

FTI Consulting Corporate Sustainability Report



Table of Contents

3 INTRODUCTION

Letter to Our Stakeholders	4
About This Report.....	5
2022 Highlights	6
Sustainable Value Creation.....	8
About FTI Consulting.....	11
2022 Awards and Recognition	14
Our Comprehensive Services	15
Stakeholder Engagement	20
Governance of Corporate Sustainability	22

26 ENVIRONMENT

Environmental Management Overview	27
Environmental Footprint	32
Climate Strategy and Resilience.....	41

49 SOCIAL

Approach to Managing Social Risks and Opportunities	50
Human Capital Management Strategy	51
Employee Engagement	52
Turnover, Recruitment and Onboarding	60
Talent Development	61
Diversity, Inclusion and Belonging.....	70
Corporate Citizenship	90

96 GOVERNANCE

Approach to Managing Governance Risks and Opportunities	97
Compliance, Business Ethics and Professional Conduct.....	99
Client Selection.....	102
Data Privacy and Information Security	104
Political Activities	109

111 APPENDIX

Our Policies and Guiding Principles	112
GHG Emissions Methodology Document	112
Performance Data Table	113
Sustainability Accounting Standards Board Reference Table	117
Task Force on Climate-Related Financial Disclosures Reference Table	118
Diversity Data.....	119
Equal Employment Opportunity.....	120
United Nations Sustainable Development Goals	121
2019-2022 Reconciliations of Employees, Excluding Independent Contractors to Employees, Including Independent Contractors	122



Introduction



Letter to Our Stakeholders

FTI Consulting's success as a company is not based on short-term, market-driven factors. To the contrary, we have found that sustainable value comes from developing and promoting great professionals, finding and supporting people with ambition to grow their businesses, and investing behind those people on a multiyear basis.

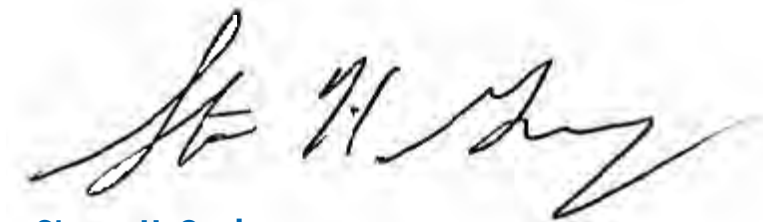
Given that multiyear commitment, it has been natural for our company to embrace the ESG goals that we see as essential to creating a sustainable growth platform. For us, it is clear that maintaining our strong growth trajectory requires that we continue to attract and promote the people who represent the breadth of diverse talent in our society, that we minimize our impact on the environment and that we support the communities in which we live and do business.

Recent accomplishments include:

- **Advancing Diversity within Our Leadership:** We made progress on our efforts to reach 165 female Senior Managing Directors and 120 historically underrepresented minority ("HURM") Senior Managing Directors by 2025, which is reflected in a 10% increase in female Senior Managing Directors and a 21% increase in HURM Senior Managing Directors in 2022 compared with 2021.
- **Being Good Environmental Stewards:** From a sustainability perspective, we continued to work toward our ambition of reaching net-zero greenhouse gas emissions by 2030 and set forward-looking targets for Scope 1 and Scope 2 emissions, as well as Scope 3 emissions from business travel. We submitted our letter of intent to the Science Based Targets initiative to validate our emissions reduction targets.
- **Strengthening Our Communities:** Our professionals contributed a record 10,000 hours of pro bono service and supported more than 1,200 charitable and community-based organizations through volunteer service and donations in 2022.

With that in mind, FTI Consulting is pleased to share its third annual Corporate Sustainability Report. This report reflects a continuation of the company's long-standing commitment to being a responsible corporate citizen. Though we recognize there is more work to be done, I would like to thank our more than 7,800 professionals across the globe for their efforts in helping FTI Consulting make a positive impact for our stakeholders.

We look forward to continuing this journey and sharing our progress with you.



Steven H. Gunby

President and Chief Executive Officer, FTI Consulting



About This Report

Our 2022 Corporate Sustainability Report demonstrates our progress as a company and our ambitions to help the world more broadly through client work, pro bono engagements, volunteering and community-building initiatives.

Proactively identifying and addressing ESG risks and opportunities remain an important contributor to sustaining our strong growth trajectory and maintaining our license to operate. Within the report, we reiterate our approach to addressing our company’s unique ESG characteristics through our related programs, policies and commitments.

Amid an ever-evolving ESG landscape, FTI Consulting continues to review our 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.

As a company, FTI Consulting annually responds to the Carbon Disclosure Project (“CDP”) Climate Change Questionnaire and to EcoVadis. The disclosures in the enclosed report also reflect our company-specific sustainability initiatives and alignment with the Sustainability Accounting Standards Board (“SASB”) and the Task Force on Climate-Related Financial Disclosures (“TCFD”). FTI Consulting’s SASB, TCFD and organizational diversity data disclosures, such as our EEO-1 report, can be found in the Appendix of this report.

Since 2020, FTI Consulting has been a participant 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 promoted and reinforced through our culture, people, policies and day-to-day operations. Our ongoing commitment to the Principles and the UN Sustainable Development Goals (“SDGs”) are demonstrated throughout this report.

2022 Highlights



Environmental



Set forward-looking targets for Scope 1 and Scope 2 emissions, as well as Scope 3 emissions from business travel, toward our ambition of reaching net-zero greenhouse gas emissions by 2030

-41%

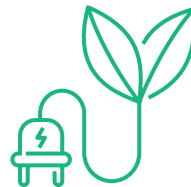
Reduced square footage per employee¹ by 41% in 2022 compared with 2019²



Reduced total emissions intensity per employee¹ by 21% from 4.90 MT CO₂e in 2019² to 3.85 MT CO₂e³

-23%

Reduced energy consumption per employee¹ by 23% in 2022 compared with 2019²



Increased percentage of real estate portfolio, as measured by square footage, powered or offset by 100% renewable energy from 9% in 2021 to 36% in 2022

71%

of data storage servers in our North America and Europe, the Middle East & Africa ("EMEA") regions transitioned to the cloud



Governance⁴



100% independent Board Committee membership

89%

of Board members are **independent directors**



33% of directors are female

22%

of directors are **racially diverse**



33% of directors are based outside of the United States

100%

of FTI Consulting employees completed the **Code of Ethics and Business Conduct** training in 2022

¹ "Per employee" refers to FTI Consulting's total employee headcount (excluding independent contractors), as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31 plus independent contractors as of December 31 of the applicable calendar year ended December 31. "Independent contractors" are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See Appendix for reconciliations of "employees, including independent contractors," to "employees, excluding independent contractors," for the applicable calendar year ended December 31.

² 2019 is representative of pre-COVID-19-pandemic in-office attendance, business travel and printer usage, as these emissions were repressed in both 2020 and 2021 due to pre-COVID-19 pandemic restrictions on business travel and office occupancy.

³ MT CO₂e stands for metric tons of carbon dioxide (CO₂) equivalent.

⁴ Board of Director statistics are current as of election results at the FTI Consulting Annual Meeting on June 7, 2023.



Talent Development & Employee Engagement

1,490+

professionals were promoted, a record number



83% job satisfaction
employee engagement score compared with 80% in 2021¹



85% acceptance rate for experienced hires and **74% acceptance rate for campus hires**

79,000+

training hours logged with an average of **11 training hours per employee**



Diversity, Inclusion & Belonging

10%

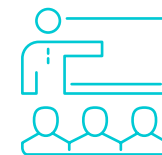
increase in female Senior Managing Directors compared with 2021, working toward our goal of reaching 165 by 2025

21%

increase in historically underrepresented minority Senior Managing Directors compared with 2021, working toward our goal of reaching 120 by 2025



80% of our Named Executive Officers and **50% of our Executive Committee** represent diverse groups



Held **100+ virtual and in-person diversity, inclusion and belonging events globally**



Corporate Citizenship

\$6.1+M

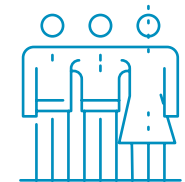
contributed in pro bono services and **10,000+ pro bono hours** achieved in 2022, a record number

6,700+

hours of volunteer service completed by our employees

1,270+

charitable organizations supported through the company's Corporate Citizenship Program



32% of employees participated in the Corporate Citizenship Program

¹ Employee engagement statistics are based on employee responses to the company's 2022 Great Place to Work® survey.

Sustainable Value Creation

We strive to make a positive impact by realizing the unique contributions of our businesses and the vast expertise of our professionals.

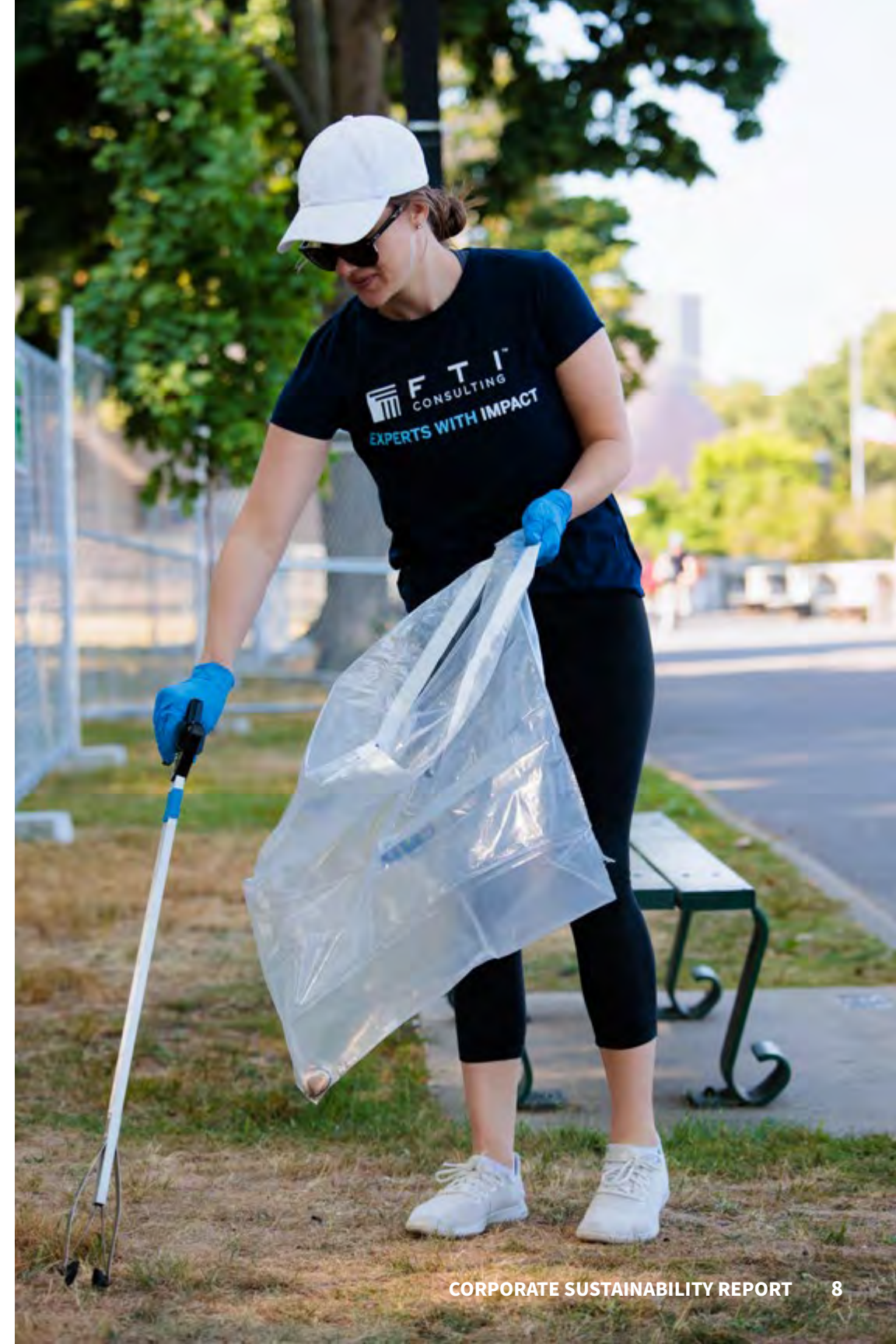
FTI Consulting's role as a professional services firm allows us to support a sustainable economy — both through our own internal initiatives and the work we do on behalf of our clients. FTI Consulting drives sustainable growth by investing in talented professionals, managing our carbon footprint and delivering on our clients' many needs, including 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 backgrounds and experiences 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 a great place to work.

We have a commitment to environmental stewardship and responsibility. We have set targets to reduce our greenhouse gas ("GHG") emissions for Scope 1 and Scope 2

emissions, as well as Scope 3 emissions from business travel, significantly by 2030 as part of our net-zero commitment, and we have 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 intended to reduce the carbon footprint of each employee over time by providing them with education on efficient travel practices and technology to participate in virtual engagements when possible. Our office spaces have been reconfigured to reduce square footage per employee, and we have embraced a hybrid working model to help reduce our GHG emissions.

Our commitment to our values and our role as responsible corporate citizens extends to our client work. Our work has a tangible, positive impact on how our clients confront change, manage crises, mitigate risks and resolve disputes. FTI Consulting's reputation of providing strategic counsel to our clients when they are facing their most significant challenges and opportunities is a pillar of creating long-term sustainable value for all our stakeholders.



WE ARE A PARTICIPANT OF THE UN GLOBAL COMPACT AND SUPPORT THE TEN PRINCIPLES ON HUMAN RIGHTS, LABOR, ENVIRONMENT AND ANTI-CORRUPTION.

As a company, we strategically align to the UN SDGs where we believe 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 annually to the UN Global Compact.

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

- **Company-Sponsored Pro Bono Engagements:** Through engagement in pro bono related-work, FTI Consulting professionals leverage their diverse expertise to support 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:** Through our comprehensive cross-segment ESG & Sustainability capabilities, we have a seat at the table for high-impact client engagements that shape history. We help our clients navigate their unique ESG challenges, meet their ESG goals and support many of the UN SDGs.
- **Corporate Citizenship Engagements:** To engage our people to support the causes that matter most to them, FTI Consulting provides regular employees with eight hours of paid time off per year for volunteer work and an employee matching gift program.

Our collective impact and support of the UN SDGs can best be exemplified through our work on behalf of our clients and our communities. Throughout this report, we have published a collection of case studies, primarily aligned with the seven goals for which we believe FTI Consulting is best positioned to make an impact.



CASE STUDY

UPLIFTING UKRAINE: OUR CONTINUED GLOBAL EFFORTS TO SUPPORT UKRAINE

SITUATION

Following Russia’s invasion of Ukraine in February 2022, FTI Consulting professionals sought immediate and ongoing ways to support efforts on the ground and in neighboring countries through our Corporate Citizenship Program.

OUR ROLE

Since 2022, our colleagues around the globe have come together to show support for distinct and often underrepresented communities in Ukraine, including initiatives like the following, among others:.

- Professionals from **Johannesburg** to **New York** used their eight hours of company-sponsored volunteer time to spearhead initiatives such as clothing drives and the transportation of medical supplies for internally displaced and refugee groups.
- FTI Consulting [formed a cross-segment internal task force](#) dedicated to activating company-sponsored pro bono efforts for Ukraine. The task force quickly launched pro bono engagements to provide short-, medium- and long-term support to address the complex situations that organizations in Ukraine and the surrounding countries were facing.
- Our FTI Pride Network Employee Resource Group dedicated fundraising proceeds during Global Pride Month to benefit [NGO Insight](#), an organization supporting LGBTQ+ youth refugees, and raised more than \$7,000.
- Sergii Drobysh, a Consultant and a Ukraine native, was devastated by the toll of the war on his home country, particularly the impact on children, animals and the environment. Using his passion for photography, Sergii captured Ukraine’s nature and wildlife in prints. Colleagues purchased the prints by donating to the cause, raising more than \$4,000 for charities supporting Ukraine relief efforts: [UAnimals](#) and [Voices of Children](#).

OUR IMPACT

Since Russia’s invasion of Ukraine, the FTI Consulting community has **raised more than \$350,000 for charitable organizations that are assisting families and individuals impacted by the conflict**. Through personal donations, volunteer efforts and pro bono engagements, we have **supported more than 60 charities**.

“I send an enormous thank you to everybody at FTI Consulting. Many colleagues helped develop and run the campaign, spread the word or purchased a print. Each and every contribution, no matter how small, adds up and has helped make a difference following a devastating year for Ukraine.”



SERGII DROBYSH
Consultant, Brussels



About FTI Consulting

FTI Consulting is the firm that the world’s leading corporations call upon when they are facing their most significant challenges and opportunities. With more than 7,800 employees located in 31 countries¹, our broad and diverse bench of experts advise our clients during their moments of truth.

1982

Year founded

84

Offices in 84 cities around the globe

780+

Senior Managing Directors

7,800+

Employees worldwide¹

882

Ranked 882 on the Fortune 1000

82/100

Adviser to 82 of the Fortune Global 100 corporations

99/100

Advisor to 99 of the world’s top 100 law firms

50/50

Adviser to 50 of the world’s top 50 bank holding companies

50/100

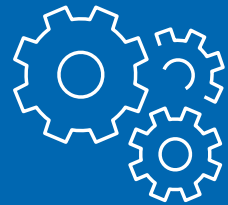
Adviser to 50 of the top 100 private equity firms on the Private Equity International 300 list

¹ Reflects FTI Consulting’s total headcount and countries as reported in our Form 10-Q as of June 30, 2023.



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

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



OUR VALUES

Our culture at FTI Consulting 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.

I NTegrity	“I” is for Integrity, which is the value that scores the highest in terms of both our current self-assessment and our aspirations. We share a broad agreement that the people we work with are trustworthy, ethical and value long-term success over short-term gain. Integrity is the foundation on which the other values stand and the one most firmly ingrained today.
C REATIVITY	“C” is for Creativity, which is meant to capture the ideas of innovation and measured risk-taking for the firm, as well as anticipating future client needs and doing the right thing for clients every day.
A CHIEVEMENT	“A” is for Achievement. To FTI Consulting employees, values should include not just who we are and how we act, but also what we achieve for our clients and our teams. In reality, the firm rewards achievement, and so we felt for the values to be “real,” it was important to include achievement explicitly.
R ESPECT	“R” is for Respect, which includes the basics of professionalism, such as disagreeing with ideas and not people, and also taking continual steps to make our workplace more inclusive so that we are better able to serve our increasingly diverse clients while becoming an employer of choice for top talent.
E MPATHY	“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.



2022 Awards and Recognition

ONE OF AMERICA'S
BEST MANAGEMENT
CONSULTING FIRMS

Forbes

CONSULTING FIRM
OF THE YEAR

Who's Who Legal

ONE OF THE
WORLD'S BEST
MANAGEMENT
CONSULTING FIRMS

Forbes

GREAT PLACE TO
WORK®-CERTIFIED
COMPANY IN THE
U.S. AND UK

Great Place to Work®

LEADER OF THE
WHO'S WHO LEGAL
ARBITRATION:
EXPERT WITNESSES
LIST

Who's Who Legal

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

*Global Arbitration
Review*

A BEST FIRM TO
WORK FOR

Consulting magazine

ONE OF AMERICA'S
BEST EMPLOYERS
FOR WOMEN AND
NEW GRADUATES

Forbes

GLOBAL
TURNAROUND
CONSULTING
FIRM AND CRISIS
COMMUNICATIONS
FIRM OF THE YEAR

Global M&A Network

LEADER IN THE
LITIGATION
SUPPORT AND CRISIS
& RISK MANAGEMENT
GUIDES

*Chambers and
Partners*

#1 U.S.
RESTRUCTURING
ADVISER

The Deal

COMMUNICATIONS
FIRM OF THE YEAR

The M&A Advisor

ONE OF AMERICA'S
MOST JUST
COMPANIES

JUST Capital and
CNBC

A TOP 100
INTERNSHIP
PROGRAM IN THE
U.S.

Yello.co and WayUp

A TOP 50
CONSULTING FIRM
OF 2022

The Consulting Report

#1 PROFESSIONAL
SERVICES FIRM
ON AMERICA'S
BEST MIDSIZE
EMPLOYERS LIST

Forbes

Our Comprehensive Services

Each of FTI Consulting’s practices is a leader in its own right, staffed with experts recognized for the depth of their knowledge and a track record of making an impact. Collectively, FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle — from proactive risk management to the ability to respond rapidly to unexpected crises and dynamic environments.



Antitrust



E-Discovery & Managed Review



Risk & Compliance



Blockchain & Digital Assets



ESG & Sustainability



Strategic Communications



Business Transformation & Strategy



Information Governance, Privacy & Security



Transactions



Cybersecurity



Investigations & Monitorships



Turnaround & Restructuring



Data & Analytics



Managed Services – Powered by AI



Valuation & Damages



Dispute Advisory & International Arbitration



Policy & Regulation

Learn more about FTI Consulting’s services [here](#).

SPOTLIGHT ON OUR ESG & SUSTAINABILITY OFFERING:**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. 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. From materiality assessments and sustainability reporting to net-zero strategies, integrated stakeholder engagement supply chain audits and ESG-related internal investigations, among many other offerings, our experts guide our clients throughout every stage of their ESG journeys to drive sustainable value 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 credible leadership.

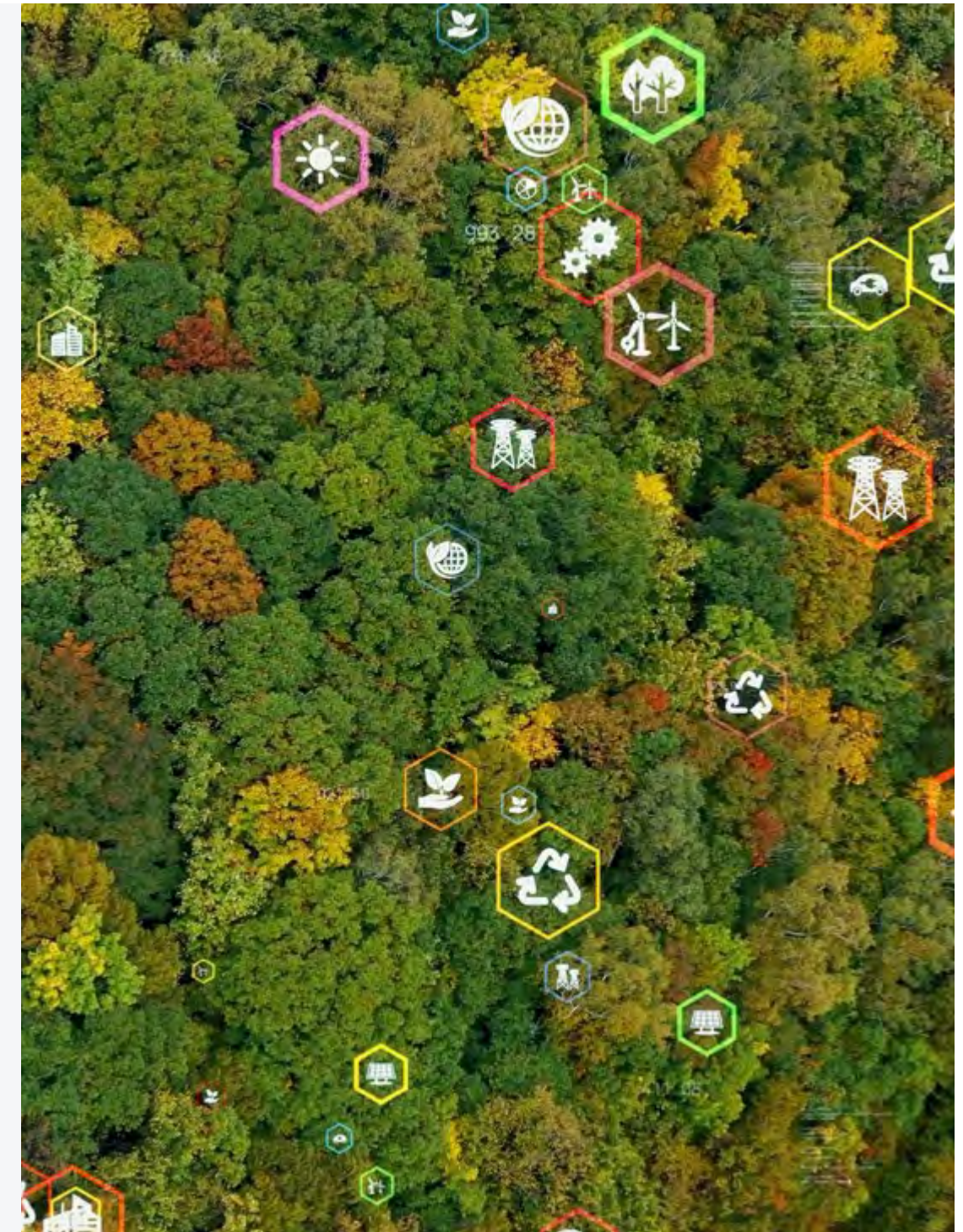
Learn more about FTI Consulting's ESG & Sustainability client services [here](#).

"Robust ESG programs are a powerful tool that helps companies identify and mitigate risks, seize opportunities and engage key stakeholders, which in turn drives profitability. The more a company can align its ESG program to its strategic and financial objectives while taking meaningful action, the better the program will resonate with stakeholders."



MIRIAM WROBEL

Senior Managing Director and
Global Leader of ESG & Sustainability
San Francisco



ESG & Sustainability: How We Help

Successful ESG programs are implemented authentically, grounded in data and aligned with each company's overarching strategy and stakeholder priorities. FTI Consulting has experts in overall ESG program design, as well as key ESG advisory areas to provide coordinated end-to-end services to our clients.



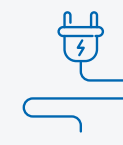
**ESG Program
Development**



**Emissions
Measurement &
Management**



**Climate Scenario
Planning & Risk
Analysis**



**Decarbonization
Strategies**



**Mergers &
Acquisitions**



**Enforcement &
Litigation**



**Modern Slavery &
Human Trafficking
Prevention**



**ESG Risk &
Compliance**



**Diversity, Civil
Rights & Workplace
Fairness**



**Cybersecurity &
Data Protection**



Ethical Supply Chain



**Data Integrity,
Statements &
Reporting**



Data Privacy



**Corporate
Reputation
Management**



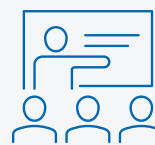
**Public &
Government Affairs**



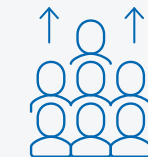
**Stakeholder
Engagement**



Crisis Support



**Activism Defense
Strategy**



**Business
Transformation &
Change Management**



**Biodiversity &
Nature-Positive
Solutions**



CASE STUDY

ESTABLISHING AN ESG LEADER IN SOUTH AFRICA

SITUATION

Remgro Limited (“Remgro”) is a South Africa-based investment holding company listed on the JSE Limited (formerly the Johannesburg Securities Exchange). Remgro primarily invests in the healthcare, consumer products, financial services, infrastructure, industrial and media industries. As part of its responsibility to run its business sustainably, Remgro believes it must continue to align with the broader societal and environmental context to influence and enable solutions to some of the most pressing issues facing South Africa today. Remgro engaged a team of professionals from FTI Consulting to develop an ESG strategy, road map and execution plan to support the company’s commitment to creating a more sustainable future and supporting South Africa’s national endeavors to achieve the UN SDGs as part of the UN 2030 Agenda for Sustainable Development.

OUR ROLE

Remgro’s plan sought to align with its ambition to be a leader in ESG. Beyond developing the ESG strategy, FTI Consulting’s team, consisting of experts from its Economic Consulting and Strategic Communications segments, acted as an implementation partner, carrying out assessments, advising on governance mechanisms and communications and assisting with reporting. During the team’s engagement, FTI Consulting worked with Remgro to understand how its governance structure could be adapted to incorporate ESG strategic and operational management, conduct a peer and ESG stakeholder assessment, and develop key metrics to measure progress. The team also conducted interviews with Remgro’s leadership team and investee companies. FTI Consulting developed a revised ESG governance structure, a strategic ESG road map with clear performance targets and goals, and a stakeholder engagement strategy.

OUR IMPACT

FTI Consulting equipped Remgro with a **purpose-led ESG report narrative and key performance indicators (“KPI”)** for its portfolio of investee companies, as well as its own operations. These KPIs were designed to build on Remgro’s legacy of social initiatives and inform overall business and investment strategy and process, including governance and disclosure practices. Remgro’s ESG and sustainability performance is now presented in a standalone ESG report, as well as in its annual report, with targets ranging from climate emissions reduction and energy savings to equality and diversity goals. As Remgro’s **KPIs are further reviewed, strengthened and achieved as a result of FTI Consulting’s advisory work**, Remgro believes its relationships with its investee companies are also strengthened. The FTI Consulting team continues to provide ongoing strategic communications support and advise on the implementation of process improvements, including TCFD matters.

CASE STUDY

FUELING A CARBON-FREE FUTURE

13 CLIMATE ACTION



SITUATION

With California's commitment to achieve 100% renewable and zero carbon electricity by 2045 and expected retirements of baseload natural gas and nuclear power plants in the state, a long-standing energy client saw a market opportunity for bioenergy with carbon capture and storage technology ("the project"). To assess viability of the project, the client needed to evaluate suitable sites to locate the project, examine its potential economic benefits to the state, analyze applicable clean energy tax credits and understand the political landscape as well as the universe of stakeholders that would be involved.

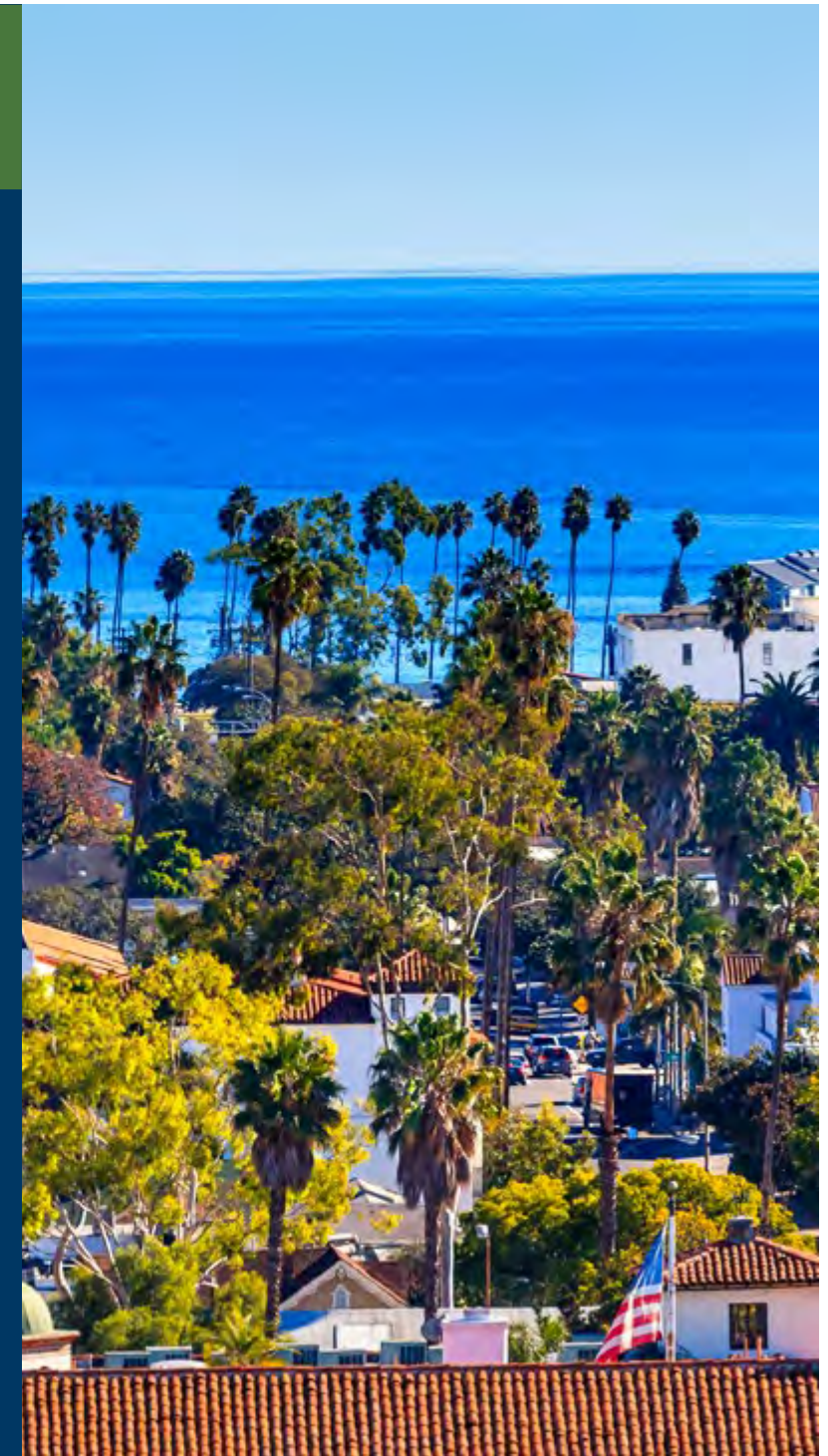
OUR ROLE

Following an initial screening analysis, the company engaged FTI Consulting's Economic Consulting segment in 2022 to identify an optimal site for the project in California. FTI Consulting applied its power market model to California and the Western grid to determine the optimal zone to build a facility, taking into account expected costs and forecasted revenues along with its proximity to biomass supply and potential CO₂ storage reservoirs. Together with our Strategic Communications experts, the team evaluated the value of Renewable Energy Credits and quantified applicable clean energy tax credits such as 45Q, Production Tax Credit and the Low Carbon Fuel Standard.

Our Strategic Communications segment was then engaged to conduct a stakeholder mapping exercise, examining the political and policy landscape around energy and environmental issues in the state. FTI Consulting's team identified educational and advocacy opportunities around the benefits of the project, such as providing reliable power to the state, while removing carbon emissions and reducing the risk of rampant wildfires.

OUR IMPACT

FTI Consulting **delivered a multi-phase economic study** showing that the facility would lead to hundreds of new jobs during construction and additional job creation once in operation. The FTI Consulting team's analysis revealed that thousands of metric tons per year of CO₂ could be removed from the air through geologic sequestration. The company **leveraged the findings of the team's research to pitch to stakeholders in California on the benefits of biomass to replace retiring fossil fuel assets.**



Stakeholder Engagement

Our ability to make continued progress against our ESG goals is directly tied to our deliberate and ongoing stakeholder engagement efforts.

We maintain regular formal and informal discussions with our employees, clients, shareholders and communities in which we do business to assess our corporate sustainability efforts. Valuable dialogue gives us a better understanding of our stakeholders' evolving priorities and allows us to hold ourselves accountable to goals and align the needs of stakeholders with our broader business strategy. It also serves as an important means to regularly communicate to stakeholders the progress we are making in support of corporate sustainability initiatives.

CASE STUDY: ENGAGING OUR CLIENTS

Growing Solaris Health | A Playbook for Private Equity Success

FTI Consulting performed accounting, due diligence and integration activities for Solaris Health, enabling the private equity-backed healthcare company to focus on scaling its core business operations and growth strategy. Watch a video about the engagement [here](#).



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

CASE STUDY

TRANSFORMING BREAST CANCER TOGETHER: LAUNCHING AND MANAGING EUROPE’S LEADING BREAST CANCER COALITION

SITUATION

Breast cancer is the leading cause of cancer death in women across all countries within the European Union (“EU”). However, substantial disparities in prevention, treatment and care exist between European countries, as well as regions within those countries. The emotional, personal and professional challenges faced by women living with breast cancer and their caregivers are not well-recognized by the general public and policymakers.

Against this backdrop, the global healthcare company Novartis spearheaded an idea to elevate and maintain breast cancer at the top of the EU policy agenda. A team of professionals from FTI Consulting were engaged to launch and manage a coalition of stakeholders. Named [Transforming Breast Cancer Together](#) (“TBCT”), the coalition’s membership spans sectors and unites Europe’s leading patient organizations, members of the European Parliament (“EP”), oncology companies and professional organizations.

OUR ROLE

FTI Consulting’s engagement with the coalition began with its launch in 2017. Experts from our Strategic Communications segment developed a joint vision for the coalition, conducted outreach to members of the EP to provide guidance and participate in TBCT, and brought 11 organizations on board. Since then, the team has supported the coalition’s engagement activities to develop and implement the first EU-wide cancer plan and launched multiple calls to action, spotlighting the realities of living with breast cancer.

OUR IMPACT

As a result of FTI Consulting’s ongoing counsel and support, TBCT is now recognized as the leading breast cancer policy platform in Europe. The team has **helped TBCT establish privileged and trusted relationships with key decision makers in the EU**, which have shaped the first EU-wide cancer plan. FTI Consulting continues to partner with TBCT to monitor traction and visibility of the platform. Through the partnership, FTI Consulting has worked with the coalition and has:

- **Organized several high-level and roundtable events** focused on breast cancer and women’s health.
- **Released advocacy and communication materials**, including peer-reviewed articles. The materials have been widely used by patient advocates beyond the coalition members.
- **Successfully contributed to the EP’s position on the EU Cancer Plan** by highlighting challenges faced by metastatic breast cancer patients and the need to ensure equal access to high-quality care across Europe, an area that was neglected in the plan.
- **Elaborated on and submitted contributions** to public consultations by the European Commission on policy initiatives such as “Recommendations on Cancer Screening,” “European Care Strategy” and the “European Health Data Space.”
- **Established a social media presence for the coalition** and launched multiple awareness campaigns on the disparities in breast cancer care, the challenges faced by women living with the disease and the concerns of their caregivers.

Governance of Corporate Sustainability

FTI Consulting takes a multifaceted approach to the governance of corporate sustainability, with engagement and collaboration across teams to identify and manage ESG risks and opportunities across the firm.



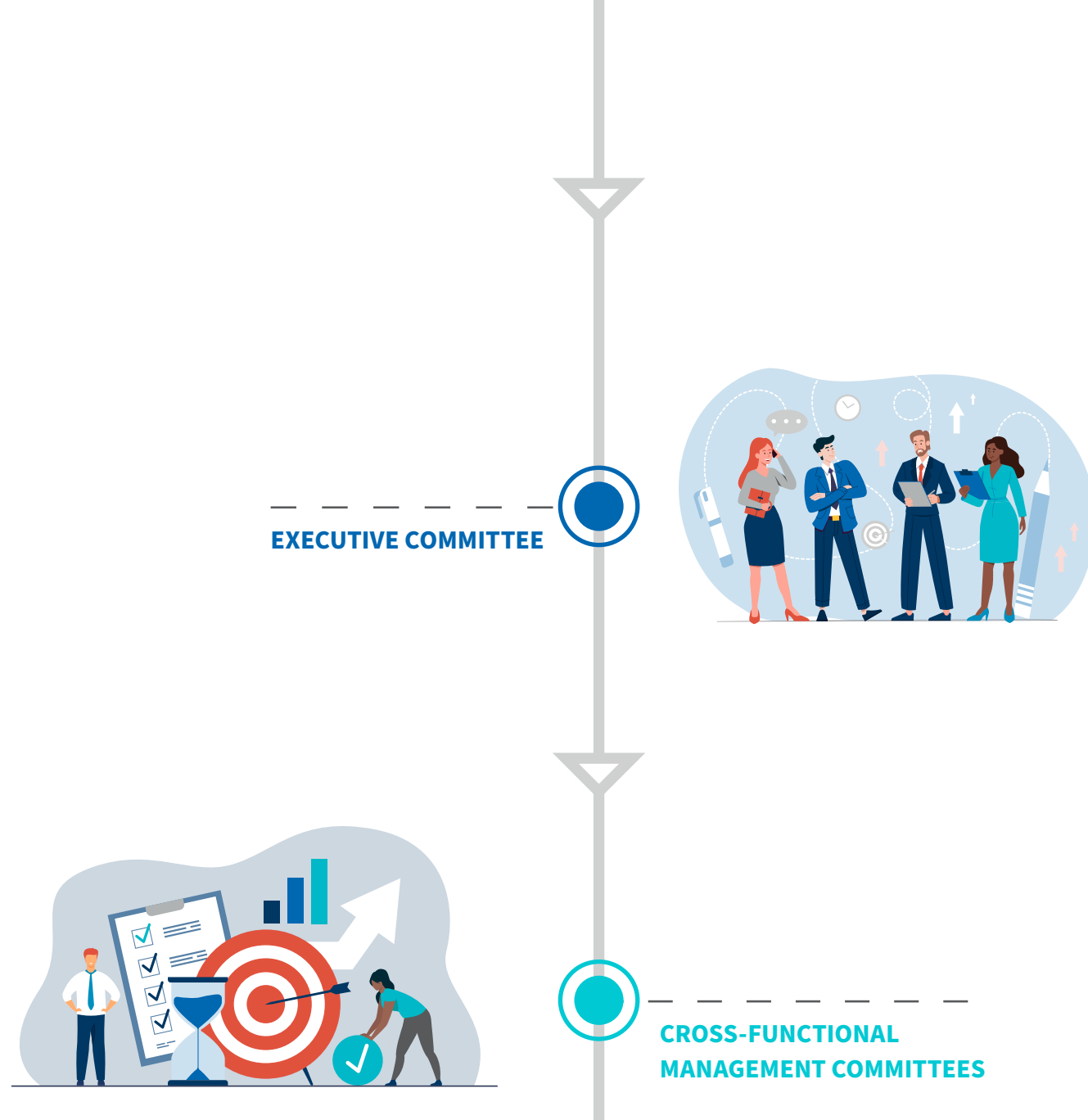
BOARD-LEVEL OVERSIGHT

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.

Composed of four independent directors, each with diverse backgrounds and skill sets, key responsibilities of the Committee include oversight of the nominations of directors, corporate governance, corporate social responsibility, ESG and human capital factors (including diversity, inclusion and equal opportunities), corporate citizenship, the environment and sustainability. Additionally, the Committee discusses and reviews external ESG reports and policies with management and policies that address ESG-related topics, including the review of any related SEC reporting or proposals. The FTI Consulting Executive Committee is responsible for briefing the Board on relevant ESG matters, including but not limited to diversity, inclusion and belonging ("DI&B"), human capital, sustainability and external ESG rating-related matters on an annual basis or more frequently if needed.

While primary leadership of ESG matters falls under the Nominating, Corporate Governance and Social Responsibility Committee, our two other Board committees incorporate certain ESG risks and opportunities into their responsibilities as well:

- The **Audit Committee** is responsible for overseeing matters that may have a material effect on FTI Consulting's financial statements, related company compliance policies and the company's risk profile, including cybersecurity and other ESG-related risks.
- The **Compensation Committee** determines annual financial performance metrics and targets for Named Executive Officer ("NEO") compensation that directly align with FTI Consulting's business and operational goals. A portion of each NEO's annual pay incentive (25% for the CEO and 33% for the other NEOs in 2022) is based on individual performance objectives, which can consider ESG- or sustainability-related accomplishments (additional details on page 24).



EXECUTIVE COMMITTEE

FTI Consulting’s **Executive Committee** of C-suite leaders and representatives from the company’s business segments and regions are tasked with providing strategic management of enterprise-related risks and opportunities, including ESG. Our Chief Strategy and Transformation Officer is responsible for identifying and evaluating our environmental-related risks and exposures, including climate change and sustainability-related risks, and devising and implementing strategies to advance the company’s GHG and other emissions reduction goals, as well as mitigate other climate-related risks. Our Chief Human Resources Officer is responsible for oversight of the human capital management programs at FTI Consulting, including DI&B programs and initiatives. Both of these executives report to the Nominating, Corporate Governance and Social Responsibility Committee and other directors on these matters at least annually.

During quarterly strategy reviews, the Executive Committee periodically 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 and emissions reduction targets, as well as other initiatives to the Executive Committee, allowing this feedback to be incorporated into strategy discussions to inform ongoing sustainability efforts.

CROSS-FUNCTIONAL MANAGEMENT COMMITTEES

FTI Consulting has several cross-functional management committees that are made up of subject-matter experts and are led by an Executive Committee member. These include 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 has global teams dedicated to DI&B, Corporate Citizenship, Talent Development, Real Estate, Travel, Information Technology (“IT”), Legal, Procurement, Risk and Compliance and Investor Relations. These teams support ESG-related initiatives and reporting.

Executive Compensation and ESG Considerations¹

	Select 2022 ESG Accomplishments for One or More NEOs		
DI&B: Foster an inclusive leadership culture with discipline and accountability	— Increased number of female Senior Managing Directors by 10% in 2022 compared with 2021 — Increased number of female employees in management positions (Manager level and above) by 17% in 2022 compared with 2021	— Increased female employee representation globally by 16% in 2022 compared with 2021 — Increased number of HURM Senior Managing Directors by 21% in 2022 compared with 2021 — Increased hiring of Black professionals in the United States and UK by 31% and 82%, respectively, in 2022 compared with 2021	— Increased hiring of Asian professionals in the United States and UK by 50% and 40%, respectively, in 2022 compared with 2021 — Achieved over 75% participation of employees at the Manager level and above in the Managing & Leading Inclusive Teams training compared with 69% in 2021
Talent Development: Develop and train our people for high performance to better serve our clients	— Promoted more than 1,490 professionals, a record number — Promoted 65 professionals to Senior Managing Director and 151 professionals to Managing Director in 2022, an increase of 51% and 30%, respectively, compared with 2021	— Hired a record number of Managing Directors in 2022, an increase of 42% compared with 2021 — Identified and slated high-potential Managing Directors in the Senior Managing Director promotion pipeline	— Reached more than 2,500 professionals with e-learning programs through LinkedIn Learning, Coursera and Thomson Reuters — Offered key programs in business development for more than 680 client-facing professionals across all levels and all regions in 2022
Corporate Citizenship: Support FTI Consulting in giving back to our communities	— Continued to lead a global, cross-segment Pro Bono Advisory Committee consisting of senior leaders across the firm to guide program strategy (2022 pro bono engagements had a particular focus on advancing diversity, inclusion and justice in the communities in which FTI Consulting does business)	— Collaborated with clients and partners in the legal community on impactful pro bono engagements totaling more than \$6.1 million of pro bono services in 2022, an increase of 43% compared with 2021	— Provided more than 6,700 hours of volunteer service to support over 1,270 charitable organizations through FTI Consulting's Corporate Citizenship Program
Environmental Sustainability: Doing our part in addressing climate change and reducing our collective environmental impact	— Led the research and analysis initiative that resulted in the publishing of FTI Consulting's plan to achieve net-zero GHG emissions by 2030, including GHG reduction targets for Scope 1 and Scope 2 emissions, as well as Scope 3 emissions from business travel	— Launched efforts to develop baseline emissions for Scope 3, including employee commuting and purchased goods and services — Launched effort to achieve SBTi validation of emissions reduction targets	— Submitted to numerous external ESG evaluation and ratings entities, including the CDP Climate Change Questionnaire, EcoVadis Sustainability Rating, ISS E&S QualityScore, ISS Cyber Risk Score, MSCI ESG Ratings and Sustainalytics
Governance: Mitigate risk and compliance issues through strong policies and programs	— Experienced no known loss of data from cybersecurity breach incidents in 2022, supported by achieving remediation target and enhancing identification, detection and alerts	— Reported no significant deficiencies or material weaknesses for 2022 — Oversaw and achieved 100% employee completion of the 2022 Code of Ethics & Business Conduct training course	— Managed and directed compliance with applicable laws, rules and regulations in the United States, EU and globally, including General Data Protection Regulation and other privacy laws, sanctions compliance, anti-money laundering, market abuse and other financial and applicable rules and regulations

¹ Additional details can be found in our [2023 Proxy Statement](#).



MEASURABLE GOALS

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. The status of FTI Consulting’s corporate sustainability program and its long-term strategic outlook undergo regular review and assessment. Goals and targets that we believe can 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 **120 HURM Senior Managing Directors by 2025**, representing a 93% increase compared with 2020

Reaching **165 female Senior Managing Directors by 2025**, representing a 76% 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**¹

Reducing **Scope 2 emissions by 50% per employee**² by 2030

Reducing **Scope 3 emissions from business travel by 50% per employee**² by 2030

¹ HFCs, or refrigerant gas losses associated with office operations, are not included in FTI Consulting’s publicly reported 2022 emissions Scope 1 inventory. We are currently evaluating if HFCs are relevant to our business operations and our operational boundary. If so, we will revisit our Scope 1 emissions inventory and targets.

² “Per employee” refers to FTI Consulting’s total employee headcount (excluding independent contractors), as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31, plus independent contractors as of December 31 of the applicable calendar year ended December 31. “Independent contractors” are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See Appendix for reconciliations of “employees, including independent contractors,” to “employees, excluding independent contractors,” for the applicable calendar year ended December 31.

An aerial photograph of a stunning landscape featuring a deep turquoise lake. The lake's surface is clear, revealing a sandy and rocky bottom. On the right side, a steep, rocky cliff rises from the water's edge, covered in lush green vegetation and small trees. The left side of the image shows a dense forest of green trees. The overall scene is serene and natural.

Environment

Environmental Management Overview

At FTI Consulting, we are committed to promoting environmental sustainability across our business practices and are consciously seeking to improve our environmental performance. As climate change impacts our ecosystems and economies globally, we recognize it as a serious threat and we strive to play a role in the collective response toward safeguarding our planet's future. To achieve this, we have set a range of objectives and targets to strategically guide us in our journey to reach net-zero GHG emissions by 2030.

Our [Environmental Responsibility & Climate Change Disclosure Policy](#) closely aligns with our actions to reduce our environmental footprint, in which we aim to achieve a range of objectives and targets across high-impact areas for our business. Our Policy outlines expectations across climate change disclosure, ESG oversight and policies, real estate standards, energy consumption, waste and water management, travel and goal-setting. The expectations outlined in this policy guide our environmental strategy, ensure we conduct business in a manner that fully complies with local environmental legislation, and align our actions to achieve a range of objectives and targets to reduce our environmental footprint.

Our sustainability management approach includes data-backed initiatives that are led by rigorous oversight. We track and disclose a variety of environmental metrics that provide transparency to our stakeholders and allow our company to more accurately track our environmental progress to reach our targets.

Given we are a professional services firm with no manufacturing or product distribution activities, we operate with a relatively small environmental footprint, which is driven primarily by employee travel and our corporate office spaces. Regardless, we continue to make efforts to reduce our environmental impact and GHG emissions where feasible.

Our TCFD-aligned assessment of climate-related risks and opportunities has expanded our understanding of the impact and dependencies our business has on the environment, further informing our sustainable practices and initiatives.



Through research and assessment of the contributors to the firm’s overall environmental footprint, real estate, business travel and non-hazardous waste are the areas we have identified as having the highest impact for our business. Our strategies for managing our impact in each of these areas are:

Real Estate

- **Scope of Impact:** Our real estate environmental impact encompasses the use of commercial real estate and the consumption of energy.
- **Impact Mitigation:** FTI Consulting is focused on occupying buildings that are LEED-certified (or local equivalent) wherever possible, implementing energy and water-efficient designs for new office build-outs, using materials that meet stringent guidelines for reduced GHG emissions, minimizing the creation of waste and implementing waste diversion practices in office operations. 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, along with submetering to closely monitor consumption and implement conservation measures where identified.

Business Travel

- **Scope of Impact:** Business travel is a large component of FTI Consulting’s operations, whether it involves traveling to client sites or internal or external networking opportunities. The modes of transportation our employees take contribute to our emissions profile.
- **Impact Mitigation:** Recognizing that travel is a necessary part of conducting business, FTI Consulting seeks to monitor our GHG emissions related to air, car, rail and hotel per employee on average. We have also implemented travel policies designed to promote travel options that result in lower emissions, such as business class and black car restrictions, encouraging the use of hybrid rental vehicles and investing in videoconferencing capabilities. Efforts also include educating employees on the environmental benefits of taking the train over air travel on central travel routes, such as travel between New York and Washington, D.C., in the United States.

Non-Hazardous Waste

- **Scope of Impact:** Though relatively minor due to the nature of our industry, the non-hazardous waste generated through our operations contributes to pollution and emissions, especially if improperly managed. Of note, FTI Consulting does not generate hazardous waste through any of its operations.
- **Impact Mitigation:** FTI Consulting is focused on reducing our environmental impact per employee by minimizing the creation of non-hazardous waste, implementing non-hazardous waste diversion practices and participating in recycling programs.

Our 10 Environmental Intentions:

To further guide our environmental efforts and successfully implement our strategy, we strive to achieve 10 general intentions, which are outlined in our Environmental Responsibility & Climate Change Disclosure Policy. These intentions are centered around reducing emissions, promoting sound environmental management policies, practices and oversight, minimizing waste generation and supporting interested parties in achieving their environmental goals.

	To achieve net-zero GHG emissions by 2030 ¹
	To promote sound environmental management policies and practices in the work of all our professionals
	To increase awareness of environmental responsibilities among professionals and contractors
	To minimize waste and pollution and to operate effective waste management procedures
	To promote purchasing, as far as practicable, of those products and services that cause the least harm to the environment
	To avoid use, wherever possible, of environmentally damaging substances, materials and processes
	To implement policies and procedures that contribute to a reduction in FTI Consulting's carbon footprint
	To have regard for environmental factors as far as practicable with respect to the growth of FTI Consulting and the integration of new developments into the local environment
	To encourage modes of transport by professionals and contractors that minimize environmental impact
	To support interested parties, including employees, clients, shareholders and suppliers, on issues relating to FTI Consulting's Environmental Responsibility & Climate Change Disclosure Policy in the communities in which we do business

¹ Refers to GHG emissions for Scope 1 and Scope 2 emissions, as well as Scope 3 (business travel).



CASE STUDY

ADVISING WIEN ENERGIE ON DECARBONIZATION SCENARIOS FOR VIENNA’S ENERGY SYSTEM

7

AFFORDABLE AND
CLEAN ENERGY

11

SUSTAINABLE CITIES
AND COMMUNITIES

13

CLIMATE
ACTION

SITUATION

The government of Vienna, Austria, set an ambitious target to reach carbon neutrality by 2040. Against this background, Wien Energie — the energy utility owned by the municipality of Vienna and the largest regional energy supplier in Austria — engaged FTI Consulting subsidiary Compass Lexecon to provide economic and modeling support in developing scenarios for decarbonizing the entire Viennese energy system. The scenarios covered heating, cooling and mobility, as well as other energy end use.

OUR ROLE

- Compass Lexecon experts, led by Vice Presidents Gerald Aue and Anton Burger, along with the Paris-based energy modeling team, developed and analyzed scenarios regarding energy, particularly electricity demand, as well as the coverage of electricity demand by production within Vienna. Moreover, for each sector, they estimated the investments needed to achieve decarbonization targets.
- Particular focus was also put on the district heating sector. The Compass Lexecon team analyzed decarbonization using both decarbonized fuels (green gases) in combined heat and power plants, and investments in decarbonized technologies, including large heat pumps, geothermal installations and heat storages.

OUR IMPACT

Based on the analysis, the Compass Lexecon team **developed a cost-optimal generation capacity replacement and extension path to achieve full decarbonization by 2040**. In a published report, the scenarios were used to illustrate how the policy objectives could be achieved and what economic and energy system effects would result.

“Decarbonization is one of the great challenges of our time. The Austrian federal government and the city of Vienna have set ambitious targets to achieve carbon neutrality. The goal ‘Vienna will be climate-neutral by 2040’ thereby exceeds the EU requirements and provides a great example for other cities and countries to follow. I am proud to be able to contribute to this goal and to advise on the most efficient way in which the set policy objectives can be achieved.”



GERALD AUE
Vice President, Paris



Environmental Oversight

Our Board of Directors maintains oversight of our environmental management strategy and governs our ESG matters through two of our Board committees: the Nominating, Corporate Governance and Social Responsibility Committee and the Audit Committee. The responsibility for implementing environmental strategies, monitoring progress and reporting periodically to the Board falls at the executive level, and our NEOs within our C-suite hold accountability for various aspects of our ESG management approach. The NEOs manage our ESG-related risks and opportunities, drive initiatives and report to the Board and FTI Consulting's President and Chief Executive Officer annually.

To ensure that our environmental challenges are addressed across our business functions and that we remain aware of existing and new practices within our company and industry, leadership representing several teams at our company contribute to our environmental strategy and approach. Together, the NEOs and these teams work to deliver annual updates to the Nominating, Corporate Governance and Social Responsibility Committee on the company's environmental initiatives, footprint and progress toward goals.

As we highly value our shareholders' opinions, FTI Consulting's Investor Relations team engages our shareholders twice per year to understand their ESG priorities and questions, which are later shared for consideration with our Board of Directors.

The Nominating, Corporate Governance and Social Responsibility Committee of the Board of Directors is responsible for overseeing ESG-related risks and opportunities as they pertain to human capital matters and climate change.

The Audit Committee of the Board of Directors 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 and cybersecurity.

The NEOs and key employees, consisting of FTI Consulting's C-suite leaders and representatives, provide strategic management of enterprise-related risks and opportunities, including ESG. In particular, our Chief Human Resources Officer, Chief Strategy and Transformation Officer, General Counsel, and Chief Risk and Compliance Officer are responsible for reviewing company policies, practices and strategies and providing updates annually.

- The Chief Human Resources Officer, Chief Strategy and Transformation Officer, General Counsel and Global Head of Marketing, Communications & Investor Relations report to the President and CEO and provide ESG- and climate-related updates to the Nominating, Corporate Governance and Social Responsibility Committee at least annually.
- The General Counsel provides an update on potential regulatory requirements to the Board of Directors as necessary.
- The Chief Risk and Compliance Officer reports to the General Counsel and provides quarterly updates to the Audit Committee on risk-related topics, including ESG- and climate-related risks.

To further drive the company's sustainability focus, FTI Consulting's Real Estate, Travel, Information Technology ("IT"), Legal, Procurement, Risk and Compliance, and Investor Relations teams also serve as key contributors to environmental strategy and oversight. The teams provide annual and as needed updates to FTI Consulting's Chief Strategy and Transformation Officer and Chief Human Resources Officer, who also reports to FTI Consulting's President and Chief Executive Officer.

Environmental Footprint

FTI Consulting's commitment to reducing our environmental footprint and embracing sustainable business practices represents an ongoing journey. This commitment remains at the forefront of our business as we uphold our role as a trusted client advisor and a preferred employer.

In pursuit of our environmental goals, FTI Consulting consistently promotes environmental sustainability, striving to conserve natural resources and act as a responsible steward of the environment. Our approach is both proactive and strategic, ensuring a responsible handling of our environmental impact and associated GHG emissions. We recognize that to achieve our ambitious goal of reaching net-zero GHG emissions by 2030, we must continue to collaborate across all aspects of our operations.

Strategy

FTI Consulting has undertaken a continued, focused approach to enhance emissions data reporting, reflected in this year's emissions data. Demonstrating our commitment to enhanced emissions data reporting, we have received limited assurance on the 2022 emissions data reported herein.

Our commitment to refining data collection, calculation and tracking has allowed us to advance from the phase of assessing and understanding our emissions data to evaluating strategic reduction pathways and identifying further opportunities for emissions reduction.





Given that our emissions are largely driven by Scope 2 emissions and Scope 3 emissions from business travel, we have identified real estate and its energy consumption, alongside business travel policies, as critical avenues for reducing emissions. As such, we have deployed the below targeted emissions reduction measures within these areas.

We have observed that these emissions reduction initiatives also allow for cost savings, aligning with our broader operational strategy of improvements that reduce both our environmental impact and our costs. While these areas of our business represent significant opportunities for emissions reduction, we recognize that we must remain attentive to additional emissions reduction opportunities.



Real Estate

- **Certification and Layout Optimization:** Prioritize selecting building locations that hold LEED certification (or equivalent), while optimizing office layouts to minimize the company's physical office space
- **Public Transportation Proximity:** Evaluate the proximity to public transportation in the selection process for new office locations
- **Materials Standards:** Require that materials purchased for new office spaces meet stringent standards for reduced GHG emissions, comply with defined air quality guidelines and provide pollutant source controls during construction
- **Efficiency-Focused Investment:** Invest in shared workspaces and remote working capabilities to improve real estate use efficiency



Business Travel

- **Flight Class Criteria:** Raised the threshold for flying business class for professionals below the Managing Director to a minimum flight duration of five hours (previously three hours)
- **Transportation Options:** Disallow the use of black cars while promoting the utilization of ride-sharing companies that operate eco-friendly vehicle fleets, when accessible
- **Technology Integration:** Invest, both systematically and proactively, in technology, including video and collaborative team meeting software, to facilitate remote client service by our professionals
- **Travel Education:** Host travel fairs that educate employees on actions they can take to reduce their environmental impact while traveling for business

Emissions Reduction Targets

Through quantifiable targets, FTI Consulting has formalized our approach to reducing emissions by establishing clear objectives to pursue. We routinely assess the progress of our emissions reduction efforts relative to our targets, along with the overall, long-term strategic direction of our emissions reduction efforts. The company has set forward-looking targets toward our ambition of reaching net-zero GHG emissions by 2030, including the following reductions against our 2019 baseline:

- 50% reduction in Scope 1 emissions by 2030¹
- 50% reduction in Scope 2 emissions per employee² by 2030
- 50% reduction in Scope 3 emissions from business travel per employee² by 2030

As part of our commitment to our emissions reduction targets, in December 2022, we formally engaged with the SBTi. We anticipate seeking validation from SBTi by year-end 2024.

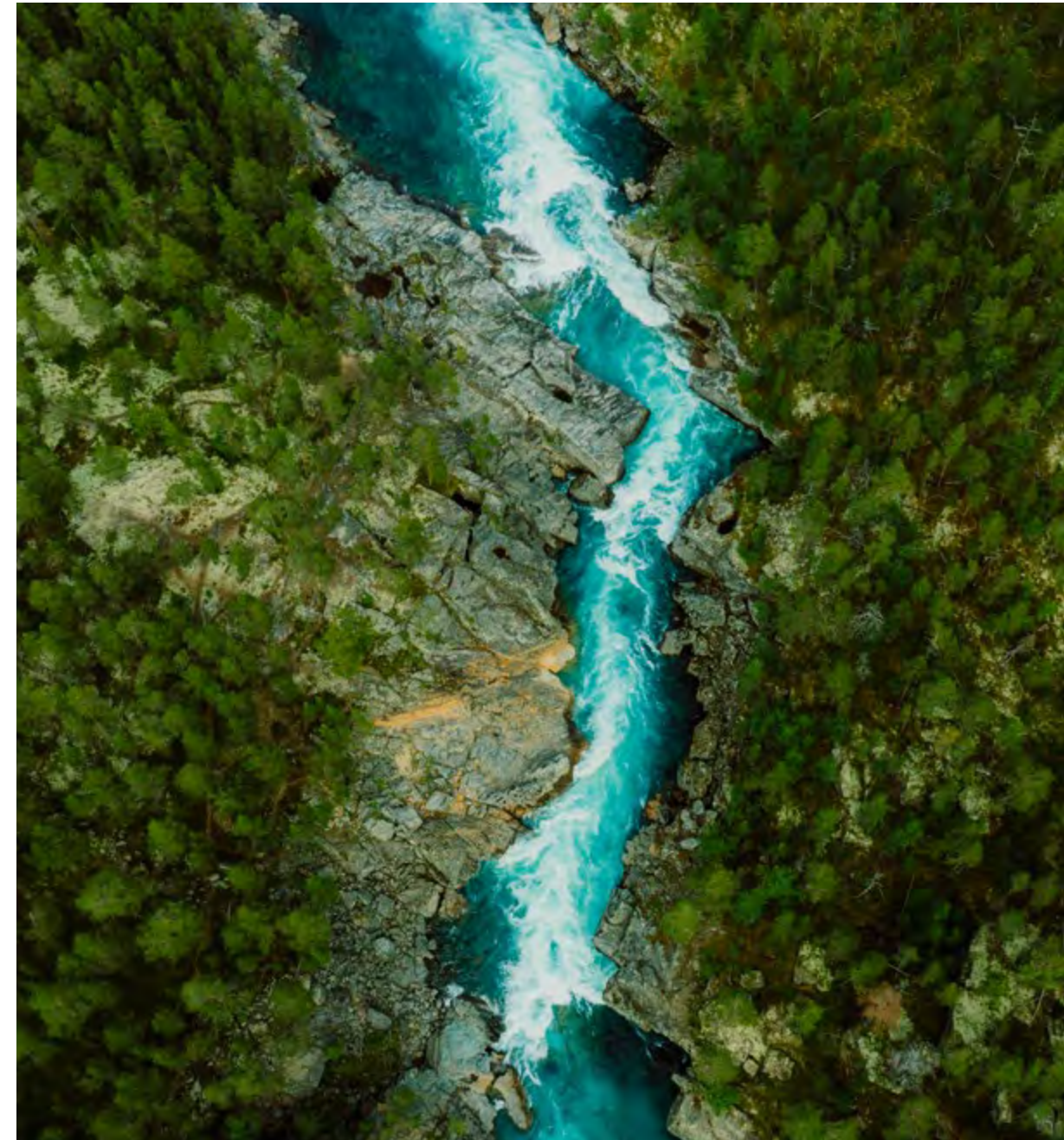
The process of establishing our internal net-zero commitment included the following steps:

- Conducting a comprehensive assessment of options to reduce emissions, considering risks, costs, feasibility and benefits
- Interviewing FTI Consulting employees and partners responsible for emissions calculations and disclosures
- Collecting energy consumption survey data from FTI Consulting offices
- Interviewing energy providers to assess energy procurement costs for real estate operations
- Engaging in discussions with environmental product providers; e.g., energy attribute certificate, carbon offsets, green tariffs and sustainable aviation fuel program providers

FTI Consulting is proud to have established emissions reduction targets that will enable us to achieve net-zero GHG emissions by 2030. These targets reinforce our commitment to do our part in mitigating climate change and providing sustainable growth to our stakeholders.

¹ HFCs, or refrigerant gas losses associated with office operations, are not included in FTI Consulting's publicly reported 2022 emissions Scope 1 inventory. We are currently evaluating if HFCs are relevant to our business operations and our operational boundary. If so, we will revisit our Scope 1 emissions inventory and targets.

² "Per employee" refers to FTI Consulting's total employee headcount (excluding independent contractors), as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31 plus independent contractors as of December 31 of the applicable calendar year ended December 31. "Independent contractors" are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See Appendix for reconciliations of "employees, including independent contractors," to "employees, excluding independent contractors," for the applicable calendar year ended December 31.

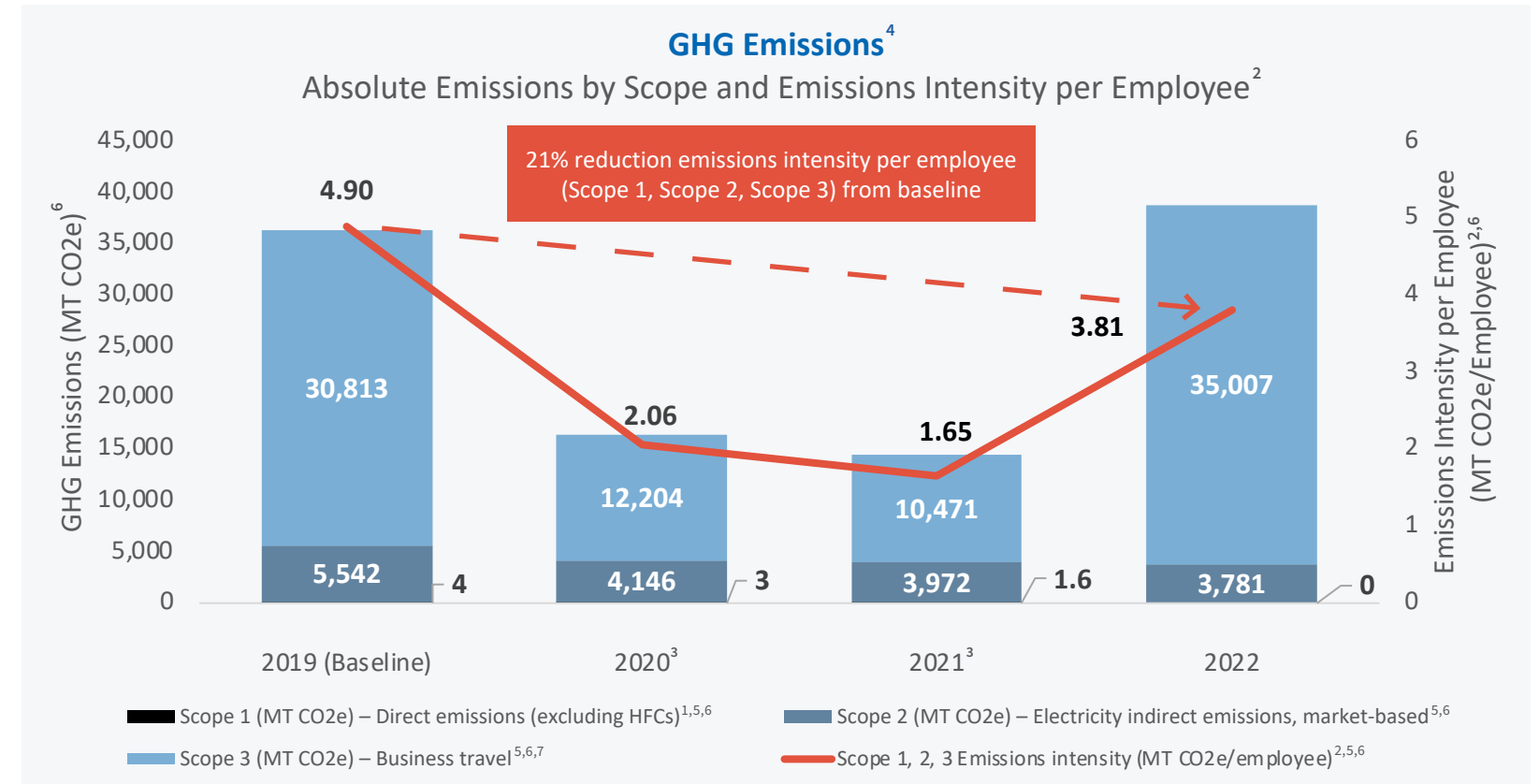


Emissions Footprint

As part of our ongoing efforts to improve our emissions data and calculations, we are regularly stress testing our methodologies with the goal of enhancing the quality of our emissions data and reporting to increase transparency for all of our stakeholders. We continue to improve our calculation methodologies to align with the guidance from the Greenhouse Gas Protocol.

2022 GHG Emissions Reduction Progress against 2019 Baseline

Goal	2019 (Absolute)	2019 (per Employee)	2022 (Absolute)	2022 (per Employee)	Progress (2019 baseline vs. 12/31/2022)
50% reduction in Scope 1 emissions by 2030 ¹	4.0	N/A	0	N/A	Eliminated Scope 1 carbon emissions resulting from direct fuel combustion (excluding HFCs ¹)
50% reduction in Scope 2 emissions per employee ² by 2030	5,542	0.75	3,781	0.37	50% reduction per employee ²
50% reduction in Scope 3 emissions (business travel) per employee ² by 2030	30,813	4.15	35,007	3.44	17% reduction per employee ²



¹ HFCs, or refrigerant gas losses associated with office operations, are not included in FTI Consulting's publicly reported 2022 emissions Scope 1 inventory. We are currently evaluating if HFCs are relevant to our business operations and our operational boundary. If so, we will revisit our Scope 1 emissions inventory and targets.

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³ 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.).

⁴ GHG emissions reported in this graph represent data for entities under operational control of FTI Consulting and its subsidiaries, which is consistent with the GHG Protocol.

⁵ Scope definitions:

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

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

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.

⁶ MT CO2e stands for metric tons of carbon dioxide (CO2) equivalent.

⁷ This category includes emissions associated with business travel only (air, car, rail, hotel) as per travel agency data.

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

Our Efforts to Date and Path Forward

We believe our progress is representative of the initiatives we have undertaken to assess our emissions data and implement meaningful emissions reduction strategies.

Ongoing emissions assessments and data collection, as well as tracking improvements, have proved to be successful ways of identifying Scope 1 emissions reduction methods. In 2022, we took significant steps toward fully eliminating Scope 1 carbon emissions from direct fuel combustion. We identified a backup generator in one of our offices and sold the single company-owned vehicle to further reduce our Scope 1 emissions.

Reductions to our Scope 2 emissions will continue to be driven by our real estate strategy, which emphasizes energy efficiency and the optimization of real estate use through layout considerations, shared workspaces and remote working capabilities.

Scope 3 reduction efforts will center around ongoing improvements to our business travel policies and employee education and awareness-building efforts on the emissions-related implications of their travel.

2022 also marked the first year our company purchased RECs. Looking ahead, we are evaluating opportunities to expand our portfolio of both RECs and carbon offsets. We are also developing a road map centered around our target to reach net-zero carbon emissions by 2030, using a combination of both offsets and reduction strategies.



Real Estate Strategy

We prioritize efficiency and sustainability as it relates to our company's real estate, one of our largest sources of emissions. Not only does this prioritization contribute positively to our environmental footprint, but it also aligns with our broader business strategy. At our physical locations, our sustainability initiatives encompass energy efficiency, emissions reduction and sustainable waste management. These efforts extend from LEED-certified (or equivalent) offices and energy-efficiency measures for office build-outs to waste diversion and recycling. Going forward, we are working with a third party to conduct energy audits for several of our largest offices, with the goal of identifying energy and water conservation opportunities.

Our Aldersgate office in London, the largest by headcount, has an environmental management system ("EMS") certified to ISO 14001. As such, we are incorporating the best practices associated with this certification across other offices. We achieved ISO 14001 certifications for our Aldermanbury Square office in London and our Paseo de Recoletos and Paseo de la Castellana offices in Madrid in 2022 and for our Place de la Madeleine office in Paris in 2023. In total, 21% of global FTI Consulting regular employee headcount¹ is based out of an ISO 14001-certified office building as of December 31, 2022.



¹ "Regular employee" refers to FTI Consulting's total employee headcount (excluding temporary employees and independent contractors), as reported in our Annual Report on Form 10-K for the year ended December 31, 2022.

CREATING SUSTAINABLE & COLLABORATIVE WORKPLACES

In 2022, FTI Consulting colleagues in Amsterdam moved into a new office located in a sustainable building. Our new space is certified as “Excellent” by BREEAM, the world’s leading science-based suite of validation and certification systems for a sustainable built environment. The office space is considered a mixed-use redevelopment that is fully equipped with the integration of bGrid, smart mobility and green rooftops to create a sustainable office life for our employees. Our certification is driven by accomplishments in heating and ventilation efficiency, water conservation and the installment of solar panels. This office operates on 50.3% renewable energy per year and is a demonstration of our concentrated efforts to optimize our offices.



Source: Colliers, FTI Consulting Brussels office

Our latest office in Brussels also opened to FTI Consulting in 2022. Originally constructed in 1968, our Brussels office underwent renovations in 2021, resulting in a certification as “Good” by BREEAM. The building offers a range of services and facilities, including shared meeting spaces, secured bicycle parking and a large garden to promote energy efficiency and encourage FTI Consulting employees to use less carbon intensive modes of transportation for commuting. The carpets furnishing our Brussels office were made of reconstituted fishing nets.

During the relocation and renovation of both offices, FTI Consulting worked with a third-party provider to minimize and divert waste. Furniture from both offices was redistributed or recycled, reducing our environmental impact.



“As part of FTI Consulting’s real estate strategy for sustainability, we want to create eco-friendly workspace for our professionals. When exploring new offices, like our spaces in Brussels and Amsterdam, we strive to obtain a BREEAM or LEED certification but also look at creative ways to incorporate sustainability. This includes the use of sustainable products, upcycling items as part of our furniture and partnering with vendors to ensure that old furniture from our previous buildings can be either re-purposed to schools, sold on to other companies or recycled.”



MARK EYLES

Senior Facilities Manager,
Global Real Estate, London

Environmental Strategy for Our Offices

To continue driving progress toward integrating sustainable environmental practices, the core components of our environmental strategy for offices include:

- Optimizing office portfolio to reduce per capita environmental impact;
- Employing design and operational strategies that target occupant well-being and leverage eco-friendly materials;
- Minimizing waste creation and adopting practices aimed at diverting waste for office operations and the build-out of new offices;
- Exploring renewable energy sources and integrating renewable energy criteria into new site selection; and
- Collaborating with landlords to submeter our individual spaces, where feasible, to allow for energy consumption optimization.

We have also put stringent guidelines in place for materials purchased for new office spaces, considering GHG emissions, air quality and pollutant source controls. These materials undergo rigorous testing for compliance with volatile organic compounds regulations, and we also consider the manufacturing life cycle of materials in the context of the waste and carbon emissions generated in delivering the final product.



FTI Consulting Singapore office

2022 Real Estate Highlights

As evidenced by our real estate highlights, our progress in managing the impact of our real estate is substantial, reflecting ongoing efforts to limit and mitigate our environmental impact. Company-wide initiatives like our net-zero commitment and local actions such as our London office being 100% powered by renewable energy exemplify our progress.

36%

Increased the percentage of our real estate portfolio, as measured by square footage, powered or offset by 100% renewable energy from 9% in 2021 to 36% in 2022

23%

Reduced energy consumption per employee¹ by 23% in 2022 compared with 2019²

60%

60% of employees sit in LEED-certified (or equivalent) buildings

90%

Maintained an average minimum waste diversion rate of at least 90% for the decommissioning of materials when vacating office space in North America

41%

Reduced square footage per employee¹ by 41% in 2022 compared with 2019²

50%

Our New York City office at 1166 Avenue of the Americas³ is almost 50% more energy efficient than previous New York City locations

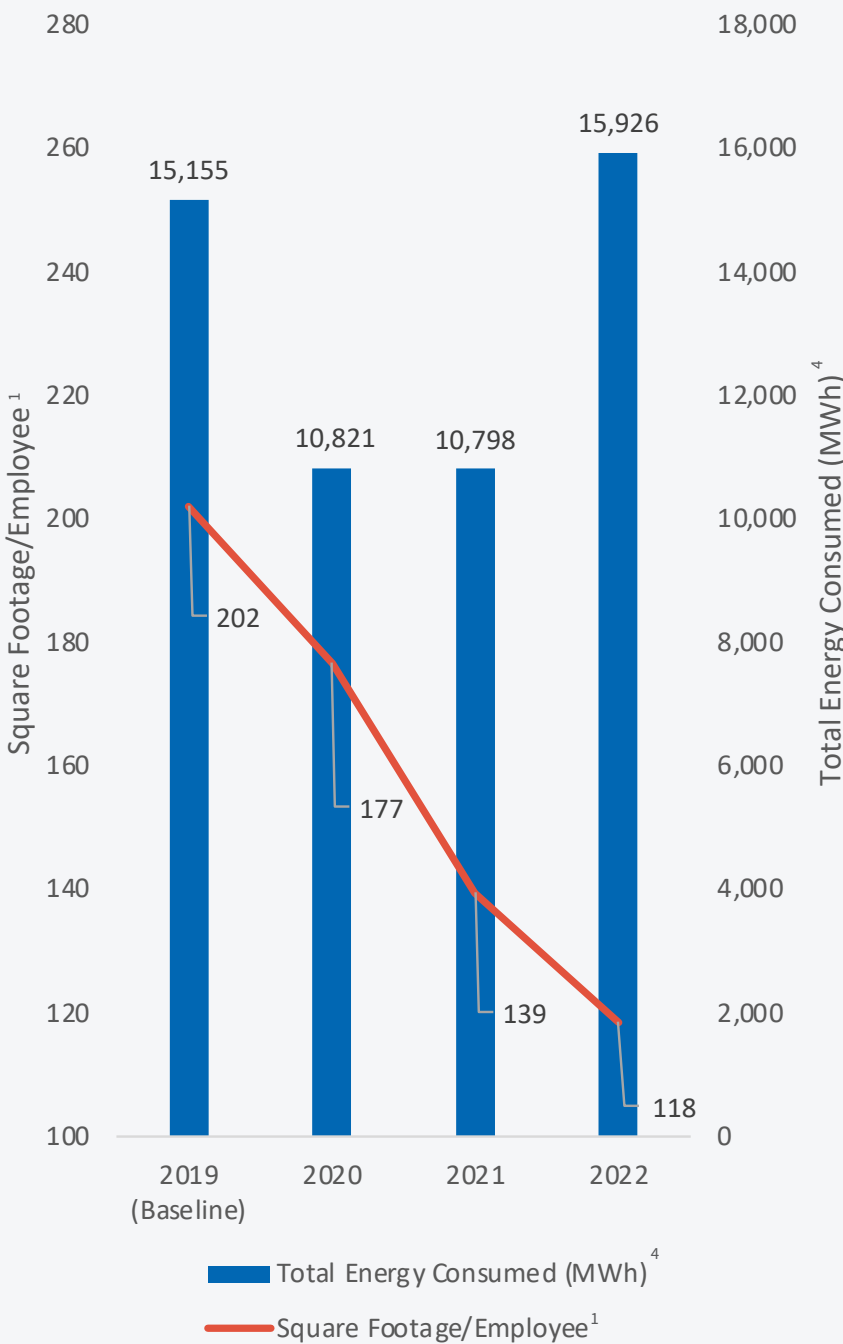
¹“Per employee” refers to FTI Consulting’s total employee headcount (excluding independent contractors), as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31 plus independent contractors as of December 31 of the applicable calendar year ended December 31. “Independent contractors” are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See Appendix for reconciliations of “employees, including independent contractors,” to “employees, excluding independent contractors,” for the applicable calendar year ended December 31.

²2019 is representative of pre-COVID-19-pandemic in-office attendance, business travel and printer usage, as these emissions were repressed in both 2020 and 2021 due to COVID-19-related restrictions on business travel and office occupancy.

³ Our New York City office at 1166 Avenue of the Americas opened in November 2021.

⁴ MWh stands for megawatt hours.

Our Environmental Progress: Energy Consumption and Square Footage



Resource Management

In line with our efforts to reduce our environmental impact, we are focused on responsible resource management and consumption. This includes implementing water, waste and biodiversity management strategies that minimize both FTI Consulting's and our suppliers' impact on the environment.

Water Management

Due to the nature of our business, our water consumption primarily comes from our offices, where we are continuously assessing ways to improve water conservation efforts and reduce water consumption.

Some of the ways in which we reduce water consumption are through the installation of low-flow fixtures and motion sensor sinks in bathrooms, kitchens and break-out areas. In addition, many of our offices are LEED-certified and have new technology that assists in water conservation efforts.

FTI Consulting is compliant with water quality regulatory requirements as governed by the jurisdiction of each office location. FTI Consulting does not engage in wastewater treatment operations of any kind.

Non-Hazardous Waste Management

FTI Consulting does not generate hazardous waste of any kind. Therefore, our waste management practices focus solely on reducing non-hazardous waste, implementing waste diversion

practices and participating in recycling programs. Our e-waste is recycled through a contracted partner.

Since 2019, FTI Consulting has committed to a minimum of 90% landfill diversion for office decommissioning projects in North America. So far, we have decommissioned 10 offices, with each meeting that target. Filtered drinking water stations are available to reduce the use of single-use, plastic bottles. Clearly marked recycling bins are also conveniently placed throughout our offices to promote recycling.

Biodiversity and Land Use

FTI Consulting recognizes the importance of protecting biodiversity and the responsible use of land. While the nature of our business and our physical concentration in urban areas implies minimal impact, we strive to reduce our impact in these areas. As with our real estate strategy, we consistently work toward minimizing our land use and physical footprint.

Supplier Standards

FTI Consulting is a participant of the UN Global Compact, and, as part of our [Vendor Code of Conduct](#), our vendors are expected to uphold the same, or similar, standards. Vendors are also expected to be committed to mitigating environmental risks, conserving and protecting natural resources, and managing energy use and other resources responsibly.



Climate Strategy and Resilience

Climate Strategy

FTI Consulting understands that identifying climate-related risks and opportunities is a key aspect of reducing our environmental footprint and increasing the resiliency of our business. In addition, we work to identify and incorporate climate-related risks and opportunities into our enterprise risk management system and business strategy.

Utilizing the recommendations from the TCFD as guidance, we continue to make progress in advancing our environmental strategy, monitoring our progress in mitigating our environmental footprint, and further integrating climate considerations into our risk management and oversight processes. Through these initiatives, we seek to promote environmental sustainability, conserve natural resources and prevent environmental pollution.



Our Climate-Related Risks and Opportunities

FTI Consulting has processes in place to identify and assess climate-related risks and opportunities that are both specific to our company and relevant to our stakeholders. Our approach to climate-related risk identification is underpinned by our Environmental Responsibility & Climate Change Disclosure Policy and the firm’s broader approach to risk management. Similarly, in determining climate-related opportunities, FTI Consulting routinely assesses our own strategy and policies.

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

Through this type of categorization, we can strategically begin to assess when climate risks and opportunities may be most relevant and the plausible likelihood of influence on our business. We regularly assess our approach, our talent expertise and our budget allocation in the development of short- and medium-term efforts. We are aware of the ways in which climate change may impact our own, and our clients’, operations, and we continuously work to determine the best path forward for each.

Climate-Related Risk Identification and Management

As a global company, FTI Consulting is subject to environmental and climate-related risks across multiple jurisdictions.

Each of the risks identified below is part of FTI Consulting’s ongoing monitoring and reporting processes. ESG and sustainability-related risk reporting is presented by the Chief Human Resources Officer and/or the Chief Strategy and Transformation Officer to the Nominating, Corporate Governance and Social Responsibility Committee, as well as the full Board of Directors, annually with additional updates on notable developments provided as appropriate. FTI Consulting audits ongoing operational risks based on the likelihood of occurrence and potential severity. The risks are indexed for leadership by significance and addressed accordingly.

Based on guidance from the TCFD, we assessed our transitional and physical climate-related risks and further classified each risk as physical, regulatory, technology, market or reputational.¹ A detailed description of our climate-related risks and associated risk management strategies is provided below.

Climate-Related Risks		Details	Mitigation
Physical Risks	Acute Physical Risk	Climate change may increase the likelihood and severity of acute physical risks, such as natural disasters and extreme weather events, which may interrupt our ability to effectively maintain client service, notably the continuity of our IT systems. Natural disasters could impair the ability of our people to safely travel to and work in FTI Consulting’s or our clients’ facilities and disrupt our ability to work in our offices and at other locations.	As a professional services firm, acute physical risk does not impact our business on a frequent basis. Our IT systems and infrastructure have been architected to mitigate physical risks where applicable. This includes failover provisions for continued technological functionality and access to data. FTI Consulting also utilizes several remote working technologies, such as virtual desktop. In addition, we work to identify and incorporate climate-related risks and opportunities into our enterprise risk management system and business strategy, virtual private networks and cloud-based services.
	Chronic Physical Risk	Climate change may increase the impact of chronic physical risks, such as rising temperatures, severe storms, energy disruptions and rising sea levels. The impact of these events may impair our ability to conduct operations from an adversely impacted location or otherwise harm our people, property or equipment.	FTI Consulting occupies offices located across 31 countries, ² all of which are leased from third parties. Our Real Estate team is responsible for monitoring potential physical risks when making decisions related to our facilities. With respect to IT business continuity, we are generally able to exercise flexible working practices across the globe, and our systems and infrastructure have been designed with that in mind. This includes failover provisions that allow continued access to functionality and data. FTI Consulting utilizes a number of remote working technologies, such as Virtual Desktop environment, Virtual Private Networks and Cloud-based services, such as Microsoft Office 365.

¹ Climate-related risks outlined in this section are informed by the “Recommendations of the Task Force on Climate-related Financial Disclosures.” Source: <https://assets.bbhub.io/company/sites/60/2020/10/FINAL-2017-TCFD-Report-11052018.pdf>

²As of March 2023

Climate-Related Risks		Details	Mitigation
Transition Risks	Current Regulatory Risk	Non-compliance with regulations may result in increased liability and monetary losses.	FTI Consulting's Code of Conduct and Business Ethics states that we seek to comply with all laws and regulations. As a professional services company, we do not operate businesses or facilities that contain high emissions. Therefore, we are not subject to many laws and regulations that pertain to climate-related risk. FTI Consulting has not had any climate-related litigation nor do we believe that we have liability for causing climate change because of the nature of our business and operations.
	Emerging Regulatory Risk	The rapidly changing regulatory environment can pose compliance challenges.	We understand that climate-related regulation is an emerging space, and many countries are in different stages. We endeavor to stay abreast of regulatory developments across the world to support compliance. 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. Furthermore, the General Counsel provides an update on such potential regulatory requirements to the Board of Directors as necessary.
	Technology Risk	To serve as a trusted advisor for our clients, FTI Consulting relies heavily on the use of technology. Technological disruptions due to climate change may inhibit our professionals' 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. Examples of this resiliency are outlined in the physical risk mitigation strategies on the previous page.
	Market Risk	FTI Consulting may be indirectly affected by the costs for energy offsets, the availability of renewable energy sources or the availability of sustainable travel options.	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 and, therefore, are typically less affected by pertinent market shifts. However, we will continue to assess how these risks may impact our business so we can be prepared to respond accordingly.
	Reputational Risk	FTI Consulting competes primarily on the basis of our breadth of services, our geographic reach, the quality of our work and the expertise of our professionals. As the impacts of climate change occur, stakeholders' perception of our role in the transition to a low-carbon economy will become increasingly important.	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. Reputational risk is also considered as it relates to our client selection process. Moreover, we continue to gauge market reactions and expectations through biannual ESG shareholder engagement conducted by our Investor Relations team. These engagement activities produce valuable feedback that is shared with and considered by management and the Nominating, Corporate Governance and Social Responsibility Committee of the Board of Directors to inform our decisions and strategy, as appropriate.

Climate-Related Opportunity Identification and Capitalization

As we conduct business at the firm, we seek to include consideration of climate-related opportunities in our strategic and financial planning process. We understand that we are uniquely positioned to play a critical role in guiding our clients through the various stages of their sustainability journey to capitalize on opportunities.

Our environmental commitment spans operational and commercial opportunities, both of which are regularly considered by our Executive Committee in decision-making processes:

- **Operational Opportunities:** FTI Consulting continues to review opportunities to reduce our operational environmental footprint per employee by identifying sustainable policies and actions to deliver long-term value to our stakeholders. Operational opportunities are classified as resource efficiencies and energy source opportunities under the guidance of the TCFD.¹
- **Commercial Opportunities:** Public and private companies across industries are increasingly focused on reducing their environmental footprint and strive for transparency in sustainability reporting. To serve as a trusted advisor for our clients, FTI Consulting recognizes multiple climate-related opportunities. Commercial opportunities are classified as products, services and markets under the guidance of the TCFD.¹

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.



Climate-Related Opportunities		Details	FTI Consulting’s Opportunity Capitalization Strategy
Transition Opportunities	Energy Source	Use of lower-emission sources of energy to reduce GHG emissions.	In 2021, FTI Consulting committed to achieving net-zero GHG emissions by 2030. In our largest offices, we conduct annual energy audits to identify opportunities for energy conservation projects. In 2022, FTI Consulting fully eliminated our fuel-related Scope 1 emissions by removing a backup generator and selling a fleet vehicle. HFCs, or refrigerant gas losses associated with office operations, are not included in FTI Consulting’s publicly reported 2022 emissions Scope 1 inventory. We are currently evaluating if HFCs are relevant to our business operations and our operational boundary. If so, we will revisit our Scope 1 emissions inventory and targets. 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 of our office square footage per employee and exploring renewable energy opportunities with our building 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 and educating employees on the benefits of lower emissions transportation options.

¹ Climate-related opportunities outlined in this section are informed by the “Recommendations of the Task Force on Climate-related Financial Disclosures.” Source: <https://assets.bbhub.io/company/sites/60/2020/10/FINAL-2017-TCFD-Report-11052018.pdf>

Climate-Related Opportunities	Details		FTI Consulting's Opportunity Capitalization Strategy
Transition Opportunities	Energy Source	Use of new technologies to reduce GHG emissions.	FTI Consulting's primary environmental impact is business travel resulting in Scope 3 emissions. We have sought to systemically reduce this impact through the introduction of videoconferencing, initiated in 2015 and enhanced in 2020 as part of the COVID-19 remote work responses. FTI Consulting provides laptops and videoconferencing tools to all employees, which has helped facilitate the reduction of employee travel. In 2019, the company defaulted printers across all office locations worldwide to print double-sided to reduce paper usage. In 2019, FTI Consulting completed its migration of the Annapolis, Md., Data Center to the cloud. This project equates to a CO2 reduction of 1,162 CO2e (tons) annually. In addition, FTI Consulting recycled or repurposed a significant portion of the materials from the office location, most notably, generator equipment and power distribution system materials.
	Resource Efficiency	Reduction of operational consumption.	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 41% reduction in global office square footage per employee ¹ in 2022 when compared with 2019.
	Resource Efficiency	Eco-friendly office spaces.	FTI Consulting has the opportunity to adopt office designs that incorporate energy efficiency measures, renewable energy sources and waste management programs to reduce our environmental footprint. As of December 31, 2022, 60% of our employees were assigned to LEED-certified (or equivalent) buildings. Moreover, our largest office in London is EMS ISO 14001 certified, powered by 100% renewable energy and is 100% climate neutral. Approximately 36% of our global office portfolio is powered by renewable energy as of December 31, 2022, which represents a significant increase compared with 9% in 2021. The offices being powered or offset by 100% renewable energy apply to Brussels, Chicago, London, New York City (1166 Avenue of the Americas) and Washington, D.C. Furthermore, we leverage energy efficiency measures, such as LED lighting and EnergyStar-certified appliances, in new office build-outs and in existing office operations where possible. In our New York City 1166 Avenue of the Americas office, opened in 2021, the installation of EnergyStar-certified appliances made a significant impact on our energy reduction compared with similar offices.
	Products and Services	Climate-related interests, stakeholder engagement and more stringent policies and, regulations have resulted in increasing demand for advisory services in low-carbon energy, mobility and sustainability.	FTI Consulting's ESG & Sustainability Advisory experts help our clients address strategic, technical, financial, reputational, customer and regulatory challenges on their energy transition journey.

¹"Per employee" refers to FTI Consulting's total employee headcount (excluding independent contractors), as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31 plus independent contractors as of December 31 of the applicable calendar year ended December 31. "Independent contractors" are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See Appendix for reconciliations of "employees, including independent contractors," to "employees, excluding independent contractors," for the applicable calendar year ended December 31.



CASE STUDY

POLSKA GRUPA ENERGETYCZNA S.A.: IDENTIFYING POTENTIAL REFORMS OF THE EUROPEAN CARBON MARKET TO ENHANCE PRICE SIGNALS

SITUATION

Europe's ambition to fast-track the decarbonization of its economy requires a strong and predictable carbon price signal. The recent surge in European carbon price levels and volatility and the growing activity of financial players — banks and investors — have sparked a debate about the role and potential impact of speculative trading in the EU Emission Trading Scheme ("ETS") and, more fundamentally, about a reform of the ETS to stabilize European Union Allowance ("EUA") prices.

OUR ROLE

Polska Grupa Energetyczna S.A., a state-owned public power company and the largest power producer in Poland, engaged a team from FTI Consulting subsidiary Compass Lexecon consisting of Paris-based Executive Vice President Fabien Roques, Senior Vice President Guillaume Duquesne, as well as Senior Economist Florian Bourcier, to:

- Assess the recent increase in EUA price levels and volatility in light of the evolution of fundamental drivers of supply and demand in the EU ETS market;

- Assess the role and potential impact of speculation and of financial players in the EU ETS market, both on short-term EUA price volatility and long-term price signals for decarbonization; and

- Map the possible measures to enhance EU carbon price signals and the functioning of the EU ETS.

The team concluded that the increase in EU carbon price levels and volatility over the past five years does not seem disconnected from the evolution of market fundamentals. Some indicators suggest that the increase in financial trading could also have contributed to the increased volatility of EUA prices. In addition, the team identified the structural features of the EU ETS market design, which explain the high volatility and could favor speculation, particularly at a time of high uncertainty on the future scope and design of the EU ETS.

OUR IMPACT

The Compass Lexecon analysis revealed that EUA prices' lack of predictability could have significant short- and long-term consequences on the EU policy objective to fast-track decarbonization, including higher compliance costs for obliged entities and higher decarbonization costs. The report provided **rigorous economic analysis to inform the European policy debate about a potential reform of the EU ETS**, and identified a **toolkit of measures** that could prove helpful to improve the ability of the EU ETS market to provide a predictable and efficient price signal for decarbonization.

Go-Forward Climate Strategy

We understand the importance of identifying climate-related risks and opportunities and assessing their impact on our business. With guidance from senior leadership, as well as third-party partners, we continue to make strides to increase the depth of our analyses and ultimately work toward full alignment with the recommendations of the TCFD.

We believe these steps translate to meaningful progress to minimize our environmental impact and demonstrate our support for global decarbonization. Through these initiatives, we are increasing the comprehensiveness of our risk mitigation and opportunity capitalization processes to create a more sustainable business for our employees, clients and other key stakeholders.

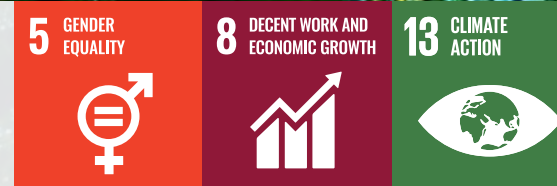
FTI Consulting complies with all environmental laws and regulations and continuously monitors changes in the regulatory environment that may impact our operations, such as the U.S. SEC's proposed climate rule, as well as the EU Corporate Sustainability Reporting Directive. By continuously monitoring regulatory changes, we ensure we are prepared to take action and respond accordingly.

We look forward to continuing our environmental journey and sharing our progress over the years. We will continue to conduct analyses to identify and assess climate-related risks and opportunities to ensure we are prepared to strengthen our environmental strategy, deploy resources to high-impact areas and monitor our environmental progress, thus strengthening our enterprise risk management.



CASE STUDY

TAKING ACTION TO SUPPORT GLOBAL SUSTAINABILITY EFFORTS



SITUATION

In 2022, extreme weather events and biodiversity loss further emphasized the ongoing effects of climate change. Through initiatives spearheaded by our professionals, colleagues learned more about the impact of their personal footprint while collectively contributing to global sustainability efforts.

OUR ROLE

Through volunteer efforts in environmental sustainability, our professionals gave back to local communities, preserved natural habitats and promoted sustainable practices:

- In **Boston**, colleagues each filled a trash bag with debris and litter with the [Esplanade Association](#), a nonprofit dedicated to revitalizing and maintaining the Charles River Esplanade.
- In **Hong Kong**, our colleagues sorted more than two tons of unwanted clothes with [Redress](#), an environmental organization working to reduce waste in the fashion industry.
- In **London**, we partnered with [Global Generation](#), an education organization working to create healthy, integrated and environmentally responsible communities, to build a sustainable education center. Using reclaimed materials, colleagues constructed a community space in London that promotes outdoor education and a low-carbon future.
- In **Miami**, our professionals joined the [International Coastal Cleanup Day](#), collecting more than 70 pounds of garbage at a local beach while raising awareness about plastic pollution in oceans.
- In **South Africa**, colleagues planted 38 fruit trees and donated additional trees in honor of Mandela Day to support two children’s homes, the [Johannesburg Children’s Home](#) and the [South Africa Children’s Home in Cape Town](#).
- In **Sydney**, we volunteered at [Thread Together](#), which collects end-of-line stock to sort and pack thousands of unsold items for redistribution to those in need.

OUR IMPACT

In 2022, these efforts contributed to **more than 850 trees planted**, **over 100 pounds of trash collected**, and thousands of clothing items sorted and redistributed to those in need.

“I was delighted to volunteer with colleagues from FTI Consulting’s Hong Kong office to sort more than two tons of unwanted clothing for Redress. Even though we were told about the volume of clothing, seeing it in person was staggering. I now think twice about my family’s shopping habits, and I am glad we were able to give the clothes a new home rather than sending them to the landfill.”



SANDEEP JADAV

Senior Managing Director, Hong Kong



 Social



Approach to Managing Social Risks and Opportunities

As a professional services firm, our business is driven by our people. We endeavor to meet the needs of our professionals who allow us to help our clients navigate their most significant opportunities and challenges.

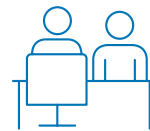
The five focus areas of FTI Consulting's human capital management strategy — **Culture, Stakeholder Engagement, Talent Development, Diversity, Inclusion & Belonging** and **Corporate Citizenship** — are guided by our core values, shaped by our key stakeholders and integrated into how we operate as a company.

FTI Consulting's leadership oversees our human capital management efforts. 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 annually and more frequently if requested. Human capital-related policies, programs, metrics and targets are also regularly discussed among FTI Consulting's Executive Committee.

Our Executive Committee engages with and receives updates from teams dedicated to advancing our goals:



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 **Corporate Citizenship team** empowers our employees to leverage their diverse skill sets to make an impact in our communities.



Our **Pro Bono Advisory Committee** is a cross-segment, global committee, mostly comprised of professionals at the Senior Director level and above. The committee champions and provides guidance around the firm's pro bono initiatives.





Human Capital Management Strategy

FTI Consulting's evolving human capital management strategy supports sustainable growth and the empowerment of our people to make an impact.

We are committed to supporting and investing in our people. We believe this can not only allow us to achieve increasingly powerful results for our clients and shareholders but also advances the growth, professional development and ambitions of the talented people who choose to grow in their career at FTI Consulting.

We monitor and assess our continued progress 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 [Australia](#)), and [Vendor Code of Conduct](#). Our [Environmental Responsibility & Climate Change Disclosure Policy](#) is also updated at least annually to be aligned with our ambitions.

“Our people are the heart of our company. Hiring great talent is just the beginning. The cornerstone of the culture at FTI Consulting is supporting and developing our people in their career. We are invested in programs focused on fostering leadership, diversity and inclusion, citizenship, growth and development, regular learning and individual skills development.”



HOLLY PAUL

Chief Human Resources Officer,
Washington, D.C.

Employee Engagement

We are committed to fostering a culture where our employees feel supported personally and professionally to deliver the best value to our clients.

This is accomplished in part by listening to our employees' needs and perspectives through various internal and external surveys that measure employee engagement and satisfaction throughout the year. Through these surveys, we can identify strengths and areas of improvement. Our employee engagement is key to our human capital strategy, and it is important to gather feedback to support the continued improvement of our employees' experience.

In addition, we provide external benchmarking data to ranking and recognition organizations such as **Great Place to Work**®, **Top Workplaces**, **Forbes Best Employers for Women and New Grads**, and **Consulting magazine's Best Firms to Work For**. We are proud of the progress we have made over time, as well as the external recognition we have received through our participation.

Recent Workplace Awards

Great Place To Work®

Certified

JUL 2023-JUL 2024

USA

Great Place To Work®

Certified

JUL 2023-JUL 2024

UK

Great Place To Work®

Certified

JUL 2023-JUL 2024

AUS

Great Place To Work®

Certified

JUL 2023-JUL 2024

DE

Great Place To Work®

Certified

JUL 2023-JUL 2024

FRANCE

Great Place To Work®

Certified

JUL 2023-JUL 2024

UAE

The Best Employers for women

Forbes 2023

POWERED BY STATISTA

BEST EMPLOYERS FOR NEW GRADS

Forbes 2023

POWERED BY FORBES

100 WE MADE THE LIST!

2023



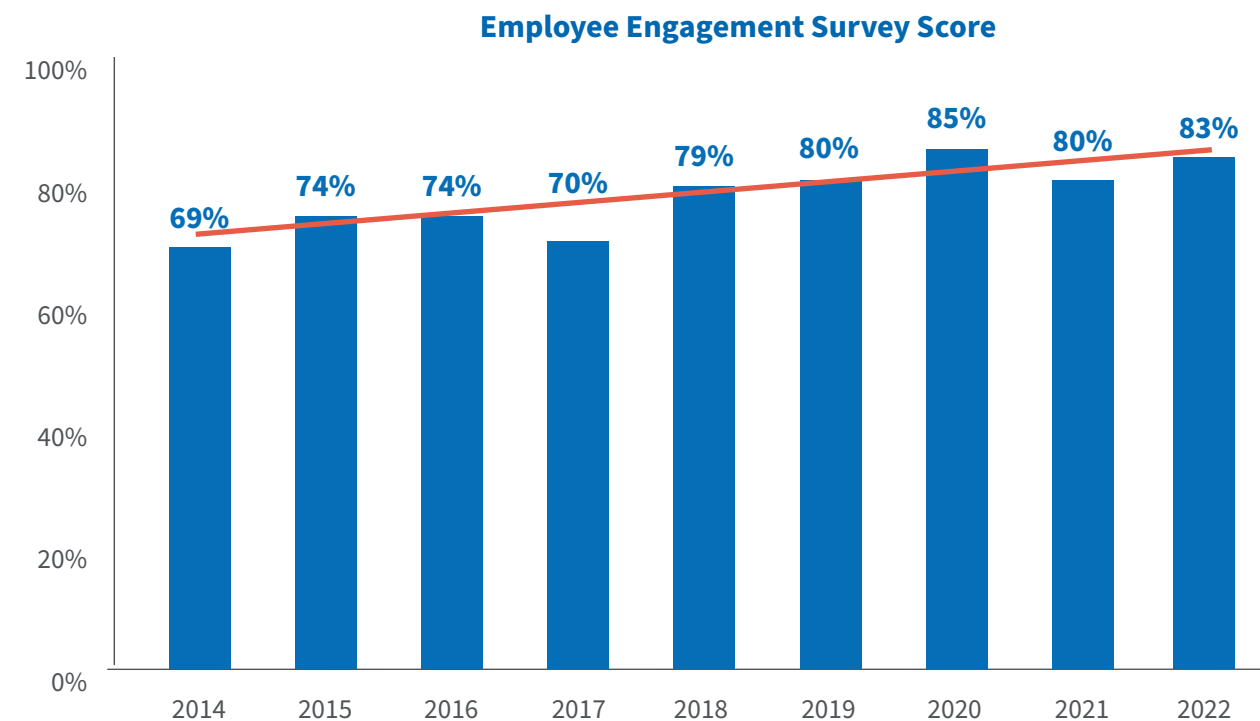


In our 2022 Employee Engagement Survey, **83% of employees surveyed indicated they are satisfied with their job and feel engaged in their roles, a 3% increase from the 2021 survey results**. We are proud of the progress we have made and have found a strong correlation between employee engagement and (1) feeling a sense of belonging, (2) feeling appreciated for good work and extra effort, and (3) feeling trust in leadership for taking the business in the right direction.

Areas where we improved from 2021 include:

- **88%** of employees feel that leadership is taking the business in the right direction (+9%)
- **85%** of employees feel they have the opportunity to work on challenging assignments (+7%)
- **88%** of employees feel they work in an inclusive culture where diverse points of view are valued and respected (+6%)
- **82%** of employees have a strong sense of belonging (+5%)

Additional factors that we found closely related to overall employee engagement include making a difference and employees feeling like they can be themselves while working here.



In addition, we strive to create a culture where our employees feel recognized. As an organization, we have programs in place to recognize our people across the globe who advance the firm forward and make FTI Consulting a better place to work. **We offer two employee recognition programs: the FTI Awards and STARwards programs, which are aimed at celebrating all FTI Consulting employees, inclusive of all seniority levels and teams, from core operations to client-facing professionals.**

The FTI Awards and STARwards programs are meant to embolden FTI Consulting employees to pursue forward-thinking engagements, cross-segment collaboration opportunities and uniquely innovative solutions beyond their typical scope of work.

Introduced in 2014, the FTI Awards recognize employees who have made extraordinary contributions to the firm and to their teams, highlighting specific, progressive activities. The FTI Awards place

emphasis on exemplary employees who have risen to streamline processes or responded to engagements with heightened complexity beyond their traditional expertise. **In 2022, we had a record number of 646 nominations for the FTI Awards.** We are proud of all our employees and strive to ensure they are recognized for their work, innovation and impact on our firm and communities, and who create a culture of belonging and inclusivity.

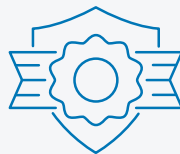
Additionally, our popular global STARwards Program provides employees with a way to recognize their colleagues year round with an “on-the-spot” award. STARwards recipients exemplify the FTI Consulting Values across five categories, and each award offers a meaningful way to thank and recognize those who go above and beyond as exceptional leaders and practitioners. Individuals who receive five STARwards join a list of Circle Winners and receive a gift card award. **In 2022, more than 6,000 STARwards were distributed.**

Our FTI Award Categories Include:



Culture Champion Award:

Celebrates professionals who strengthen our culture and make FTI Consulting a better place to work by championing DI&B and/or Corporate Citizenship efforts



Cross-Segment Award:

For extraordinary teamwork and collaboration across the business, demonstrating our value of “Empathy” by offering support that spans our segments



Going Places Award:

Recognizes a non-Senior Managing Director who has extraordinary achievements in building the firm



Got It Done Award:

For “getting it done” despite the odds and supporting our value of “Achievement”



Relentless Innovation Award:

For exemplifying our quest to continually innovate, supporting our value of “Creativity”



Servant Leader Award:

For our coaches who facilitate the success of colleagues by sponsoring the development of others, welcoming diversity and supporting our values of “Respect” and “Empathy”



Outstanding Client Service Team Award:

Showcases a team that delivered work of extraordinary quality with tenacious service

We also analyzed employee engagement data by segment and region to better understand outliers by business segment and geography, which helps enhance the workplace experience. Furthermore, we leveraged the **2022 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 2022 for anonymous completion in Great Place To Work's system. The results were later shared with FTI Consulting.

Employees' positive sentiment and professional endorsement of the culture at our firm are a testament to our commitment to listening to our people and creating a dialogue to implement ideas for continued improvement. Following the release of our engagement survey results, we turn the feedback into actionable steps. This includes partnering with department leaders and coaches to identify strengths and areas of opportunity and meeting with teams to cascade results, celebrate successes and get feedback on areas of opportunity. FTI Consulting's department leaders, coaches and teams work together to create action plans to address opportunity areas. Most important, we strive to continue the dialogue throughout the year on progress and continued areas of focus.

We have made significant investments and established rigorous goals so that our employees feel welcomed and supported throughout their entire career at FTI Consulting. Most notably, we support and invest in our people and provide various talent development programs to foster leadership and growth opportunities. More information on these initiatives and other people-focused investments are detailed throughout this report.

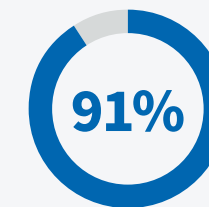
"I'm proud to work at FTI Consulting because it fosters an environment where I can truly bring my authentic self to work and feel valued. The firm supports me with my ambitions and genuinely creates a culture of collaboration where diverse perspectives are valued, and I can make a real impact across the globe."



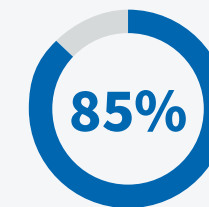
SHIVANI AMIN
Director, Chicago



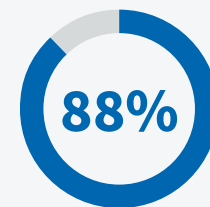
The results revealed positive employee sentiments throughout their tenure with FTI Consulting:



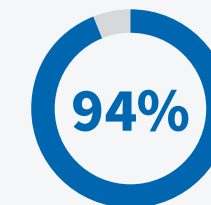
When you join the company, you are **made to feel welcome**



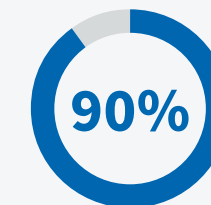
When I look at what we accomplish, **I feel a sense of pride**



I work in an **inclusive culture** where **diverse points of view are valued and respected**



Our customers would rate the **service we deliver as excellent**



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

CASE STUDY

AMPLIFYING THE IMPORTANCE OF PARENTAL LEAVE EQUITY

SITUATION

In collaboration with UNICEF Australia, [Parents At Work](#), an organization providing employee benefits through work and family education and policy advisory services, launched a report called [Bridging the Work and Family Divide: Understanding the Benefits of Family Friendly Workplaces](#). To help amplify the launch of the report, Parents At Work engaged FTI Consulting on a pro bono basis to provide strategic media and profile-raising support.

OUR ROLE

Based on the report’s research findings, FTI Consulting developed messaging that was shared in press releases, op-eds, articles, FAQs and talking points for the report’s announcement. The team also prepared media pitches to maximize coverage and reach decision makers across various industries. Additionally, FTI Consulting provided a press office function for Parents At Work both for the launch and in the month after. Following the launch, the team identified opportunities to leverage spokespeople, key quotations and research findings to secure additional media coverage and exposure for the report.

OUR IMPACT

FTI Consulting professionals dedicated approximately **40 hours to supporting Parents At Work** to launch and promote the report. They gained media traction by **securing national, local and trade press coverage**, including syndicated broadcast and radio coverage for the report’s launch. Furthermore, the efforts included securing and arranging an interview for Parents At Work CEO Emma Walsh on a prominent Australian news network. By leveraging research findings and content across a broad range of channels, FTI Consulting was able to **extend the interest and impact of the report**.

“The findings of Parents At Work’s report were stark: Workplaces must evolve and adapt to attract and retain talent or risk being left behind. FTI Consulting’s communications experts were delighted to be part of the solution by designing a strategy that elevated these findings to the national stage, with coverage in nationwide media complimented by a targeted approach to industry publications. While Australia is yet to be world-leading when it comes to workplace diversity and gender equality, we were pleased to lend our expertise to amplify Parents At Work’s endeavors in this space.”



RENÉE LAW
Senior Managing Director, Sydney

Supporting Our People Physically, Emotionally, Mentally and Financially

As a global organization, our goal is to support and take care of our employees.

We take care of our employees the way we take care of our clients: with close attention, respect and an unwavering commitment to doing what’s right. **We aim to prioritize the well-being of our employees and their families through life’s most important moments.**

FTI Consulting regularly monitors the external market to help us provide our employees with competitive and equitable pay and benefits. Employees have access to an Employee Assistance Program, 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.

In the countries in which we operate, we offer comprehensive location-specific benefit arrangements, which may include, but are not limited to, the benefits below.

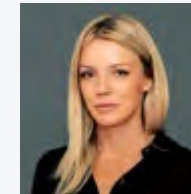
 Medical, Dental and Vision Coverage	 Retirement Plans	 Charitable Gift Matching
 Employee Assistance Program	 Life Insurance	 Professional Development and Certification Programs
 Parental Leave Benefits and Flex Return Support	 Disability Insurance	 Employee-Driven Recognition Programs
 Backup Child/Elder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

For our employees welcoming little ones at home, we provide paid parental leave for parents and transitional support following the baby's arrival in certain locations. In 2022, we made enhancements to FTI Consulting's parental leave program in the United States and Australia, which has been updated to inclusively reflect the varied ways we may choose to grow our families. In the United States, FTI Consulting adjusted the amount of fully paid parental leave for fathers and adoptive parents from six weeks to 10 weeks. For birth mothers, the short-term disability period was decoupled from the overall parental leave time period. This allowed for the same number of parental leave weeks for all parents (birth mothers, fathers and adoptive parents). The amount of short-term disability time needed for recovery from delivery of the child is in addition to the parental leave. In Australia, we updated our parental leave to reflect a gender-neutral policy and provide up to 18 weeks of full pay for birth, adoption and long-term foster care in addition to parental leave for post-22-week pregnancy loss.

To support a seamless return to the office, we offer transitional coaching and alternative working schedules for new parents. Additionally, we provide external parental care resources 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 families, and we remain committed throughout our employees' parenthood journey to help keep work and life in balance.



“FTI Consulting is focused on making flexibility work and creating an environment where professionals can integrate life and work. The firm strongly believes that balancing our personal and professional lives improves our overall health, well-being and morale, which results in us bringing our best selves to work.”



JO MACLEOD
Consultant, London

“I feel very lucky to work for a company that has (i) enabled me to split parental responsibilities with my wife equally; and (ii) allowed me to experience a really special time with my little one.”



TOM REYNOLDS
Senior Director, London

CASE STUDY

PROVIDING MEALS TO END GLOBAL FOOD INSECURITY

SITUATION

It is estimated that between 691 million and 783 million people in the world faced hunger in 2022. Considering the midrange, 122 million more people faced hunger in 2022 than before the COVID-19 pandemic.¹ FTI Consulting professionals mobilized and worked together to support organizations from New York to China to help end hunger and empower communities.

OUR ROLE

The FTI Consulting community addressed food insecurity and hunger globally by collecting food donations, packing and preparing nutritious meals and delivering them to local organizations.

- In **Berlin, Frankfurt** and **Munich**, professionals volunteered to collect, sort, pack and distribute food donations to people in need with [Tafel](#), one of the largest food banks in Germany.
- In **Brisbane** and **Sydney**, our colleagues prepared more than 2,000 meals with [FareShare](#) and [Our Big Kitchen](#), two community kitchens serving free meals, to support victims of Australia's devastating floods.

- In **Houston**, colleagues volunteered at the [Beacon Homeless Shelter](#), a central resource of services for community members experiencing homelessness, to greet individuals, prepare and serve lunch and distribute donated items.
- In **New York**, our professionals packed 7,000 meals with [Rise Against Hunger](#), which targets remote, last-mile communities within hunger pockets and provides meals through local schools. The meals packed by our colleagues will feed a classroom of approximately 30 students for an entire year.
- In **Shanghai**, following continued COVID-19 pandemic outbreaks and lockdowns, our professionals launched a fundraiser to purchase and assemble care package items, including instant food, for a nonprofit providing shelter for the disadvantaged living in Shanghai.

OUR IMPACT

Collectively, FTI Consulting professionals **donated more than 11,000 meals** for those in need in partnership with six organizations.



“Over 30 colleagues joined forces to support the Tafel food bank in Berlin, Frankfurt and Munich. We worked together with the volunteers on-site, asking for food donations in front of supermarkets, sorting deliveries of food and distributing food bags to people in need. For all of us, it was a very grounding and humbling activity that elicited gratitude for what we have.”



SASKIA SCHAEFFER
Senior Consultant, Frankfurt

¹ <https://www.fao.org/3/cc6550en/cc6550en.pdf>

Turnover, Recruitment and Onboarding

As the world continued to emerge from the COVID-19 pandemic in 2022, we placed an emphasis on bringing in top talent at all experience levels and creating a more streamlined onboarding process as professionals integrated into FTI Consulting.

Turnover

According to U.S. government data,¹ the economy-wide trend known as the “Great Resignation” that began in 2021 continued into 2022. Consistent with this trend, our higher than historical average voluntary turnover rate in 2021 continued into 2022, particularly in the first half of the year, which resulted in a voluntary turnover rate of 15% for full year 2022. Notably, between 2020 and 2022, our voluntary turnover rate averaged 13%, which is in line with our historical average from 2014 through 2022. However, it is important to note that economic impacts from COVID-19 in 2020 drove lower than average turnover rates economy-wide² that year, which was offset by higher than average historical turnover rates in 2021 and 2022, due in part to the Great Resignation.

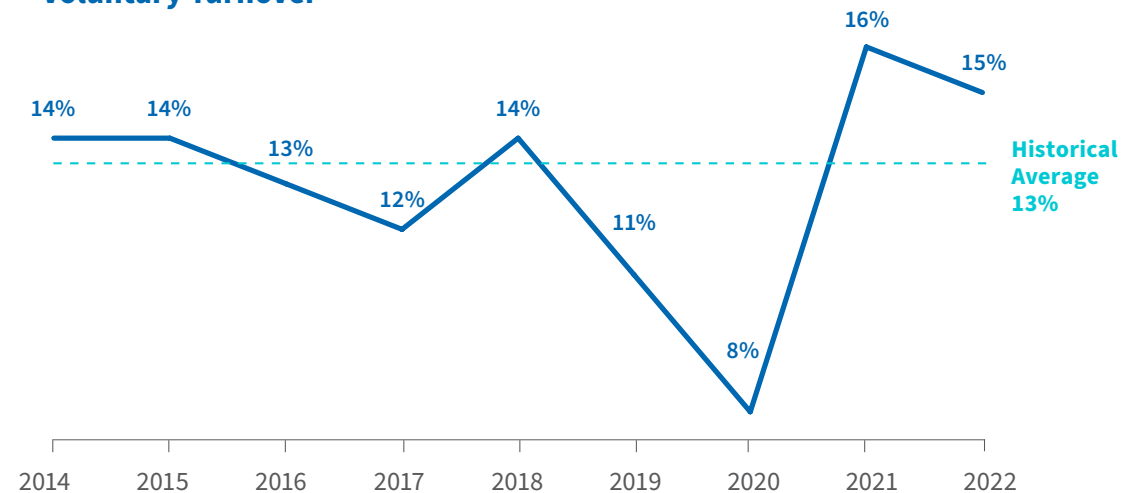
Recruitment

While focusing on retention, FTI Consulting emphasized bringing in new and diverse talent across the organization. We continued to heavily invest in recruiting top talent, which resulted in high acceptance rates for experienced hires (85%) and campus hires (74%). We also increased firmwide female hires to 49% in 2022 compared with 48% in 2021. Firmwide hires of historically underrepresented minority professionals increased to 40% in 2022 compared with 33% in 2021. **Overall, FTI Consulting’s total global headcount increased 13% from 6,780 in 2021 to 7,635 in 2022.**

Onboarding

Recognizing the importance of integrating new hires into our organization quickly and seamlessly — especially in a hybrid environment — FTI Consulting continued to offer and improve upon our global virtual onboarding processes, which empower new hires to quickly get up to speed by completing training sessions and onboarding tasks that provide a holistic view of the company, regardless of segment or region. Key onboarding programs include a weekly orientation program in the Americas and EMEA for all levels, as well as global Senior Managing Director and Managing Director orientation programs to further integrate our more senior leaders into the firm.

Voluntary Turnover³



¹ <https://www.hiringlab.org/2023/08/29/july-2023-jolts-report/#:~:text=Workers%20are%20now%20quitting%20their,The%20Fed%20should%20be%20encouraged>

² www.spglobal.com/esg/csa/yearbook/articles/covid-19_upended_employee_expectations.pdf?utm_medium=linkedin&utm_source=hootsuite&utm_campaign=oilnews&utm_term=s&utm_content=cb6973d7-cd7a-41a7-864c-78f5b81d8a8b&gclid=undefined

³ The years represented in the above graph range from January 1 to December 31

Talent Development

We are a people-centric business powered by a global team of experts. As such, we empower our people to explore their curiosities, achieve their professional aspirations and own their career. Hiring great talent is only the first step of paving the way for the emergence of future leaders, and we recognize that developing their skills, mapping out their career progression paths and supporting our people throughout each employee's career milestones are imperative for our firm's success. To that end, **we have curated comprehensive programs focused on championing leadership, growth and development opportunities for our employees across all levels.**

Throughout our employees' careers, we aim to promote continuous learning and individual skills development through on-the-job learning opportunities, a diverse collection of self-guided virtual e-learning courses and our core Talent Development programs. We invest heavily in coaching and training because we understand that personalized guidance and mentorship will give our employees the confidence to tap into their potential, grow into effective leaders and provide high-quality client service.

One of our firm's key differentiators is our expert-driven model. This model is composed of small client teams across business segments and regions, which offers our professionals the opportunity to work closely with key decision makers and learn from industry-leading experts. The blend of diverse perspectives through intimate collaboration enhances our employees' professional growth and creates a dynamic environment to provide well-rounded solutions to client matters that impact the world more broadly.



Our Employee Value Proposition

Our Employee Value Proposition is our commitment and dedication to both our current employees and future talent. It is what makes our firm unique, highlights the main reasons why our people are proud to work at FTI and why our clients engage with us.

A Community of Leading Experts

Our people are not just consultants – they **established the theory, wrote the book** and **taught the class**.

High-Profile, Dynamic and Complex Engagements

When you join FTI Consulting, you won't be knee-deep in mundane audits or build theoretical PowerPoint decks. You will work on **headline-making matters that impact history**.

Small Client Teams

Our expert-based model is supported by **small client teams**, which allow you to work closely with key decision makers and engage directly with our clients.

Entrepreneurial Growth Engine

At FTI Consulting, you will have the **flexibility and freedom** to fulfill your ambitions. We will support your goals by providing opportunities for continuous learning and growth.

Collaboration

By collaborating across our businesses and regions, we bring our **unique skill sets and backgrounds** together to make FTI Consulting greater than the sum of its parts.

Diversity, Inclusion & Belonging

We are committed to creating an **inclusive culture** where our people can **achieve their full potential**.

Community Involvement

We are committed to being a responsible corporate citizen that **impacts positive change**, and we empower our people to **support the causes that matter most** to them.

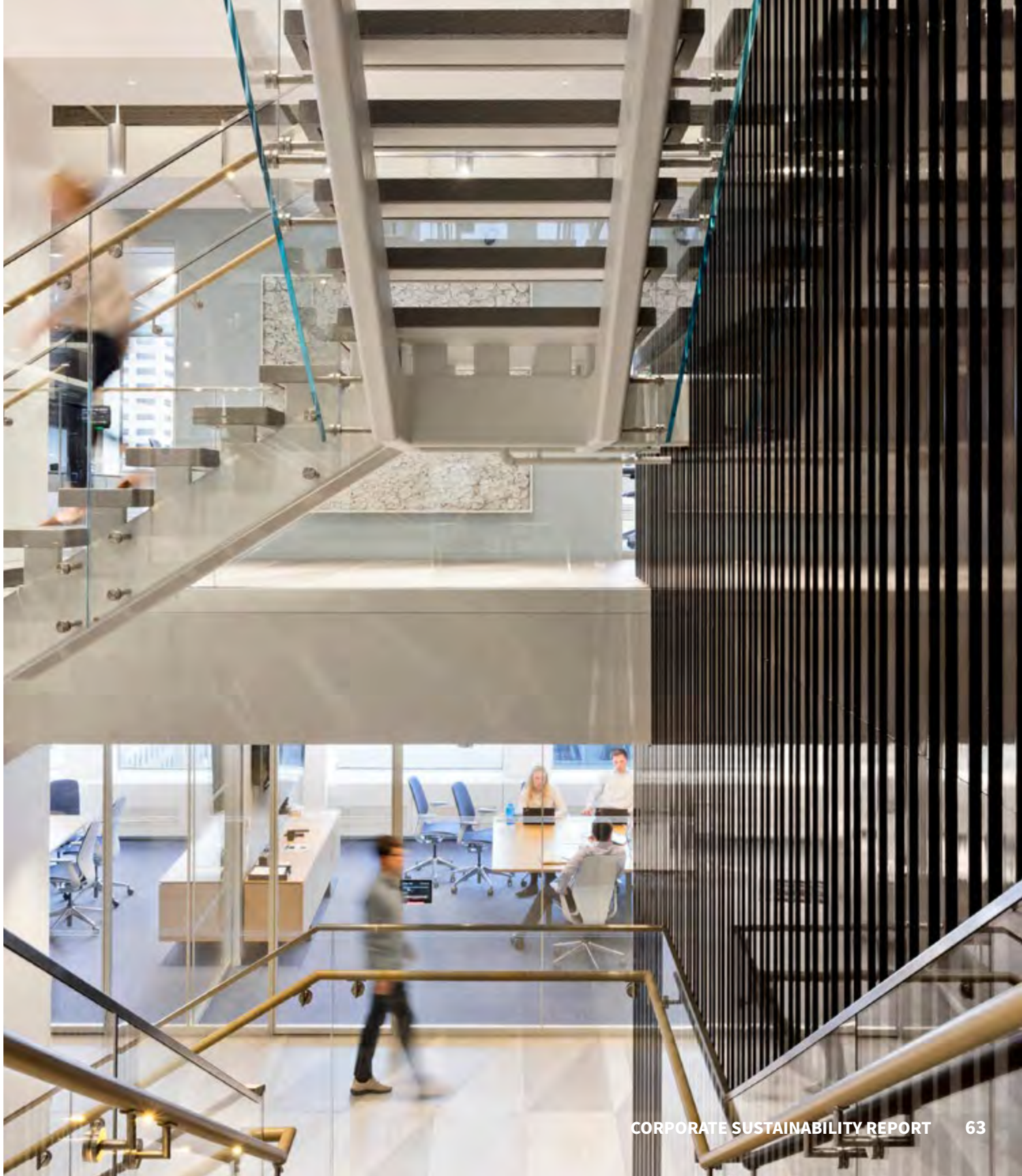
FTI Consulting provides development opportunities for our people through regular coaching sessions with leaders and self-guided professional development courses. We aim to ensure that our people feel supported when they join the company by assigning each employee a dedicated coach who will empower them to identify and capitalize on their skills. Coaches are responsible for mentoring and guiding project assignments to support employees’ agency, as well as championing employees within the firm by serving as an advocate for their professional progression.

Employees are empowered to explore and develop their skill sets or interests by utilizing Knowledge Now, FTI Consulting’s learning management system and central hub for our skill development programs, including e-content from LinkedIn Learning, Coursera and Thomson Reuters, as well as in-person firm events. **In 2022, we grew employee e-learning engagement with a total of 2,556 unique learners utilizing these educational offerings.**

“Knowledge Now has provided me with a plethora of options to improve in my current role and career enhancement. Through Coursera, I was able to complete my Google Project Management Certificate and Professional Google Workspace Administrator Certification, which are widely recognized industry specializations. Beyond technical courses, I have been able to participate in various leadership development and self-improvement courses via the variety of learning sources.”



RAY WARRINER
Senior Systems Engineer, Los Angeles





Growing at FTI Consulting

Q&A with **Molly McNary**, who joined FTI Consulting in 2014 as a Consultant and is now a Managing Director in our Corporate Finance & Restructuring segment in FTI Consulting's Boston office.

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

"FTI Consulting is a great place to establish and progress your career. Engagements are diverse in scope, and clients are diverse in industry and size. These experiences accelerate learning and development, enabling one to advise clients better. As an example, my experiences range from public company readiness for \$100 million to \$500 million technology, healthcare and advertising companies to finance process redesign for \$1 billion to \$10 billion retail, travel and leisure and real estate companies."

What is your favorite thing about working at FTI Consulting?

"Our culture encourages practices and people to collaborate. As colleagues, we share expertise, skills and perspectives to deliver the best overall results on internal initiatives and client engagements."

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

"Our firm has grown rapidly since the Business Transformation practice was established within Corporate Finance & Restructuring. My role within our practice and on client engagements evolved as the firm grew. I designed service offerings, formalized engagement methodologies and led our women's affinity group. I grew from contributing individually as a Consultant to leading multiple engagements simultaneously as a Managing Director."

"Having the right mentors and advocates to support your professional development can impact how you view your next steps and endgame. This concept comes in all shapes and sizes, but as a coach, I like to take time initially to assess what really matters to my coachees and where I see gaps from my perspective. A cadence of regular communication is important, and at FTI Consulting, we have a space where each of us can be candid and honest with each other, allowing us to work quickly to address obstacles as they arise."



JONATHAN MA
Managing Director, Atlanta

Talent Development Highlights



78%

of employees participated in Talent Development programs



~11 hrs

average training hours per employee



79k hrs

training hours logged by employees



38%

increase in leadership trainings compared with 2021



88%

satisfaction rating for Talent Development courses taken

We invest heavily in our people as they progress through their career at FTI Consulting by providing them with the proper tools and resources so they are prepared to take on their next role. We have well-outlined career progression pathways for each level, including transparent role competencies, grading systems and review sessions. To set our employees up for success, FTI Consulting offers specialized programs for significant professional milestones. These programs range from early talent orientations to leadership development trainings. In 2022, while still offering webinars, we hosted all our major Talent Development programs in person to create more opportunities for our employees to connect with colleagues and engage in business learning experiences.

More than 1,025 professionals completed in-person leadership trainings in 2022, a 38% increase compared with 2019, the last time we offered in-person programs. The Talent Development programs detailed below are supplemented by segment-driven learning paths and personalized opportunities specific to an employee's role. In addition to our key leadership programs, in our EMEA region, we implemented two new 18-month apprenticeship programs focused on public relations and accounting for students entering the workforce. These programs enable young people to develop pathways in the UK in a practical business setting with hands-on

experience to guide them through the transition from school into their professional career.

— **New Graduate Orientation Program:**

FTI Consulting hosts two multiday programs with on-site trainings to support the professional transition of recent graduates and introduce them to the firm — one in EMEA (75 participants) and one in the Americas (209 participants). These programs equip new employees with the information, guidance and resources that are essential for a successful start at FTI Consulting. They also provide 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.

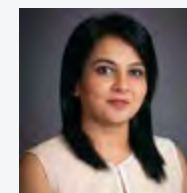
— **Milestone Programs:** Following a promotion or recent hiring, FTI Consulting offers role-specific Milestone Programs to set employees up for success in their new position. The Milestone Programs are multiday, on-site development programs offered to Senior Consultants, Directors, Senior Directors and Managing Directors. The programs are structured to equip newly promoted and recently hired employees with the tools they will need as they assume new responsibilities and strengthen their leadership, managerial, teamwork and client relations skills. **In 2022, we provided training to 839 professionals, offering the most Milestone Programs and learning opportunities in FTI Consulting history across every region — nearly doubling our in-person Milestone offerings compared with 2019.**

“The New Graduate Orientation Program was a fantastic introduction to FTI Consulting. Both the general- and segment-specific training sessions helped me understand what was expected of me as an incoming Consultant. Networking with other new hires was also an amazing opportunity to learn more about the collaborative company culture here at FTI Consulting.”



CAITLIN HARSHBERGER
Consultant, Chicago

“The Senior Director Milestone Program challenges you to think hard about yourself and explore the depths of personal insecurities and strengths in identifying your leadership style. I also found the opportunity to network with a group of highly talented Senior Directors from diverse industries extremely motivational.”



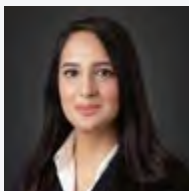
NEHA PARMAR
Managing Director, Hong Kong

“Participating in the Directors Milestone Program and having the opportunity to meet colleagues from other countries, offices and practices was an enriching experience and made me realize that FTI Consulting is the right and best place to be!”



JULIANA GUZMÁN CÁRDENAS
Director, New York

“The Managing Director Milestone Program was an invaluable experience. Having joined FTI Consulting six months prior to the program, it provided an excellent platform to deepen my understanding of the global business practices, further my skills in cross-segment collaboration, broaden my internal network and enhance my understanding of what it takes to reach the next stage of my career.”



SAREENA SAINT
Managing Director, Dubai

— **Senior Managing Director Readiness**

Program: FTI Consulting offers two Senior Managing Director Readiness Programs. One is targeted at supporting our women early in their tenure as a Managing Director, and one is for our high-performing Managing Directors identified as having the potential of advancing to the highest levels of the organization. As emerging leaders approach promotion from Managing Director to Senior Managing Director, FTI Consulting holds tactical training to prepare future firm leaders for their new role. The Senior Managing Director Readiness Programs are nomination-based programs of high-performing employees from across our global network, providing participants with an organized approach to skills building and networking. The programs offer insights into the firm’s core business strategies and designated leadership tactics that are vital for growing and managing client engagements.

— **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 support to prospective and existing clients. FTI Consulting offers diverse business development learning programs based on an employee’s role and interests, homing in on core competencies needed at each level. We offer business development training to our more than 7,800 employees working across six continents and five business segments. Programs cover strategic and tactical skills for client business building and delivery excellence to improve our experts’ client interactions.



Our Business Development Learning Programs focus on enhancing our client-facing employees' capabilities in listening, presenting and leveraging the strength of the firm to bring innovative solutions to meet our clients' unique needs. For example, we offered in-person and webinar programming to enable our employees to better support the breadth and depth of services provided on complex client engagements. These varied trainings include highlighting client development, emphasizing engagement management and sharing FTI Consulting Success Stories that outline how we help clients overcome challenges. Through these trainings, our experts shared and developed the many ways we deliver strong client impact as trusted advisors optimizing client engagement outcomes. FTI Consulting's training and coaching culture enables coaches to provide their coachees with feedback to elevate the support we provide clients.

Investing in our people and their professional aspirations continues to be the driving force behind our sustained growth as an organization. **More than 1,490 FTI Consulting professionals were promoted in 2022, a record number for the firm** — demonstrating the success of our efforts toward cultivating strong leadership within the company. We remain committed to fostering a culture of ongoing learning and are focused on empowering our talented professionals through engaging development opportunities as they grow in their career at FTI Consulting.

“Having the dedicated time for professional development in a focused manner, with an international mix of exceptional colleagues, was a tremendous opportunity. The Senior Managing Director Readiness Program allowed for the cultivation of a broad network, time for self-reflection, and appreciation for the diversity of people, expertise and capabilities of FTI Consulting.”

**DAVE MESSINGER**

Senior Managing Director, New York

CASE STUDY

EXPANDING FREE ACCESS TO COMPUTER SCIENCE EDUCATION ACROSS EMEA



SITUATION

[Code.org](#) is an education innovation nonprofit dedicated to providing all students with the opportunity to learn computer science for free as part of their core K-12 education, helping to close the computer science skills gap. While Code.org has become a well-recognized resource for computer science education in schools across North America, its brand did not have the resources or organizational support globally to have the same impact in other parts of the world. Seeing an opportunity to scale its influence globally, Code.org began a partnership with FTI Consulting's Dubai-based professionals to help bring its curriculum to countries across EMEA.

OUR ROLE

Working in a series of phases over the next five years, FTI Consulting has been supporting Code.org on a pro bono basis to help expand the organization's global influence. First, the team sought to understand and outline the organization's key objectives and operating plan to develop content resources and country-specific plans for implementing Code.org's curriculum. After the discovery phase, the team recommended countries across EMEA that could largely benefit from the curriculum, specifically focusing on the Middle East and Africa. To ensure sustainable implementation of Code.org into a given country, the team also worked alongside Code.org, the Ministry of Education, the Ministry of Communications and other concerned ministries to create comprehensive rollout proposals for each country, which would incorporate government agencies, development banks and local corporations.

OUR IMPACT

FTI Consulting **contributed more than 250 hours to the Code.org expansion project in 2022**. In the first year, FTI Consulting **garnered interest from over 20 countries and issued 15 Memorandum of Understandings** to various government agencies and private companies. This includes the formal launching of Code.org in the UAE. In the future, FTI Consulting will continue supporting the organization with content creation and project management of the EMEA expansion, as well as program execution support. This support includes hosting awareness events, trainings and development for educators, and program implementation within schools.

"The long-term collaboration with Code.org is a project of special relevance for our firm. Striving to give every child around the world an opportunity to learn coding and computer science is a very ambitious goal, but the impact it will have in today's disadvantaged regions and communities will be colossal in terms of its ability to develop critical skills at an early age and provide access to the increasingly highly skilled world of work. At FTI Consulting, we are fully committed to this effort."



ALBERTO PAMIAS

Senior Managing Director, Dubai



CASE STUDY

ABERCROMBIE & FITCH: REFRESHING THE ESG STRATEGY FOR A LEADING RETAILER

SITUATION

Abercrombie & Fitch Co. (“A&F”) is a global, omnichannel specialty retailer of apparel and accessories for men, women and kids through five brands: Abercrombie & Fitch, abercrombie kids, Hollister, Gilly Hicks and Social Tourist. Amid an increased focus on social and environmental practices and performance in the retail industry, the company sought to refresh its broader ESG strategy.

OUR ROLE

A&F engaged FTI Consulting to advise on its broader sustainability strategy and ESG program development.

As part of this mandate, FTI Consulting’s ESG Advisory team supported A&F’s sustainability efforts through completing a multistakeholder materiality assessment, updating ESG goals and targets, prioritizing sustainability disclosures and framework alignment, and leveraging its proprietary ESG ratings assessment tool.

Following the company’s MSCI ESG rating improvement from “B” to “BBB” during the two previous rating cycles, FTI Consulting helped A&F conduct its first materiality assessment to identify priority ESG initiatives based on importance to key stakeholders and the assessed impact to the company’s financial and sustainability performance. Following completion of the materiality assessment, FTI Consulting and A&F assessed available data and associated baselines, identified actionable ways to quickly and effectively enact change, and ultimately set credible and meaningful organization-wide ESG goals.

OUR IMPACT

FTI Consulting’s engagement resulted in **setting more than 25 goals** with corresponding baselines, target metrics and dates, bolstering A&F’s focus on high-impact performance improvement initiatives that can benefit both sustainability-related performance and the company’s bottom line. Leading up to the ESG goal-setting process, FTI Consulting **engaged with external and internal stakeholders** of A&F during the materiality assessment and **recorded approximately 1,000 direct stakeholder data points for consideration** — a critical precursor to facilitating cross-organization strategy sessions and finalizing the company’s updated ESG goals.



Diversity, Inclusion and Belonging

A culture of diversity, inclusion and belonging is fundamental to FTI Consulting's core values. Our Executive Committee and business leaders are committed to championing diversity and inclusion across the business — from hiring to the employee experience and client engagements.

FTI CONSULTING'S COMMITMENT TO DI&B: OUR PILLARS

We believe that long-standing support and investment in DI&B is the right thing to do. Our people are able to excel when they can bring their authentic selves to work. Enabling a culture of diversity allows us to be better colleagues and better advisors to our clients. Every day, our people leverage their unique experiences and views to deliver expertise and develop innovative solutions.

“As FTI Consulting continues its growth strategy, it is critical that we recognize, celebrate and nurture the diversity of our professionals. Through our DI&B program, we have an opportunity to work alongside our Executive Committee, regional leaders, Employee Resource Groups and committed colleagues across all levels of the company toward a shared purpose as we strive for equity and inclusion.”



RICKY FORDE

Senior Director, London



Our Pillars

Consisting of four distinct and complementary pillars, FTI Consulting's DI&B Strategy represents a multipronged approach focused on attracting, developing and retaining diverse talent and providing an equal opportunity hiring environment. Each pillar is designed to be amplified with a designated goal, multiple firm-based commitments and tactical applications to provide for accountability and implementation. This includes programs and strategies aimed at hiring, retaining and developing top female talent and talent from historically underrepresented minority populations, helping us to build a pipeline of diverse leaders across FTI Consulting.

Over the last several years, FTI Consulting has made significant investments to expand DI&B initiatives globally and to help create an environment where our employees feel heard, valued and supported. We are proud of our progress and the evolution of our programs and policies to create a more diverse and inclusive workplace in 2022 and advance toward our long-standing commitments.



PILLAR I

Reinvigorate our efforts to support, promote and retain diverse talent



PILLAR II

Double down on efforts to attract diverse talent



PILLAR III

Leverage our expertise to help the world more broadly through pro bono, charitable efforts and volunteering



PILLAR IV

Keep the dialogue alive through employee resource groups, trainings and events

THE PACT FOR FTI CONSULTING

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

- **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 an offer to at least the same or higher percentage of female and diverse candidates.

FTI Consulting strives to build an inclusive culture through additional commitments and programs:

- As a signatory of the [CEO Action for Diversity & Inclusion™](#) pledge
- As a member of [Stonewall's Global Diversity Champions program](#), one of the leading benchmarks for global LGBTQI+ workplace diversity and inclusion

Pay Equity and Pay Gap

As an extension of the Pact for FTI Consulting, our values and our commitment to our goals to promote equity across the firm, FTI Consulting conducts and releases global gender and ethnicity pay gap analyses annually.

We remain focused on our efforts to provide our people equal pay for doing the same or similar work, regardless of gender or ethnicity. In 2022, our annual review indicated that **we continued to achieve pay equality**. Through our programs and policies, we support fairness in how we approach pay and rewards for our people.

We are focused on transparency and accountability through an annual examination of our global pay gap data. Our 2022 global gender and ethnicity pay gap analyses demonstrate modest changes since 2021. While we continue to focus on recruiting diverse talent, we must retain that talent as those individuals continue to grow at FTI Consulting.

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

An analysis of our pay and bonus gaps tells us that the gender and ethnicity imbalances are due to:

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

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

GENDER

Global employees

GENDER PAY AND BONUS GAP¹



PAY GAP

MEAN
46%
(-1%)

MEDIAN
36%
(-2%)



BONUS GAP

MEAN
62%
(-1%)

MEDIAN
48%
(0%)

ETHNICITY

Global employees

ETHNICITY PAY AND BONUS GAP²



PAY GAP

MEAN
34%
(0%)

MEDIAN
24%
(-1%)



BONUS GAP

MEAN
50%
(2%)

MEDIAN
35%
(-1%)

¹ Gender pay calculation is based on FTI Consulting's total headcount as reported in our Form 10-K as of December 31, 2022, 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, the UK, Canada, South Africa and Australia as reported in our Form 10-K as of December 31, 2022, excluding employees in the Compass Lexecon subsidiary and employees on leave. This represented 74% of total headcount as of December 31, 2022.

We recognize that there is still much work to be done to help us close our pay gap. We are focused on increasing gender and ethnic representation across every level of our firm. We also seek to invest in programs and adopt policies that enable us to work toward 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 **93% increase** compared with 2020.



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

- Ensuring our leadership pipeline includes more female and historically underrepresented minority leaders through development programs such as the **FTI WIN Managing Director Transformational Leadership Program** and the **Managing Director Leadership Forum**.
- Seeking to increase our focus on supporting and developing our female and historically underrepresented professionals through a variety of global mentorship programs, including the **Asia Mentorship Program**, **Aspire Program** and the **FTI Ignite Program**. We have seamlessly integrated our **Diverse Senior Director and Managing Director Program** into our existing firmwide **Trusted Advisor Program**, which has been strengthened with components aimed at fostering meaningful relationships among team members. This program emphasizes one-on-one connections, particularly among our female and historically underrepresented colleagues, to provide comprehensive support and bridge gaps in the employee experience.

Through these actions, we have:

- **Increased female Senior Managing Directors by 10%** in 2022 compared with 2021
- **Increased historically underrepresented minority Senior Managing Directors by 21%** in 2022 compared with 2021
- **Increased female employees in management positions** (Manager-level and above) **by 17%** in 2022 compared with 2021
- **Increased hiring of Black professionals in the United States and UK by 31% and 82%, respectively**, in 2022 compared with 2021
- **Increased hiring of Asian professionals in the United States and UK by 50% and 40%, respectively**, in 2022 compared with 2021
- **Increased female employee representation globally by 16%**, with female employees growing to **43% of all professionals** in 2022 compared with 42% in 2021
- **Achieved our goal of reaching 50/50 gender balanced hiring** at the Consultant and Senior Consultant levels in 2022
- **Increased firmwide female hires to 49%** in 2022 compared with 48% in 2021
- **Increased firmwide HURM hires to 40%** in 2022 compared with 33% in 2021



OUR PILLARS: DRIVING MOMENTUM IN 2022

Across the four pillars, our teams have designed strategic and thoughtful programs, groups and events to benefit our people 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 women and historically underrepresented minorities.

Our Commitments and Goals:

- Enhance expectations of mentors so that women and historically underrepresented minority talent at FTI Consulting is paired with strong mentors
- 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

We strive to create an environment at FTI Consulting that allows all our professionals to receive appropriate coaching, mentorship and opportunities.

As part of our commitment, we continued to expand our efforts in 2022 to better serve historically underrepresented minorities and women through a variety of global mentorship programs, including the **FTI Ignite Program**, **Asia Mentorship Program**, **Aspire Program** and **Diverse Senior Director and Managing Director Mentorship Program**.

- The **FTI Ignite Program** brings together diverse Consultants, Senior Consultants and Directors for intimate mentorship and career development experiences throughout the year. With a 2022-2023 cohort of **122 participants** and a team of **38 mentors**, FTI Ignite provides a valuable platform for mentorship and development.
- The **Asia Mentorship Program** welcomes all applicants, yet notably engages a substantial cohort of high-performing female participants. This initiative is dedicated to fostering the development, engagement and retention of female employees. Pairings are organized to align with individual needs and aspirations.

Pillar 1 – Our 2022 Impact

220+

professionals participated in mentorship programs in 2022

17%

increase in female professionals in management positions compared with 2021

10%

increase in female Senior Managing Directors in 2022 compared with 2021

21%

increase in historically underrepresented minority Senior Managing Directors in 2022 compared with 2021

- The **Aspire Program** is a unique initiative piloted within our Forensic & Litigation Consulting segment, tailored exclusively for Managing Director and Senior Managing Director women in the segment. Its primary aim is to foster career development through small group goal setting, emphasizing mutual accountability. Notably, in 2022, **74 women** actively engaged in this enriching program.
- Our **Diverse Senior Director and Managing Director Mentorship Program** pairs diverse professionals from historically underrepresented groups with a Senior Managing Director mentor. The mentors engage in ongoing meetings with their mentees to discuss individual development needs and career goals. In 2022, the program was further enriched and expanded to encompass a wider spectrum of historically underrepresented minorities and female professionals.
- A group of high-achieving and inspiring women across the firm came together at the **FTI WIN Managing Director Transformational Leadership Program** in New York. This yearlong program is designed to accelerate the advancement of our highest-performing women in senior client-facing positions through training, networking and coaching opportunities. **A total of 41 women attended the 2022 session, and the group reconvened in May 2023 to complete the program.**

GENDER AND HISTORICALLY UNDERREPRESENTED MINORITY REPRESENTATION

At FTI Consulting, we believe that our continued success depends in part on our ability to provide definitive and diverse expertise to our clients. We seek to improve and work to reshape our talent pipelines in order to provide equal employment opportunities, attract and retain top female talent and increase the percentage of underrepresented minorities through hiring, development and retention initiatives.

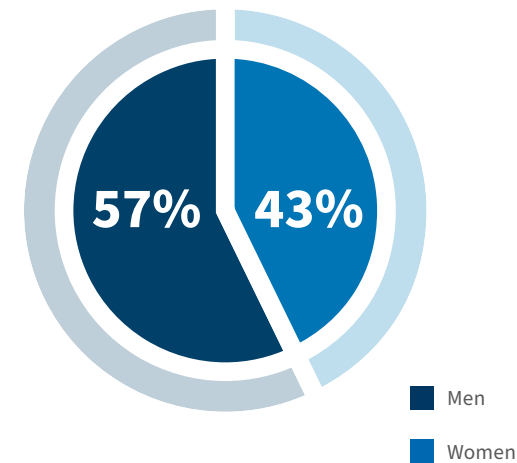
FTI Consulting publishes our workforce gender demographics data globally and our historically underrepresented minority demographics data for employees based in the United States, the UK, Canada, South Africa and Australia.



¹ Gender representation is based on FTI Consulting's total headcount as reported in our Form 10-K as of December 31, 2022.

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, the UK, Canada, South Africa and Australia. Employees who self-identify in traditionally underrepresented groups in these countries are considered historically underrepresented minorities. These five countries represented 76% of the company's total headcount as of December 31, 2022.

GENDER REPRESENTATION¹



49%

of firmwide hires were female in 2022 compared with 48% in 2021

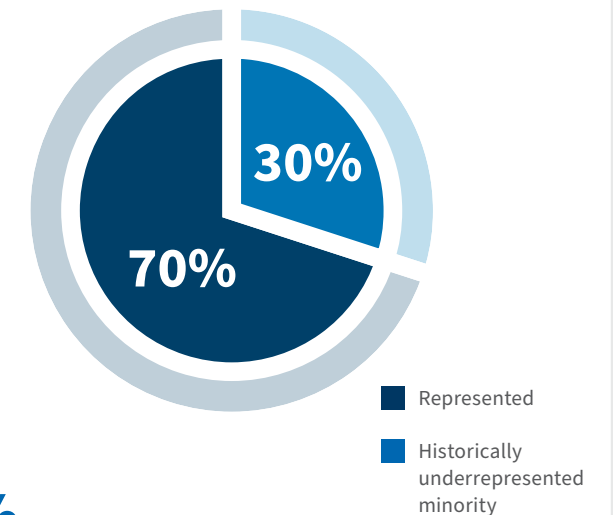
62%

increase in hiring of female experienced hires in EMEA compared with 2021

41%

of early talent campus and graduate hires were female in 2022

HISTORICALLY UNDERREPRESENTED MINORITY REPRESENTATION²



40%

of firmwide hires represented a HURM as of December 31, 2022 compared with 33% as of December 31, 2021

39%

of the total combined headcount at the Consultant and Senior Consultant levels were HURM employees as of December 31, 2022

FTI CONSULTING'S EMPLOYEE RESOURCE GROUPS

Through our Employee Resource Groups (“ERG”) and other initiatives across the firm, we work to cultivate a culture 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.

FTI Consulting supports ERGs, including the **Diversity Ambassadors program**, the **Hispanic/Latinx Organization for Leadership and Advancement (“HOLA”)**, **FTI Consulting Pride Network**, **FTI Consulting Women's Initiative (“WIN”)** and the **Race, Identity, Social and Equality (“RISE”) Network**. In 2022, FTI Consulting celebrated a significant milestone with the addition of three new formalized groups: **the Black Employee Network (“BEN”)**, **the Asian Diversity Network (“ADN”)** and the **Parents Network**. This expansion exemplifies our unwavering commitment to fostering inclusivity, empowering underrepresented communities and nurturing a workplace culture that embraces the unique experiences and perspectives of our employees. Collectively in 2022, our ERGs played a vital role in promoting DI&B at FTI Consulting, **organizing 36 events that garnered the participation of more than 1,500 internal and external individuals.**



Diversity Ambassadors

With a representation from local business leaders within our offices around the globe, our Diversity Ambassadors help to champion diversity and dialogue and engage our professionals in our ERGs.

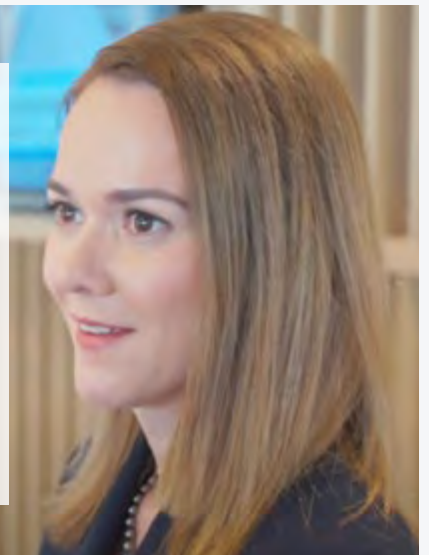


VIDEO

What Makes Our Culture Unique?

Ana Heeren is a Senior Managing Director in our Washington, D.C., office. She is also heavily involved in our FTI Consulting WIN and HOLA ERGs.

Learn more about Ana and other colleagues about culture and diversity at FTI Consulting in [this video](#).





Asian Diversity Network

ADN was created in 2022 to celebrate the diversity within FTI Consulting, as well as build a platform to support colleagues of the Asian community. ADN supports the professional and personal development of colleagues with an Asian background and spreads awareness of Asian heritage and culture.



Black Employee Network

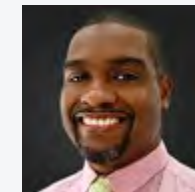
Our newest ERG, BEN, is dedicated to enhancing the representation, personal growth and professional development of Black professionals at FTI Consulting. Formed at the end of 2022, the vision of BEN is to establish a strong community at all levels throughout the firm and build an atmosphere of inclusion and belonging.



FTI HOLA

HOLA joins our Hispanic/Latinx communities and allies at FTI Consulting, universities and the community at large to provide career development and support. In 2022, HOLA hosted a number of in-person and virtual events to recognize Hispanic Heritage Month, Día de los Muertos and even the FIFA World Cup. HOLA members also participated in and brought their expertise to two conferences for the Hispanic community: The "Yo Soy NALFO" Undergraduate Conference and the Future of Work for Latinx Conference.

"BEN supports FTI Consulting's commitment to create an inclusive, high-performing culture by providing connectivity and community for Black employees and allies. For many of us, seeing all of the Black talent across the firm come together was both emotional and inspiring. Together with our allies, we have already begun pursuing goals that we believe bring out the best in our Black talent and enhance FTI Consulting's ability to serve clients in the moments that matter."



DARIUS JOHNSON

Managing Director, Houston

"HOLA seeks to attract and support with the recruiting, retention and career advancement of Hispanic and Latinx at FTI Consulting. We're proud of how this ERG has grown and gained traction throughout the firm globally. It is a testament to how fiercely our HOLA members are committed to supporting each other and creating an environment that celebrates and embraces Hispanic culture."



ANA HEEREN

Senior Managing Director, Washington, D.C.

SPOTLIGHT ON ASIAN DIVERSITY NETWORK



The Asian Diversity Network was created in 2022 as an internal initiative to celebrate the diversity within FTI Consulting, as well as build a platform to support colleagues and allies of the Asian community. **As one of our newest ERGs, ADN's mission seeks to build an environment that supports the professional and personal development of colleagues with an Asian background while spreading awareness of Asian heritage and culture.** What began as a grassroots effort within our Office of the CFO practice in New York in response to Asian hate amid the COVID-19 pandemic has since expanded across many offices in North America, with more than 75 professionals engaged in ADN events as of 2022.

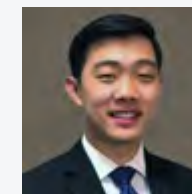
ADN launched more broadly as an official ERG at FTI Consulting, with goals targeting three focus areas:

1. **Attracting exceptional candidates and fostering professional and personal development** of internal Asian professionals for supported career growth at FTI Consulting
2. **Building and maintaining relationships** internally and externally to share knowledge, impact communities and create business development opportunities
3. **Spreading awareness about the diversity of Asian cultures** and holidays through social events

2022 was an exciting first year for the ERG, which hosted internal happy hours and gatherings, including regional dinners to celebrate the Lunar New Year and business development events with clients. ADN also partnered with our other ERGs to co-host events, including a panel of professionals on the "Myths of Diverse Leadership" and a Hispanic Heritage Month celebration co-hosted with HOLA to recognize the intersection of Asian and Hispanic culture.

ADN looks forward to continuing to spread awareness about Asian communities and is expanding into several FTI Consulting offices and regions in the coming year.

"Being a part of FTI Consulting's Asian Diversity Network as a young leader has been a truly rewarding experience that allowed me to connect with and learn from so many other passionate colleagues and senior management throughout the firm. As a newer ERG, the overwhelming support and interest received from our leaders and peers have made it possible for ADN to grow from a grassroots effort into what it is today. I am honored to have the opportunity to be a leader in ADN, and I look forward to using my experience to help support and expand our ERG globally. Our members and colleagues are able to learn about and share experiences around Asian culture, as well as connect among our internal and external professional networks."



KEVEN SHANG
Senior Consultant, New York



FTI Pride Network

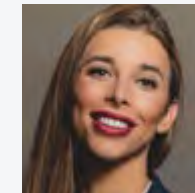
The Pride Network brings together colleagues who are committed to equality of opportunity for the LGBTQI+ community and provides a welcoming space for support and discussion. In 2022, the Pride Network hosted a range of creative events to build awareness and connection internally and externally. For National Coming Out Day, the Pride Network hosted a panel of our LGBTQI+-identifying clients for a candid discussion on what it means to be “out” in the workplace. Colleagues also leveraged events during Global Pride Month to fundraise for NGO Insight, a Ukrainian human rights organization.



FTI WIN

As our longest-standing ERG, FTI WIN provides a comprehensive platform for our female professionals worldwide. Through a range of offerings that include career training, professional development, mentorship, networking and community outreach, FTI WIN empowers women to unlock their fullest potential and cultivate top-tier leadership capabilities. This global ERG orchestrates an average of approximately eight events per quarter across our global offices, fostering a dynamic environment that nurtures growth and collaboration at a local level around the world. These events encompass a diverse array of activities like the insightful “What Matters to Me” panel and breakfast hosted by FTI WIN South Africa. Additional events included the two-part series hosted by FTI WIN Houston titled “Get Inspired by Local Trailblazers.”

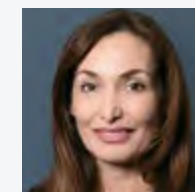
“Our Pride Network and our incredible allies have played a pivotal role in creating a sense of belonging at FTI Consulting. We have a group that is committed to elevating each other, giving back to the community and creating an example for other firms. Beyond the Pride Network community, we are providing another example to allow people to authentically express themselves and take pride in their diverse identities. I take great pride in our leadership for their commitment, promotion and investment, which are essential to fostering this diverse culture at our company.”



MADDIE STENGER

Director, New York

“Through the tremendous contributions of our global FTI WIN network and strong support from our leaders, we’ve had great success in pursuing our shared goals for gender equality in 2022. FTI WIN plays an important role for community-building, mentorship and professional development for women across our organization. Progress to date reflects our focus on ensuring that FTI Consulting is an employer of choice for women of all levels, as well as our multiyear efforts to build a strong pipeline of female leaders.”



SOPHIE ROSS

Senior Managing Director and Technology Segment Leader, San Francisco



Parents Network

FTI Consulting's Parents Network provides a safe space for professionals to be honest and open about the challenges and opportunities that come with being a working parent. What began as an informal network in the UK has grown across EMEA and continues to expand as a formal ERG globally in 2023. In addition to discussions with members, the Parents Network has organized special events on themes such as "Dressing for Success" and "Managing Relationships Under Stress."

"As a parent myself, the Parents Network has helped me immensely to deal with different challenges in balancing my work and family commitments. As one of the founding members, I have seen how this network has enabled parents to be heard and understood through all the stages of parenthood and allows us to support each other and share any issues, best practices and achievements. It is encouraging to see how this network brings together different parts of FTI Consulting's work to be best-in-class for working parents and not just from a benefits perspective. This drives greater employee satisfaction and helps increase employee retention."



AKSHAY BAJAJ
Senior Director, London



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 2022, RISE hosted events to celebrate Diwali and highlighted UK Black History Month to shine a light on the importance of meaningful allyship.

"I knew I wanted to be a part of FTI Consulting's RISE Network as soon as I received my job offer after graduation. Even prior to joining the firm full time, the network was instrumental to my growth and development during my time as an intern. Since its inception and the dedicated passion of its committee, RISE has fostered a safe community for Black, Asian and minority ethnic staff to not only navigate the corporate space but thrive in it. On a personal level, it has been empowering to work for a firm that creates an environment where its staff can challenge the status quo and create positive change, ultimately making it a more inclusive place to work for all. What once started as a small group is now a welcome force to be reckoned with in the business, and the RISE Network looks forward to continuing to break barriers, advocate for the underrepresented and build the bridges that will lead the business forward."



KIRSTIE-ANNE WOODMAN
Consultant, London

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 and Goals:

- 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 are building an inclusive firm and culture at FTI Consulting through our commitment to attracting diverse talent across our segments and levels and identifying leadership opportunities for diverse future leaders. In 2019, in support of equity in the workplace, FTI Consulting agreed to a pact, which included a commitment to strive to increase the pool of qualified female and diverse candidates by 5% by 2023, and we hope to extend offers to at least the same or higher percentage of female and diverse candidates. In 2022, we made considerable progress toward this goal, **including a 58% increase of female candidates and 67% increase of historically underrepresented minority candidates.**

We continue to advance our efforts to build a diverse pipeline of professionals by ramping up FTI Consulting’s participation in virtual career fairs with professional organizations focused on diversity and inclusion: These include the [Association of Latino Professionals for America](#), [Out & Equal](#), [Lesbians Who Tech & Allies](#) and [The Consortium](#). In 2022, we began a partnership with the Forté Foundation, an organization dedicated to advancing women in business and changing the balance of power in the workplace. Through the partnership, our female professionals had an opportunity to develop new skills and broaden their networks by participating in [Forté](#) leadership conferences, educational webinars and other events.

Our **Diverse Professionals Rotational Program (“DPRP”)**, an all-encompassing program that supports attracting, promoting and retaining top diverse talent across the the entire firm, continued to grow in 2022. Designed as a structured 12- to 18-month journey, participants are rotated between business practices to gain a comprehensive view of our experts. In 2022, we launched two cohorts of the program with a combined 17 professionals and also launched the program in EMEA.

Our 2022 Impact

49%

increase in firmwide female hires

40%

increase in historically underrepresented minority hires

50/50

reached gender-balanced hiring at Consultant and Senior Consultant levels

15%

underrepresented minority professionals at the Consultant level, meeting firmwide goal

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.

To support our new hires in 2022, we hosted five interactive workshops, with a total of 286 participants, providing professionals with a strong foundation in our DI&B principles and suggestions on how they can get involved or be an ally at the start of their career journey at FTI Consulting.

“As a DPRP employee, my experience is identical to a day as a regular employee. While DPRP employees get to rotate and find their passion in consulting, no one treats you any differently because of the path you have taken into the firm. All of my leads interact with me with full expectations and allow me to have the autonomy they would give to anyone else who has just joined the firm. While I work hard to learn new skills and to complete different tasks each day, I know that I have the support of everyone around me to help me succeed in my career and here at FTI Consulting.”



TAJIAH ELLISON
Consultant, Brentwood

Pillar 3 | Leverage our expertise to help the world more broadly through pro bono, charitable efforts and volunteering

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 and Goals:

- 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.

We are proud to report that our employees have supported more than 4,000 charities since the program launched in 2016. This includes more than 32,000 hours of volunteer service and the equivalent of over \$18 million in pro bono services to community-based organizations.

As part of our commitment to DI&B, FTI Consulting updated its Charitable Giving, Matching Gift and Pro Bono Policy to allow each professional up to 35 hours of pro bono work that can be counted to the employee's segment utilization and productivity metrics annually. This has resulted in increased engagement in the Pro Bono Program. In 2022, our professionals contributed more than **\$6.1 million** to pro bono engagements, a record for FTI Consulting.

In addition to our pro bono efforts, FTI Consulting empowers and encourages our employees to make a positive impact on causes and communities that are important to them. In 2022, FTI Consulting professionals volunteered more than **6,700 hours**.

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

Our 2022 Impact

\$6.1M+

in pro bono services provided

10,000

hours contributed to pro bono services

6,700+

hours volunteered

1,270

charities supported

Our cohort of Corporate Citizenship Champions — a dedicated team of volunteers who serve as leaders for Corporate Citizenship in their local office — grew to **more than 160 professionals** in 2022. As professionals returned to the office, our Champions worked closely with the firm's Corporate Citizenship and DI&B teams to drive engagement and awareness for hundreds of causes and to give back to our local communities through park cleanups, mentoring and more.



Pillar 4 | Keep the dialogue alive through employee resource groups, trainings and events

FTI Consulting aspires to foster a culture where everyone feels empowered to speak up and engage so they can be themselves.

Our Commitments and Goals:

- 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

As a firm, we believe transparent and meaningful dialogue is critical for building an inclusive culture and a stronger company. When professionals can bring their full selves to work, they build trust and strengthen their understanding of diverse perspectives. We continue to offer dynamic 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.

In 2022, we introduced practice-led diversity workshops that are facilitated by Senior Managing Directors.

- **Managing and Leading Inclusive Teams**, FTI Consulting's annual inclusive culture training for our people managers, Directors and above, is central to our DI&B leadership training. The training prepares our leaders with practical understanding of topics such as management responsibilities within the local laws; equitable management practices; bias training; commercial excellence with inclusion; and ways to foster an inclusive culture through leadership. The training, facilitated by a third party, engages our leaders in scenario-specific exercises and simple-to-use strategies for everyday application in their roles. **More than 3,950 Manager-level and above professionals have completed the training since its inception in 2016, and we had 887 professionals participate in 2022.**
- FTI Consulting introduced its official **Microaggressions training** as a pilot in 2021, aimed at equipping employees with the tools to identify, confront and effectively address

Our 2022 Impact

100+

virtual and in-person
DI&B-hosted events
globally

1,600+

professionals
participating in annual
inclusive culture
training

20

diversity workshops
introduced to our
business segments

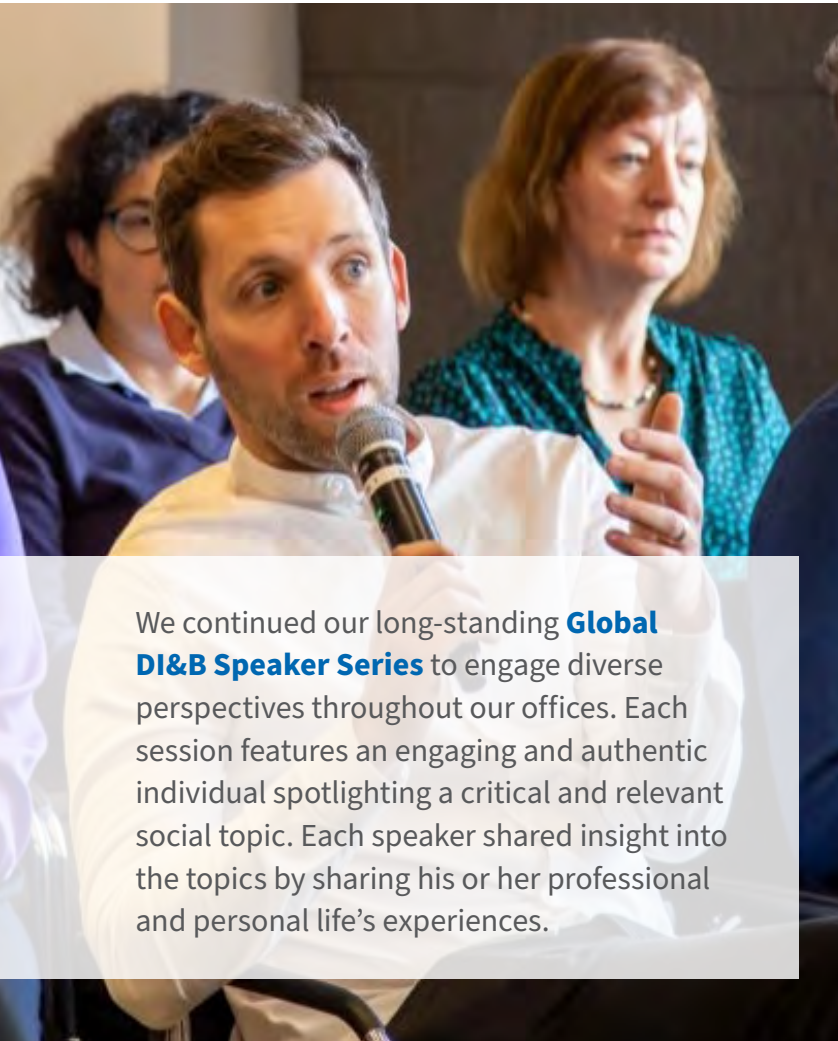
4

external speakers
through our Global
DI&B Speaker Series

microaggressions in the workplace. The overarching objective of this training is to empower participants to lead with inclusivity at the forefront. In 2022, we extended the requirement for this training across different levels, commencing with junior staff members and progressing upward. Remarkably, we recorded a significant achievement with more than **300 successful completions** of this course for 2022.

- In 2022, a notable enhancement to our DI&B training curriculum was the introduction of **Segment Diversity Workshops**. Taking a proactive approach, FTI Consulting's segment leaders have led these specialized diversity workshops, guided by the DI&B team. Through these workshops, segment leaders seek to

cultivate stronger connections with both fellow leaders and junior staff, fostering improved relationships, nurturing trust and amplifying awareness about topics that significantly influence our diverse workforce. The impact was substantial, with a total of **495 participants** engaging in these workshops.



We continued our long-standing **Global DI&B Speaker Series** to engage diverse perspectives throughout our offices. Each session features an engaging and authentic individual spotlighting a critical and relevant social topic. Each speaker shared insight into the topics by sharing his or her professional and personal life's experiences.

In 2022, we hosted four Global DI&B Speaker Series events, attracting a total of 1,097 participants.

Our 2022 sessions included:

Ruby Wax OBE

FTI Consulting hosted a conversation with American-British actress, comedian and author Ruby Wax, who now channels her energy into mental health campaigning. Ruby received the Order of the British Empire ("OBE"), an honorary British award for foreign nationals, for her services to mental health. She spoke with FTI Consulting professionals about mental health awareness.

Alexandra Wilson, Grace Rose Gwynne

Stephanie Ellis, a Managing Director in London, spoke with two female barristers, Alexandra Wilson and Grace Rose Gwynne. Their stories highlighted the daily obstacles young women and minorities face in their career.

John Amaechi

To celebrate PRIDE Month, FTI Consulting hosted John Amaechi, a respected British-American organizational psychologist, *New York Times* best-selling author, executive coach, former NBA basketball player and sought-after public speaker. John shared the formative experiences that shaped his personal journey, LGBTQI+ lessons for corporate life and best practices in influencing workplace diversity and inclusion.



Alex Scott MBE

Kwaku Aning, a Senior Director in London and Chair of the FTI Consulting RISE Network, moderated a discussion with former professional football player and commentator Alex Scott. In the session, Alex shared the early inspirations influencing her incredible career journey and ideas on the importance of diverse representation and racism.

In the past year, our ERGs have successfully hosted numerous awareness and diversity events, engaging a substantial number of employees. These events encompassed cultural celebrations like Juneteenth, Lunar New Year and Diwali, helping to create an inclusive and unified environment for all.



To celebrate Juneteenth, **Cheryl Wills**, an award-winning journalist and author joined FTI Consulting colleagues Al Park, a Senior Managing Director in Washington, D.C., and Brandon Lee, a Managing Director in Chicago, in conversation about how genealogy can be empowering in corporate America.

Throughout the year, professionals from our Corporate Citizenship Program and our ERGs identified opportunities to partner on initiatives to engage our offices. In our Washington, D.C., office, our local Diversity Ambassadors hosted the firm's first-ever Employee Engagement Expo. The expo gave our professionals in Washington, D.C., Maryland and Virginia an opportunity to hear from each ERG about its mission and current work, as well as our local Corporate Citizenship initiatives. The event re-engaged long-time employees and energized new employees into getting involved at FTI Consulting and will be replicated in other markets going forward. For his efforts in organizing an inspiring event, Washington, D.C.-based colleague Landen Lama received FTI Consulting's Global Culture Champion Award as part of our annual FTI Awards program. The award recognizes professionals across the globe who are dedicated to promoting and strengthening our culture.

"At FTI Consulting, our Diversity Ambassadors program demonstrates our commitment to diversity and inclusion. Through this initiative, we unite professionals from diverse backgrounds, fostering a collaborative environment to enhance understanding of disabilities, ethnicities, genders and sexual orientations. Participating in this program has allowed me to connect with colleagues from across the firm, enabling personal and professional growth. I was honored to receive the 2022 Global Culture Champion Award, motivating me to take the Diversity Ambassadors to the next level. I envision this group as a centralized hub for diversity, inclusion and belonging initiatives, supporting employee resource group growth, corporate citizenship initiatives and other inclusive efforts. Together, we aim to make FTI Consulting a model workplace where diversity and inclusion are not just slogans but essential parts of our corporate identity."



LANDEN LAMA

Associate, Washington, D.C.

Celebrating Our Diversity Around the Globe

2022 was an exciting year for DI&B events. Below, we highlight several initiatives that celebrated our diversity and aimed to keep the dialogue alive.

 In recognition of Diwali and the many other festivals celebrated in India during October, FTI Consulting's **India** DI&B Committee put together a series of interactive events in which all offices in Asia could participate. From sharing facts about India to participating in quizzes, colleagues came together to learn more about the traditions and heritage of our colleagues and break down cultural stereotypes.

 Our **Asia** DI&B Steering Committee hosted a virtual webinar and candid conversation with Houston-based Senior Managing Director Beth Jones. In this session, Beth shared her personal journey and discussed the power of using your voice to tell your story and the importance of creating inclusive environments.

 Our **South Africa** offices launched an “It’s OK” campaign, aimed at reducing the stigma of mental health by starting conversations and increasing understanding about employee wellness within FTI Consulting. The event encouraged professionals to have their say on behaviors that should be promoted in the firm, and our local offices dedicated posters that people could physically write on or use sticky notes to share their anonymous thoughts.

 FTI Consulting's **Germany** offices came together for a round of virtual yoga sessions to start 2022 in a positive and balanced way. The yoga sessions were open to all segments and encouraged participants to engage in physical and mental exercise to improve personal well-being.

 For International Women's Day, FTI Consulting colleagues in **Dubai and the Middle East** released a “#BreaktheBias” video and celebrated by recognizing women's achievements, raising awareness of bias and taking action to promote equality.

 Colleagues in our **Brussels** office celebrated International Women's Day 2022 with a discussion featuring Senior Managing Director Julia Harrison. Julia spoke about her personal experiences, challenges she has overcome and ways to create an inclusive professional environment.



CASE STUDY

PREPARING THE NEXT GENERATION OF EXPERTS THROUGH SKILLS-BASED VOLUNTEERING

SITUATION

For young people across the globe, mentoring provides meaningful connections that have a profound impact on their education, career trajectory and their life at home. According to research from the National Mentoring Partnership, one in three young people will grow up without a mentor.¹

OUR ROLE

Throughout FTI Consulting’s global network, we are proud of the ways our professionals supported skills-based volunteering opportunities to help develop the next generation of experts:

- Our **London** office transformed our virtual Work Experience Program into an in-person program. Over two weeks, 28 secondary school and university students from four charities shadowed FTI Consulting professionals while they shared insights about their own career path, included students in team meetings and guided them in segment-specific projects.
- In **North America**, we developed partnerships to support low-income and first-generation college students. With [Braven](#), a nonprofit working to increase strong first-job attainment, colleagues facilitated mock interviews with the organization’s Fellows to empower tomorrow’s professional workforce.
- In our **Sydney** office, together with the [Australian Business and Community Network](#) (“ABCN”), a nonprofit empowering students to reach their potential, regardless of socioeconomic background, we hosted more than a dozen high school students for a mentoring session on ways to impress in an interview. Eight FTI Consulting professionals acted as mentors and helped the students build confidence in their skills through sessions on body language, communication styles and mock interviews.

- To develop skills outside the classroom, our professionals created a financial literacy program with eight modules on budgets, credit cards, credit scores, careers in finance and more. In 2022, we delivered this curriculum to low-income and first-generation students at [Northeastern University](#).
- Our partnership with [100 Black Men in America](#), the nation’s top African American-led mentoring organization committed to enhancing educational and economic opportunities for all African Americans, continued in 2022 with colleagues maintaining their mentoring relationships.
- Professionals found new opportunities to volunteer for organizations like [DECA Inc.](#), a U.S.-based nonprofit preparing emerging leaders and entrepreneurs to be college and career ready, by judging competitive events on project management, entrepreneurship and consulting at career development conferences.

“The ABCN mentoring program focused on ways to impress during interviews and provided a ‘helping hand’ for students to unlock their potential. It allowed me to share my experiences, both good and bad, and advice. Based on feedback, the students found the program to be invaluable as they gained confidence about the interview process and self-belief in what they could offer to potential employers. They were better positioned to bring their ‘best self’ to an interview.”



JASON CHEUNG
Senior Director, Sydney

OUR IMPACT

Through company-sponsored opportunities and individual volunteering by our professionals, we provided **mentorship to more than 200 high school- and university-level students** in 2022.

¹ <https://www.mentoring.org/mentoring-impact/>

CASE STUDY

BUILDING GREATER AWARENESS OF CHILD SEXUAL ABUSE CASES IN HONG KONG THROUGH CENTRALIZED DATA

SITUATION

While several Hong Kong government agencies and NGOs collect data relevant to child sexual abuse, the information is inconsistent across the organizations, and no centralized location consolidates the information for analysis.¹ [TALK Hong Kong](https://www.talkhongkong.org/magnitude-of-csa-in-hong-kong-review-of-evidence/) (“TALK”), a peer-led organization tackling child sexual abuse in Hong Kong, wanted to better understand the prevalence of child sexual abuse. Through a personal connection with Taura Edgar, the Director and Founder of TALK, a team of experts from FTI Consulting worked alongside the organization in a pro bono capacity to help establish TALK as a centralized resource for information about child sexual abuse in Hong Kong.

OUR ROLE

Working closely with TALK, FTI Consulting professionals sourced and analyzed data from various government departments and bureaus, NGOs and academic resources to understand the availability, nature and consistency of data available across the organizations. The team created an [interactive, visual dashboard](#) housed on TALK’s website that highlights the data, trends and results of the analyses, as well as gaps in tracked data maintained by groups such as the local police and Hong Kong Department of Justice.

OUR IMPACT

The FTI Consulting professionals **dedicated nearly 200 hours of pro bono time to support TALK’s mission**. The future quality of reporting was improved by highlighting inconsistencies in the data. The data gathered were also **leveraged in an inaugural report** on the scale and nature of child sexual abuse in Hong Kong. Following these efforts, TALK is using the report to spark conversations and raise awareness on the issue with the general public.

“One of TALK Hong Kong’s missions is prevention of child sexual abuse, a topic that is deeply personal to me. Professionally, I have spent years advising clients on fraud prevention, work which sometimes uses similar capabilities that FTI Consulting leveraged in our work for TALK Hong Kong. It has been a truly rewarding experience for me to be supported by FTI Consulting as I have brought my personal and professional worlds together in this project.”

**BETH JONES**Senior Managing Director,
Dallas

¹ <https://www.talkhongkong.org/magnitude-of-csa-in-hong-kong-review-of-evidence/>

CASE STUDY

FTI CONSULTING PROFESSIONALS ACROSS THE GLOBE EMPOWER WOMEN IN THEIR COMMUNITIES

SITUATION

The economic empowerment of women is one of the most fundamental components of achieving gender equality and women’s empowerment more broadly. However, approximately 2.4 billion women of working age globally are not afforded equal economic opportunity.¹

OUR ROLE

FTI Consulting is committed to embracing, cultivating and maintaining a culture of diversity, inclusion and belonging, as it is fundamental to our core values. In addition to working toward our gender equality goals, we support the efforts of many organizations striving for equality globally:

- In **New York**, for the fifth year, colleagues partnered with [Women in Need NYC](#), the largest provider of shelter and supportive housing for New York City’s homeless families, to purchase gifts and write cards for children during the holiday season.
- Colleagues from FTI WIN in offices across **North America** and **Australia** organized a clothing drive and fundraiser to benefit local chapters of [Dress for Success](#), which advocates for women to achieve economic independence by providing a network of support, professional attire and development tools.

- In **South Africa**, our professionals continued their partnership with [Lawyers Against Abuse](#), an organization supporting victims of gender-based violence, through facilitated workshops on CV development and interview skills to empower women to gain financial independence through employment.
- In partnership with FTI WIN, U.S.-based colleagues in our Strategic Communications segment sponsored the EmpowHER webinar series hosted by [Tina’s Wish](#), an organization dedicated to the research, prevention and early detection of ovarian cancer. This series aimed to educate women on an array of gynecologic health topics from subject matter experts.

OUR IMPACT

In 2022, FTI Consulting professionals **collectively raised more than \$15,000** for these organizations. Our colleagues **donated in excess of 1,000 items and over \$10,000 to Dress for Success worldwide**. Additionally, combined with approximately **140 hours of pro bono** services in 2022, FTI Consulting delivered 12 trainings with Lawyers Against Abuse.

“It was important to me to support Dress for Success because it reminds me of the power of our community. Empowering the women and girls all around us uplifts entire communities, which leads to stronger families, societies and, ultimately, a better world for our future generations.”



LIZET GOMEZ-LLUGÍN
Senior Director, Houston

¹ <https://www.worldbank.org/en/news/press-release/2022/03/01/nearly-2-4-billion-women-globally-don-t-have-same-economic-rights-as-men>

Corporate Citizenship

FTI Consulting is passionate about making a measurable and long-lasting impact in the communities in which we live and work and across the world more broadly. Through the components of our Corporate Citizenship Program — pro bono engagements, the Employee Matching Gift Program and company-sponsored volunteering — we empower our professionals and our teams to use their talents and time to support causes in unique and sustainable ways.

Our Commitments

Each day, all over the world, FTI Consulting experts help our clients navigate change, manage risk and explore opportunities through their definitive expertise, tenacious culture and practical experience. FTI Consulting’s Corporate Citizenship Program and the charitable activities performed by our global team of experts are aligned with both how we conduct business as a firm and the core values that our people embody as professionals inside and outside of the workplace. The Corporate Citizenship Program allows our professionals to think boldly and broadly to leverage their unique expertise to solve problems and build resilience in our global and local communities.

CORPORATE CITIZENSHIP AT FTI CONSULTING

Pro Bono

Pro bono work at FTI Consulting leverages our professionals’ deep knowledge and unique expertise to make a difference.

Donation Matching

FTI Consulting’s Employee Matching Gift Program amplifies the impact of our professionals’ personal charitable contribution.

Volunteering

All professionals receive eight hours of paid leave each year to volunteer for causes about which they are passionate.

In 2022, nearly one-third of all FTI Consulting professionals engaged in one or more elements of FTI Consulting’s Corporate Citizenship Program.

“Corporate Citizenship allows our people to gain meaningful leadership experience by leading events, advising charities and building awareness of key societal goals. I’m incredibly grateful and proud to work at a firm that supports us in championing causes that are important to each of us throughout the year. As a member of the Corporate Citizenship team, I have had an opportunity to see all of the inspiring ways our professionals have rolled up their sleeves to help the world more broadly.”



NICOLE MADISON

Senior Director, New York





Pro Bono Engagements

FTI Consulting's Pro Bono Program leverages the deep knowledge and unique skill sets of our professionals to make a difference for individuals, organizations and our communities. Our professionals are encouraged to be active participants in our Pro Bono Program and receive up to 35 hours to work on pro bono engagements that count toward their individual and segment's utilization and productivity metrics each year. Investment in pro bono is supported by our Executive Committee and our Pro Bono Advisory Committee, a global team of engaged senior leaders that is chaired by our General Counsel. This investment from the firm's leadership has resulted in a significant increase in participation with the Pro Bono Program. In 2022, FTI Consulting professionals contributed a record of more than \$6.1 million in equivalent **contributions, which is a 42% increase compared with 2021.**

CASE STUDY

RAISING AWARENESS OF NARCOLEPSY THROUGH STAKEHOLDER RESEARCH AND MEDIA RELATIONS

SITUATION

Narcolepsy, a lifelong neurological sleep disorder characterized by the brain's inability to regulate sleep-wake cycles, has been poorly understood, underfunded and challenging to diagnose.¹ To speed up narcolepsy diagnoses, [Wake Up Narcolepsy](https://www.wakeupnarcolepsy.org/about/what-is-narcolepsy/) ("WUN"), a U.S. nonprofit and patient advocacy organization based outside of Boston, was formed to promote awareness and research into narcolepsy and, more recently, raise awareness of the Pediatric Hypersomnolence Survey ("PHS"). The PHS is a screening tool developed by researchers at Boston Children's Hospital that can be used to assess sleepy kids and teens.² FTI Consulting supported WUN in a pro bono capacity to educate specialty and generalist physicians about narcolepsy and to raise awareness of the PHS.

OUR ROLE

FTI Consulting surveyed 100 practicing, specialty and generalist physicians in Greater Boston who diagnose or test pediatric narcolepsy to assess physician awareness and sentiment. In addition to developing a press release for WUN to disseminate across its platforms highlighting the survey results' key findings and insights, the team created a targeted media relations strategy to raise awareness of the effects in coordination with World Narcolepsy Day and WUN's Northeast Narcolepsy Conference.

OUR IMPACT

FTI Consulting **dedicated more than 130 hours to support WUN in raising awareness for narcolepsy and the PHS.** The team leveraged the survey results to create a foundation of communications materials for WUN, enabling the organization to develop additional communications strategies to support its mission of improving narcolepsy awareness, diagnosis and treatment. To accompany the press release, the team created a [comprehensive survey report](#) to encourage expanded awareness and media coverage of the research results. Additionally, through targeted media outreach and existing reporter relationships, FTI Consulting was able to **secure coverage** of the results in publications such as the *Worcester Business Journal*. Finally, survey results **gained social media attention from key stakeholders across major platforms**, including LinkedIn, Twitter (now 'X'), Instagram and Facebook, and continue to be used in collateral that helps educate practitioners on narcolepsy.

"FTI Consulting was thrilled to partner with WUN to bring awareness to a condition impacting children that is oftentimes misdiagnosed and misunderstood and the important work WUN is undertaking each day. We hope the insights achieved from our survey will serve as a foundation to drive increased education around narcolepsy and the Pediatric Hypersomnolence Survey."



ROBERT STANISLARO
Senior Managing Director,
New York

¹ <https://www.wakeupnarcolepsy.org/about/what-is-narcolepsy/>

² <https://www.wakeupnarcolepsy.org/news/boston-childrens-hospital-pediatric-hypersomnolence-survey/>

CASE STUDY

GROWTH SUPPORT – HELPING A NONPROFIT THAT’S LEADING UNDERREPRESENTED YOUNG PROFESSIONALS INTO THE WORKFORCE

SITUATION

[Braven](#), a Chicago-based nonprofit, partners with U.S. universities and employers to increase strong first-job attainment (or a full-time job that requires a bachelor’s degree) among minority, low-income and first-generation college students. Their relationships with Higher Education Partners (“HEP”) and Employer Partners (“EP”), that recruit students from undergraduate institutions, allow the organization to drive toward its goal. As Braven’s network of HEPs, EPs and Fellows – college students who participate in Braven programs – grew substantially, the organization needed to build a more scalable operating model. Braven engaged a team of professionals from FTI Consulting on a pro bono basis to support the redesign of the EP Operating Model, which matches Fellows with employers.

OUR ROLE

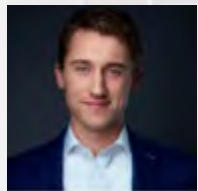
FTI Consulting’s team conducted internal and external stakeholder interviews and reviewed key internal processes to understand Braven’s current EP Operating Model. This enabled them to create

a current-state overview that included Braven’s vulnerabilities, internal and external communication status reports and organizational maturity scores across key focus areas. This analysis guided recommendations for a future-state EP Operating Model.

OUR IMPACT

FTI Consulting **dedicated approximately 780 hours** to support Braven through the project. The team developed guiding principles to drive strategy across the nonprofit, designed a centralized organizational structure and created a decision tree for assigning EP ownership internally. To promote a smooth transition, the team **delivered a 15-month implementation timeline** that would allow Braven to integrate the EP Operating Model recommendations across the organization.

“Working with Braven was an amazing opportunity to connect with an impactful organization in the community while also building my professional skill set. From a project perspective, the FTI Consulting team was able to play a role in guiding Braven's strategic growth. On a personal level, this engagement allowed me to act as a project leader in my role at FTI Consulting for the first time — owning client communications and deliverables and managing junior staff.”



MICHAEL BACHA
Director, Chicago
FTI Consulting

“The team's work ethic, determination and resolve made a world of difference. Not only were they organized, insightful and talented problem solvers, they gave so much of themselves. We really appreciated the team's perceptiveness, attentiveness to nuance and adaptability. They were deeply sensitive to Braven's cultural strengths, thoughtful about their role and really able to add value as a result.”

DANIEL ALTER
Director of Employer Partnerships,
Braven



CASE STUDY

FUNDRAISING FOR THE FIGHT AGAINST RARE CANCERS IN HONOR OF EVAN BOOKSTAFF

SITUATION

In April 2023, FTI Consulting's Dallas office participated in its ninth annual [Cycle for Survival](#), a relay cycling event, to raise funds and awareness for [Memorial Sloan Kettering Cancer Center](#). This year, our professionals completed the event in honor of Evan Bookstaff, a Managing Director in our Corporate Finance & Restructuring segment and cherished member of the FTI Consulting community, who passed away in 2023 following his own battle with cancer.



OUR ROLE

During Cycle for Survival rides in previous years, Evan joined colleagues in the fight against rare cancers and, in 2023, eagerly participated and raised more funds for the cause than almost all of his FTI Consulting teammates combined. Following Evan's passing, colleagues across the globe continued to donate to the cause in his honor.

Evan was an active contributor to our Corporate Citizenship Program and our firm culture, especially in his local Dallas office, by rallying colleagues around Cycle for Survival, being the top fundraiser for our STEPtember initiative and much more.

OUR IMPACT

Firmwide, since Cycle for Survival's inception in 2007, **FTI Consulting has raised more than \$165,000** for rare cancer research, and we will continue to participate in future events to raise funds and awareness in Evan's honor.

"Evan Bookstaff was a talented advisor and rising leader at FTI Consulting, as well as a friend and mentor to many within the Dallas office and beyond. Amid a brave fight with a rare form of cancer, Evan showed incredible tenacity and commitment, giving his all to his work and his philanthropic interests despite facing incredible adversity. Among the ways that Evan contributed to our team and the communities we operate, he continued to drive awareness and raise funds to support others across the world facing a similar battle. We honor Evan's indelible memory and legacy in many ways, including by engaging our colleagues in supporting causes like the Memorial Sloan Kettering Cancer Center and by establishing the Evan Bookstaff Annual Perseverance Award. This recognition will be bestowed upon professionals who demonstrate remarkable determination and persistence in the face of adversity to achieve their goals."

**MICHAEL EISENBAND**

Senior Managing Director and Global Corporate Finance & Restructuring Segment Co-Leader, New York

CASE STUDY

GETTING ACTIVE FOR A CAUSE

SITUATION

In 2022, FTI Consulting professionals across the globe combined their enthusiasm for good health and well-being with giving back to the communities in which we do business. From running 5k races around the globe to participating in local office fitness events, our professionals stayed active throughout the year to support the causes that mean the most to them.

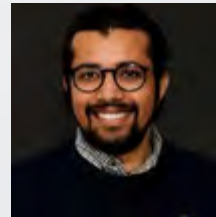
OUR ROLE AND OUR IMPACT:

- In **Australia**, colleagues completed the [Chain Reaction Sydney Challenge](#), a seven-day, 1,000km course through Tasmania. The team **raised more than AUD250,000** for children’s charities [So They Can](#) and [BaptistCare Hopestreet](#) since the first year of participation in 2022.
- In **London**, colleagues took part in the [Thames Path Challenge](#), a 50km walk along the River Thames, raising more than **GBP3,600** for London’s social mobility charity, The Talent Tap. Since our partnership with [The Talent Tap](#) began in 2021, our professionals have **raised approximately GBP80,000** for the cause.
- Each year around the globe, FTI Consulting colleagues, friends and family members participate in the firm’s #Run4Hardie initiative by completing a personal 5k in honor of Kathryn Hardie, a beloved member of the FTI Consulting community who passed away from ovarian cancer in 2018. Since then, FTI Consulting professionals **have raised more than \$30,000 for cancer research** and the [Rivkin Center for Ovarian Cancer](#).

- For the sixth year in a row, our professionals participated in [STEPtember](#) to support the [Cerebral Palsy Alliance Research Foundation](#) and its global partners by committing to 10,000 steps a day in the month of September while fundraising for the cause. In 2022, a record 700+ professionals participated across the globe, taking more than 120 million steps and raising over \$55,000 in total. Through STEPtember, **FTI Consulting has raised more than \$255,000** for cerebral palsy research since 2017.



“The Thames Path Challenge was a personal test of my physical and mental strength, but the support of my FTI Consulting colleagues enabled me to complete the challenge. Supporting The Talent Tap and social mobility across the UK motivated me throughout the challenge as helping young people is more crucial to me than ever right now.”



SELVAKUMAR SIVANAND
Director, London

Volunteering

FTI Consulting empowers and encourages our employees to make a positive impact in communities by getting involved with the causes that are important to them. We provide our professionals with **eight hours of company-sponsored volunteer time**, whereby employees can take the day to contribute their time and efforts to a local charity or cause.

In 2022, as restrictions from the COVID-19 pandemic eased, professionals returned to the office, and the number and scale of in-person volunteer events around the firm increased. 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 a local level. The efforts and energy of our Champions are key contributors to the growth of in-person events. **In 2022, our team of global Corporate Citizenship Champions grew to over 160 employees, and our professionals volunteered more than 6,700 hours, which is a 24% increase compared with 2021.**

Employee Matching Gift Program

FTI Consulting's Matching Gift Program amplifies the impact of our employees' personal charitable contributions. Each year, the company matches employee donations of up to \$500, or local currency equivalent, to eligible nonprofit organizations, which 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 enabling them to support the causes that mean the most to them. In 2022, FTI Consulting colleagues raised money to support causes and institutions focused on education, mental health awareness, rare cancer research and more.

*"It was fantastic to see how many **FTI Consulting colleagues mobilized to use their company-sponsored volunteer time or charitable gift matching to support refugees from Ukraine.** From caring for refugees at a social welfare office in Berlin to raising more than EUR10,000 for an organization providing food, water, shelter and medical aid for displaced families, thank you to everyone who contributed."*

NICOLA DUENSING

Senior Consultant, Berlin

*"Knowing that I was running the Landmarks Half Marathon for a worthy cause, The Talent Tap, and that **I had received incredible support from FTI Consulting colleagues spurred me on.** I was adamant that I was not going to stop."*

JOHN HUDSON

Senior Managing Director, London

*"Volunteering with FTI Consulting to gather used clothes and raise money for new items to help children at the Santa Fé Shelter Home **was an amazing experience.** What may be considered little, basic needs for some can be life changing for others."*

MARIA PAULA BORDIN

Director, São Paulo

*"FTI Consulting was hosted by FareShare to help improve the lives of the elderly and those disadvantaged by homelessness and tragic life events such as the major flooding in Australia in 2022. FareShare's mission is simple: supply healthy and nutritionally balanced meals to those in need. **We were able to help by making 1,862 meals in three hours.**"*

LEE CHRISTENSEN

Director, Brisbane

*"Despite the rainy weather, **FTI Consulting was well-represented at the Building for Good 5k Fun Run/Walk.** Not only did we raise money for pro bono legal services, but my colleagues and I were able to connect with clients and make new connections as we toured Central Park."*

KELLY PETTERSEN

Senior Director, Atlanta

*"I am grateful to the Beacon Homeless Shelter and my FTI Consulting colleagues for **an incredible opportunity to give back to our community.** We were able to see the impact of our service firsthand, and I am confident we will continue this drive in the future."*

KIRTI KHANNA

Senior Consultant, Houston

The background of the slide is an aerial photograph of a river. The top and bottom portions show white water rapids with turbulent, frothy water. The middle portion is a solid dark blue band containing the title. The river water transitions from white foam to a deep turquoise color.

Governance

Approach to Managing Governance Risks and Opportunities

The FTI Consulting brand is enriched by our commitment to excellence, our ethics and professional conduct, our protection of data privacy, and the values and expertise that we bring to our engagements. We strive for regular improvement in these areas, helping to protect the interests of our clients, our employees, our shareholders, our vendors and the communities in which we do business.

Our Corporate Governance Guidelines help 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.

Our 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; the oversight of the company's risk assessment and risk management activities, including operational and cyber risk; 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 shareholders, producing a report on executive compensation for inclusion in the company's annual proxy statement and reviewing the company's overall programs for employee benefits.

— **Nominating, Corporate Governance and Social Responsibility Committee:** Responsible for reviewing and overseeing the nomination of directors, as well as 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 FTI Consulting shareholders, underscoring the alignment of interests between the two groups. The Board and each committee engage in an annual self-evaluation process, which is overseen by the Nominating, Corporate Governance and Social Responsibility Committee.

BOARD OF DIRECTORS¹

89%

of Board members are independent directors

33%

of directors are female

22%

of directors are racially diverse

100%

independent Board committee membership

33%

of directors are based outside of the United States

9 years

average director tenure



Independent non-employee Chairman of the Board



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



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

¹ Board of Director statistics are current as of the 2023 Annual Meeting of Shareholders of FTI Consulting, Inc. on June 7, 2023.

BOARD COMPOSITION AND QUALIFICATION OF OUR DIRECTORS¹

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	Cybersecurity
Gerard E. Holthaus Lead Independent Director of WillScot Mobile Mini Holdings Corp.	2004	73	☆	●	●		●	●	●		●	●			
Steven H. Gunby President and Chief Executive Officer of FTI Consulting, Inc.	2014	65					●	●	●		●	●			
Brenda J. Bacon President and Chief Executive Officer of Brandywine Senior Living LLC	2006	72	✓		●	C	●	●	●	●	●		●	●	
Mark S. Bartlett Retired Partner at Ernst & Young LLP	2015	72	✓	●			●	●	●		●	●			
Elsy Boglioli Chief Executive Officer of Bio-Up	2023	41	✓	●		●	●		●		●	●	●		
Claudio Costamagna Chairman of CC e Soci S.r.l.	2012	67	✓		C		●	●	●		●	●			
Nicholas C. Fanandakis Retired Vice President and Chief Financial Officer of DuPont de Nemours, Inc.	2014	66	✓	C			●	●	●		●	●			(2)
Stephen C. Robinson Retired Partner of the Law Firm of Skadden, Arps, Slate, Meagher & Flom LLP	2022	66	✓			●	●		●	●	●			●	
Laureen E. Seeger Chief Legal Officer of the American Express Company	2016	61	✓		●	●	●		●		●	●	●		

☆ Independent Chairman of the Board

C Committee Chair

● Committee Membership

● Skill Sets³

¹ Board of Director statistics are current as of the 2023 Annual Meeting of Shareholders of FTI Consulting, Inc. on June 7, 2023.

² Mr. Fanandakis received the CERT Certificate in Cybersecurity Oversight in 2023 from the Software Engineering Institute of Carnegie Mellon University.

³ 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.

Compliance, Business Ethics and Professional Conduct

We consider upholding best-in-class policies and practices for compliance, business ethics and professional conduct an essential part of conducting our day-to-day operations and protecting our reputation. As many of our teams are involved in high-profile engagements, FTI Consulting strives to maintain the highest standards in professional services to provide our clients with confidence that they can rely on us as they navigate their most complex opportunities and challenges.

Policies and Procedures

FTI Consulting has in place a series of policies and procedures that communicate the company's expectations for compliance, business ethics and professional conduct, and communication across the organization. These policies are shared through both the onboarding process and ongoing training courses. These include but are not limited to:

- [Code of Ethics and Business Conduct](#)
- [Anti-Corruption Policy](#)
- [Privacy Policy](#)
- [Policy on Reporting Concerns and Non-Retaliation](#)
- [Policy on Inside Information and Insider Trading](#)
- [Human Rights Policy](#)
- [Global Health and Safety Policy](#)
- [Environmental Responsibility & Climate Change Disclosure Policy](#)
- [Vendor Code of Conduct](#)

Additionally, 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. Accordingly, the company 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.

While these policies help serve as a foundation for our business operations, the global landscape in which we serve our clients is changing constantly. To align with our desire to refine and enhance our governance practices over time, FTI Consulting regularly revisits these policies and procedures as appropriate. Regular assessment of their effectiveness helps us continue to meet the needs of our people, our clients and our communities and comply with relevant laws, regulatory requirements and best practices.

[Additional policies and procedures, including ESG-related policies, are available in the Appendix of this report.](#)



Ethics and Compliance Program

FTI Consulting maintains an active Ethics and Compliance program built around best practice guidance, including, but not limited to, the U.S. Sentencing Guidelines. The program is directed by our Chief Risk and Compliance Officer (“CRCO”). The CRCO has a direct reporting line to FTI Consulting’s General Counsel and reports at least quarterly (or more often) to the Audit Committee. The CRCO meets with the Board of Directors and Audit Committee, as well as the CEO, on a regular basis. The CRCO also chairs the company’s Enterprise Risk Management Committee. The company maintains a suite of compliance and ethics policies that include, among others, the [Code of Ethics and Business Conduct](#), the [Anti-Corruption Policy](#) and various policies directed toward data privacy, cybersecurity and other risk areas. FTI Consulting supports these policies with training and communications programs. Our firm maintains several mechanisms designed to facilitate and allow anonymous reporting of potential misconduct and the posing of inquiries related to the Code of Ethics and Business Conduct and other policies, and also conducts regular ethics and compliance risk assessments.

FTI Consulting seeks to adhere to the robust policies and procedures contained in its

Code of Ethics and Business Conduct, which exist to guide our employees, officers and outside directors.

In addition to the Code of Ethics and Business Conduct and the Anti-Corruption Policy, employees must abide by our [Policy on Inside Information and Insider Trading](#), [Policy on Disclosure Controls](#) and other policies governing conduct in the workplace and relationships with clients.

The FTI Consulting Integrity Helpline

FTI Consulting strongly supports the ability of its employees and other stakeholders to communicate and raise issues and concerns, ask questions and otherwise support a culture of compliance. Accordingly, we maintain several channels whereby these issues can be raised confidentially or anonymously. As outlined in our Policy on Reporting Concerns and Non-Retaliation and our Code of Ethics and Business Conduct, the FTI Consulting Integrity Helpline is accessible 24/7. The Helpline is available for employees and other stakeholders to report if they become aware of an actual or potential violation of any company policy or applicable law or regulation or any other concern or subject matter. Reports to the Helpline may be made on a confidential or anonymous basis where local law allows. Employees are also encouraged to report concerns to their manager

(or management chain), the Human Resources department, the Compliance department or the Legal department. Complaints may also be sent directly to the Audit Committee of FTI Consulting’s Board of Directors.

Under our policies, when a communication is received, it is to be appropriately reviewed and investigated. The complainant should be advised when the investigation has concluded unless he or she is anonymous and have not used a contact method that allows for such communication. The company’s Compliance department is responsible for tracking the questions, concerns and allegations of violations it receives through its various communications channels. The CRCO is responsible for regularly briefing the Audit Committee on Helpline activity through quarterly reporting and more frequent updates when warranted.

Communication directed to the Board of Directors, Chairman of the Board, an individual director or the independent directors as a group, depending upon the subject matter, will be directed to the Chairman of the Board, Chair of the Audit Committee or Chair of the Nominating, Corporate Governance and Social Responsibility Committee or other appropriate person who is responsible for ensuring that the concerns expressed are investigated and

appropriately addressed. The company will not filter any such communications.

Training Our People

FTI Consulting leverages a variety of internal training opportunities to educate professionals on how they are expected to interact with one another and our stakeholders more broadly. Each year, FTI Consulting professionals are required to complete the Code of Ethics and Business Conduct course, **which achieved a 100% participation rate in 2022**. As part of the onboarding process, new employees must complete the Code of Ethics and Business Conduct course, as well as our courses addressing Information Security Awareness and Preventing Harassment in the Workplace trainings. Newly hired and promoted employees at the Director level and above are also required to complete our Managing and Leading Inclusive Teams training within their first 18 months of starting the position.

In addition to firmwide trainings, we offer supplemental training for professionals and teams that operate in areas involving specific risk types so they are better equipped to handle high-risk situations and client needs that may arise in their daily work. These sessions are often presented in person.

Risk Assessments

Finally, risk assessments help us identify potential areas of concern. FTI Consulting conducts enterprise-wide risk assessments and reports on the results of those assessments to the Board of Directors on an annual basis. However, FTI Consulting's risk assessment activities are continual, and in addition to the formal annual report, significant new or changed risks are reported to the Board more immediately as necessary, and the CRCO provides reports to the Audit Committee on a quarterly basis. These risk assessments address many areas, including compliance issues such as anti-corruption, anti-money laundering and fraud. We also periodically conduct individual in-depth risk assessments into risk topics (e.g., anti-corruption). In some cases, we have undertaken tabletop exercises to practice for risk events and help identify any gaps in our controls and processes (e.g., a cyber event, geopolitical events). These exercises may involve people from all levels of the company.

From an IT perspective, FTI Consulting maintains an IT Risk Management ("ITRM") program, which is designed to be responsive to the company's Enterprise-wide Risk Management ("ERM") program. The ITRM program is managed by the IT team's Cybersecurity & Privacy group and conducts various activities related to

analysis, assessment, mitigation and monitoring of corporate risks in accordance with NIST 800-30 Guidelines for Risk Assessment. The ITRM program is focused on assessing risks through the lenses of risks related to business and IT, operational, security, legal, regulatory and compliance. Additionally, as part of the company's Cyber Risk Management Program certification, FTI Consulting maintains a vulnerability risk management program through which we analyze risks across the enterprise and track compliance internally on an ongoing basis. Finally, FTI Consulting has an internally managed program against which we assess, track and record any vulnerabilities to help maintain the appropriate security posture.

The risk assessment activities described above are used to develop and implement appropriate mitigation and business continuity plans.



Client Selection

One of the most significant ways our impact is felt is through the work we do for our clients. FTI Consulting places great emphasis on all aspects of our client engagements — including a robust client pursuit, selection and onboarding process, as well as policies and guidelines on how we interact with our clients and the communities in which we do business.

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. As part of this commitment, FTI Consulting undertakes a rigorous, multilayered review of every client and client engagement that we accept. Our client acceptance function, which is overseen by our General Counsel, reviews each new client and matter and is designed to identify potential conflicts and other issues that could affect our firm's decision on whether to accept a client matter, including compliance with relevant laws, independence, potential reputational risks to our firm and possible contradictions with our firm's values. Our final judgment on whether to accept a client or engagement is also informed and guided by dedicated risk management experts, the Executive Committee and/or segment- or practice-level committees at the firm, as well as input from the company's executives and other senior business leaders.

In addition, FTI Consulting has other policies and guidelines that influence our work for our clients. Our employees are required to disclose all conflicts of interest and are expected, when acting on FTI Consulting's behalf, to always put the firm's interests ahead of their own personal 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.





CASE STUDY

PROVIDING REVENUE PROJECTIONS FOR VOLTALIS' INVESTMENT IN SMART ELECTRICITY DEVICES

SITUATION

Voltalis is a European provider of intelligent electricity services – in particular, demand response, which is the postponement or reduction of electricity consumption at times of high prices and power system stress. During the last few years, Voltalis entered into several partnerships with French authorities to equip homes with devices for smart electricity consumption management. This allows households to better monitor and control their consumption, thereby enabling them to make important energy savings while at the same time contributing to the green transition.

OUR ROLE

Voltalis' devices provide a solution to link flexible consumption with the power system. The underlying demand response technology allows companies to react in an optimal manner to fluctuations in energy demand rather than matching the increasing energy demand through an equivalent increase in production capacity.

A Compass Lexecon team, including Executive Vice President Fabien Roques, Vice President Yves Le Thieis and Economist Pierre-Emmanuel Peslier, advised Voltalis on the market value of its investment. They provided French power market analysis and modeling of the potential revenues of Voltalis to the different transaction stakeholders, including investors. More specifically, using an in-house, Pan-European hourly power dispatch model, the team made demand response revenue projections under a range of scenarios. The model calculated the reduction in French electricity prices when demand response is activated, as well as other benefits, including reduced spikes in wholesale prices and avoidance of electricity generation with carbon-intensive technologies.

OUR IMPACT

Compass Lexecon's analysis and modeling **provided key insights both to investors and to policymakers about the potential benefits of demand response**. By analyzing the potential revenues and risks in different scenarios, the analysis informed investors. Furthermore, by modeling the wider economic and environmental effects of demand response, the study **contributed to informing the policy debate on the benefits of demand response**.

“Our energy team has a vast amount of experience in using our Pan-European hourly power market model to assess the potential revenues of different types of assets and the costs and benefits for the energy system. In particular, our modeling has been used in many studies such as the one for Voltalis to inform policymakers and investors about the wider socioeconomic and environmental impact of different investment decisions.”



FABIEN ROQUES

Executive Vice President, Paris

Data Privacy and Information Security

FTI Consulting professionals are often engaged in client matters involving data that is personal, sensitive, confidential or proprietary. Our data privacy and information security programs are designed to safeguard the data of our stakeholders, 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 & Privacy Group implements systems and network resources designed to protect data confidentiality to support the security priorities of our company and stakeholders. Cybersecurity status reports are presented by our Chief Information Officer, who reports to our Chief Financial Officer and the Board of Directors directly and through the Audit Committee on a quarterly basis and more frequently as needed.

Data Privacy

FTI Consulting's Privacy Policy outlines our practices related to collecting, analyzing and retaining client data, website visitor data and other individual or company data described in the policy. In compliance with this policy, the firm cannot disclose personal information to third parties other than as described in the Privacy Policy unless FTI Consulting has permission from such client or is legally required to do so.

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

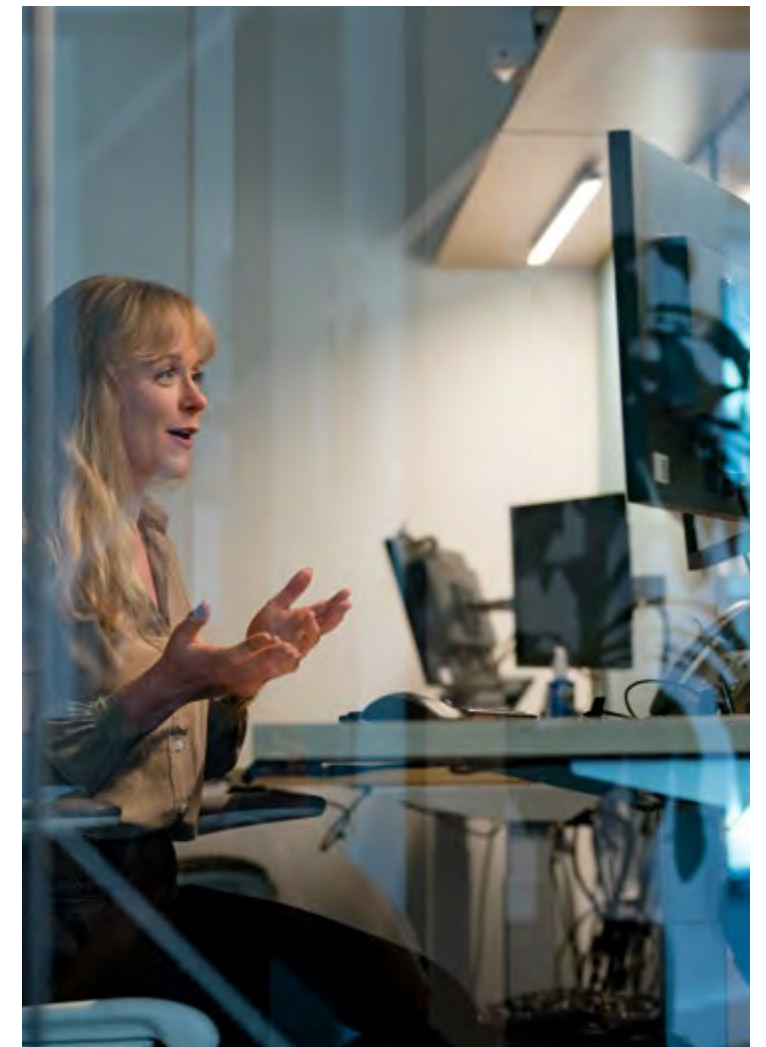
- Keep confidential information safe from loss, theft or accidental disclosure, including personal data, personally identifiable

information and electronic protected health information, as those terms are defined in applicable privacy laws

- 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 maintains policies and standards on these issues, including, among others:

- Privacy Policy
- Policy on Acceptable Use of Technology Resources
- Data Privacy Policy
- Incident Response and Reporting Policy
- HIPAA Privacy Compliance Policy
- Policy on EU-US Data Privacy Framework ("DPF"), UK Extension to the EU-US DPF and Swiss-US DPF
- HITRUST Implementation Policy
- Enterprise Standard Data Deletion and Secure Data Handling
- Enterprise Standard Data Classification





Information Security

FTI Consulting has not experienced a material information security breach within the last three years. To help keep the firm protected, our Global Cybersecurity & Privacy Group is composed of a team of professionals with extensive privacy and data security expertise. FTI Consulting's formal cybersecurity strategy and assurance program is administered through the Global Cybersecurity & Privacy Group and is supported by processes and technologies. This group's expertise includes, but is not limited to, operational security, cryptography, application security, incident response, security engineering and forensic analysis capabilities. Most of the team holds the Certified Information Security Professional certification, as well as the most highly rated security professional industry certifications, demonstrating a broad depth of knowledge in the security field. Additionally, these professionals are highly active in industry associations such as the Information Systems Security Association and the Information Systems Audit and Control Association.

The Global Cybersecurity & Privacy Group manages our Cybersecurity and Data Protection/Privacy Program, which, coupled with our associated policies, help us to safeguard FTI Consulting's corporate and client data, maintain client trust and confidentiality, and monitor, respond to and mitigate cybersecurity events.

The Cybersecurity and Data Protection/Privacy Program is informed by internationally accepted management frameworks, including:

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

FTI Consulting's Cybersecurity and Privacy policies have been established in accordance with applicable laws, rules and regulations governing data privacy in the regions in which we do business. The company is certified compliant with ISO 27001, HITRUST CSF and UK Cyber Essentials requirements. The firm also maintains a cyber insurance policy.

Our Cybersecurity and Data Protection/Privacy Program and practices are also periodically assessed by a third-party provider in accordance with the US-NIST CRF. The firm participates in an ongoing Verizon Cybersecurity Risk Program ("CRP") enterprise assessment activity, which includes scans of the environment, as well as reviews of essential practices, policies and procedures on a quarterly basis. This allows FTI Consulting to meet the ISO 27002 objective of identifying, quantifying and prioritizing security risks, and the recommendations from the assessments help us to systematically improve the organization's risk posture over time. The Cybertrust CRP program has aligned the risk-based metrics from one or more essential practice controls to meet the ISO 27002 control objectives. By complying with the essential practice controls, FTI Consulting satisfies the requirements of ISO 27002 clauses. Additionally, FTI Consulting's Cybersecurity and Data Protection/Privacy Program annually engages a third-party vendor to conduct penetration testing against the environment to measure the cyber resilience of the technical controls of the enterprise. FTI Consulting periodically engages with other third-party assessors to measure and certify the environment against the HITRUST CSF, ISO 27001 and UK Cyber Essentials certifications. The company typically conducts the certification process with the third parties by conducting pre-assessments with authorized assessment agencies, then finalizes the assessment after scoping and remediation of issues found in the pre-assessment phase.

FTI Consulting supports consistent and comprehensive information security efforts across the company:

- Employees are required to complete the proper cybersecurity training annually to help inform our experts on cybersecurity risks, proactively prepare them to address these concerns and, if necessary, react accordingly. The 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 employees recognize threats such as phishing, social engineering and other evolving threats toward information security. The training is conducted primarily through quarterly scenario-based tests of employees by distributing simulated phishing campaigns and periodic monthly newsletters and reminders regarding the detection of phishing emails.
 - The training scenarios are changed quarterly and sent to users to identify whether they can recognize phishing emails. To react to these tests, remedial spot training is conducted to reinforce the lessons of spotting phishing emails. Our contractors are provided with our Vendor Code of Conduct as part of the onboarding process with Human Resources, which requires them to take a similar approach toward these issues.



Supporting Our Clients in Strengthening Governance Programs

FTI Consulting prides itself on protecting the firm's and our clients' data. Our professionals work alongside our clients to help strengthen their governance programs and respond to governance-related incidents.

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

Risk & Compliance: Effective risk management and compliance programs are a critical part of avoiding violations that could restrict an organization's ability to operate, tarnish its reputation or impact its business relationships. FTI Consulting professionals focus on delivering enterprise-wide risk and compliance solutions that promote business transformation and growth and support ethical business behavior. Clients engage FTI Consulting to analyze policies and procedures, identify gaps or inefficiencies in existing safeguards, and design and implement controls that rehabilitate program deficiencies.

Information Governance, Privacy & Security:

Enterprise data, whether stored on servers, in the cloud or on employee devices, presents new challenges and opportunities for organizations. As data volumes increase, these challenges range broadly, from securely storing data in compliance with data privacy regulations to implementing data governance and preservation policies for legal obligations. FTI Consulting provides the people, processes and technologies to deliver concrete improvements with demonstrable value for organizations. FTI Consulting assists in developing, implementing and documenting information governance programs that reduce corporate risk, secure data, improve the e-discovery process, and enable faster and deeper insight into data.

E-Discovery & Managed Review: New discovery challenges, from collecting cloud-based apps and social media to being knowledgeable about evolving data privacy laws — as well as ongoing discovery challenges such as large data volumes, multilingual reviews and the need for rapid understanding of critical documents — require a global, trusted partner that provides innovative solutions with defensible results. Top-performing organizations and law firms engage FTI Consulting for a broad range of e-discovery and managed review services for litigation, investigations and regulatory matters.

Cybersecurity: As a leading global provider of cyber, risk management and investigation advisory services, FTI Consulting applies an intelligence-led, expert-driven, strategic approach to the most complex cybersecurity challenges affecting organizations. Our clients rely on our deep expertise and customized, industry-focused solutions to cyber readiness, incident response, and complex cyber investigations and litigation.

Investigations & Monitorships: When organizations face investigations involving allegations of corporate fraud and misconduct, money laundering, bribery and corruption, trade

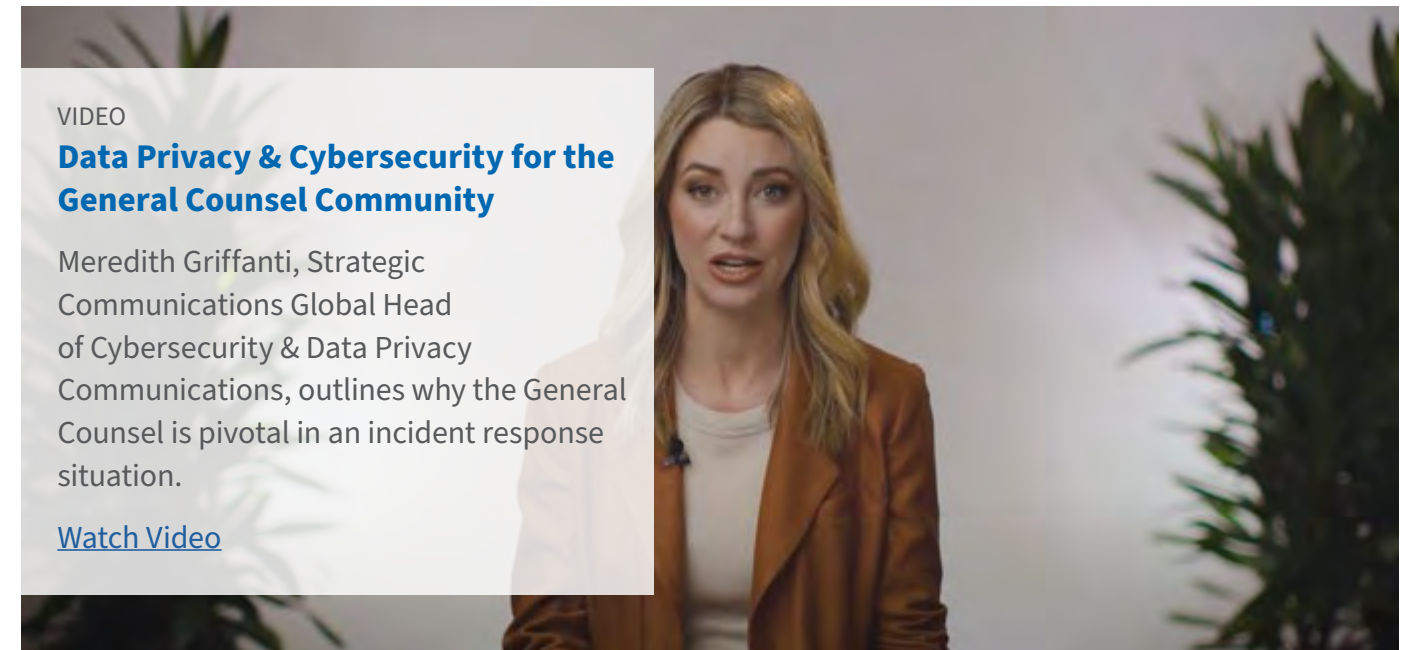
sanction violations and other regulatory issues, they must address such allegations or inquiries from regulators with a rapid, tailored response. FTI Consulting offers holistic client support to boards of directors, executive management, in-house counsel and external legal advisors around the globe through 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.

VIDEO

Data Privacy & Cybersecurity for the General Counsel Community

Meredith Griffanti, Strategic Communications Global Head of Cybersecurity & Data Privacy Communications, outlines why the General Counsel is pivotal in an incident response situation.

[Watch Video](#)



CASE STUDY

INVESTIGATING AN UNINTENTIONAL DATA DISCLOSURE FOR A LARGE U.S. MUNICIPALITY



SITUATION

A large U.S. municipality launched a data visualization dashboard that published criminal justice data, which was intended to improve transparency. Due to improper security configurations, the public was able to download the full data set for a day, which included the confidential personal data of more than 190,000 individuals. FTI Consulting was engaged by outside counsel to conduct an independent review of the disclosure and communicate the situation to impacted stakeholders.

OUR ROLE

FTI Consulting’s Cybersecurity, Data & Analytics and Technology teams assisted in conducting a forensic investigation into the disclosure. Our experts virtually recreated the dashboard servers to determine what data the public could obtain, analyzed logs to quantify how many downloads had occurred, conducted cross-correlation analysis of the available data sets and interviewed staff to understand the incident. The team provided the municipality and the public with an overview of what led to the unintentional data breach.

OUR IMPACT

FTI Consulting determined that insufficient internal reviews and a lack of cybersecurity and technical training had led to failures. The team **outlined recommendations for strengthening the municipality’s cybersecurity and incident response**, which included enhancing training and developing a detailed data incident plan with clear protocols and responsibilities. The municipality committed to implementing all recommendations from FTI Consulting.



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 President and Chief Executive Officer, confirmation of compliance with local laws from the General Counsel and record retention by the Accounting department and CRCO. Any lobbying work engaged on behalf of FTI Consulting or its subsidiaries also must be discussed with FTI Consulting's Compliance department.

CASE STUDY

FTI CONSULTING COLLEAGUES COLLECT AND DISTRIBUTE SCHOOL SUPPLIES FOR CHILDREN IN NEED

SITUATION

In advance of the 2022-2023 academic year, Angela Galloway, a Director based in Miami, identified an opportunity to support an organization where she regularly volunteers called [The Caring Place](#), a nonprofit that has been serving people of South Florida experiencing homelessness for more than 100 years.

OUR ROLE

With the generous support of our colleagues, FTI Consulting's Miami office collected school supplies and monetary donations for children in the community. As the first year that schools were open to all students since the COVID-19 pandemic began, there was a greater need for school supplies:

- Our Miami professionals launched a fundraiser and donation drive with their colleagues and networks, raising more than \$2,000 and collecting 100 school supply items such as backpacks, binders and paper.
- FTI Consulting also donated lightly used items, including 200 monitors, 100 flash drives, 200 computer mice and 200 keyboards.
- Our professionals joined hundreds of others at a local community center to distribute the supplies.

OUR IMPACT

With the help of our professionals, **more than 45 volunteers distributed backpacks** filled with school supplies, sneakers, socks, T-shirts, hygiene items and food boxes to **over 1,000 children and their families**.

"It was our goal to put a boost of confidence in the steps of hundreds of children to help set them up for success in the first in-person academic year since the COVID-19 pandemic began. I am grateful for the acts of kindness, compassion and generosity demonstrated by my FTI Consulting colleagues to make an impact in our community."



ANGELA GALLOWAY
Director, Miami



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, 2022, 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 unless required by law. 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, including the environment and climate change, human capital management, cybersecurity and data privacy, political, philanthropic, business, client engagements, 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 or will not change, as we may adjust our commitments, targets or goals or adopt new ones to reflect changes in our plans, business or operations. 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, 2022, 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 and historical 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 and Safety Policy](#)
- [Human Rights Policy](#)
- [UK Modern Slavery Statement](#)
- [Australia 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

- [2022 UK Gender Pay Gap Report](#)

GHG Emissions Methodology Document

FTI Consulting tracks its GHG emissions annually. The company has disclosed our GHG emissions data for the years 2019-2022. 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](#).



Performance Data Table

Environmental Metrics

Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022
Greenhouse Gas Emissions¹					
Total emissions (Scope 1 and Scope 2 emissions, as well as Scope 3 emissions from business travel)	MT CO2e ⁷	36,359	16,353	14,444	38,788
Total Scope 1 – direct emissions ^{2,3}	MT CO2e ⁷	4	3	1.6	0
Total Scope 2 – indirect emissions (market-based electricity) ^{2,4}	MT CO2e ⁷	5,542	4,146	3,972	3,781
Total Scope 3 – emissions from business travel ^{2,5}	MT CO2e ⁷	30,813	12,204	10,471	35,007
Total emissions intensity per employee, including contractors ⁶	MT CO2e/employee ^{6,7}	4.90	2.06	1.65	3.81
Total emissions intensity reduction per employee, including contractors ⁶	%	-	58	66	22
Global Real Estate					
Square footage per employee, including contractors ⁶	Square feet	202	177	139	118
Total energy consumed	MWh ⁸	15,155	10,821	10,789	15,926
Reduction in energy consumption per employee, including contractors ⁶	%	-	33.1	39.5	23
Global office portfolio powered or offset by 100% renewable energy	%	-	-	9	35.6
Employees working from LEED-certified (or equivalent) offices	%	70	65	62	60
Waste					
Total decommissioned office material waste diverted from landfills (North America)	%	-	-	90	90



¹ 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.

² 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.

³ HFCs, or refrigerant gas losses associated with office operations, are not included in FTI Consulting’s publicly reported 2022 emissions Scope 1 inventory. We are currently evaluating if HFCs are relevant to our business operations and our operational boundary. If so, we will revisit our Scope 1 emissions inventory and targets.

⁴ The market-based method calculates Scope 2 emissions on the basis of electricity purchased, which allows FTI Consulting to report on green energy purchases as well.

⁵ This category includes emissions associated with business travel only (air, car, rail, hotel) as per travel agency data. Scope 3 emissions for category 6 are calculated using the VDR standard methodology, developed by the German Business Travel Association and consistent with the GHG Protocol.

⁶ “Per employee” refers to FTI Consulting’s total employee headcount (excluding independent contractors), as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31 plus independent contractors as of December 31 of the applicable calendar year ended December 31. “Independent contractors” are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes. See Appendix for reconciliations of “employees, including independent contractors,” to “employees, excluding independent contractors,” for the applicable calendar year ended December 31.

⁷ MT CO2e stands for metric tons of carbon dioxide (CO2) equivalent.

⁸ MWh stands for megawatt hours.

Social Metrics

Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022
Diversity, Inclusion & Belonging					
Global workforce – female ¹	%	40	40	42	43
Global workforce – ethnic diversity ²	%	26	28	28	30
Executive level – female	%	21	23	25	25
Executive level – ethnic diversity	%	21	23	25	25
% increase in female Senior Managing Directors compared with prior year	%	-	-	6	10
% increase in ethnically diverse Senior Managing Directors compared with prior year	%	-	-	13	21
New hires – female	%	-	-	48	49
New hires – ethnic diversity	%	-	-	33	40
New hire acceptance rate – experienced	%	88	88	86	85
New hire acceptance rate – early talent	%	76	78	75	74
Female global promotion rate	%	16	16	19	18
Ethnically diverse global promotion rate	%	15	15	15	15
Gender pay gap ³	% (mean)	-	-	42	46
Gender bonus gap ³	% (mean)	-	-	48	62
Ethnicity pay gap ⁴	% (mean)	-	-	30	34
Ethnicity bonus gap ⁴	% (mean)	-	-	37	50
Turnover rate	%	11	8	16	15



¹ Gender representation is based on FTI Consulting's total headcount as reported in our Form 10-K as of December 31, 2022.

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, the UK, Canada, South Africa and Australia. Employees who self-identify in traditionally underrepresented groups in these countries are considered historically underrepresented minorities. These five countries represented 76% of the company's total headcount as of December 31, 2022.

³ Gender pay calculation is based on FTI Consulting's total headcount as reported in our Form 10-K as of December 31, 2022, excluding employees in the Compass Lexecon subsidiary and employees on leave.

⁴ Ethnicity pay calculation is based on FTI Consulting's total headcount in the United States, the UK, Canada, South Africa and Australia as reported in our Form 10-K as of December 31, 2022, excluding employees in the Compass Lexecon subsidiary and employees on leave. This represented 74% of total headcount as of December 31, 2022.

Talent Development

Total hours of employee training	Hours	31,268	74,678	88,500	79,000
Average hours of training per employee	Hours	7	13	13	11
Employees enrolled in training programs	%	83	96	88	78
Employees enrolled in leadership training programs	Number	600	895	927	1,025
Employees promoted	Number	876	1,024	1,252	1,492

Employee Engagement

Percent of employees satisfied with their job ¹	%	80	85	80	83
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Corporate Citizenship

Total hours of volunteer service	Hours	6,314	4,187	5,472	6,746
Employees participating in Corporate Citizenship Program	%	30	36	28	32
Total charitable organizations supported by volunteer service	Number	840	1,541	1,217	1,270
Employee donation matching program	\$ Max/employee (USD)	300	500	500	500
Total contribution in pro bono services	\$ million	1.8	2.1	4.3	6.1



¹ Employee engagement statistics are based on employee responses to the company's 2022 Great Place to Work® survey.

Governance Metrics

Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022
Board Composition¹					
Independent directors on the Board	%	88	88	88	90
Independent directors at the Committee level	%	100	100	100	100
Directors’ average age	Number	65	66	67	66
Directors’ average tenure	Number	7	8	9	8
Board Diversity¹					
Female directors on the Board	%	25	25	25	30
Male directors on the Board	%	75	75	75	70
Racially diverse directors on the Board	%	13	13	13	30
Directors on the Board based outside of the United States	%	25	25	25	20



¹ Reference is made to the Definitive Proxy Statement filed with the Securities and Exchange Commission (the “SEC”) for the annual meeting of shareholders for the applicable year. For further details on the current composition of the FTI Consulting Board of Directors as of October 2023, reference the Definitive Proxy Statement filed with the SEC for the annual meeting of shareholders held on June 7, 2023.

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.

Table 1. Sustainability Disclosure Topics & Metric

Topic	Activity 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, pp. 104 - 106
	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, pp. 104 - 106
	(1) Number of data breaches (2) Percentage involving customers' confidential business information or personally identifiable information (3) Number of customers affected	Quantitative	Number, %	SV-PS-230a.3	Information Security, p. 105
Workforce Diversity & Engagement	Percentage of gender and racial/ethnic group representation for (1) Executive management (2) All other employees	Quantitative	%	SV-PS-330a.1	Diversity, Inclusion and Belonging, p. 75 Performance Data Table, p. 114 Equal Employment Opportunity Data, pp. 119 - 120
	Turnover rate for employees: (1) Voluntary (2) Involuntary	Quantitative	Rate	SV-PS-330a.2	Turnover, Recruitment and Onboarding, p. 60 Performance Data Table, p. 114
	Employee engagement as a percentage	Quantitative	%	SV-PS-330a.3	Employee Engagement, pp. 52 - 55 Performance Data Table, p. 115
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and Analysis	N/A	SV-PS-510a.1	Ethics and Compliance Program, p. 100
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	Quantitative	\$	SV-PS-510a.2	Material legal proceedings are disclosed in our 2022 Form 10-K . See Part I, Item 3, p. 27

Table 2. Activity Metrics

Activity Metric	Category	Unit of Measure	Code	Response
Number of employees by: (1) Full time and part time (2) Temporary (3) Contract	Quantitative	Number	SV-PS-000.A	Reconciliation of Employees, Excluding Independent Contractors to Employees, Including Independent Contractors, p. 122
Employee hours worked, percentage billable	Quantitative	Hours, %	SV-PS-000.B	Utilization rates of billable professionals are disclosed in our 2022 Form 10-K . ¹ See Part II, Item 7, p. 39

¹ 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 that are 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.

TCFD Core Elements	Recommended Disclosures	Disclosures
Governance	a. Describe the organization's governance around climate-related risks and opportunities.	Governance of Corporate Sustainability, pp. 22 - 23 Environmental Oversight, p. 31
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term.	Climate Strategy and Resilience, pp. 41 - 45, 47
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks.	Environmental Management Overview, pp. 27- 29 Environmental Footprint, pp. 32 - 40 Climate-Related Risk Identification and Management, pp. 41 - 45 Environmental Responsibility & Climate Change Disclosure Policy
	b. Describe the organization's processes for managing climate-related risks.	
	c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	
Metrics & Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Environmental Management Overview, pp. 27- 29 Environmental Footprint, pp. 32 - 40 Climate-Related Risk Identification and Management, pp. 41 - 45 Performance Table, p. 113 Environmental Responsibility & Climate Change Disclosure Policy
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	



Diversity Data

FTI Consulting seeks to survey 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 historically underrepresented ethnic groups.

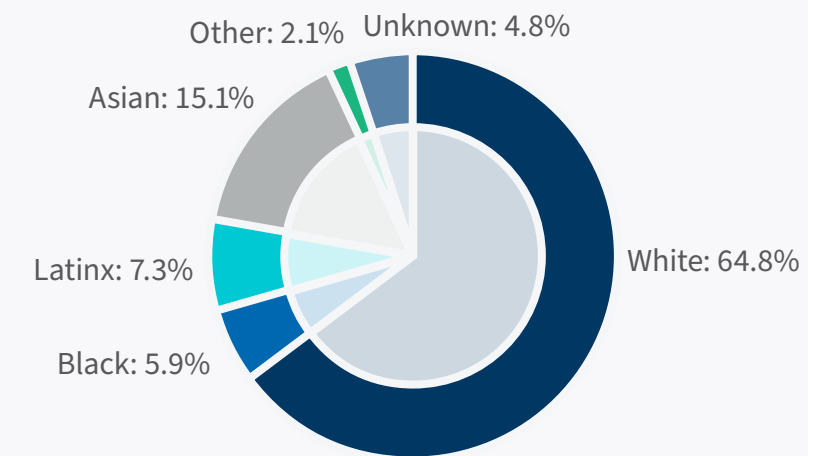
FTI Consulting has provided additional diversity-related disclosures from our two largest countries by headcount, the United States and the UK, which represented 69% of the company’s regular employees as of December 31, 2022. The United States and the UK are two of the handful of countries where we have offices that allow the surveying of race and ethnicity. Each country has different definitions of marginalized groups and historically underrepresented minorities. Within the below chart, we outline what each country specifically defines as the underrepresented minorities who have traditionally been more difficult to recruit and retain.

United States

Gender Representation¹



Ethnicity Representation¹



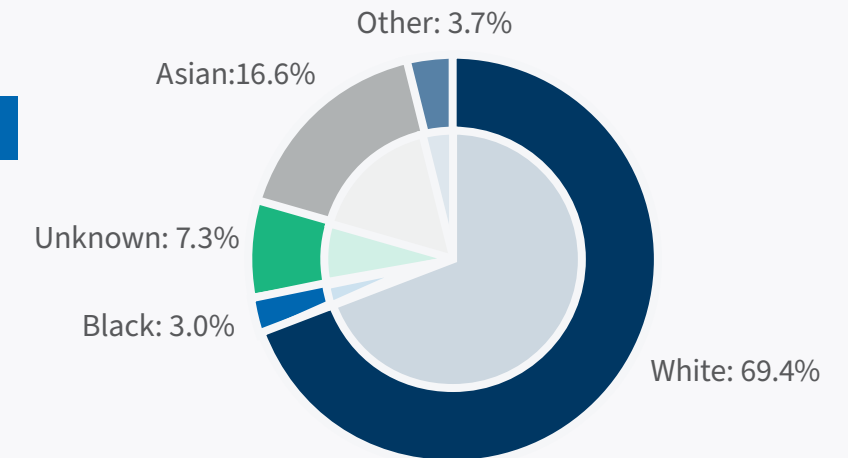
¹ Percentages may not add to 100% due to rounding.

United Kingdom

Gender Representation¹



Ethnicity Representation¹



¹ Percentages may not add to 100% due to rounding.



Equal Employment Opportunity

FTI Consulting's Equal Employment Opportunity ("EEO") data statements are prepared in accordance with U.S. government requirements.

Below is our December 31, 2022 EEO data.

Regular U.S.-Based Employees as of December 31, 2022¹

Male	Hispanic	White	Black	Asian	Other ²
Executive/senior managers	5%	85%	1%	8%	2%
First/mid-level managers	6%	72%	4%	15%	2%
Professionals	10%	65%	6%	17%	2%
Sales workers	33%	67%	0%	0%	0%
Administrative support	13%	48%	26%	6%	6%
Male total	7%	72%	5%	14%	2%

Female	Hispanic	White	Black	Asian	Other ²
Executive/senior managers	4%	85%	4%	8%	0%
First/mid-level managers	5%	69%	6%	18%	1%
Professionals	9%	56%	11%	21%	3%
Sales workers	33%	67%	0%	0%	0%
Administrative support	16%	52%	22%	7%	3%
Female total	8%	63%	10%	18%	2%

Total	Female	Male
Executive/senior managers	21%	79%
First/mid-level managers	39%	61%
Professionals	50%	50%
Sales workers	50%	50%
Administrative support	85%	15%
Total	44%	56%

¹ Percentages may not add to 100% due to rounding.

² Other includes Native Hawaiian and Other Pacific Islanders, Native American and two or more races.

United Nations Sustainable Development Goals

In September of 2020, FTI Consulting became a participant to the 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 Ten Principles into our culture, policies and day-to-day operations. As a participant to the UN Global Compact, FTI Consulting strives to make progress against the UN SDGs through client work, pro bono engagements and philanthropic efforts.

United Nations Sustainable Development Goals

UN SDG	FTI Consulting's Supporting Initiatives	UN SDG	FTI Consulting's Supporting Initiatives	UN SDG	FTI Consulting's Supporting Initiatives
 Goal 2 End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Providing Meals to End Global Food Insecurity (page 59)	 Goal 7 Ensure access to affordable, reliable, sustainable and modern energy for all	Advising Wien Energie on Decarbonization Scenarios for Vienna's Energy System (page 30)	 Goal 11 Make cities and human settlements inclusive, safe, resilient and sustainable	Advising Wien Energie on Decarbonization Scenarios for Vienna's Energy System (page 30)
 Goal 3 Ensure healthy lives and promote well-being for all at all ages	Transforming Breast Cancer Together: Launching and Managing Europe's Leading Breast Cancer Coalition (page 21) Abercrombie & Fitch: Refreshing the ESG Strategy for a Leading Retailer (page 69) Fundraising for the Fight against Rare Cancers in Honor of Evan Bookstaff (page 93) Getting Active for a Cause with FTI Consulting's Corporate Citizenship Program (page 94) Raising Awareness of Narcolepsy through Stakeholder Research and Media Relations (page 91)	 Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	Taking Action to Support Global Sustainability Efforts (page 48) Abercrombie & Fitch: Refreshing the ESG Strategy for a Leading Retailer (page 69) Preparing the Next Generation of Experts through Skills-Based Volunteering (page 87) Growth Support: Helping a Nonprofit That's Leading Underrepresented Young Professionals into the Workforce (page 92)	 Goal 13 Take urgent action to combat climate change and its impacts	Establishing an ESG Leader in South Africa (page 18) Fueling a Carbon-Free Future (page 19) Advising Wien Energie on Decarbonization Scenarios for Vienna's Energy System (page 30) Polska Grupa Energetyczna S.A.: Identifying Potential Reforms of the European Carbon Market to Enhance Price Signals (page 46) Taking Action to Support Global Sustainability Efforts (page 48) Abercrombie & Fitch: Refreshing the ESG Strategy for a Leading Retailer (page 69) Providing Revenue Projections for Voltalis' Investment In Smart Electricity Devices (page 103)
 Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Expanding Free Access to Computer Science Education across EMEA (page 68) Preparing the Next Generation of Experts through Skills-Based Volunteering (page 87) FTI Consulting Colleagues Collect and Distribute School Supplies for Children in Need (page 109)	 Goal 9 Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	Investigating an Unintentional Data Disclosure for a Large U.S. Municipality (page 108)		
 Goal 5 Achieve gender equality and empower all women and girls	Taking Action to Support Global Sustainability Efforts (page 48) Amplifying the Importance of Parental Leave Equity (page 56) Abercrombie & Fitch: Refreshing the ESG Strategy for a Leading Retailer (page 69) Expanding Free Access to Computer Science Education across EMEA (page 68) Building Greater Awareness of Child Sexual Abuse Cases in Hong Kong through Centralized Data (page 88) FTI Consulting Professionals across the Globe Empower Women in Their Communities (page 89)	 Goal 10 Reduce inequality within and among countries	Providing Meals to End Global Food Insecurity (page 59) Abercrombie & Fitch: Refreshing the ESG Strategy for a Leading Retailer (page 69) Preparing the Next Generation of Experts through Skills-Based Volunteering (page 87) Growth Support: Helping a Nonprofit That's Leading Underrepresented Young Professionals into the Workforce (page 92) Expanding Free Access to Computer Science Education across EMEA (page 68) FTI Consulting Colleagues Collect and Distribute School Supplies for Children in Need (page 109)	 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	Uplifting Ukraine – Our Continued Global Efforts to Support Ukraine (page 10) Investigating an Unintentional Data Disclosure for a Large U.S. Municipality (page 108)

2019-2022 Reconciliations of Employees, Excluding Independent Contractors to Employees, Including Independent 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. We believe 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 employees, excluding independent contractors to employees, including independent contractor for 2019, 2020, 2021 and 2022.

Reconciliation of employees, excluding independent contractors to employees, including independent contractors

Year Ended December 31	2019	2020	2021	2022
Total employees	5,567	6,321	6,780	7,635
Contractors	1,858	1,606	1,965	2,534
Total employees, including contractors	7,425	7,927	8,745	10,169

Energy Use and GHG Emissions ²	2019	2020 ¹	2021 ¹	2022
Total energy consumed (MWh) ³	15,155	10,821	10,798	15,926
Scope 1 (MT CO2e) – direct emissions ^{4,5}	4	3	1.6	-- ⁶
Scope 2 (MT CO2e – electricity indirect emissions, market based) ^{4,5}	5,542	4,146	3,972	3,781
Change from 2019 baseline, Scope 1 and 2		-25.2%	-28%	-32%
Scope 3 (MTCO2e) – business travel ^{4,5,7}	30,813	12,204	10,471	35,007
Total GHG emissions (MT CO2e) ¹ , Scope 1 and Scope 2 emissions, as well as Scope 3 emissions from business travel ⁴	36,359	16,353	14,444	38,788
Total employees, including contractors	7,425	7,927	8,745	10,169
Emissions intensity (MT CO2e/employees, including contractors) ^{4,5,8}	4.90	2.06	1.65	3.81

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 represents data for entities under operational control of FTI Consulting and its subsidiaries, which is consistent with GHG Protocol.

³ MWh stands for megawatt hours.

⁴ Scope definitions:

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

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

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

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

⁶ In 2022, FTI Consulting fully eliminated our fuel-related Scope 1 emissions by removing a backup generator and selling a fleet vehicle. Currently, refrigerant gas losses associated with office operations are not included in FTI Consulting's 2022 emissions Scope 1 inventory.

⁷ This category includes emissions associated with business travel only (air, car, rail, hotel).

⁸ "Per employee" refers to FTI Consulting's total employee headcount (excluding independent contractors), as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31 plus independent contractors as of December 31 of the applicable calendar year ended December 31. "Independent contractors" are defined as temporary resources who at times may travel on behalf of FTI Consulting for business purposes.

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. ©2023 FTI Consulting, Inc. All rights reserved. fticonsulting.com

