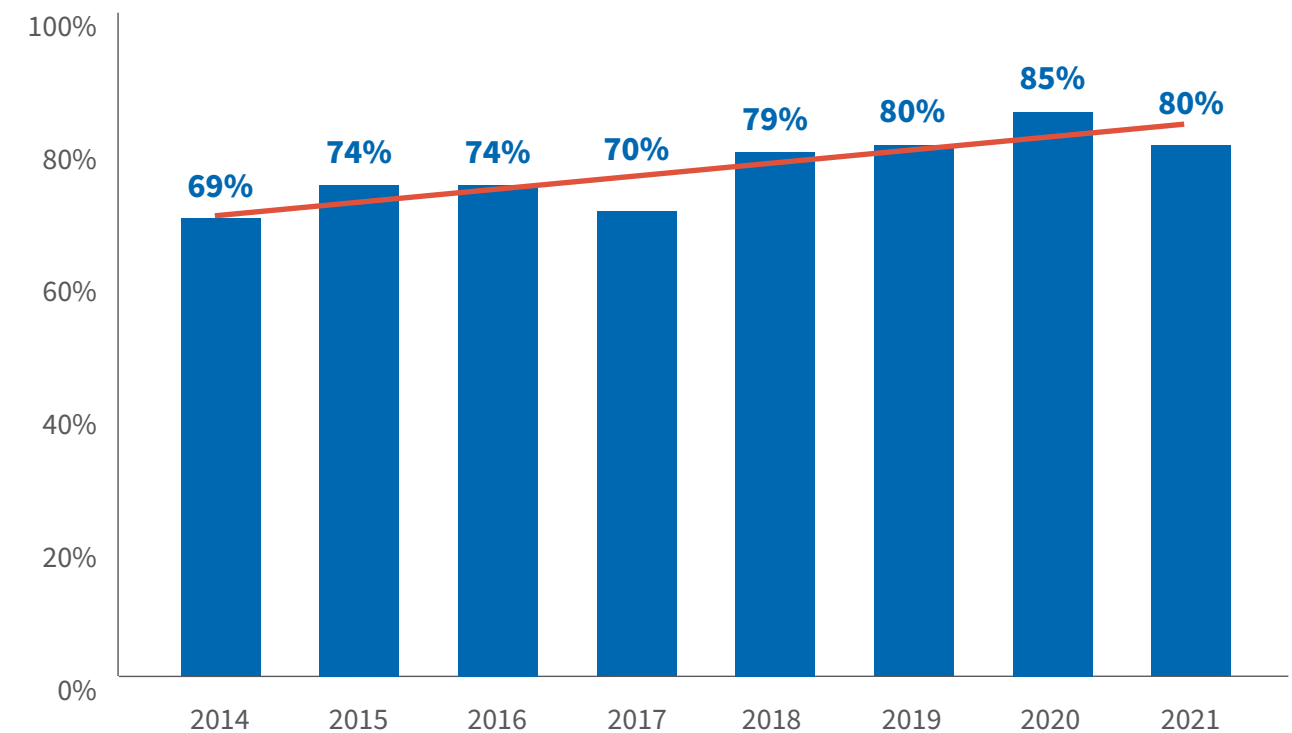
Recent Workplace Awards





In our 2021 Employee Engagement Survey, **80% of employees indicated they are satisfied with their job and feel engaged in their roles**. While this remains strong and above past levels as illustrated by the graphic below, there has been a slight dip (-5%) compared with record levels in 2020. Employee engagement levels were particularly high in 2020 as a result of FTI Consulting’s flexible and rapid response to the COVID-19 pandemic. Specifically, we continued to pay employees whose job responsibilities normally resided in the office, sustained flexible work hours, increased our technology investment to enhance hybrid working, and established policies and procedures to keep our employees safe. **Our employee engagement performance in 2021 is reflective of a multi-year trend of strong performance around employee engagement, which has been positively trending overall since 2014 and is driven by our regular analysis of employee feedback.**

Employee Engagement Survey Score



In analyzing employee feedback, we found a strong correlation between overall employee engagement and **(1) employees feeling a sense of belonging, (2) appreciation for their work and (3) the opportunity to work on challenging engagements that foster their professional development.** Additional factors we have found closely related to overall employee engagement were transparent communication from leadership, quality coaching and feedback from managers, a flexible work environment and efforts around career development. We further analyzed employee engagement data by segment and region for locale specific data. This data-driven approach guides our employee engagement strategy.

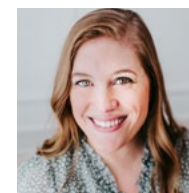
Furthermore, we leveraged the **2021 U.S. Great Place To Work® Trust Index survey** to analyze our employees' candid feedback of their experience. The survey was distributed via email to employees globally in June 2021 for anonymous completion in Great Place To Work's system. The results were later shared with FTI Consulting. **The results revealed positive employee sentiments throughout their tenure with FTI Consulting:**



The overall positive sentiment and professional endorsement of the culture at FTI Consulting is a testament to our diligent commitment to listening and investing in our people. We have made significant investment and established rigorous goals so that our employees feel welcomed and supported throughout their entire career with our firm. Most notably, we have invested in elevating representation of women at our firm through proactive recruitment and intentional career progression tracks. We also have bolstered our early talent pipelines through maturing our campus recruiting programs over the last few years. More information on these initiatives and other people-focused investments are detailed throughout this section.

Our employee engagement strategy is rooted in supporting our people. In order for our employees to succeed in their roles, we recognize they must first feel supported both inside and outside of work — physically, emotionally and financially. In addition to competitive salaries, FTI Consulting employees are eligible to participate in a wide range of location-specific benefits, including medical, dental and vision coverage at the local level; retirement plans; an employee assistance program (“EAP”); parental leave benefits and flex return support; charitable gift matching and more. **This year, we launched Work Perks, an employee perk and discount program in the U.S. that gives employees access to savings on everyday purchases and online wellness resources.**

“I am so grateful to FTI Consulting for giving me the opportunity to take an extended maternity leave to bond with my daughter and adjust to motherhood. Throughout my pregnancy, maternity leave and even now as I navigate parenthood, I am fortunate to have a supportive team and company that allow me the flexibility to be a present mom and a present employee.”



ANNE FETSKO
Senior Recruiter, Bowie

Supporting Our Employees Physically, Emotionally and Financially

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

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

We believe in supporting our employees through all stages of their career, including many of life’s most transformative moments. Employees have access to an EAP, which provides unlimited 24-hour, seven-day-a-week assistance via phone, online and in-person channels 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.** For our employees welcoming little ones at home, we provide paid parental leave for all parents and transitional support following the baby’s arrival. To support a seamless return to the office, we offer transitional coaching and alternative working schedules for new parents. Additionally, we provide external resources, such as childcare service and breast milk service, to aid parents in managing their care. It is pivotal for our professionals to have the time and resources to connect and care for their family, and we remain committed throughout our employees’ parenthood journey to keep work and life in balance.



CASE STUDY

BREAKING THE STIGMA: COLLEAGUES COME TOGETHER TO INCREASE MENTAL HEALTH AWARENESS

SITUATION

Due to new and increased uncertainties such as financial insecurity and social isolation, the COVID-19 pandemic took a tremendous toll on the mental health of many throughout 2021 and beyond. According to a report from the World Health Organization¹, during the first year of the COVID-19 pandemic, the global prevalence of anxiety and depression increased by 25%. To support colleagues and our communities during this time, FTI Consulting professionals looked for opportunities to support and increase awareness of mental health.

OUR ROLE

To improve awareness and understanding of mental health conditions and reduce the stigma around mental illness, FTI Consulting professionals in offices around the globe rallied their teams in a number of fundraisers and initiatives to support related charities.

- In **Hong Kong**, FTI Consulting's team took part in an eight-hour charity spin event, competing in a relay against other corporate teams to support [Mind HK](#), a charity committed to eliminating the stigma related to mental health.
- In **Asia and the Caribbean**, employees were offered monthly Health & Wellness webinars as part of their EAP, which focused on six pillars: physical health, social health, emotional health, environmental health, financial health and vocational health.

- In **Australia**, professionals engaged in multiple campaigns to raise funds and awareness in 2021. The office committed to grow mustaches for Movember's annual "no-shave" campaign in November. [Movember](#) is an international men's health charity aimed to help reduce the rate of male suicide. The Australia team also sponsored two events to raise money and awareness for the [White Cloud Foundation](#), an organization that offers services for women battling perinatal depression and for people struggling with depression and anxiety. The events featured 13 women and 13 men who abseiled down the Kangaroo Point Cliffs to support the White Cloud Foundation.
- In offices across **Australia and the U.S.**, employees raised critical funds for organizations such as [LIVIN](#) and the [Mental Health Advocacy Services](#), which are working to break the stigma and advance the legal rights of low-income adults and children with mental health disabilities.

OUR IMPACT

Through collective fundraisers and initiatives in 2021, global FTI Consulting colleagues raised **more than \$17,000** for mental health organizations around the world. Approximately **110 professionals** across all of FTI Consulting's business segments engaged in six initiatives to support Mind HK, Movember, LIVIN, the White Cloud Foundation and Mental Health Advocacy Services.

"This was my first time participating in the Corporate Wellness Challenge, and it was inspiring to see colleagues across all segments in our Hong Kong office come together for a good cause. As a team, we initially struggled to create a good pace, but in the final two hours, we really stepped it up and were thrilled to cycle a distance of 249 kilometers and placed fourth overall! The whole challenge was amazing and definitely brought out colleagues' competitive nature and demonstrated a great power of unity. I am so proud to have taken part and be one of the FTI Consulting family members."



HELEN YOUNG

Senior Executive Assistant,
Hong Kong

¹ <https://www.who.int/news/item/02-03-2022-covid-19-pandemic-triggers-25-increase-in-prevalence-of-anxiety-and-depression-worldwide>



Recognizing Our People

We believe in celebrating our successes and recognizing our people for their achievements and contributions. In 2021, FTI Consulting employees received a record number of external accolades with **more than 200 external awards recognizing our employees' incredible achievements.**

In addition to the record number of external accolades our people have received for their extraordinary work, we also believe in celebrating their successes and achievements through internal recognition programs.

Internally, our employees can leverage two employee recognition platforms, **FTI Awards** and **STARwards**, which give our professionals

company-wide tools to celebrate their colleagues' achievements. FTI Awards are employee-nominated awards that acknowledge achievement in the following categories: Cross-Segment, Culture Champion, Going Places, Got It Done, Relentless Innovation, Servant Leader and Outstanding Client Service Team. Winners are selected by FTI Consulting's Executive Committee and are awarded annually. The STARwards are awarded on the spot and serve as a way for FTI Consulting professionals to acknowledge outstanding efforts by their colleagues. They recognize employees in the areas of Teamwork, Cutting Edge, Spirit, Personal Best and Happy Client.

2021 Awards Recognizing the Outstanding Work of Our Professionals

200+

external awards

270+

professionals received an FTI Award nomination

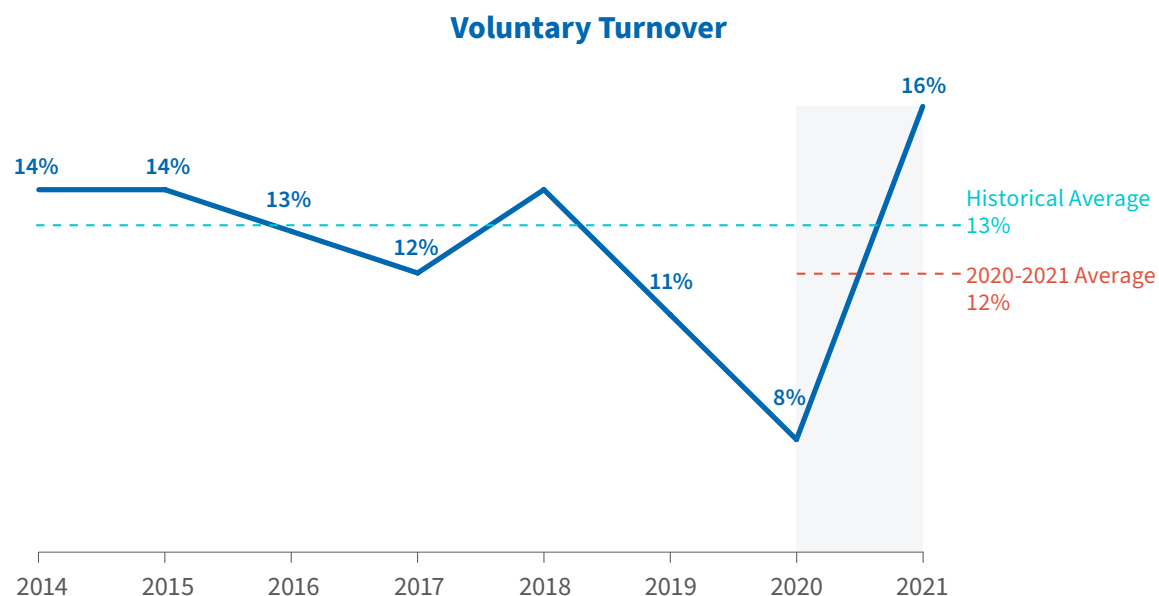
1,950+

professionals received a STARward

Turnover and Recruitment

As the world took steps to emerge from the COVID-19 pandemic, 2021 saw an industry- and economy-wide increase in employee turnover as job candidates sought out new professional opportunities, which resulted in a hyper-competitive job market.

This was referred to broadly as “The Great Resignation.” Amid the global shift, FTI Consulting also experienced an increase in voluntary turnover rates across our business in 2021, reaching 16%. When averaging voluntary employee turnover rates from 2020 and 2021 to normalize the data, the average turnover level is 12%, which is slightly below FTI Consulting’s historical average (13%).



While focusing on retention and learning from attrition, FTI Consulting emphasized bringing in new talent across the organization. We heavily invested in recruiting new talent, which resulted in high acceptance rates for experienced hires (**86%**) and campus hires (**75%**). Overall, FTI Consulting’s total global headcount increased from **6,321** in 2020 to **6,780** in 2021, which represents an increase of **7%**.

Recognizing the importance of integrating new hires into our organization quickly and seamlessly — especially in a hybrid environment — **FTI Consulting improved our onboarding processes to present a more consistent experience for new hires.** We streamlined the pre-onboarding process and launched an electronic onboarding checklist for new hires, which allowed new hires to easily complete training sessions and onboarding tasks while reducing the operational lift of onboarding professionals. We also implemented a standardized weekly orientation program in the Americas and EMEA for all levels, which introduces new hires to the firm in a uniform program irrespective of segment or region.

A global Senior Managing Director and Managing Director orientation program was launched to further integrate our more senior leaders into the firm. The virtual program spans two to three weeks of hands-on modules conducted in small working groups. The module topics cover value-driven business development, leadership training and networking engagements. A couple of marquee modules included “Success Stories and Key Accounts: Collaboration Is Key to Growth” and “Generating Financial Success: Your Role in Earning Revenue and Maximizing Profit.”

The onboarding improvements were led by a cross-functional team spearheaded by our Chief Human Resources Officer. **Early feedback revealed that 94% of new hires found the onboarding process helpful.**

The Future of Work

Influenced by our remote work experiences during the peak of the pandemic, FTI Consulting has embraced a hybrid approach to how and where our employees work. Our objective is to provide a flexible work environment for our professionals and clients while attaining deep collaboration, meaningful relationship building and complex problem solving.

Due to our diverse business segments, functions and locations, we recognize there is not a one-size-fits-all approach to hybrid work environments across our teams. When assessing a hybrid work model in 2021, we focused on how to balance the desire to come together as a team, COVID-related considerations, client and business needs, flexibility and employee preferences. We also considered employee commute time, mental health benefits of flexibility and personal obligations. Many teams have cited the benefits of a flexible approach to returning to the office — working together in an office as a team while also reaping the benefits of working from home. With the locational variations in COVID-guidance, we remained steadfast in establishing a productive work environment for our employees. In the 2021 U.S. Great Place to Work® Survey, **89% of employees indicated our facilities contribute to a good working environment**, and **92% indicated they are given the resources and equipment needed to do their job**.

Furthermore, throughout segment- or region-specific approaches, we have prioritized the importance of team collaboration — both virtually and in the office. When focusing on in-office returns, we took strategic measures so that our professionals could come back safely and seamlessly. As a result, FTI Consulting employees were able to experience the benefit of in-person collaboration, coaching, additional learning opportunities and more networking when working from our offices toward the end of 2021 and into 2022. In-office work also facilitated joint volunteering opportunities and employee resource group (“ERG”)-related gatherings. Beyond this, many FTI Consulting colleagues have expressed excitement to take a break from their work-from-home setup and experience the joy of interacting with colleagues in-person again or meeting them for the first time.



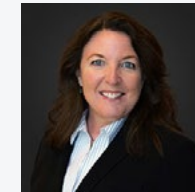
Talent Development

We are a people-centric business powered by a global team of experts. As such, we are committed to empowering our people to own their career. We know that hiring great talent is only the beginning; developing their skills, charting career progression paths and supporting our people throughout their career milestones are just as critical for our firm's success. To that end, we have developed a range of programs focused on fostering leadership, growth and development opportunities for our employees across levels.

Throughout our employees' career, we aim to promote continuous learning and individual skills development through on-the-job learning — a diverse collection of self-guided virtual e-learning content and our core Talent Development programs. We invest heavily in coaching and training because we recognize that our employees are more effective leaders and provide better client service when they feel properly supported and confident in their abilities.

One of our firm's differentiators is our expert-based model. Our structure utilizes small client teams across business segments and regions. The structure of client teams presents our professionals with the opportunity to work closely with key decision makers and learn from diverse industry experts internally. This propels our employees' professional growth and development through intimate collaboration on crucial client matters that shape the world we know. **Roughly four out of every five FTI Consulting employees feel they have the opportunity to work on challenging assignments that contribute to their development.**

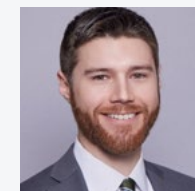
“At a time when other organizations seemed to decrease their investment in their people, FTI Consulting leaned in. Between our leadership programs at every level to our robust learning resources, FTI Consulting knows growing talent is essential to attracting, building and retaining top talent.”



RENEE ROMULUS

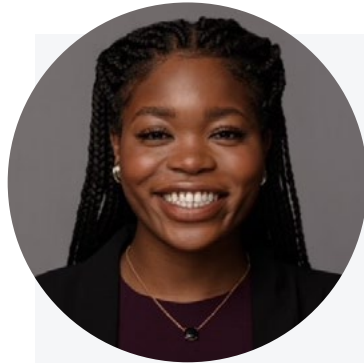
Vice President, Global Talent Development, McLean

“One of my favorite things about working at FTI Consulting is the diversity of work. Out of college, I was looking for something more exciting than the standard accounting career paths. FTI Consulting did not disappoint. Since joining, I have worked on some of the biggest fraud and bribery investigations, bankruptcies and commercial disputes in the real estate, financial services, pharmaceutical and hospitality industries. No two of my cases are the same, and I am constantly developing new skill sets and learning about diverse industries. Furthermore, working at a firm that leads the industry in so many categories has provided me with invaluable exposure across a wide variety of industries and career paths. FTI Consulting is the perfect place to discover what you enjoy doing and get the chance to actually do it — or even change it up as your career progresses.”



ZACHARY MARKS

Senior Director, Atlanta



Growing at FTI Consulting: Q&A

Question and Answer with Jodie Thompson, who started at FTI Consulting as an Intern and is now a Director in our Health Solutions practice in our New York office.

Why would you recommend FTI Consulting to a college student/recent graduate?

“FTI Consulting offers a challenging yet collaborative environment not just at the student/recent graduate level but throughout one’s career at the firm, with a company-wide emphasis on continuous learning.”

What is your favorite thing about working at FTI Consulting?

“One of FTI Consulting’s greatest assets is its people. The opportunity to work alongside experts with years of vast industry experience is invaluable.”

How has working at FTI Consulting contributed to your growth as a professional?

“Working at FTI Consulting has sharpened my critical thinking skills when supporting clients through risk and compliance litigation. It has given me the opportunity to lead and learn simultaneously through exciting and challenging project work in a collaborative and creative setting. Lastly, FTI Consulting has given me a web of impressively talented colleagues across industry markets, capabilities and leadership teams that continue to contribute to and invest in my career growth and success.”

FTI Consulting is committed to developing our people directly through regular coaching sessions and self-guided professional development courses. We invest heavily in our people by assigning a dedicated coach to each FTI Consulting employee when they join the company. Coaches are responsible for mentoring and guiding project assignments to support employees’ agency, as well as championing the employee within the firm by serving as an advocate for their professional progression.

Furthermore, employees are empowered to develop skill sets of interest by utilizing our Knowledge Now platform, FTI Consulting’s learning management system. Knowledge Now provides a single point of entry for our skill development programs, including e-content from LinkedIn Learning, Coursera and Thomson Reuters, and in-person firm events. With the rollout of Knowledge Now, **we saw e-learning training hours increase by 106% in 2021 compared with 2020.**

“Knowledge Now has been a constant source of my skills’ refinery and upgrade, which is a necessity to remain updated on industry trends. It provides access to well-experienced presenters from reputable universities while we engage with fellow professionals across the globe. The courses have provided me with valuable information on a broad range of topics covering technical and soft skills, which are much needed for a successful career.”



BEN MAKUMBE
Senior Consultant, Johannesburg

Talent Development Highlights

88%	~13 hrs	88.5k hrs	42%	88%
of employees participated in Talent Development programs	average training hours per employee	training hours logged by employees	increase in Talent Development trainings from 2020	satisfaction rating for Talent Development courses taken

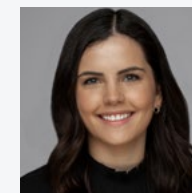
As employees progress through their career at FTI Consulting, we aim to ensure they are prepared and empowered to take on their next role. We believe we have well-outlined career pathways for each level, including transparent role competencies, grading systems and review sessions. To position our employees for success, FTI Consulting offers tailored programs for critical professional milestones. These programs span junior staff orientations to leadership trainings. **In 2021, 927 professionals were selected for and completed leadership training programs, up from 895 in 2020.** The Talent Development programs, detailed below, are supplemented by segment-driven learning paths and opportunities specific to an employee’s role.

— **New Graduate Orientation Program:** FTI Consulting hosts two programs to support the professional transition of recent graduates.

The programs are multi-day, on-site courses that serve as an introduction to the firm. The programs 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 business leaders about the impact participants can make as part of the firm’s diverse global network. In 2021, we held these programs virtually to support the safety of our participants.

— **Milestone Programs:** To set employees up for success in their new role following a promotion or recent hiring, FTI Consulting holds role-specific Milestone Programs. The Milestone Programs are multi-day, on-site development programs held by role that are offered to Senior Consultants, Directors, Senior Directors and Managing Directors. The multi-day programs

“Attending the New Graduate Orientation Program provided me with the foundational tools to be successful in my new role as Consultant in our Health Solutions practice. It also gave me a glimpse into the long-term investment that FTI Consulting makes in its employees and their career development. Any nerves associated with starting my career and a new job were settled after the orientation program.”



CAROLINE TUOHY
Consultant, Washington, D.C.

“As a new joiner, I was particularly thankful to participate in FTI Consulting’s Managing Director Milestone Program. Our organization includes the best concentration of exceptional, smart, driven, creative, collaborative and diverse experts. The Milestone Program consistently demonstrated these qualities by giving me valuable, strategic, tactical, personal, professional, social, internal and external guidance to initiate and grow a professional practice with FTI Consulting. The program also helped expand my internal network across different practice areas, which has proved to be an essential vehicle to growth.”



THOMAS BARCE
Managing Director, Chicago

“I enjoyed meeting colleagues from other segments but also enjoyed the wide spectrum of topics discussed during the courses. Further, working and discussing together in breakout sessions help attendees to learn from others and vice versa.”



CAROLINE MICHEL
Senior Consultant, Frankfurt

“The Business Development Learning Program allowed me to think through my business plan and how to approach business development in a methodical manner. It was also great to hear from senior leaders in the firm and learn from their insights and advice on approaching potential clients. Over the last year, I was able to significantly increase both my personal and team sales, and I believe this was at least partly attributable to this training.”

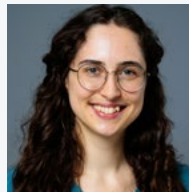


BADRI SRIDHAR
Managing Director, New York

are structured to prepare newly minted employees for their new role and enhance their leadership, managerial, teaming and client relations skills.

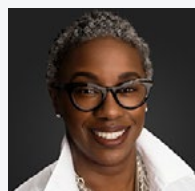
- **Senior Managing Director Readiness Program:** As emerging leaders approach a promotion from Managing Director to Senior Managing Director, FTI Consulting holds tactical training to prepare future firm leaders for their new role within the firm. The Senior Managing Director Readiness Program is a nomination-based program with a regimented approach to skills building and networking of high-performing employees from across our global network. The programs provide insights into the core firm business strategies and FTI Consulting’s designated leadership tactics critical for growing and managing engagements at our firm. In 2021, we held a myriad of virtual sessions to create connectivity and postponed the in-person program until 2022.
- **Business Development Learning Programs:** Beyond role-specific or leadership-driven courses, FTI Consulting trains its employees on new business and account management to provide proper nurturing of prospects and existing clients. FTI Consulting offers various types of business development learning programs based on employee interests and role. Each program is tailored to provide tactical skills for expert client interactions. Our Business Development Learning Programs focus on developing our

“While attending the Business Development Fundamentals, I reconnected with what drew me to consulting in the first place: advising clients to identify and help solve their problems. At the consultant level, we mainly see work appear in our inboxes and sometimes get disconnected from the pursuit process that got us there. The course helped me realize that we are not just researchers or analysts but trusted advisors and that the trust component is earned through active and sincere relationships and continued business development efforts.”



VICTORIA LORVIG
Senior Consultant, Boston

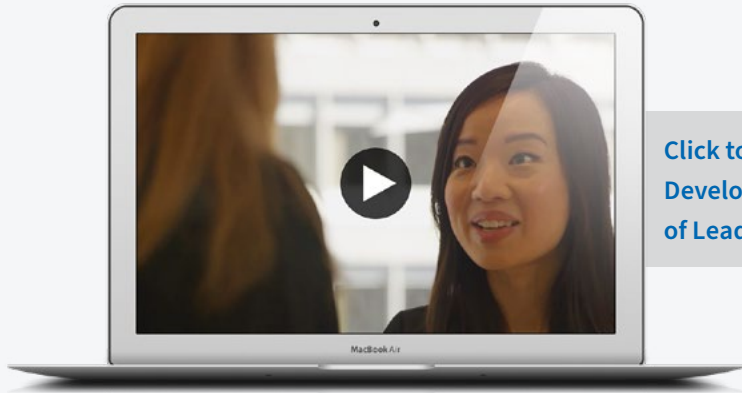
“The Business Development Learning Program provided a fantastic opportunity to learn and understand FTI Consulting’s Business Development Framework fundamentals in a highly interactive, virtual setting. In addition, participating in the program allowed me to hear about best practices and lessons learned from practice leaders while gaining real-time feedback and support as I began to formulate my personal approach to building and developing my business plan. Since completing the four-part webinar series, I have applied a number of the strategies and approaches to support existing clients and pursue new business development opportunities.”



CITSEKO STAPLES MILLER
Managing Director, Washington, D.C.

client-facing employees’ capabilities in listening, presenting and leveraging the strength of the firm to bring creative solutions to meet our clients’ unique needs. We also work to instill a culture of coaching and feedback to elevate the support we provide our clients. This includes building in after-action reviews to our client consultation model to bring a continuous improvement focus on our client interactions. In 2021, over 1,250 client-facing professionals participated in at least one of the virtual training sessions within the larger program. The programs were held virtually in 2021 to support the health and safety of our employees.

This significant investment in our people is paying off. **More than 1,250 FTI Consulting professionals were promoted in 2021, a record number for the firm.** Our dedication to providing development opportunities to our talented professionals is evident in our sustained growth as an organization.



Click to watch **Seize the Day:
Developing the Next Generation
of Leaders with Edith Wong**

“I get the chance to work alongside highly credentialed and very experienced experts. When I work with my junior staff, I am intentional about providing them with specific experiences that I have encountered through my career because, personally, that’s how I think I’ve learned the most.”

EDITH WONG
Managing Director, New York

“I have the opportunity to work alongside some of the most brilliant and tactical minds in the business. We’re provided with so many opportunities to learn, grow and develop ourselves as professionals. It’s a people-first culture where your contribution is valued and your ideas and opinions are always respected.”



TARA GASIOR
Senior Director, Sydney



Diversity, Inclusion and Belonging

At FTI Consulting, we are committed to embracing, cultivating and maintaining a culture of diversity, inclusion and belonging, as it is fundamental to our core values.

FTI Consulting supports DI&B at our firm, not only because it is an important social goal but because we believe it is the right thing to do for our people, our business, our clients, our shareholders and our communities. More diverse teams allow us to draw on unique viewpoints and experiences to deliver innovative solutions to complex challenges and opportunities for our clients and the communities where we live and work. DI&B is championed by the firm's senior leadership across many aspects of the business — from hiring to employee experience to client engagements. We are proud of our progress and the evolution of our programs and policies to create a more diverse and inclusive workplace, and we look forward to further development.



THE PACT FOR FTI CONSULTING

FTI Consulting continues to build on our 2019 pact in support of equity in the workplace. Based on the pact, we are holding ourselves accountable for the following goals:

- **Leadership & Culture:** No member of FTI Consulting's Executive Committee will appear on a panel at a public event that does not have diverse representation.
- **Equity & Retention:** We conduct an annual audit of pay, promotions and performance ratings across gender and race.
- **Hiring & Recruiting:** We strive to increase the pool of qualified female and diverse candidates by 5% by 2023 and extend offers to at least the same or higher percentage of female and diverse candidates.

Pay Equity and Pay Gap

At FTI Consulting, we hold ourselves accountable by setting goals and commitments through the pact for FTI Consulting as we strive for equity across our firm. Our commitment to accountability is reflected in our programs and initiatives designed to build a culture of inclusion and belonging, as well as in our commitment to conducting pay equality audits. As an extension of our pact, we also conduct and release gender and ethnicity pay gap analyses annually.

We are committed to ensuring our people are paid equally for doing the same or similar work, regardless of gender or ethnicity. We are proud to report we have achieved pay equality and we have programs and policies in place to support fairness in how we approach pay and rewards for our people. This is core to our firm’s values and our pact to create a workplace that champions diversity, inclusion and gender parity. Completing annual equality analyses helps us continue to pay our people equally for the same or similar work, and allows us to measure performance ratings and promotions when we have equal representation of gender and ethnicity.

Holding ourselves accountable also includes a close examination of our pay gap data. Unlike equal pay, a pay gap is the difference in average pay between gender or ethnicity in an organization over a period of time. FTI Consulting’s pay gap is the result of gender and ethnicity imbalance due to:

- Having less women and historically underrepresented minorities in senior-level, higher paying roles
- Having more women and historically underrepresented minorities in junior-level, lower paying roles

FTI Consulting calculates our global pay gap using employee total compensation (base plus bonus) from the most recent performance year. We then compare the average male to female employee pay, as well as the average represented to historically underrepresented minority employee pay.

Our work to achieve equal gender and ethnic representation across every level of our firm remains a priority. We will continue to invest in programs and adopt policies that will enable us to attract, promote and retain the diverse group of professionals needed to deliver for our clients and our teams.

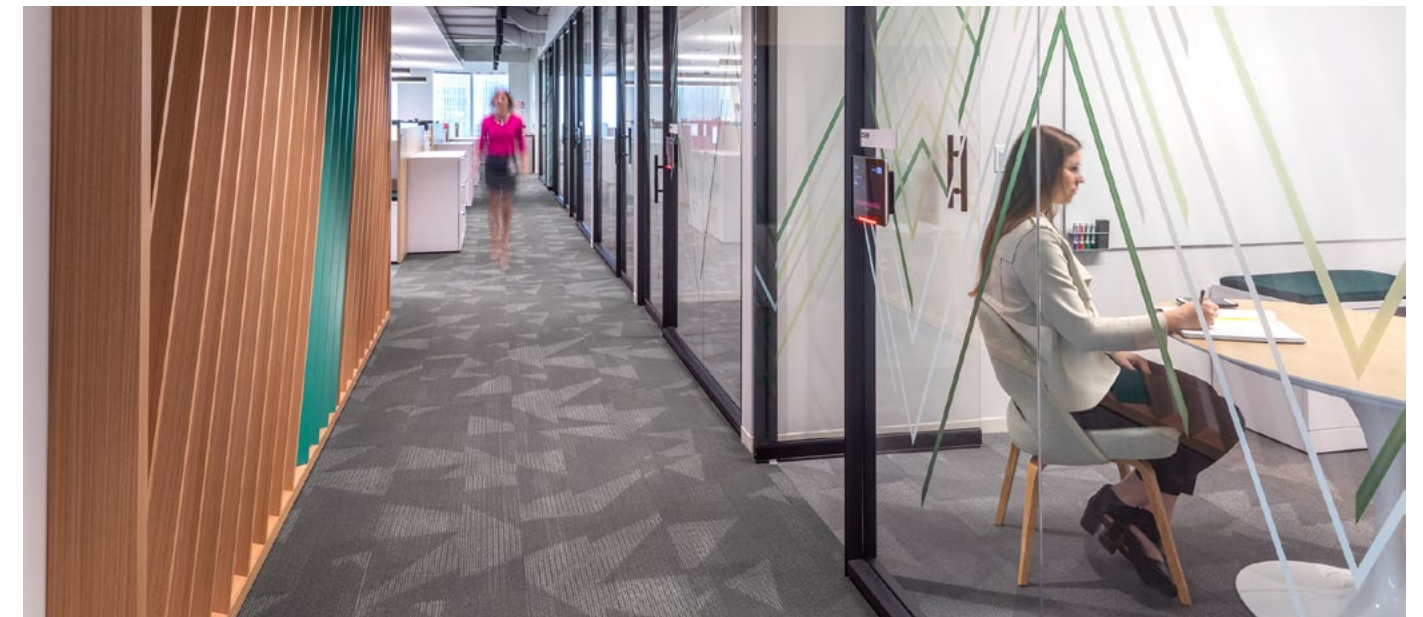
THE DIFFERENCE BETWEEN EQUAL PAY & PAY GAP

EQUAL PAY

Employees are paid the same amount for the same, or similar work, regardless of gender or ethnicity.

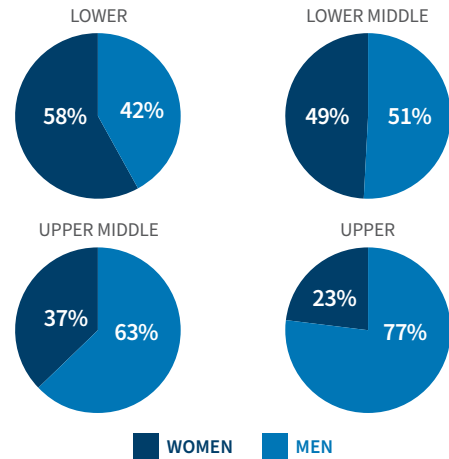
PAY GAP

The difference in the average pay between gender or ethnicity in an organization over a period of time.

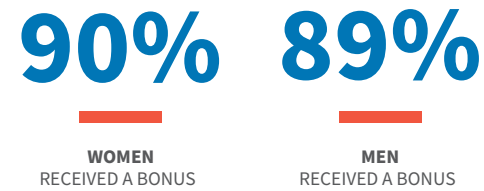


GENDER¹ Global employees

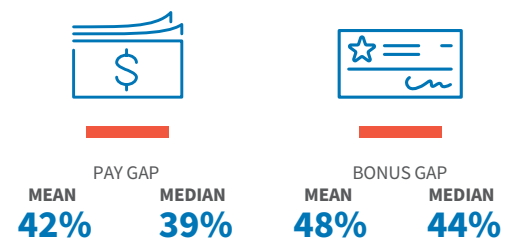
PERCENTAGE IN EACH QUARTILE



PERCENTAGE WHO RECEIVED A BONUS

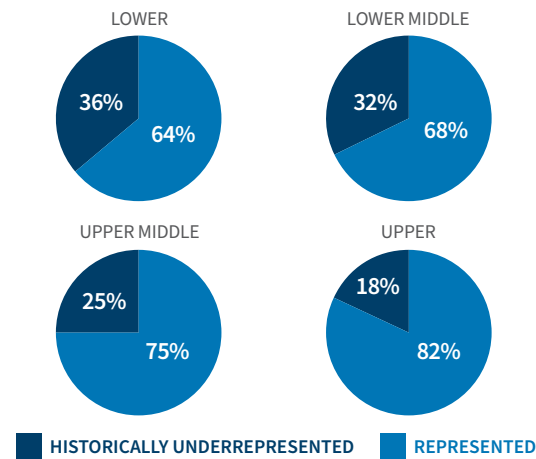


GENDER PAY AND BONUS GAP

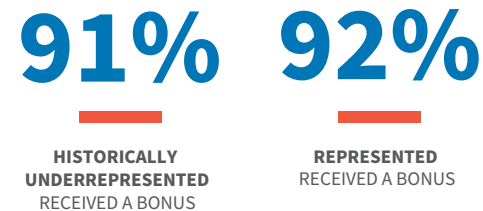


ETHNICITY² Global employees

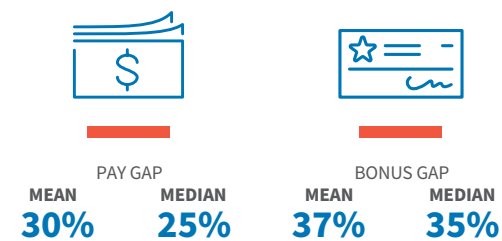
PERCENTAGE IN EACH QUARTILE



PERCENTAGE WHO RECEIVED A BONUS



ETHNICITY PAY AND BONUS GAP



We acknowledge there is much work to be done to close our pay gap and we are holding ourselves accountable to the following targets:

- Reaching 165 female Senior Managing Directors by 2025, representing a 76% increase compared with 2020
- Reaching 120 historically underrepresented minority Senior Managing Directors by 2025, representing a 97% increase compared with 2020

Equally important, we have also introduced policies to help close the gap such as:

- Extending the Company’s 50/50 gender-balanced hiring target from the campus and graduate level to include Consultant and Senior Consultant levels
- Establishing the goal to narrow promotion rate gaps for women versus men and historically underrepresented minorities versus represented to ±5 percentage points
- Striving to increase the pool of qualified female and diverse candidates by 5% by 2023 and

extend offers to at least the same or higher percentage of female and diverse candidates. And, as a result of these commitments and policies, we are making tangible progress:

- Increased female Senior Managing Directors by 6% compared with 2020 and 54% compared with 2018
- Increased female employees in management positions (Manager level and above) by 15% compared with 2020
- Increased female employee representation globally to 42% in 2021 compared with 40% in 2020
- Increased historically underrepresented minority Senior Managing Directors by 13% compared with 2020
- Increased hiring of Black professionals in the U.S. by 40% in 2021 compared with 2020
- Increased hiring of Asian professionals in the U.S. and UK by 7% and 16%, respectively, in 2021 compared with 2020

We will not waver in our commitment to accelerate the pace of change and remain transparent and accountable. Where available, links to specific country data on gender pay can be found in the appendix of this report.

¹ Gender pay calculation is based on FTI Consulting’s total headcount as reported in our Form 10-K as of December 31, 2021, excluding employees in the Compass Lexecon subsidiary and employees on leave.

² Ethnicity pay calculation is based on FTI Consulting’s total headcount in the United States, Canada, the United Kingdom, South Africa and Australia as reported in our Form 10-K as of December 31, 2021, excluding employees in the Compass Lexecon subsidiary and employees on leave. This represented 66% of total headcount as of December 31, 2021.

FOUR PILLARS OF OUR DIVERSITY, INCLUSION & BELONGING STRATEGY

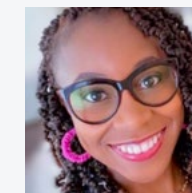
Our DI&B strategy is composed of four pillars, which encompass the actions our firm takes to achieve equity for women and historically underrepresented minorities within the firm, as well as in the communities where we do business. Each pillar has a designated goal, multiple firm-based commitments and tactical applications to provide for effective program implementation and accountability.

FTI Consulting’s DI&B pillars and progress are informed by our DI&B strategy and are supported by our employees who have embedded DI&B into our company culture. FTI Consulting strives to build an inclusive culture through numerous additional commitments and programs. We are a signatory of the [CEO Action for Diversity & Inclusion™ pledge](#) and a member of [Stonewall’s Global Diversity Champions program](#), one of the leading benchmarks for global LGBTQI+ workplace diversity and inclusion. As a Global Diversity Champion, Stonewall supports FTI Consulting in the development of policies and benefits for our LGBTQI+ employees through shared resources and advice to maintain an inclusive workplace.

The graphic consists of four white icons on a dark blue background, each representing a pillar. Pillar I shows three stylized figures with radiating lines above them. Pillar II shows a magnifying glass over a group of three stylized figures. Pillar III shows a hand holding a globe. Pillar IV shows two stylized figures with a speech bubble between them.

PILLAR I	PILLAR II	PILLAR III	PILLAR IV
Reinvigorate our efforts to support, promote and retain diverse talent	Double down on efforts to attract diverse talent	Leverage our expertise to help the world more broadly	Keep the dialogue alive

DI&B is important to the culture of FTI Consulting — we need to make sure that employees feel valued, respected and protected, so that they can bring their most authentic selves to work. We are committed to creating an environment that recognizes and celebrates our differences in backgrounds, experiences and methodologies so that we all have a seat at the table.”

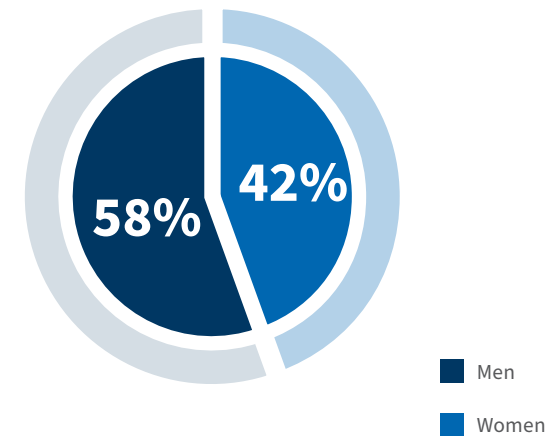


NATASHA STRICKLAND
Global Diversity, Inclusion & Belonging Leader, Washington, D.C.

Internally, we established the **Culture Champion Award** to recognize the professionals across the globe who are dedicated to promoting and strengthening our culture. The Culture Champion Award is a part of our FTI Awards program and is awarded annually to an employee who embodies and strengthens our corporate culture by promoting a diverse and inclusive environment, elevating and empowering voices, being involved in employee resource groups and engaging in other methods that drive a sense of community within the firm. Furthermore, we designed and launched a DI&B email signature to signal to our colleagues and clients our commitment to building a more diverse and inclusive culture.

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 REPRESENTATION¹



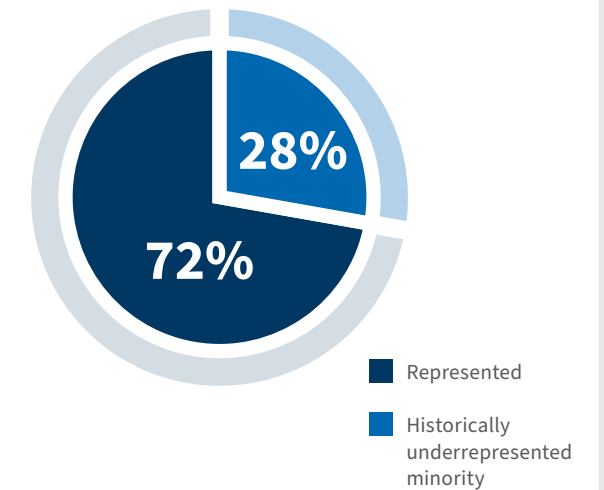
11%

increase in hiring of female experienced hires in EMEA compared with 2020

52%

of early talent (campus and graduate) hires were female in 2021

HISTORICALLY UNDERREPRESENTED MINORITY REPRESENTATION²



40%

increase in hiring of Black professionals in the U.S. compared with 2020

7%

increase in hiring of Asian professionals in the U.S. compared with 2020

16%

increase in hiring of Asian professionals in the UK compared with 2020

¹ Gender representation is based on FTI Consulting's total headcount as reported in our Form 10-K as of December 31, 2021.

² 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 is based on FTI Consulting's total headcount in the United States, Canada, the United Kingdom, South Africa and Australia. Employees who self-identify in traditionally underrepresented groups in these countries are considered historically underrepresented minorities. These five countries represented 77% of the company's total headcount as of December 31, 2021.

Across all four pillars, our programs, groups and events are thoughtfully designed to benefit our employees and further embed DI&B into FTI Consulting’s culture.

Pillar 1 | Reinvigorate our efforts to support, promote and retain diverse talent

FTI Consulting is committed to supporting, promoting and retaining historically underrepresented minorities.

Our Commitments and Goals:

- Enhance expectations of mentors so that historically underrepresented minority talent at FTI Consulting is paired with strong mentors.
- Host inaugural annual Diversity Summit to enhance connections and provide a sense of community.
- Further support and enhance our Diversity Ambassadors program through increased investment and resources.
- Support and develop our women and historically underrepresented minorities to narrow promotion rate gaps for women versus men and historically underrepresented minorities versus represented to ±5 percentage points.

Through various initiatives and ERGs, we work to create an environment that is safe and inclusive for all employees and dimensions of diversity, including race, ethnicity, age, disability, gender identity and expression, religion or sexual orientation. To further support and retain our diverse talent, FTI Consulting conducted retention interviews with approximately 200 high performing diverse professionals globally to inform the design thinking around our retention strategy.

One of our key DI&B strategies is formalized mentorship programs, such as FTI Ignite and our Diverse Senior Director and Managing Director Mentorship Program. **FTI Ignite** brings together diverse Consultants, Senior Consultants and Directors for intimate mentorship and career development experiences throughout the year. In 2021, **126 participants took part globally, supported by 29 leaders from across the company.**

To build and strengthen business perspectives and help prepare our diverse Senior Director and Managing Director talent for leadership roles, FTI Consulting hosts a **Diverse Senior Director and Managing Director Mentorship Program**. This mentorship program pairs diverse professionals from historically underrepresented groups with a Senior Managing Director mentor. The mentors focus on individual development needs and help participants work toward their career goals. **In 2021, 98 Senior Directors and Managing Directors took part globally.**

Our 2021 Impact

200+

professionals participated in our FTI Ignite Program and Diverse Senior Director and Managing Director Mentorship Program

15%

increase in female professionals in management roles compared with 2020

19%

female global promotion rate compared to 17% male

15%

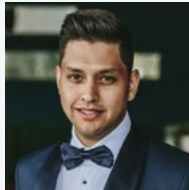
promotion rate of historically underrepresented minorities compared to 19% promotion rate of represented groups

“With my diverse background and growing up in Africa, I have always looked forward to working for a firm like FTI Consulting that embraces and respects different work and lifestyle cultures. The quarterly global Ignite development sessions have helped me build connections within my cohort and with other colleagues, which have proved to be a positive experience for me as a person and for my career.”



BENJAMIN NYARKO
Senior Consultant, Scottsdale

“Being part of the program at FTI Consulting has been such a privilege. It afforded me extremely valuable face-to-face time with senior leaders in our business, providing me with the exposure required to develop my brand and expanding my network within FTI Consulting. It’s been so refreshing to see leadership taking such an active role in promoting diversity in the workplace, leading by example to meet diversity targets and supporting historically underrepresented minorities during their career journey.”



TAURIQ FREDERICKS
Senior Director, London

“I had the honor to serve as a moderator for FTI Consulting’s pilot Diverse Senior Director and Managing Director Mentorship Program. We covered topics centered around taking ownership of your career, such as seeking constructive feedback and building your own board of advisors.”



TILCIA TOLEDO
Senior Managing Director, Washington, D.C.



FTI CONSULTING'S EMPLOYEE RESOURCE GROUPS

FTI Consulting supports ERGs, including the Diversity Ambassadors program, the FTI Consulting Hispanic/Latinx Organization for Leadership & Advancement (“HOLA”), the FTI Consulting Pride Network, FTI WIN, the Race, Identity, Social and Equality (“RISE”) Network, the Mind & Body Network and the informal Parents Network in EMEA.



Diversity Ambassadors

Our Diversity Ambassadors foster a culture of inclusion and belonging. The group is representative of local business leads from our offices around the globe. The Diversity Ambassadors meet to discuss topics that are top of mind to their offices. In 2021, 72 FTI Consulting employees engaged in the programming.



FTI HOLA

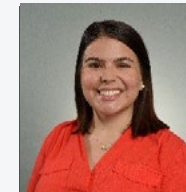
HOLA brings together the Hispanic and Latinx communities at FTI Consulting, universities and the community at large to provide career development and support. HOLA was founded in 2021.



FTI Pride Network

The Pride Network brings together colleagues who are committed to equality of opportunity for the LGBTQI+ community and provides a welcoming space for support and discussion. In 2021, the Pride Network coordinated a global Pride month celebration to elevate the LGBTQI+ narrative to our colleagues and invited guests in every segment and in every market in which we operate. This included a global company-wide panel with three diverse LGBTQI+ political pioneers from three different countries.

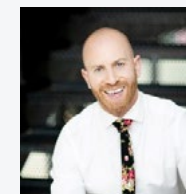
“Joining HOLA was a career-defining moment for me. It’s immeasurably rewarding to be part of an ERG that fosters personal connections while driving professional development for FTI Consulting’s global Hispanic and Latinx community and our allies. HOLA members believe fiercely in the importance of inclusion so we’re thrilled to witness our passion project grow into a vital resource that unites people who may have never crossed paths before. I hope to continue breaking barriers and building bridges that help propel the full FTI Consulting community forward.”



SABRINA NEGRÓN

Senior Consultant, New York

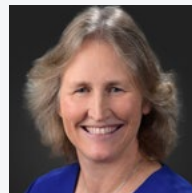
“The FTI Pride Network signifies to the world that the company broadly encourages and supports diversity in the workplace. As a gay man, the Pride Network gave me access to leadership opportunities that have helped accelerate my career. It allows me to serve as an advocate for the interests of diversity. I continue to be involved to further grow and expand the network internally, as well as looking for opportunities to collaborate with our clients to share ideas and drive change for our LGBTQI+ workforce.”



JOE LAKIER

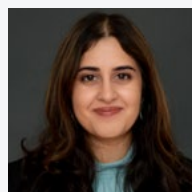
Managing Director, Denver

“As a part of FTI WIN, we seek to support and further develop high-performing women at FTI Consulting. Through the collective efforts across recruiting, mentoring, networking and more, we continue to improve and reshape our talent pipelines to attract, develop and retain top female talent to ultimately build a stronger FTI Consulting. FTI WIN continues to evolve with the formation of new initiatives such as the Transformational Leadership Program, WIN Digital and FTI WIN Drive, which further support and advance our diversity goals.”



CARLYN R. TAYLOR
Senior Managing Director and
Segment Co-Leader, Denver

“Co-chairing the RISE network alongside my talented colleagues has been challenging but not as much as it has been rewarding. Our network consists of a community of professionals who care deeply about the future of diversity at FTI Consulting and what we can all bring to the table to improve what is an already open and welcoming culture. We are grateful for the support our network has received from all over the firm and know that beyond just successful initiatives and events, this network has led to the formation of many meaningful friendships and a real sense of belonging for many people across the company, which to me is the most vital and empowering part of what we do. We will continue to contribute to the DI&B strategy at FTI Consulting wherever we can and look forward to the progress that lies ahead.”



SHALIZI NAVAB
Senior Consultant, London



FTI WIN

FTI WIN brings together female employees to develop best-in-class leadership capabilities. The group empowers its members to reach their highest potential and offers career training, professional development, mentorship, networking and community outreach opportunities. In 2021, FTI WIN also launched FTI Consulting’s WIN Drive — a coaching program for female professionals at the Senior Director level and above. The program focuses on supporting participants in achieving personal career goals and provides small group coaching on business development, business origination, cross-segment networking and more.



RISE Network

FTI Consulting’s RISE Network brings together diverse employees dedicated to fostering a diverse working culture. RISE collaborates closely with our Human Resources team and business leads to drive diverse recruitment, retention initiatives and microaggression trainings. In 2021, more than 70 FTI Consulting employees were members of RISE in EMEA. (Note: The group renamed itself RISE at the time of writing this report to better align to its mission from its former name, Black, Asian and Minority Ethnic Network.)

INSPIRED BY A DEEP SENSE OF COMMUNITY, A SYSTEMATIC PROBLEM AND A DESIRE TO CELEBRATE, FTI CONSULTING'S HOLA LAUNCHED IN JULY 2021



FTI HISPANIC/LATINX ORGANIZATION FOR LEADERSHIP AND ADVANCEMENT

HOLA, FTI Consulting's first Hispanic and Latinx ERG, **launched and exponentially grew in the second half of 2021**. When the group first met, 29 passionate FTI Consulting employees of varying levels and offices gathered to develop the ERG's brand and its four pillars — mentorship, recruiting, community outreach and networking. Less than two months later, **HOLA nearly doubled in size with more than 60 people** attending its first formal event commemorating Hispanic Heritage Month. A little over a year later, the organization **has rapidly grown to nearly 140 members strong**, a credit to its passionate members and grassroots organization style.

HOLA is a community of people from different national backgrounds with a shared identity who care about elevating representation in professional services. Internally, the group jump-started its presence by hosting cross-segment panels in the U.S. and Latin America within its first few months to start the conversation. As the ERG matures, the group intends to collaborate and partner with other

FTI Consulting ERGs to emphasize and celebrate the vast diversity within the Hispanic community.

Founding member Jancey Taveras (Director, New York) said, *"We had the right circumstance, along with the desire and the will to build something like HOLA. There is an element of authenticity that cannot be understated."*

Employees have volunteered their time — with the support of the firm — to grow HOLA into their vision. They have found success through a continued drumbeat of events to drive engagement and build an authentic community. Founding member Sabrina Negrón (Senior Consultant, New York) said, *"I am fortunate to have the support of my team to invest my time into the initiative. FTI Consulting has made diversity one of the criteria it judges itself against and measures employees' dedication to the firm, which is rewarded professionally."*

One of HOLA's most significant missions is increasing the representation of Hispanic and Latinx professionals within professional services.

A founding senior leader of HOLA, Jose A. Cepeda (Senior Managing Director, New York), has interviewed hundreds of people throughout his career in professional services, and fewer than two dozen of those interviewees were Hispanic. *"There is a disconnect across professional services. There is a real need for us to do more, to reach out to the community, and to do our fair share of corporate responsibility and move the needle,"* said Cepeda. The group takes this responsibility seriously and hosted workshops at high schools and collaborated with the National Puerto Rican Day Parade's scholarship program within its first six months. The group also began leading efforts to elevate Hispanic -owned or -led businesses into FTI Consulting's client and pro bono portfolio.

"People are taking note, especially when we are recruiting younger professionals," said Cepeda. *"As a firm, our values are what make us special. When we talk about HOLA, it really resonates, and people apply because of it. We are going into a new world. We need to plant the seeds for that future."*

Pillar 2 | Double down on efforts to attract diverse talent

FTI Consulting is committed to remaining a vibrant, progressive and well-respected organization for years to come.

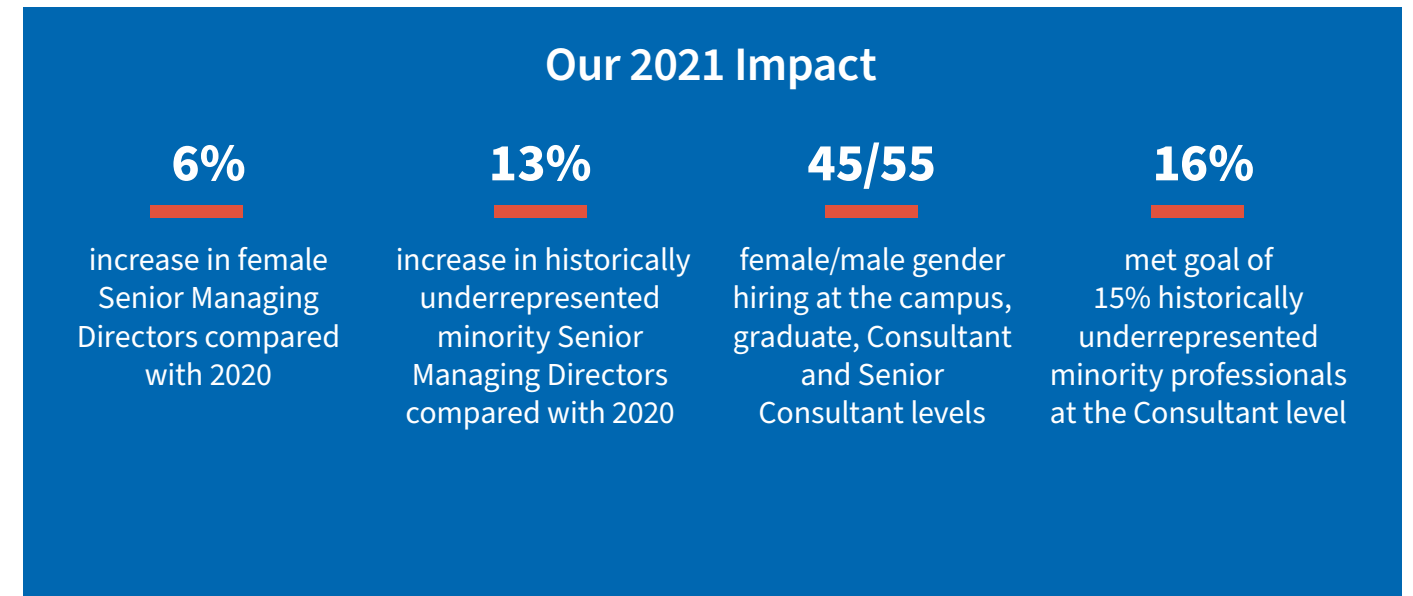
Our Commitments:

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

We continue to focus on attracting diverse professionals at every level to strive to build an inclusive firm and culture. While we have made progress, we identified a particular need to support leadership pathways for diverse, future leaders. In 2021, we launched a **Diverse Leaders Rotational Program** to provide diverse, experienced professionals with the opportunity to rotate through different practices within FTI Consulting and familiarize themselves with a variety of the firm’s service offerings. Furthermore, FTI Consulting offers female and diverse students in their second year of college a designated internship — the **Future Leadership Internship**

and Impact Program — to build their network and gain technical experience early in their academic and professional career.

In North America, we are making targeted efforts to build a diverse pipeline of professionals by ramping up FTI Consulting’s **participation in virtual career fairs with diversity-focused professional organizations** like Consortium, FairyGodBoss, Lesbians Who Tech and the Association of Latino Professionals For America. FTI Consulting’s participation at these events strengthens our talent pipelines with the diverse communities we are looking to attract.





CASE STUDY

DEFINING STRATEGIC PARTNERSHIPS TO BUILD HEALTH EQUITY

SITUATION

Founded in 1996, [Health Leads](#) is an innovation hub that seeks to unearth and address the deep societal roots of racial inequity that impact health. Health Leads works with communities to create innovative, equity-anchored solutions and processes at the intersection of healthcare, social services, public health and essential needs. To bridge the gap between national and hyper-local health equity efforts, Health Leads is growing a robust network of partners at every level.

OUR ROLE

To reach more individuals, Health Leads partnered with FTI Consulting's Health Solutions and Center for Healthcare Economics teams to develop their strategy on how to build national partnerships. FTI Consulting reviewed Health Leads' current strategic partnerships to rank and score them. The team held interviews with

healthcare professionals to understand what their organization does and what challenges they experience. This enabled FTI Consulting to develop a list of key characteristics for evaluating partners who would complement and support Health Leads' vision and mission.

OUR IMPACT

The team spent **more than 300 pro bono hours** developing a strategy for Health Leads and researching key partner prospects that would advance Health Leads vision and mission. FTI Consulting successfully **identified important characteristics** of an organization for Health Leads to utilize when evaluating potential partners. The team also successfully delivered a **list of potential target organizations** for Health Leads to consider as it builds its partnership rolodex.

“It was a pleasure to work with a cross-segment and all-female team at FTI Consulting to support the leading national nonprofit whose mission is to eliminate health disparities.”



LISA O'CONNOR

Senior Managing Director,
Boston

Pillar 3 | Leverage our expertise to help the world more broadly

FTI Consulting is committed to being a responsible corporate citizen that leverages the unique skill sets of our experts across the globe to support equality and justice in the communities in which we do business.

Our Commitments:

- Support charitable organizations, skills-based volunteering and pro bono engagements that are important to our people.
- Turbocharge our impact on the world through pro bono activities by leveraging our expertise across the firm and introducing a Pro Bono Advisory Committee.

Part of our DI&B strategy is to leverage the collective power of our people’s diverse expertise and background to make a positive impact in the world more broadly, with a particular focus on serving underrepresented groups and charitable

organizations. Our 2021 pro bono engagements spanned supporting efforts to address resource disparity in low-income education, combat gender-based violence and empower asylum seekers.

Since 2016, FTI Consulting has contributed **over \$11.8 million in pro bono** services to support global charitable and community-based organizations across the globe. These efforts remain a long-standing firm commitment and have been strengthened over time. In 2021, FTI Consulting reformed its pro bono policy to permit the 35 allotted hours for pro bono work to be allocated to employees’ segment utilization and productivity metrics – two metrics that are reviewed and considered during performance reviews. This change in policy resulted in FTI Consulting doubling pro bono hours in 2021 from the prior year, supporting **more than 70 engagements**. The policy implementation was driven by FTI Consulting’s **Pro Bono Advisory Committee** — a team of over 20 employees from different segments and regions tasked with leading and developing the global program.

Our 2021 Impact

\$4.3+M

in pro bono services provided

5,400+

hours volunteered

1,200+

charitable programs supported

70+

pro bono engagements supported

In addition to our pro bono efforts, FTI Consulting strives to empower and encourage our employees to make a positive impact on causes and communities that are important to them. In 2021, FTI Consulting professionals volunteered **more than 5,400 hours**.

Through FTI Consulting’s **Employee Matching Gift Program**, employees can further the impact of their donations to eligible causes matched by the firm.

FTI Consulting’s Corporate Citizenship Champions are at the heart of the firm’s external impact. The Corporate Citizenship Champions are a team of **over 130 global employees** who serve as leaders

for Corporate Citizenship in their local offices. They work closely with the firm’s Corporate Citizenship team to promote office corporate citizenship events, drive engagement and celebrate the impact each of our offices across the globe is making in their communities.

CASE STUDY

HELPING YOUNG MEN AND WOMEN PREPARE FOR COLLEGE THROUGH FINANCIAL LITERACY

SITUATION

[100 Black Men of America](#) is the nation’s top African American-led mentoring organization committed to enhancing educational and economic opportunities for all African Americans. The organization’s mission is to prepare young men and women to realize their highest potential through a variety of education- and community-based programs.

OUR ROLE

Two Managing Directors in FTI Consulting’s Corporate Finance & Restructuring and Technology segments identified an opportunity to support the organization’s critical mission through skills-based volunteering. The organization needed to develop and deliver new financial literacy materials for high school students, and FTI Consulting stepped up to spearhead this initiative with the Los Angeles chapter. FTI Consulting professionals created a financial literacy course for high school and early college students that consisted of several modules, including: Setting Your Goals; Budgeting & Planning; Banking, Saving & Investments; Credit Cards & Credit Scores; Careers in Business, Banking & Consulting; Making the Right Decisions about College and Introduction to Investing.

OUR IMPACT

More than **30 FTI Consulting professionals** created the course materials and taught the virtual courses. To drive engagement with the students, the team leveraged their technology expertise to host interactive breakout sessions where they provided personal anecdotes about their own professional experiences on each of the topics. Moses Harris, MBA, a mentor and instructor with 100 Black Men of LA, remarked on the value of FTI Consulting’s partnership: “The Company is always hands-on with our young people and works to provide tailored content, allowing students to engage in realistic discussions around personal finance and the importance of investing early and often.” Looking forward, these courses will likely **extend their reach to more diverse students across the U.S.** through FTI Consulting’s Diversity Ambassador and HOLA programs.

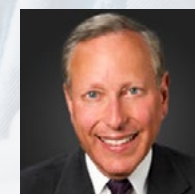
“Throughout our partnership with 100 Black Men of Los Angeles, our professionals were giving of their time and experiences to create critical financial education materials for students. The involvement of our colleagues in presenting the content brought the subject matter to life and we are excited that this course will continue to support students on the path to financial success.”



GREGORY PHELPS

Managing Director, Los Angeles

“Our relationship with 100 Black Men of Los Angeles began in August of 2020 during the height of the pandemic and has now grown to one of deep mutual respect and, indeed, friendship and fondness. The good work of so many people is truly appreciated by our new friends and has certainly made a difference in the lives of the students.”



ROGER SCADRON

Managing Director, Los Angeles

CASE STUDY

CREATING OPPORTUNITIES AND EQUITY FOR PEOPLE WITH DISABILITIES

SITUATION

The [National Organization of the Spanish Blind](#) (“Grupo Social ONCE,” commonly known as “ONCE”) is one of the largest organizations of people with disabilities worldwide and actively works to create social inclusion, decent work opportunities and economic growth for individuals with disabilities. Throughout 2021, FTI Consulting’s Strategic Communications segment continued its long-standing relationship with ONCE and its Foundation to help promote a political and regulatory framework that fosters social entrepreneurship and labor integration for people with disabilities across the European Union (“EU”).

OUR ROLE

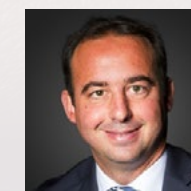
A team of FTI Consulting professionals served as strategic advisors to help ONCE Foundation maximize its advocacy efforts to shape EU policies and legislation on non-discrimination, social entrepreneurship and accessibility. An important part of FTI Consulting’s role has been to help ONCE Foundation identify and anticipate opportunities to generate change and build coalitions and partnerships with Pan-European trade associations and blue chip companies. In addition, the team has worked to help legislative breakthroughs be accompanied by the necessary public funding instruments and investments.

OUR IMPACT

Although the **long-standing collaboration** between the two organizations has contributed to many wins in the advancement of equity for individuals with disabilities, FTI Consulting’s support of ONCE Foundation’s advocacy efforts has contributed to the **adoption of two recent EU initiatives:**

- The European [Strategy for the Rights of People with Disabilities 2021-2030](#), which aims to make progress toward helping all persons with disabilities in Europe enjoy their human rights and freely participate in the economy and society.
- The first-ever [European Action Plan for the Social Economy](#), which aims to build an economy that works for all people, especially for individuals with disabilities.

“My work for Grupo Social ONCE has given me the opportunity to modestly contribute to create a better world for people with disabilities and meet unique individuals who have overcome huge barriers in their daily lives and are a great source of inspiration for all of us. Grupo Social ONCE has an extremely talented and committed team, which has helped me grow both personally and professionally.”



PABLO LÓPEZ-ALVAREZ
Senior Managing Director,
Brussels

Pillar 4 | Keep the dialogue alive

To foster a culture where everyone feels empowered to speak up and supported to engage so they can be themselves.

Our Commitments:

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

FTI Consulting believes in the importance of open and intentional dialogue in the workplace to provide a safe space for employees to bring their full selves to work and cultivate an inclusive culture. This culture helps build trust amongst teammates and strengthen employees’ understanding of diverse perspectives, both of which make for a stronger company. As a firm, we seek to empower our employees to engage in open dialogue in various forums, including corporate events, such as our Crucial Conversation speaker series; employee trainings, such as our Managing and Leading

Inclusive Teams training and Microaggressions training; and ERG-led events and initiatives to engage directly with colleagues’ lived experiences and perspectives. A spotlight on a few of our corporate-led DI&B trainings and initiatives are highlighted.

- **Managing and Leading Inclusive Teams Training:** Hosted annually, FTI Consulting engages a third-party facilitator to conduct a Managing and Leading Inclusive Teams training for our people managers (Directors and above). This program is the cornerstone of our DI&B leadership training as it educates our leaders on the proper engagement as a manager. This comprehensive training spans critical topics such as practical understanding of management responsibilities within the local laws; equitable management practices; bias training; commercial excellence with inclusion; and ways to foster an inclusive culture through leadership. In 2021, **more than 840 employees** completed the training. The training provides our managers with an educational environment to engage in scenario-specific exercises and develop simple-to-use strategies for practical application.

Our 2021 Impact



- **Microaggressions Training:** In 2021, FTI Consulting piloted a formal microaggressions training. The objective of the training is to provide guidance and assistance for employees to recognize, address and manage microaggressions in the workplace. In its pilot, the training was **completed by over 260 employees**. Following a successful pilot program, FTI Consulting has been mandating the training by level, starting at the most junior staff members — as they make up the largest percentage of our workforce — and working upward. The long-term goal of the training is for participants to lead themselves and others with an inclusive mindset.

“The Microaggressions training demonstrates to me that the company is truly looking out for its employees. It also reinforces to me that I have colleagues that truly champion diversity, inclusion and belonging.”



RODERICA WYNNE
Associate, Singapore

— **Crucial Conversations:** Crucial Conversations is an internal series that builds upon the knowledge and awareness of crucial DI&B topics in order to impact FTI Consulting employees’ interactions with peers and colleagues, clients and society at large. The program launched in 2021 as a critical initiative to address socially relevant issues through the voices of our employees. A few marquee Crucial Conversations are highlighted in the box to the right.



Celebrating Black History & Juneteenth

Managing Director Nicole Horton and Senior Director Duane Campbell led a conversation on the importance of celebrating Black history throughout the year. The hosts also engaged in the significance and history of Juneteenth, as it has come to symbolize freedom and resiliency and is a crucial part of our country’s history.



Women in the Workforce during the Pandemic

FTI WIN led a two-part conversation on the inequitable burden women faced as result of the COVID-19 pandemic. The conversation guided an open discussion on the multidimensional challenges and success stories of FTI Consulting female employees.



Perceptions of the Healthcare System within Black/African American Communities

Our inaugural Crucial Conversation engaged an expert panel in a discussion around the systematic inequities of the healthcare system. The conversation elevated the varying perspectives on the healthcare system within Black and African American communities based on the historical context, diverse perspectives from families within these backgrounds, and the economic, social and personal impact of these perspectives. The panel featured five professionals, including Roberto Vargas M.P.H., M.D., Assistant Dean for Health Policy & Inter-Professional Education at Charles R. Drew University of Medicine and Science.

— **Diversity, Inclusion & Belonging Speaker Series:** The speaker series is a long-standing program that invites diverse perspectives into our office. Each session features an engaging and authentic individual who spotlights a critical and relevant social topic. Each speaker shares insight into the topics by sharing his or her professional and personal life's experiences. The sessions are held monthly. A couple of our most popular sessions in 2021 included:



Clive Myrie, one of the UK's most experienced foreign correspondents, news anchor and show host, spoke with employees about the importance of diverse representation. He drew from his own experiences and spoke on tackling racism and sharing ideas on improving diversity in organizations.



Rachel Kelly, a best-selling author, keynote speaker and mental health advocate, spoke with employees about health of the mind and body. In May 2021, Rachel shared her own journey through two major depressive episodes and described how she overcame them. This resulted in helping to educate others and break down the stigma around mental health.



Engaging in Important Conversations

The Global Pride Network provided its guidance on sharing pronouns as an easy way for FTI Consulting employees to communicate how they like to be identified and signal to others to do the same. Complementing office-specific celebrations and events to celebrate Pride Month, the Global Pride Network shared a video featuring celebratory remarks from FTI Consulting colleagues across the globe to reaffirm our commitment to supporting the LGBTQI+ community and fostering an inclusive company culture.

“Being open about an integral part of yourself can help foster important conversation with colleagues and clients.”

ANGIE PRICE

Senior Consultant, London

In honor of Holocaust Memorial Day, FTI Consulting partnered with the [Holocaust Educational Trust](#) to host a conversation between Holocaust survivor Janine Webber BEM and Holocaust Educational Trust Chief Executive Karen Pollock CBE. The session included the remarkable story of Janine’s experience and an active Q&A session led by Managing Director Rob Mindell.

“We were fortunate to hear Holocaust survivor Janine Webber BEM as she recounted, 80 years on, her personal journey through the darkest moments in recent history. Colleagues around the world tuned in to witness Janine’s firsthand testimony of the past, with a strong resolve that we now have an opportunity to change the future — tackling discrimination as it is seen or heard and being advocates for change. On Holocaust Memorial Day, we honor the survivors and the victims in the hope that their memory will never be forgotten.”

ROB MINDELL

Managing Director, London

In the wake of racist attacks against the Asian American and Pacific Islander (“AAPI”) community in the U.S., FTI Consulting colleagues came together in various ways to raise awareness, engage in important dialogue and support organizations taking a stand. This included an FTI Consulting-hosted panel of Asian community leaders for an event titled, “Racism Is a Virus: Perspectives on the Asian American Experience,” which discussed the disparities within the Asian American community and ways we all could take action against the wave of violence and support our Asian colleagues. Additionally, in celebration of AAPI Heritage Month, our teams across the globe hosted a variety of events to celebrate the history and diversity of AAPI heritage.

“I recognize, support and celebrate the Asian culture and history with those around me and encourage everyone to do the same. I encourage others to speak on Asian American issues and dispel the model minority myth. I hope the amplification of voices can help reject Asian stereotypes and create better opportunities for representation.”

LILY WEN

Managing Director, Los Angeles



CASE STUDY

HELPING WOMEN ACROSS LATIN AMERICA ADVANCE IN THE WORKPLACE

SITUATION

In Latin America, as of 2021 only 24% of companies have a woman in a CEO or president position¹, and only 36% of organizations in the region have gender-related key performance indicators². However, research continues to highlight that gender diversity in management positions leads to improved business performance¹. [Aequales](#) is a consulting social enterprise that seeks to support companies in their path to equality through performing diagnostic services and implementing action plans focused on generating equality conditions within organizations through workshops and the revision of corporate policies, processes and organizational culture. Although Aequales had become widely known for its work in gender equity and policy, it was not known for its consulting services as a for-profit organization.

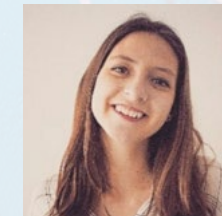
OUR ROLE

For three years, professionals from FTI Consulting's Strategic Communications segment in Latin America have been partnering with Aequales on a low-bono basis to build its presence and visibility in Colombia, Perú and Mexico. FTI Consulting acted as Aequales' primary public relations firm, helping the organization gain media placements and brand awareness. The team also curated a communications strategy for Aequales, which ranged from social media messaging to website content. Beyond communications support, FTI Consulting helped Aequales build its name recognition as a for-profit consulting firm in Latin America.

OUR IMPACT

FTI Consulting's counsel strengthened Aequales' brand as a consulting firm and an expert on gender issues, especially in new Latin American markets, such as Mexico, where the business amplified in 2021. Our team was able to help Aequales' most prominent spokespeople **solidify their position as thought leaders** in Colombia, Perú and Mexico through feature articles, awards and recognitions. In total, we managed to achieve **more than 380 press publications** from 2019 to 2021 in tier 1 and tier 2 media. Additionally, the team was able to increase participation in Aequales' 2021 PAR ranking, which measures gender equity conditions of organizations in the region, to **over 860 companies** throughout Latin America, representing an increase of more than 130 participant companies in 2019.

“Working alongside Aequales and helping to lead this engagement has been one of the most rewarding experiences I’ve had at FTI Consulting. Everything I’ve learned regarding gender equality, diversity and inclusion have brought me great opportunities to grow both professionally and personally.”



MANUELA LIÉVANO
Senior Consultant, Bogotá


¹ <https://aequales.com/rankingpar/>

² *Ranking PAR Aequales 2021*, page 9.





Keeping the Dialogue Alive around the Globe


The below highlights several initiatives undertaken in 2021 to keep the dialogue ongoing and relevant:


 Our Diversity, Inclusion & Belonging speaker series in **Asia** furthered conversations in 2021, welcoming speakers with varying backgrounds to engage in discussions with FTI Consulting employees. One speaker series featured the topic of “Diversity Inclusion & Belonging: Changing Mindsets through Innovation & Science.” The guest speakers shared their views on the importance of celebrating diversity in the workplace, what an inclusive leader looks like and practical ways to implement innovation within the workplace that drives change.


 In **Australia**, FTI Consulting became an official partner of [Out for Australia](#), an organization that provides role models, mentors, events and support to aspiring LGBTQI+ professionals, connecting them with other professionals across various industries. All allies of LGBTQI+ are welcome and encourage to participate as mentors.

 In **Brazil**, our DI&B team started “El Cafesito” to give professionals a space to practice their Spanish skills in a relaxed and conversational space.

 Our **India** office marked International Women’s Day by coming together for a lunch-time discussion. The session was moderated against the backdrop of an essay titled “Professions for Women,” written nearly a century ago by Virginia Woolf, a feminist writer and literary critic. Employees discussed topics such as the expectations made of a woman to shoulder household responsibilities, imposter syndrome experienced by women and how the COVID-19 lockdown highlighted inequitable distribution of work, specifically around the home.

 In honor of Women’s Day, FTI WIN **South Africa** created a video on “Sponsorship of Women in the Workplace,” covering topics such as equality of opportunity, flexibility, visibility, networking, a culture of belonging and the two-way benefits of sponsorship.

 To support minority-owned businesses during **UK** Black History Month in October, our RISE Network partnered with a UK-based Black-owned bookshop to offer subsidized book tokens for employees to spend at the bookshop.

 Across the **U.S.** and **Canada**, professionals raised more than \$6,600 to support organizations working to end discrimination and protect the guaranteed civil rights of the AAPI community.



CASE STUDY

FTI CONSULTING AUSTRALIA RELEASES INAUGURAL RECONCILIATION ACTION PLAN

SITUATION

Australia's colonization has, and continues to have, a devastating influence on Aboriginal and Torres Strait Islander peoples, marked by land dispossession, violence, racism and overall inequality. Reconciliation is the practice of building stronger relationships between all Australians and healing the wounds of the past for a better future together. The independent nonprofit organization [Reconciliation Australia](#) ("RA") has been the leading body for reconciliation in Australia since 2001. In 2006, the organization introduced Reconciliation Action Plans ("RAP") as a framework for organizations to support reconciliation by leveraging their resources and influence.

OUR ROLE

Throughout 2021, the Marketing team in Australia, as well as Corporate Citizenship and DI&B committee members, came together to plan and outline our inaugural RAP. RA has created four different RAP styles — Reflect, Innovate, Stretch and Elevate — which allows companies to go on a reconciliation journey and strengthen their commitments. In our inaugural year, FTI Consulting's RAP is centered around "reflection" and encourages our employees to educate themselves on reconciliation.

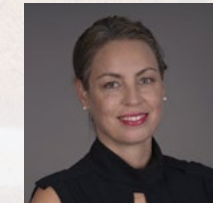
In February 2022, in partnership with RA, our RAP was formally launched, and FTI Consulting Australia joined a network of more than 3,300 corporate, government and nonprofit organizations that have made a formal, public commitment to reconciliation. As part of our RAP, FTI Consulting has committed to several actions for the next 12 months and has launched an RAP Working Group ("RWG") consisting of professionals across segments and levels in Australia to implement the RAP and drive these actions with the responsible stakeholders.

In line with our RAP deliverables, we announced our new national charity partner for Australia, [Yalari](#), a nonprofit organization that provides Indigenous children from rural and remote communities across Australia with the opportunity to receive quality education through full boarding scholarships. We believe that access to quality education is of the utmost importance to further reconciliation. Our commitment to this partnership includes financial support, volunteering opportunities, promotion of Yalari to our staff, partners and clients, and opportunities for Yalari Pathways Scholarship Program alumni to gain paid work experience through FTI Consulting internships.

OUR IMPACT

Since the RAP was released, FTI Consulting established a practice for **Acknowledgement of Country** — or an opportunity to acknowledge and pay respect to the First Nations Peoples, the Aboriginal and Torres Strait Islanders, as the original landowners — during internal and external events. We also organized an internal **National Reconciliation Week** featuring speakers from Yalari and strengthened mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and individuals.

"The Reconciliation journey is not about admonishing guilt for past actions but about strengthening the path forward and making real, tangible changes so that all are treated equally and with respect."



REBECCA HINE
Managing Director
(Co-Chair of the
Australian RWG),
Brisbane

Corporate Citizenship

At FTI Consulting, our impact extends far beyond the work we do for our clients. Through pro bono engagements, employee charitable gift matching and company-sponsored volunteering, we aim 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.

Our Commitments

As a responsible corporate citizen, FTI Consulting is committed to supporting our stakeholders in the following ways:

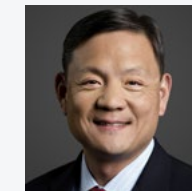
- Investing in our employees and their goals
- Serving our clients with integrity and excellent service
- Maximizing long-term value for our shareholders
- Making a positive impact in our communities
- Leveraging our unique skill sets to support a more diverse and inclusive society
- Minimizing our negative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

Each day, our experts make a meaningful impact by applying their definitive expertise, tenacious culture and practical experience to client engagements. This same strategy translates to our firm's Corporate Citizenship Program, which is focused on **our people** and **our communities**.

The primary purpose of FTI Consulting's 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.

FTI Consulting has coordinated programs such as firm-sponsored pro bono engagements, volunteering opportunities and employee matching available for employees to engage with causes that matter most to them. **In 2021, 28% of employees participated in our Corporate Citizenship Program, supporting more than 1,200 charitable organizations.**

"In 2021, we strove to make an even greater impact across the three components of FTI Consulting's Corporate Citizenship Program — volunteering, matching employee donations and pro bono engagement. We doubled our pro bono impact from 2020, resulting in over \$4.3 million in services donated to community-based organizations across the globe. Our professionals, from entry-level Consultants to Senior Managing Directors, have contributed to the increase in impact, which is a testament to the collective good we can achieve as a company by leveraging our expertise to make a meaningful impact in our communities."



CURTIS LU

General Counsel, Washington, D.C.

“As a member of the Pro Bono Advisory Committee, it was exciting to see the surge of interest in 2021 from our colleagues who wanted to give their skills to help the world more broadly. The committee was a key part of the process, working together with 20+ professionals around the world, which enabled us to learn from each other, share best practices, put processes in place to make launching pro bono projects easier, amplify global cross-segment opportunities and make a greater impact than we ever had before.”

KIRSTY CHRISTIE

Senior Manager, London

“FTI Consulting has talented professionals with specialized skill sets, and I think it’s unique that as a company, we can provide substantial support to organizations and clients who can benefit from our expertise. Through my work with the Her Justice organization on multiple engagements that support individual women, I have not only helped clients gain independence and stability for themselves and their families, but I’ve also grown as a professional and broadened my own personal perspectives.”

LAURA BAER

Senior Director, New York

Pro Bono Engagements

As both professionals and a firm, we have the opportunity to give back and make an impact in the communities where we live and work. Pro bono work at FTI Consulting leverages our professionals’ deep knowledge and unique expertise to make a difference for individuals and organizations. Our professionals have donated **more than \$11.8 million** in pro bono services since 2016 to support a wide variety of global charitable and community-based organizations.

We believe a company -sponsored and -supported pro bono engagement program provides employees with the opportunity to apply their professional skills to meaningful challenges at work. The purpose-driven engagements distill a deeper connection and sense of purpose to their work. This has led us to deepen our investment to enhance the global pro bono program.

In January 2021, FTI Consulting introduced the formation of its **Pro Bono Advisory Committee** that includes more than 20 diverse representatives from different segments, regions and levels across the firm. The committee meets several times per year to evaluate new opportunities, discuss the progress of ongoing engagements, and introduce

enhancements to the firm’s procedures and policies for pro bono engagements. In its evaluation of new engagements, the committee considers our experts’ unique skill sets, causes that directly advance equity and justice in underrepresented communities, and relation to advancing our firm’s goals. The committee works closely with our General Counsel and business segment leaders so that pro bono engagements are properly staffed to assure work is distributed evenly across the firm. These three criteria promote a diverse set of opportunities for our employees to leverage their professional skill sets and lead critical assignments that support important work in our communities.

Another step we took in 2021 to encourage participation and scale our pro bono efforts **was the introduction of a policy allotting all FTI Consulting employees up to 35 hours of work performed for pro bono engagements that count toward their segment’s utilization and productivity metrics**. This change in policy contributed to a twofold growth in FTI Consulting’s pro bono services. **The firm provided more than \$4.3 million in pro bono services in 2021, more than double compared with 2020 (\$2.1 million).**

The update to our policy also resulted in an expansion of topics served, which allows us to represent more causes that are important to our employees.

Our professionals participated in a variety of engagements that support some of society's most pressing issues. Throughout this report, we have highlighted some of the most prominent projects our professionals have engaged in throughout 2021. These engagements include projects that:

- Leveraged data and analytics to assist fundraising and donor data
- Created toolkits to enable financial institutions to detect and prevent child exploitation
- Helped secure payment for land rights violations
- Have used data to support science, technology, engineering and math (“STEM”) education and campaigned for carbon markets



CASE STUDY

EMPOWERING VICTIMS OF GENDER-BASED VIOLENCE TO ESTABLISH THEIR INDEPENDENCE

SITUATION

Parts of South Africa are experiencing alarming rates of gender-based violence. In the Johannesburg township Diepsloot, 2016 research revealed that 56% of men surveyed admitted to committing acts of physical or sexual violence, but only 9% of these abuse cases end in conviction¹. [Lawyers Against Abuse](https://www.lva.org.za/) (“LvA”), a local nonprofit organization, works to provide legal and psychological aid to these victims. FTI Consulting professionals in South Africa began working with LvA on a pro bono basis to develop various training modules on soft skills to support victims of abuse, who are often financially dependent on their abusers.

OUR ROLE

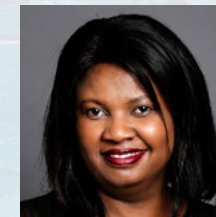
Led by female professionals across FTI Consulting’s Strategic Communications and Forensic and Litigation Consulting segments, the modules were aimed at empowering women to secure employment or start their own business. A range of workshops throughout 2021 addressed critical topics like CV writing, interviewing, workplace rights, financial management and small business development, with the goal of helping women gain financial independence.

As FTI Consulting’s relationship with LvA continued, Strategic Communications professionals identified new opportunities to support the organization in furthering their mission through pro bono engagement. Through the expertise of our Strategic Communications segment, FTI Consulting helped LvA obtain a critical digital advertising grant to increase visibility online to potential funders and women in need. The grant provides LvA with \$10,000 in digital advertising every month, as well as trainings on other operational digital tools.

OUR IMPACT

To date, FTI Consulting professionals contributed to **more than 100 hours** of pro bono services between soft skills training and digital advertising support. The training sessions have helped a participant start her own business, while another participant was able to take a workplace dispute to labor court. Through the digital advertising support, LvA’s website has achieved approximately **31,600 impressions** and **1,300 clicks**. This traffic has generated the equivalent of **over \$2,000** in advertising.

“We have a responsibility to make a meaningful contribution to the communities we serve and operate in, and it is a wonderful privilege for our FTI Consulting colleagues to engage in pro bono work. It not only instills excitement amongst our employees and motivation in a sense of purpose, but it is also a way to provide highly skilled expertise and top-rated services to areas that really need it.”



BUSI SKOSANA
Senior Consultant,
Johannesburg

¹ <https://www.lva.org.za/the-problem/>

Employee Matching Gift Program

FTI Consulting's Matching Gift Program amplifies the impact of our employees' personal charitable contributions. The company matches employee donations to eligible nonprofit organizations dollar for dollar up to **\$500 per employee**, or local currency equivalent, each calendar year. Nonprofit organizations are assessed and selected in part by their alignment with our values and corporate sustainability strategy. Through our global Corporate Citizenship portal, employees can discover causes, submit their donation information, request a corporate match, nominate new charities for match-eligibility and participate in peer-to-peer fundraising. This flexible approach allows employees to participate in the program while amplifying the causes personally important to them. In 2021, FTI Consulting employees supported more than 1,200 charities through our program.

In 2021, COVID-19 continued to impact communities across the globe. Our employees donated time and resources to support those hit hardest by the pandemic, notably in India. During India's devastating second wave of COVID-19, the country witnessed over 2,000 fatalities and more than 300,000 new infections¹ a day as cities faced severe medical supply and oxygen shortages for critically ill patients. In response to this crisis, FTI Consulting professionals across the globe banded together to donate to [GiveIndia](#), India's largest and most trusted donation platform. In total, FTI Consulting colleagues raised **over \$70,000** through personal donations and the employee matching gift program. These donations helped fund the critical medical relief efforts and the immediate need for oxygen tanks in hospitals and COVID-19 care centers.



¹ The New York Times, "[As Covid-19 Devastates India, Deaths Go Undercounted](#)," May 31, 2021.

Volunteering

FTI Consulting empowers and encourages our employees to make a positive impact on communities by getting involved in causes that are important to them. We provide our employees with **eight hours of company-sponsored volunteer time**, where employees can take the day to contribute their time and efforts to a local charity or cause. **In 2021, our people volunteered over 5,400 hours collectively, a 35% increase from 2020.**

They continue to identify new and creative solutions to express the core values of FTI Consulting by giving back in meaningful ways. These included cultivating annual events and partnerships virtually and participating in skills-based volunteering, among others. Click on the map to see highlighted efforts.



¹ [The Talent Tap](#) ² [Grow NYC](#) ³ [UNICEF](#) ⁴ [Instituto Devolver](#) ⁵ [Yalari](#)



Encouraging Corporate Citizenship through Our Champions Network

Many of our global offices have Corporate Citizenship Champions, who are responsible for enhancing leadership efforts and driving engagement in our Corporate Citizenship initiatives at the local level. The efforts and energy of our Champions are key contributors to the growth of our program. In 2021, our team of global Corporate Citizenship Champions grew to over 130 employees.

Strategic Charitable Partnerships

Some FTI Consulting offices have established partnerships with local nonprofits. These offices allocate their volunteer and fundraising efforts to these partners. Partnerships are often evaluated by suitability and alignment to FTI Consulting's company strategy by a designated selection team within the office. These partnerships are then voted on by office colleagues. Selected partnerships become the beneficiary of that office's volunteerism and fundraising efforts.

CASE STUDY

LEVERAGING OUR TALENTS AND INTERESTS TO SUPPORT ECONOMIC MOBILITY, WELLNESS AND INCLUSION: THE TALENT TAP

SITUATION

In 2021, colleagues in FTI Consulting’s London office embarked on a strategic partnership with [The Talent Tap](#), a social mobility charity that supports the employment prospects of young people from communities characterized by persistent and multigenerational disadvantage, economic underinvestment and network poverty in the UK.

OUR ROLE

Our London office set a target to raise GBP£50,000 in 2021 for the organization. Throughout the year, professionals across segments and levels organized unique and innovative ways to reach this goal. These efforts ranged from a fundraising challenge for FTI Consulting graduate students, a “Gaming for a Difference” 12-hour gaming stream, a poker

tournament and an online baking class, among others. London-based colleagues also went head to head with other consultancies in the annual music charity event “Expertise Rocks,” where a band formed of experts in their various fields compete to raise funds for the charity of their choice.

Further building on the firm’s commitment to promoting well-being, FTI Consulting colleagues took their efforts outdoors in various events supporting The Talent Tap, including running the virtual Royal Parks Half Marathon in London and organizing the inaugural #820Challenge, representing the 820 miles of distance between all of The Talent Tap’s partner schools. The initiative included a variety of fitness challenges but also developed creative ways to be inclusive for our colleagues through an “820MyWay,” in which colleagues participated in non-sporting events such as knitting an 8.2-meter scarf and growing 82 plants to give to friends.

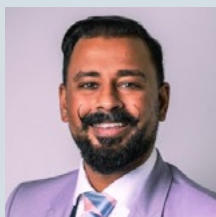
OUR IMPACT

More than 120 FTI Consulting professionals volunteered to support The Talent Tap in 2021, conducting 170 mock interviews with students and over 200 hours of mentoring. Mentoring hours included the facilitation of a two-week work experience program at FTI Consulting with networking events and workshops. The #820Challenge involved professionals from Germany, Ireland, London, South Africa, Spain and the U.S., who devoted a collective **680 hours** and logged **over 7,000 kilometers** through running, cycling, walking, hiking or swimming. Through the #820Challenge and various fundraisers during the year, FTI Consulting colleagues across the globe reached their fundraising goal and raised **GBP£50,000** for The Talent Tap.

The Talent Tap has captured the hearts of FTI Consulting colleagues. The collective results of our FTI Consulting colleagues’ efforts from 2020 to 2021 have led to:

- A **130%** increase in students supported by the organization
- **2x** the number of schools supported
- **2x** the number of Talent Tap staff available to provide mental health support to students

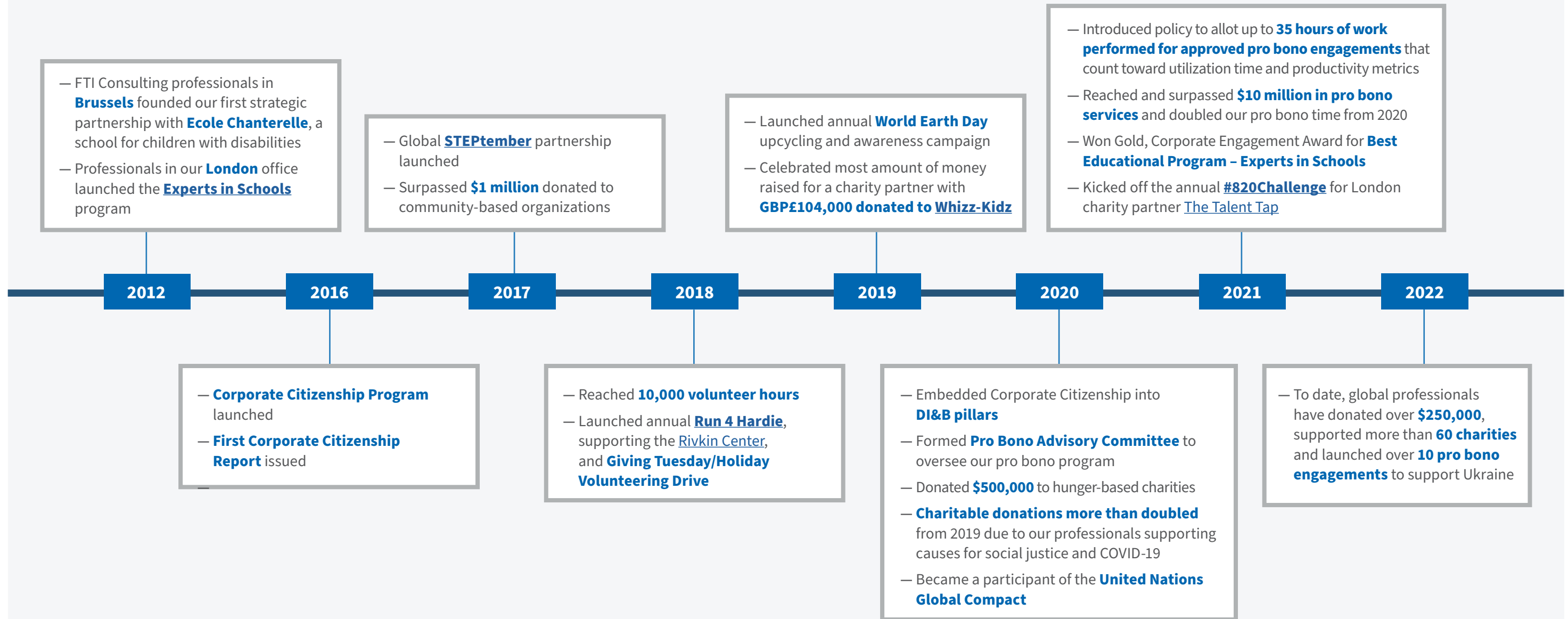
“Supporting diversity can often mean exploring hard truths and going beyond barriers and comfort, and the social mobility cold spots in the UK cannot be underestimated. The Talent Tap’s ethos and message are things that resonate deeply with me. I am proud to represent FTI Consulting in this role and look forward to providing updates on the charity’s ongoing successes.”



SUNIL MASHARI
 Senior Manager, Dubai

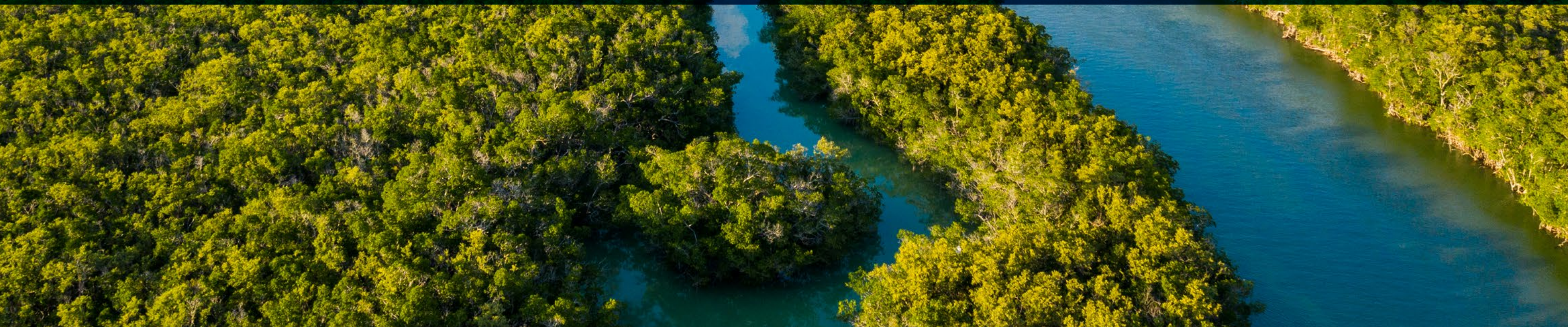
Our Corporate Citizenship Journey

Professionals at FTI Consulting have showcased an interest in supporting the community more broadly even before a formal Corporate Citizenship Program was founded. After the firm put dedicated time and resources into community impact, the company’s journey has grown our impact through several different avenues.





 Governance



Approach to Managing Governance Risks and Opportunities

At FTI Consulting, we have worked to build, maintain and expand our reputation as a reliable and trustworthy firm for our clients since our founding 40 years ago.

The FTI Consulting 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 our projects and engagements. We regularly strive for improvement in these areas, helping to protect not only the interests of our clients but also those of our employees, vendors, communities and shareholders.

Our strong corporate governance principles reinforce our efforts to protect the interests of our company and our stakeholders. Our Corporate Governance Guidelines steer our Board of Directors, which provides oversight and supports our company’s continued efforts to operate sustainably and generate long-term value for our stakeholders. The Board of Directors is composed of nine members with diverse backgrounds and skill sets, all of whom are independent with the exception of our President and Chief Executive Officer. The Board of Directors consists of three fully independent Committees:

— **Audit Committee:** Responsible for providing oversight of the quality and integrity of the company’s financial reports, 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:** Responsible for approving and administering executive compensation programs in furtherance of the interests of the stockholders, producing an annual report on executive compensation for inclusion in the company’s annual proxy statement and reviewing the company’s overall programs of employee benefits.

— **Nominating, Corporate Governance and Social Responsibility Committee:** Responsible for reviewing and overseeing 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

89%

of the Board represents independent directors



Independent non-employee Chairman of the Board

100%

Independent Committee membership

22%

of directors are female

22%

of directors are based outside the U.S.



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

22%

of directors are racially diverse



Annual election of directors by majority in uncontested elections, with director resignation policy

BOARD COMPOSITION

Director	Director since	Age	Independent Directors	Audit	Compensation	Nominating, Corporate Governance and Social Responsibility	Leadership	Finance and Accounting	Services or Industry Experience	Government	Other Public Company Board Experience	Global	Gender Diversity	Racial Diversity
Gerard E. Holthaus Lead Independent Director of WillScot Mobile Mini Holdings Corp.	2004	72												
Steven H. Gunby President and Chief Executive Officer of FTI Consulting, Inc.	2014	64												
Brenda J. Bacon President and Chief Executive Officer of Brandywine Senior Living LLC	2006	71												
Mark S. Bartlett Former Partner at Ernst & Young LLP	2015	71												
Claudio Costamagna Chairman of CC e Soci S.r.l.	2012	66												
Sir Vernon Ellis Former Chair of the Board of Trustees of the British Council	2012	74												
Nicholas C. Fanandakis Retired Vice President and Chief Financial Officer of DuPont de Nemours, Inc.	2014	65												
Stephen C. Robinson Retired Partner of the law firm of Skadden, Arps, Slate, Meagher & Flom LLP	2022	65												
Lauren E. Seeger Chief Legal Officer of the American Express Company	2016	60												

 Independent Chairman of Board  Committee Chair  Committee Membership  Skill Sets*

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



Code of Ethics and Business Conduct

FTI Consulting seeks to adhere to the robust policies and procedures contained in the [Code of Ethics and Business Conduct](#), which guides our employees, officers and outside directors. All employees must also abide by other policies, including our Policy on Inside Information and Insider Trading, Anti-Corruption Policy, Policy on Reporting Concerns and Non-Retaliation, and Privacy Policy. Further, employees are required to observe our UK Modern Slavery Statement, Human Rights Policy, Policy on Disclosure Controls and Global Health & Safety Policy. Links to our policies can be found in the appendix.

To align with our desire to continuously refine our governance best practices, the company regularly revisits these policies and procedures as appropriate to assess their effectiveness. By doing so, we believe we can continue to protect our employees and the interests of our stakeholders. This exercise protects our license to operate and advances our commitment to creating sustainable value for our stakeholders.

CASE STUDY

ELIMINATING CHILD LABOR FROM EXTENDED GLOBAL SUPPLY CHAINS

SITUATION

Mica, a critical raw material in electronics, transportation and cosmetics, has a history of unsafe working conditions, as well as child labor and trafficking in the Indian states of Jharkhand and Bihar, where mica is mined. In 2019, FTI Consulting was engaged by the [Responsible Mica Initiative](#) (“RMI”), a global coalition for action composed of multiple organizations committed to establishing a fair, responsible and sustainable mica supply chain and eradicating child labor and trafficking by 2030. In order to engage various stakeholders to develop a sustainable mica policy framework, FTI Consulting conducted a review of mica-related supply chain legislations in the states of Jharkhand and Bihar in India and developed an advocacy strategy for engaging with state governments.

OUR ROLE

A team of experts from FTI Consulting’s Strategic Communications segment in India partnered with a top-tier law firm to review mica-related laws, evolve a relevant policy advocacy strategy and develop messaging and a stakeholder engagement plan that would lead to the first sustainable mica policy response. The team drafted “Ranchi Principles for Sustainable Mica Mining,” the world’s first Mica Mining Policy Framework voluntarily developed by the industry and civil society, and presented it to multi-stakeholder workshops. FTI Consulting then led engagement with the Office of the Chief Minister and the Chief Secretary, as well as State Mines and Labor Departments in the State Government of Jharkhand in India.

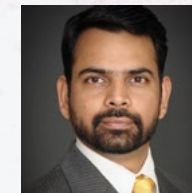
OUR IMPACT

- A team of FTI Consulting experts spent **over 300 hours** supporting the drafting and advocacy of sustainable mica mining practices.
- Since 2020, **recommendations from the Sustainable Mica Mining Policy Framework have been incorporated into the government response** on addressing the issue of child labor in the mica supply chain in Jharkhand.
- RMI and FTI Consulting **shared the Sustainable Mica Mining Policy Framework at a multi-stakeholder event in Brussels**, with representatives from the International Labor Organization. The policy intervention work was also **presented at the European Commission** in November 2020.
- The policy advocacy effort in Jharkhand by the RMI has been reviewed by global multilateral agencies, civil society and industries. In 2021, a United Nations Development Programme-RMI joint consortium was **awarded a grant of \$4.5 million** by the U.S. Department of Labor to replicate a similar framework in Madagascar, another global mica sourcing hub facing similar concerns.

“The FTI Consulting team worked as part of the RMI team with deep conviction in being able to address the complex problem of poor working conditions and child labor in the mica supply chains. We were impressed with the high level of commitment, diligence and competence that we saw the FTI Consulting team deliver.”

FANNY FREMONT
Executive Director, RMI

“Child labor in supply chains is a multi-faceted issue and is unlikely to be eliminated quickly. We are proud of having made a small but relevant contribution to address this problem. We were able to achieve what we did due to a supportive client and our team’s stubborn resolve to make a difference.”



AMRIT SINGH DEO
Senior Managing Director, Mumbai

Compliance, Business Ethics and Professional Conduct

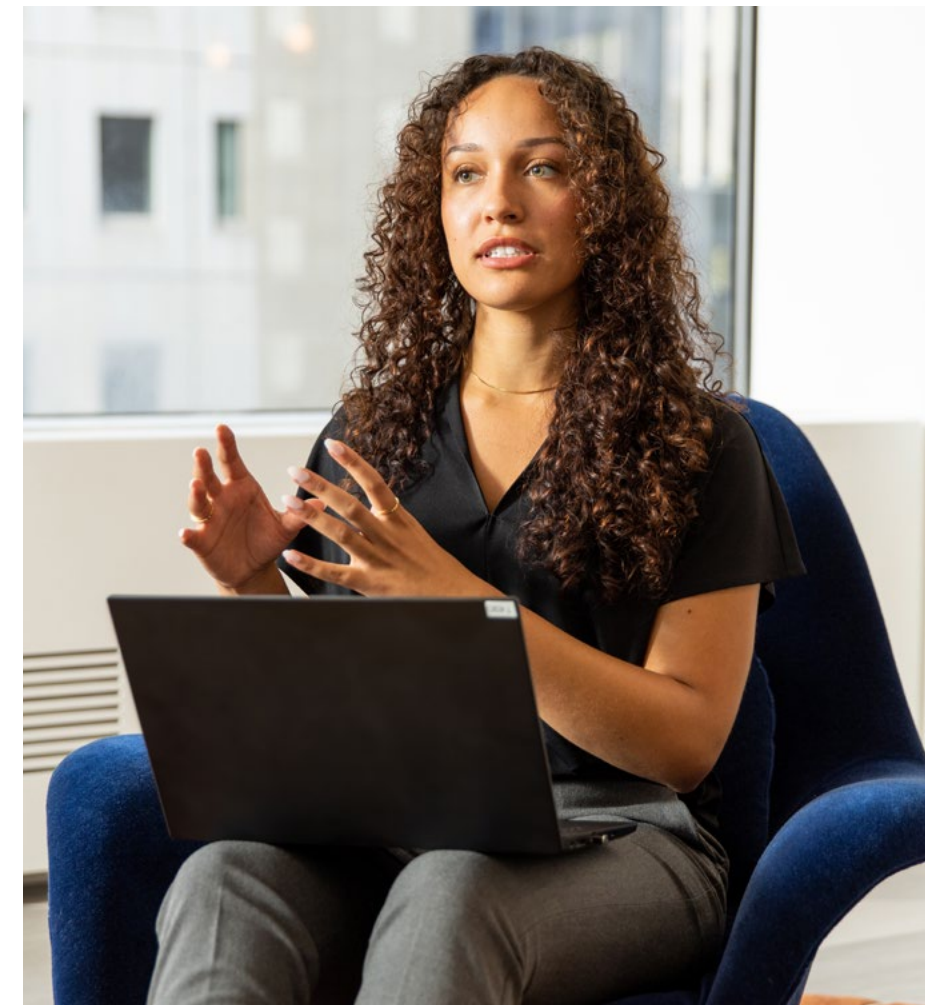
FTI Consulting's reputation, sustainable growth and market-leading position rely on our people and their professional conduct. Many of our teams often operate at the frontline of complex and high-profile client matters, requiring the trust of our clients and an expectation that our people will operate at and be held to the highest standards.

Our values — **I CARE** — are central to establishing and guiding our commitment to being a trusted and transparent advisor for our clients as a market-leading global consulting firm. These values 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 has formalized our commitment, including but not limited to policies, procedures, trainings and audits. As our company grows and evolves, we work to identify new risk profiles and business needs. Where needed, we adapt our approach and dedicate additional resources. We also periodically review and enhance our policies and procedures, trainings and awareness initiatives to reflect regulatory changes and foster robust, ethical business conduct. Our 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.

FTI Consulting's core values guide and inform our work and are codified into our Code of Ethics and Business Conduct, which applies to all employees, officers and outside directors. Our Code of Ethics and Business Conduct covers many topics and is supplemented with policies that address specific issues in more detail.

Extending Our Values to Our Vendors: FTI Consulting expects our agents, vendors, contractors, consultants, business partners and third-party representatives to uphold similar standards to those that are within our Code of Ethics and Business Conduct. Additionally, FTI Consulting requires third-party contractors to acknowledge both our [Anti-Corruption Policy](#) and our [Vendor Code of Conduct](#), which address expectations for ethics and compliance, as well as to undergo a background screening.

Integrity is at the core of our operations and is reflected throughout our Code of Ethics and Business Conduct. Employees are required to participate in regular ethics and compliance trainings, and we routinely evaluate and update our policies, procedures, trainings and awareness initiatives to reflect the latest regulatory standards. FTI Consulting recognizes that in order for our ethics and compliance programs to function effectively, our people must be empowered to raise potential concerns with the necessary training and accessible reporting mechanisms. Therefore, the Code of Ethics and Business Conduct prohibits professional or personal retaliation. Additionally, our [Policy on Reporting Concerns and Non-Retaliation](#) details how employees can raise or report concerns anonymously and 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. These values extend to 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 regarding diversity, nondiscrimination and equal opportunity, anti-harassment and human rights.

Our policies require employees 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 specific 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](#).

We leverage a variety of educational tools to provide guidance on how FTI Consulting colleagues are expected to interact with one another and our broader communities. For example, during onboarding, employees are required to attend training webinars for new hires and complete training courses on sexual harassment, security

awareness and FTI Consulting's Code of Ethics and Business Conduct. Employees at the Director-level and above are required to complete training on workplace and inclusive leadership within their first 18 months.

To embody these values externally, we offer additional training for employees and teams who operate in more sensitive topics to guide employees, such as circumstances where our teams are operating in higher-risk areas or require education on how to address specific situations, that may arise in their daily work. These sessions are often presented live and are targeted toward a specific employee group.

Additionally, our policies for social media and charitable giving and matching gifts are available to all employees and are routinely reviewed and amended as necessary to keep our practices up to date.

Risk assessments are regularly carried out through the collaboration of our Compliance and Internal Audit departments. These assessments aim to help us identify and address relevant risk areas. We also conduct deep-dive risk assessments into topics such as anti-corruption, as appropriate.

Client Selection

One of the most significant ways our impact is felt is through the work we do with our clients. FTI Consulting, therefore, places great emphasis on all aspects of our client engagements — including which clients we work for, the types of engagements we pursue, and how we interact with clients and the communities in which we do business on a regular basis.

FTI Consulting has a long-standing commitment to operating with integrity, a cornerstone of our values, which is reflected in our Code of Ethics and Business Conduct. FTI Consulting's Code of Conduct reflects our corporate values, outlines our collective intentions with respect to how we conduct global business activities, and addresses important laws and policies that apply to our day-to-day interactions with key constituents.

As part of this commitment, FTI Consulting undertakes a rigorous, multi-layered review of every client and client engagement that we accept. Our client acceptance function, which is overseen by our firm's General Counsel, reviews each new client and matter and, in that process, will identify potential issues that could affect our firm's judgment about whether to accept a matter, including compliance with relevant laws, any potential reputation risks to our firm or possible contradictions to our firm's values. Our final judgment

on whether to accept a client or engagement is also informed and guided by dedicated risk management committees throughout the firm, as well as input from the company's most senior leaders.

In addition, FTI Consulting has other policies and guidelines that guide our work for our clients. Our employees are required to disclose all conflict of interests and are expected, when acting on FTI Consulting's behalf, to always put FTI Consulting's interests ahead of their individual interests. Our employees are also expected to safeguard and protect confidential information that belongs to our clients. To further maintain client confidentiality, FTI Consulting may institute ethical walls in situations to protect against the unauthorized access by, or disclosure to, persons who are not part of a client engagement team.



Data Privacy and Information Security

FTI Consulting professionals are frequently engaged in matters that involve sensitive, confidential, proprietary or personal data. To maintain the trust of our stakeholders and our reputation as a reliable partner, our data privacy and information security programs are designed to comply with data privacy laws and align with best practices.

FTI Consulting maintains a systematic commitment to protecting the privacy of a client’s information and underlying data. The firm’s Global Cybersecurity and Privacy Division implements systems and network resources that protect data confidentiality to support the security priorities of our company and our stakeholders. Status reports are led by our Chief Information Officer, who reports to our Chief Financial Officer and the Board of Directors on a quarterly basis and additionally as needed.

Data Privacy

Our practices related to collecting, analyzing and retaining client data, website visitor data, or other individual or company data are described in FTI Consulting’s Privacy Policy. In compliance with 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 or is legally required to do so.

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

FTI Consulting has not experienced a material information security breach within the last three years. To keep the firm protected, our Global Cybersecurity and Privacy Division is composed of a team of colleagues with extensive privacy and data security expertise,





including but not limited to cryptography, application development and forensic capabilities. The division manages our Cybersecurity and Data Protection/Privacy Program, which, along with associated policies, is 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 were established in accordance with federal and state laws governing the protection of confidential information, and the company is certified compliant with ISO 27001 and HITRUST CSF requirements. In addition to these efforts, the maturity of our Global Cybersecurity program is periodically assessed by a third-party provider according to the US-NIST CRF, and the firm maintains a cyber insurance policy.

To support consistent and comprehensive efforts across the company, FTI Consulting requires our employees to complete the proper cybersecurity training annually to guarantee our experts are informed on cybersecurity risks and proactively prepared to address these concerns and, if necessary, react accordingly. This training provides an overview of policies, standards and procedures for incident avoidance and response with a specific focus on information security and privacy awareness. In order to consistently improve our employees’ effectiveness in safeguarding employee

and client data, we have implemented specific security testing and training programs with the goal of helping our workforce recognize threats such as phishing, social engineering and other evolving threats toward information security. Our contractors are provided with our Vendor Code of Conduct, which requires them to take a similar approach toward these issues. Finally, we conduct deep-dive risk assessments into cybersecurity and data privacy as appropriate.

Supporting Our Clients in Strengthening Governance Programs

FTI Consulting’s professionals are trusted advisors with expertise and experience in a range of key governance issues. As governance topics evolve and become more complex, clients turn to the experts at FTI Consulting for a variety of governance-related topics:

Risk & Compliance: As risks and compliance challenges arise, organizations must sometimes seek expert support to help them navigate the situation. Effective risk management and compliance programs are critical to maintain that an organization’s ability to operate, corporate reputation and business relationships remain healthy and unrestricted. Our clients rely on FTI Consulting to help them stay abreast of these challenges. Our senior professionals focus on delivering enterprise-wide solutions to risk and compliance challenges to promote business transformation and growth and support ethical business behavior. Our expert-led advisory offering includes end-to-end industry-specific services to support risk management and compliance programs, including advisory on anti-bribery and corruption, anti-money laundering, regulatory risk and compliance, and risk management.

Information Governance, Privacy & Security: Information Governance, Privacy & Security services from FTI Consulting’s Technology segment can support clients by developing and implementing 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 confirming 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: As a global, trusted partner, FTI Consulting works to provide innovative solutions to new discovery challenges, from collecting 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. Top-performing organizations and law firms engage FTI Consulting and our Technology segment on a broad range of e-discovery and managed review services with defensible results for litigation, investigations and regulatory matters.

Cybersecurity: As more devices come online and interconnectivity increases, a company’s ESG commitments and assessments can be directly impacted by the ability to respond to and manage

cybersecurity incidents and data privacy, such as the protection of critical infrastructure and governance of sensitive information. FTI Consulting helps clients understand their own environments, harden their defenses, hunt threats with speed and precision, holistically respond to crises, and recover operations and reputation after an incident.

Investigations & Monitorships: When organizations face investigations involving allegations of regulatory issues such as corporate fraud and misconduct, money laundering, bribery and corruption or trade sanction violations, they often must address such claims or inquiries from regulators with a rapid and appropriately tailored response. FTI Consulting offers holistic client support to 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.



CASE STUDY

UPDATING DATA ANALYSIS TO BRING STEM EDUCATION RESOURCES TO UNDERSERVED STUDENTS

SITUATION

[We All Code](#), a Chicago-based nonprofit that provides free coding classes to underserved youth to create more equity in the STEM fields, enlisted the skill sets of FTI Consulting's Data and Analytics practice in the Forensic and Litigation Consulting segment to better understand the company's existing data. With limited visualization capabilities in place, the CEO wanted to advance the organization's mission and effectively identify opportunities to expand, grow and better serve the community.

OUR ROLE

The FTI Consulting team aimed to transform the organization's survey and data aggregation infrastructure and develop dynamic reporting dashboards. Our pro bono work with the organization included interviews with key board members and instructors to gain valuable insight into critical data, analysis of existing data in an open-source database, and development and deployment of a series of surveys for students and alumni. Additionally, our team integrated several workflow automation tools that allowed survey data to automatically populate the organization's pre-existing data and update dashboards that visualize the data in real time. The team also created a suite of demographic and performance monitoring dashboards that provided detailed information about students and their long-term development.

OUR IMPACT

FTI Consulting spent **more than 770 hours** on the engagement, which resulted in several key strategic recommendations to improve student attendance and retention, better tailor courses to a wider range of students and more effectively collaborate with federally subsidized schools that serve students in low-income areas, known as Title I. The data **identified how students develop and grow** throughout their time at We All Code — inclusive of STEM experience, excitement and subject matter mastery — and **pinpointed demographic trends** based on race, gender, socioeconomic status and school coding opportunities. The team was also able to incorporate third-party data from the Chicago Public School system to **illustrate which students and schools may be underserved** and, therefore in need of We All Code's assistance.

“The dashboards produced with FTI Consulting were just jaw-droppingly amazing! [It's a] way for us to see who we are serving and [ask] if we are doing that correctly. I could not be more thankful.”

ALI KARBASSI

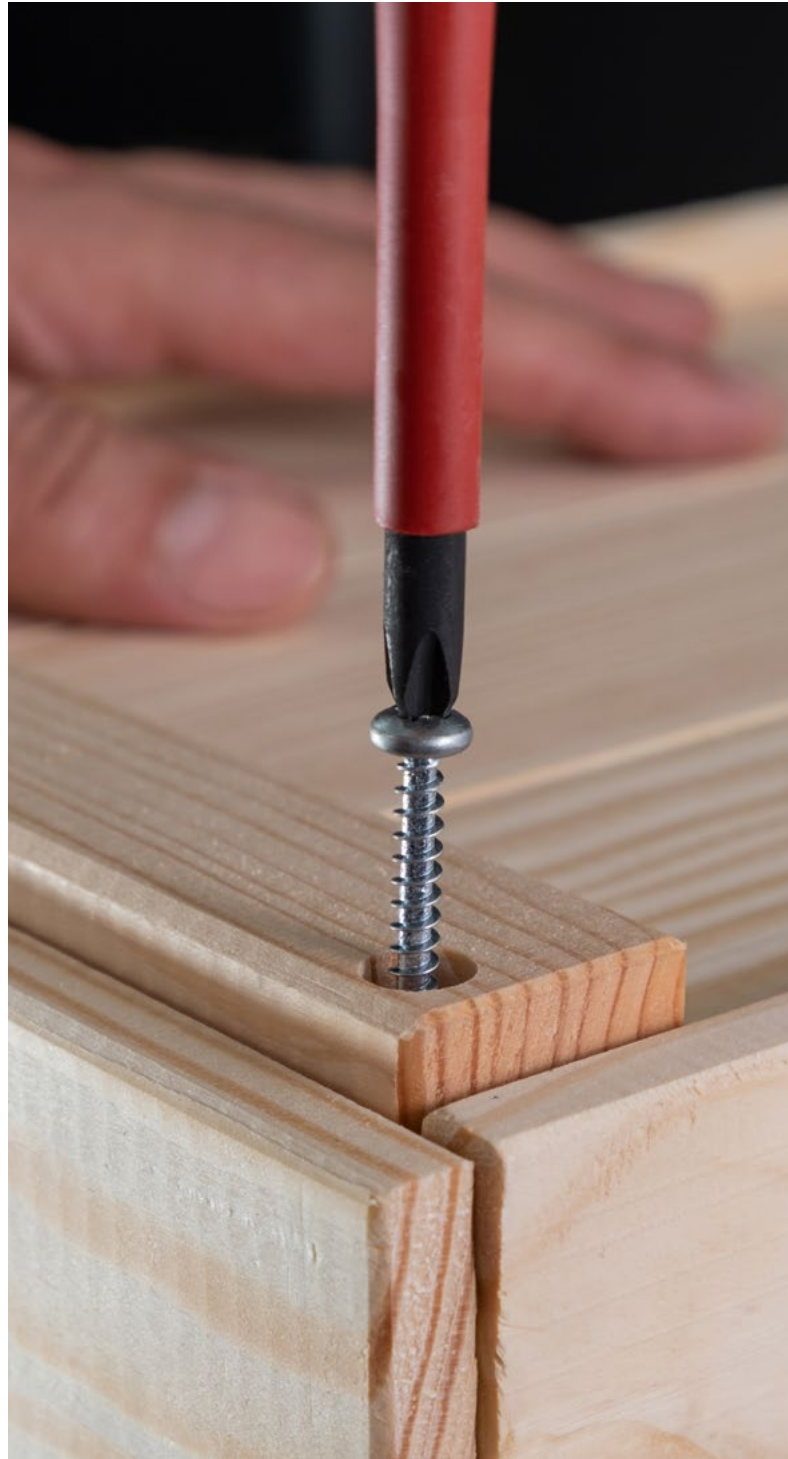
We All Code Founder & CEO

“Collaborating with We All Code was an incredible opportunity to make a direct impact for local Chicago communities while working to close the gender and diversity gaps in technology. Our project provided We All Code with a platform of dynamic tools, which allows the organization to more effectively inspire, support and teach current and future students.”



KYLE WETZOLD

Senior Director, Chicago



CASE STUDY

PROVIDING ADEQUATE SPACE FOR STUDENTS AND FAMILIES

SITUATION

Due to government-issued COVID-19 restrictions and guidelines, students across the world were required to do schoolwork at home throughout 2020 and 2021, which resulted in mental health challenges and concerns of lost learning. Remote learning was a challenge for many but disproportionately impacted families and students from high-poverty areas. In Hong Kong, the impact of remote learning had an especially devastating impact on low-income families that live in extremely small, subdivided flats.

OUR ROLE

Nearly a dozen FTI Consulting professionals volunteered with Project Space, a Hong Kong-based organization founded by a group of passionate architecture students and professionals, who work with families and children in subdivided units to assist with home renovations and furniture construction. Volunteers built and installed work and study spaces such as bookshelves and desk units for those who live in extremely tight apartment units.

OUR IMPACT

FTI Consulting sponsored **25 underprivileged families to construct developmental spaces that are more supportive of a positive environment for education and learning**. This sponsorship is especially important to the learning skills and mental health of children in subdivided units who previously had the relief of outdoors and school, but due to COVID-19, were confined to extremely small units, some equating to around 200 square feet per family.

“Partnering with Project Space was such a meaningful experience. Having the opportunity to speak directly with the families being impacted — and spending time in their surroundings — was humbling. This was also our first in-person volunteering event since 2019 so it was great to connect with other colleagues in the office and also take stock of the space we all take for granted.”



STACEY RENNIE
Manager, Hong Kong

Political Activities

Our policies permit FTI Consulting employees to participate in the political process on their own time and in compliance with our internal policies and applicable 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 must be observed regardless of whether the laws of a particular country allow the activities in question. Any international political contribution requires the approval of the Chief Executive Officer, confirmation of compliance with local laws from the General Counsel and record retention by the Accounting Department and 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 Chief Risk and Compliance Officer.

CASE STUDY

HELPING LCCRSF UTILIZE ASYLUM DATA FOR MORE EFFECTIVE PRO BONO OUTREACH

SITUATION

The Lawyers' Committee for Civil Rights of the San Francisco Bay Area ("LCCRSF") provides legal resources on issues such as housing access, voting rights, social services, education and fair treatment within the criminal justice system. As part of a broader immigration justice initiative called the Asylum Program, LCCRSF has helped connect local law firms with hundreds of individuals seeking pro bono representation in their asylum cases. To pair pro bono resources more effectively with individuals needing support, LCCRSF again called on the expertise of FTI Consulting to help make sense of 20 years of pro bono asylum case data.

OUR ROLE

A team from FTI Consulting's Forensic and Litigation Consulting segment contributed over 200 hours to the project by meeting with stakeholders, cleaning and standardizing data, and transforming it into a meaningful format, which provided helpful insights. The team developed consistent methods for determining unique identifiers, uniform status codes, and accurate staff and hour counts for all cases, particularly those involving multiple clients. By using these methods, FTI Consulting developed a ground-up data pipeline with automated scripts, manual-review and metric calculations for each firm. Presented through an interactive dashboard, the pipeline will ensure that analysts can swiftly update the tool with new data in the future.

OUR IMPACT

With the use of the dashboard tool, LCCRSF can now understand and assess the relative performance of law firms over time, allowing staff to adjust their outreach for future cases accordingly. The tool also provides a visualization of case opening and closing trends for each firm. For the first time, **LCCRSF can easily access information on ongoing asylum cases to provide further assistance and also identify those law firms that have shown the greatest commitment to the organization's pro bono asylum efforts.** LCCRSF staff can use this information to share positive feedback with these top-ranking law firms, thus motivating continued pro bono engagement in the future.

"The visualization tool FTI Consulting created will help LCCRSF analyze the outcomes of their asylum work so far, as well as recognize the volunteer attorneys who have made phenomenal contributions to the program. In the future, this new lens will bolster LCCRSF's ability to match asylum-seeking individuals with exceptional legal representation and act as an example of data being leveraged for the greater good."



ALEX LOPITZ
Consultant, San Francisco



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. This report relates to data and activities for the year ending December 31, 2021, and any dollar figures are provided in U.S. dollars, unless otherwise indicated, except where otherwise indicated. We do not undertake to update or revise any 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 of FTI Consulting taken as a whole, as “material” is defined for purposes of reporting with the Securities and Exchange Commission (the “SEC”). 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, political, philanthropic, business, procurement, and diversity and inclusion initiatives. When used in this report, words such as “aims,” “seeks,” “strives,” “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 Annual Report on Form 10-K for the year ended December 31, 2021, 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

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](#)

Environmental and Social Policies

- [Environmental Responsibility & Climate Change Disclosure Policy](#)
- [Global Health & Safety Policy](#)
- [Human Rights Policy](#)
- [UK Modern Slavery Statement](#)

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](#)

Gender Pay Gap Reports

- [2021 France Gender Equality Index](#)
- [2021 UK Gender Pay Gap Report](#)

GHG Emissions Methodology Document

FTI Consulting tracks its Greenhouse Gas (“GHG”) emissions annually. The company has disclosed our GHG emissions data for the years 2018-2021. 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](#).



Sustainability Accounting Standards Board Reference Table

Below is a table referencing FTI Consulting’s public disclosures to the Sustainability Accounting Standards Board’s Professional & Commercial Services Industry standards. The 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 or personally identifiable information, (3) number of customers affected	Quantitative	Number, Percentage (%)	SV-PS-230a.3	Information Security
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	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 2021 Form 10-K. See Part I, Item 3.

Activity Metric	Category	Unit of Measure	Code	Response
Number of employees by: (1) Full time and part time, (2) temporary and (3) contract	Quantitative	Number	SV-PS-000.A	As of December 31, 2021, FTI Consulting employed 6,780 employees and 1,965 contractors. Employee refers to FTI Consulting’s total headcount as reported in our Form 10-K as of December 31 of each calendar year. Contractors are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See Page 111 for a reconciliation of “employees” to “employees, including contractors.”
Employee hours worked, percentage billable	Quantitative	Hours, Percentage (%)	SV-PS-000.B	2021 utilization rates of billable professionals*: — Corporate Finance & Restructuring: 59% — Forensic and Litigation Consulting: 56% — Economic Consulting: 72%

* 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, U.S. 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.

For engagements where revenues are based on number of hours worked by our billable professionals, average billable rate per hour is calculated by dividing revenues (excluding revenues from success fees, pass-through revenues and outside consultants) for a period by the number of hours worked on client assignments during the same period. We have not presented average billable rates per hour for our Technology and Strategic Communications segments as most of the revenues of these segments are not based on billable hours.

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. 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	Our Climate Change Progress and Commitments, p. 27
Strategy	The actual and potential impacts of climate-related risks and opportunities on the organization’s business, strategy and financial planning	Our Climate Change Progress and Commitments, p. 28
Risk Management	The process used by the organization to identify, assess and manage climate-related risks	Our Climate Change Progress and Commitments, p. 33
Metrics and Targets	The metrics and targets used to assess and manage relevant climate-related risks and opportunities	Our Climate Change Progress and Commitments, p. 34



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.

FTI Consulting has provided additional diversity-related disclosures from our two largest countries by headcount, the U.S. and the UK, which represented 70% of the company’s regular employees as of December 31, 2021. A deeper dive into representation in these countries shows signs of progress toward becoming a more diverse and inclusive employer, and we look forward to making further progress to reach our aspirations.

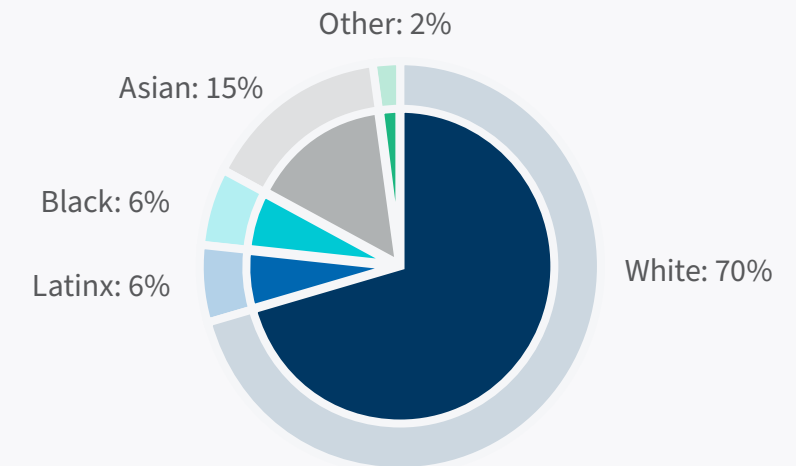
The U.S. and the UK are two of the handful of countries where we have offices that allow the surveying of race and ethnicity. Each country has different definitions of marginalized groups and historically underrepresented minorities. To the right, we outline what each country specifically defines as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

United States

Gender Representation*



Ethnicity Representation*



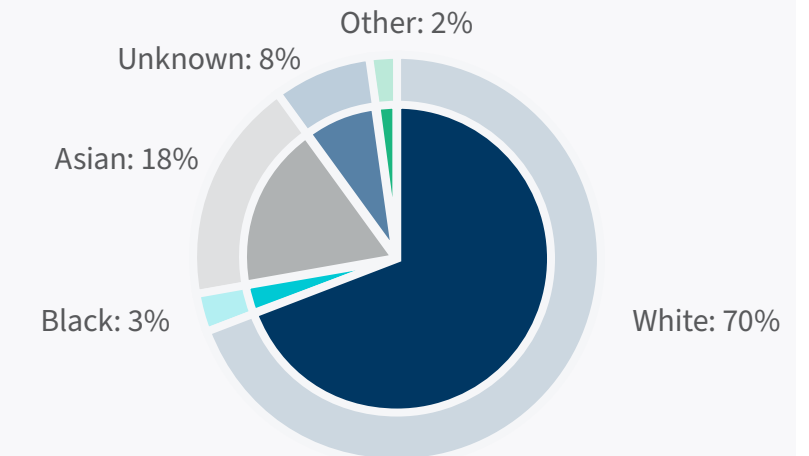
* Percentages may not add up to 100% due to rounding.

United Kingdom

Gender Representation*



Ethnicity Representation*



* Percentages may not add up to 100% due to rounding.



Equal Employment Opportunity

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

Below is our December 31, 2021 EEO data.

Regular United States-Based Employees as of December 31, 2021*

Male	Hispanic	White	Black	Asian	Other**
Executive/Senior Managers	4%	86%	1%	7%	2%
First/Mid-level Managers	5%	74%	4%	15%	2%
Professionals	8%	69%	6%	15%	3%
Sales Workers	14%	86%	0%	0%	0%
Admin Support	10%	48%	29%	13%	0%
Male Total	6%	74%	4%	13%	2%

Female	Hispanic	White	Black	Asian	Other**
Executive/Senior Managers	4%	82%	2%	10%	1%
First/Mid-level Managers	6%	69%	5%	18%	2%
Professionals	8%	58%	11%	21%	2%
Sales Workers	33%	67%	0%	0%	0%
Admin Support	11%	55%	23%	5%	5%
Female Total	7%	64%	9%	18%	2%

Total	Female	Male
Executive/Senior Managers	20%	80%
First/Mid-level Managers	38%	62%
Professionals	46%	54%
Sales Workers	30%	70%
Admin Support	84%	16%
Total	41%	59%







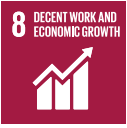
* Percentages may not add up to 100% due to rounding.

** Other includes Native Hawaiian and Other Pacific Islanders, Native American and two or more races.

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. We have sought to ingrain the UN Global Compact and its Principles into 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 through client work, pro bono engagements and philanthropic efforts. Annually, FTI Consulting provides a Communication on Progress Report to remain a participant to the UN Global Compact. Download our [2022 COP Report](#) for details about our progress and ongoing commitment to the Ten Principles.

United Nations Sustainable Development Goals

UN Sustainable Development Goal	FTI Consulting’s supporting initiatives	UN Sustainable Development Goal	FTI Consulting’s supporting initiatives
 Goal 3 Ensure healthy lives and promote well-being for all at all ages	Breaking the Stigma: Colleagues Come Together to Increase Mental Health Awareness (page 48) Defining Strategic Partnerships to Build Health Equity (page 69) Leveraging our Talents and Interests to Support Economic Mobility, Wellness and Inclusion: The Talent Tap (page 87) Providing Adequate Space for Students and Families (page 101)	 Goal 10 Reduce inequality within and among countries	Helping the Ohkay Owingeh Receive Financial Compensation for Land Use (page 38) Creating Opportunities and Equity for People with Disabilities (page 72) FTI Consulting Australia Releases Inaugural Reconciliation Action Plan (page 79) Empowering Victims of Gender-Based Violence to Establish Their Independence (page 83) Leveraging Our Talents and Interests to Support Economic Mobility, Wellness and Inclusion: The Talent Tap (page 87) Helping Lawyers’ Committee for Civil Rights of the San Francisco Bay Area (“LCCRSF”) Utilize Asylum Data for More Effective Pro Bono Outreach (page 102)
 Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Helping Young Men and Women Prepare for College through Financial Literacy (page 71) Updating Data Analysis to Bring STEM Education Resources to Underserved Students (page 100) Providing Adequate Space for Students and Families (page 101)	 Goal 13 Take urgent action to combat climate change and its impacts	Building a First-Class Sustainability Report for the Vertical Flight Industry (page 25) Going Green: FTI Consulting Offices Support Reforestation Efforts around the World (page 32) FTI Consulting Helps Establish the UK as One of the World’s First Voluntary Carbon Markets (page 35)
 Goal 5 Achieve gender equality and empower all women and girls	Helping Women across Latin America Advance in the Workplace (page 77)	 Goal 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels	Citizens Uniting for a Cause: Our Global Efforts to Support Ukraine (page 11) Helping Financial Institutions Recognize Child Exploitation through Compliance Programs (page 22) Eliminating Child Labor from Extended Global Supply Chains (page 93)
 Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	Helping Young Men and Women Prepare for College through Financial Literacy (page 71) Creating Opportunities and Equity for People with Disabilities (page 72) Empowering Victims of Gender-Based Violence to Establish Their Independence (page 83) Leveraging Our Talents and Interests to Support Economic Mobility, Wellness and Inclusion: The Talent Tap (page 87)		

Reconciliation of “Employees” to “Employees, including Contractors” for Calculation of Emissions Intensity Per Employee, Including Contractors

Given FTI Consulting’s contractors both work from our office locations and travel for business purposes, FTI Consulting’s Scope 2 and Scope 3 emissions from business travel reduction targets are based on an intensity metric of per employee, including contractors, as of December 31 of each calendar year. This methodology provides a more accurate account of the emissions from individuals providing services to clients on behalf of the firm.

As historical emissions per employee was based on total employees as of December 31 of each year per FTI Consulting’s Form 10-K, the following reconciliation table provides both total employees, as well as employees, including contractors for 2019, 2020 and 2021.

Reconciliation of employees to employees, including contractors	2019	2020	2021
Total employees	5,567	6,321	6,780
Contractors	1,858	1,606	1,965
Total employees, including contractors	7,425	7,927	8,745

Energy Use and GHG Emissions	2019	2020	2021
Total Energy Consumed (MWh)	15,155	10,821	10,798
Scope 1 (MT CO2e) - direct emissions	4	3	1.6
Scope 2 (MT CO2e - electricity indirect emissions, location-based)	5,542	4,146	3,972
<i>Change from 2019 baseline, Scope 1 and 2</i>		-25.2%	-37%
Scope 3 (MTCO2e) - business travel	30,813	12,204	10,471
<i>Change from 2019 baseline, Scope 3</i>		-60.4%	-61.7%
Total GHG emissions (MT CO2e), Scope 1, 2 and 3	36,359	16,353	14,444
Total employees, including contractors	7,425	7,927	8,745
Emissions intensity (MT CO2e/employees, including contractors)	4.90	2.06	1.65

EXPERTS WITH IMPACT™

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. ©2022 FTI Consulting, Inc. All rights reserved. [fticonsulting.com](https://www.fticonsulting.com)

