

FTI Consulting Corporate Sustainability Report



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An aerial photograph showing a two-lane road curving through a dense green forest. The road is bordered by a body of water on both sides. The water is a deep blue-green color. The forest is lush and green, with many trees visible. The road has a white dashed line in the center and solid lines on the edges. A few cars are visible on the road. The overall scene is peaceful and scenic.

Introduction

Letter to Our Stakeholders

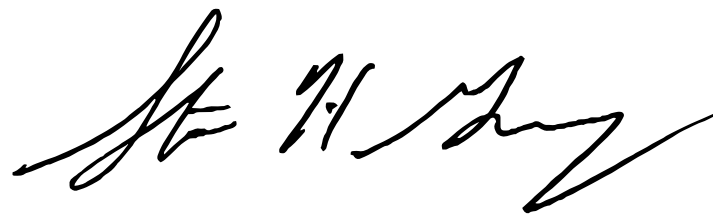
The key underlying driver of our multiyear growth trajectory at FTI Consulting is that we do not sit still; we invest actively in our clients, our people and our communities to ensure we are developing, growing and making a difference.

Our Environmental, Social and Governance (“ESG”) commitments are a core element of developing the sustainable business practices that support our long-term value creation for our stakeholders. In the enclosed report, we hope you see the many ways that, in 2023, we continued to invest in our professionals, sought to do good in our communities and focused on reducing our emissions intensity.

For example:

- In 2023, we promoted **more than 1,500 professionals — a record number**. We continued to support our people through talent development initiatives and programs to foster a diverse and inclusive culture.
- We reduced our emissions intensity and energy consumption per employee while increasing the percentage of our real estate portfolio powered or offset by 100% renewable energy. We continue to work toward our ambition of **reaching net-zero greenhouse gas emissions by 2030** for Scope 1 and Scope 2 emissions, as well as Scope 3 emissions from business travel. We look forward to engaging with the Science Based Targets initiative by the end of 2024 to validate our emissions reduction targets.
- Our professionals **supported more than 1,200 charitable organizations** in 2023 through our Corporate Citizenship Program. These efforts resulted in more than 7,400 hours of volunteer service and a contribution of approximately \$10.5 million in pro bono services.

My colleagues and I look forward to continuing on these journeys and sharing our ongoing progress with you.



Steven H. Gunby

President and Chief Executive Officer, FTI Consulting





About This Report

We are pleased to share FTI Consulting’s 2023 Corporate Sustainability Report, where we discuss our approach to addressing our company’s unique ESG characteristics through our related programs, policies and commitments. This report demonstrates the progress made toward our ESG goals and commitments this year and shows how we continue to make progress in our ambitions to support stakeholders and the communities in which we operate.

Proactively identifying and addressing ESG risks and opportunities are a key component of sustaining our strong growth trajectory and maintaining our operations. To align our reporting with market and stakeholder expectations, we review our reporting framework against the evolving ESG landscape and engage our stakeholders in routine, formal and informal ESG-related discussions. This allows us to share our progress with stakeholders in a way that addresses their expectations and priorities.

The disclosures within our 2023 Corporate Sustainability Report address company-specific sustainability initiatives and alignment with the Sustainability Accounting Standards Board (“SASB”), as well as recommendations from the Task Force on Climate-Related Financial Disclosures (“TCFD”)¹, which have been incorporated into the International Sustainability Standards Board inaugural standards — International Financial Reporting Standards (“IFRS”) S1 and IFRS S2. FTI Consulting’s SASB, TCFD and organizational diversity data disclosures, such as our EEO-1 data, are included in the Appendix of this report. Furthermore, FTI Consulting annually responds to the CDP (formerly Carbon Disclosure Project) questionnaire and EcoVadis.

FTI Consulting has been a participant of the United Nations (“UN”) Global Compact since 2020 and supports the UN’s Ten Principles on human rights, labor, environment and anti-corruption (“the Principles”). As a participant of the UN Global Compact, our commitment to the Principles and the UN Sustainable Development Goals (“SDGs”) are promoted and reinforced through our culture, policies, client work, pro bono engagements, volunteering, community-building initiatives and day-to-day operations, examples of which are shown throughout this report.

¹ As of October 12, 2023, the TCFD has fulfilled its remit and disbanded. The IFRS Foundation will take over the monitoring of the progress on companies’ climate-related disclosures from the TCFD.

About FTI Consulting

FTI Consulting is a market-leading global consulting firm that brings together distinct capabilities and experts to serve as the trusted advisor to clients when they are facing their greatest opportunities and challenges.

Each practice area of FTI Consulting includes leading experts defined by their depth of knowledge and track record of delivering client value when it matters most. Collectively, FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle. For a full summary of our comprehensive business consulting services, please visit our [website](#).

1982

Year founded

31

Offices in 31 countries and territories around the globe¹

768

Senior Managing Directors¹

7,990

Employees worldwide¹

888

Ranked 888 on the Fortune 1000

98/100

Advisor to 98 of the world's top 100 law firms as ranked by *The American Lawyer* Global 100 list

83/100

Advisor to 83 of the Fortune 100 companies

64/100

Advisor to 64 of the top 100 private equity firms on the Private Equity International 300 list

38/50

Advisor to 38 of the world's top 50 bank holding companies

¹ All statistics mentioned above are as of December 31, 2023.

Our Values

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



Our values at FTI Consulting:

I NTTEGRITY	Reflects a broad agreement that the people we work with are trustworthy, ethical and value long-term success over short-term gain.
C REATIVITY	Reflects 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	Reflects authenticity that our values include not just who we are and how we act, but also what we achieve for our clients and our teams.
R ESPECT	Reflects the basics of professionalism, such as disagreeing with ideas and not people, and taking continued steps to make our workplace more inclusive.
E MPATHY	Reflects a shared recognition that all FTI Consulting employees are human beings with feelings and lives outside of work, and that human connectivity motivates all of us and makes FTI Consulting a special place to work.

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

2023 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., UK, AUSTRALIA,
GERMANY, FRANCE
AND THE UAE**

Great Place to Work®

**LEADER ON 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
ADVISOR**

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

**A TOP 50
CONSULTING FIRM
OF 2023**

The Consulting Report

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

Forbes

**NAMED A GREAT
PLACE TO
WORK-CERTIFIED
COMPANY IN
THE U.S.**

2021

GREAT PLACE TO WORK

**FTI
CONSULTING**

Our Commitment to the UN Sustainable Development Goals

Since 2020, FTI Consulting has been a participant of the UN Global Compact and has supported the Ten Principles on Human Rights, Labor, Environment and Anti-Corruption.

As a company, we support the 17 UN SDGs and strategically align to seven UN SDGs where we believe our expertise is best positioned to make a positive impact with our people, our clients and our communities. On an annual basis, we disclose our progress to the UN Global Compact.

FTI Consulting aspires to 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. Employee time spent on pro bono engagements counts toward their segment’s utilization and productivity metrics.
- **Client Engagements:** Through our comprehensive cross-segment capabilities, including ESG & Sustainability, we have a seat at the table for high-impact client engagements during moments of crisis and transformation. We help our clients navigate their unique ESG challenges, meet their ESG goals and support several of the UN SDGs.
- **Corporate Citizenship Engagements:** To enable 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.

Throughout the 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.



Our ESG Approach

FTI Consulting develops the goal setting, execution and success of its global ESG-related initiatives through targeted focus areas across our business. Our initiatives include input from teams across real estate; information technology; corporate citizenship; diversity, inclusion and belonging (“DI&B”); human resources; benefits; talent development; procurement; legal; and risk and compliance.



Environment

FTI Consulting and its professionals are committed to doing our part in addressing climate change and reducing our emissions intensity per employee.



Social

FTI Consulting seeks to be the company of choice for the best professionals to build and advance in their careers, to foster a diverse and inclusive culture, and to empower our people to do good in the communities in which we live and work.



Governance

Our approach to corporate governance is informed by principled actions, effective decision making and appropriate monitoring of compliance, risks and performance.

The status of FTI Consulting’s corporate sustainability program and its long-term strategic outlook undergo regular review and assessment by our leaders. FTI Consulting’s strategy is formalized with measurable goals we view to be appropriate, which are highlighted throughout the report and provide specific aspirations to work toward over time.



Sustainable Value Creation

FTI Consulting drives sustainable growth by investing in our people, managing our carbon footprint and delivering for our clients.

FTI Consulting's role as a professional services firm allows us to support a sustainable economy — both through our internal initiatives and the work we do on behalf of our clients.








- **Our business, including our corporate sustainability efforts, is driven by our people.** We invest in attracting, developing, promoting and retaining talented professionals who can build and strengthen leading positions in areas of critical client needs. Furthermore, we engage in regular communication with our people to help us understand how to better support their well-being and professional growth — helping FTI Consulting remain a great place to work.
- **We have a commitment to environmental stewardship and responsibility.** We continued to implement initiatives to advance FTI Consulting's plan to achieve net-zero greenhouse gas ("GHG") emissions by 2030, including actions to reduce GHG emissions for Scope 1 and Scope 2 emissions, as well as Scope 3 emissions from business travel. We have also submitted our letter of

intent to the Science Based Targets initiative ("SBTi") to validate our emissions reduction targets. FTI Consulting has 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 flexible work helps us reduce our GHG emissions.

- **Our commitment to our values and our role as responsible corporate citizens extends to our ability to deepen client relationships.** 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.



Our 2023 ESG Highlights

<h2>Environment</h2>	 <p>Reduced emissions intensity per employee¹ by 45% from 4.90 MT CO2e in 2019² to 2.71 MT CO2e³</p>	<p>-46% Reduced square footage and energy consumption per employee by 46% compared with 2019</p>	 <p>Increased percentage of real estate portfolio, as measured by square footage, powered or offset by 100% renewable energy from 36% in 2022 to 44%</p>	 <p>Completed the transition of 100% of data storage servers in our North America and Europe, the Middle East and Africa (“EMEA”) regions to the cloud</p>
<h2>Governance⁴</h2>	 <p>100% independent Board Committee membership</p>	<p>89% of Board members are independent directors</p>	<p>22% of directors are racially diverse</p>	<p>33% of directors are female</p>
<h2>Talent Development & Employee Engagement</h2>	 <p>88% acceptance rate for experienced hires and 81% acceptance rate for campus hires</p>	<p>1,500+ professionals were promoted, a record number</p>	<p>81,000+ training hours logged, with an average of 12 training hours per employee</p>	<p>1,500+ professionals completed leadership training courses</p>
<h2>Diversity, Inclusion & Belonging</h2>	 <p>Held 60+ virtual and in-person diversity, inclusion and belonging events globally</p>	<p>45% increase in female Senior Managing Directors compared with 2020</p>	<p>26% increase in historically underrepresented minority Senior Managing Directors compared with 2020</p>	 <p>80% of our Named Executive Officers and 58% of our Executive Committee represent diverse groups</p>
<h2>Corporate Citizenship</h2>	<p>200 Corporate Citizenship Champions who volunteer to lead corporate citizenship initiatives in their local offices</p>	<p>\$10.5M contributed in pro bono services, a record number</p>	<p>1,200+ charitable organizations supported through the company’s Corporate Citizenship Program</p>	<p>7,400+ hours of volunteer service completed</p>

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 COVID-19-related restrictions on business travel and office occupancy.

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

⁴ For more information on the FTI Consulting Board of Directors, including our board composition and key director statistics, please visit our [Proxy Statement](#).



CASE STUDY

PROVIDING NOURISHMENT TO COMMUNITIES EXPERIENCING FOOD INSECURITY

Conflict, economic shocks and climate extremes are contributing to an unprecedented food crisis worldwide. More than 333 million people across the globe faced acute levels of food insecurity in 2023 and did not know where their next meal would come from. This constitutes a staggering increase of almost 200 million people compared with pre-COVID-19 pandemic levels.¹

OUR CONTRIBUTION

Throughout the year, colleagues across the world came together to raise awareness of global hunger through a number of company-sponsored community initiatives:

- In **Boston**, we sorted nearly 15,000 pounds of donated food with the [Greater Boston Food Bank](#), representing 12,500 nutritious meals distributed to families in need during the winter.
- Colleagues from **Brussels** partnered with [Serve the City](#) on multiple occasions to package and distribute food, essential items and warm clothing to those experiencing homelessness.
- Our **Mexico City** office collected essential items and monetary donations for victims of Hurricane Otis, one of the strongest storms in the region’s history, to be delivered to [Banco de Alimentos México](#), a nonprofit network made up of 57 food banks.
- Across the **United States**, colleagues packaged more than 35,000 meals with [Rise Against Hunger](#), feeding 160 students for an entire school year and supporting the organization’s effort to alleviate hunger worldwide through nutritious meals.
- Our **Singapore** office stocked donations at [The Food Bank Singapore](#), an organization fighting to end food insecurity by rescuing wasted food for redistribution.
- Colleagues from **Minneapolis** and **St. Paul** packaged approximately 720 meals for children in Haiti with [Feed My Starving Children](#), a nonprofit dedicated to providing food to children experiencing severe malnutrition.

OUR IMPACT

FTI Consulting’s efforts to fight food insecurity on an international level resulted in **more than 50,000 meals packed and distributed to those in need of nutritious food.**

“I am incredibly grateful to be part of the FTI Consulting team that came together to make a significant impact for Rise Against Hunger. As we stood side by side, filling bags with nutritious ingredients, I witnessed the power of teamwork and compassion. Colleagues from different practice groups, backgrounds and levels worked seamlessly, driven by a common purpose: to alleviate hunger. Our FTI Consulting family demonstrated that when we unite, we can achieve remarkable things.”



LAQUITA JEWETT

Managing Director, New York

¹ [World Food Programme](#)



CASE STUDY

COOK FOR A CAUSE: ADDRESSING FOOD INSECURITY IN AUSTRALIA BY LEVERAGING SOCIAL MEDIA TO ATTRACT NEW AUDIENCES

Escalating costs of essential items such as food, housing and healthcare have left families across Australia facing significant financial burdens, with more than 4 million individuals battling food insecurity in 2023. FTI Consulting supported [Our Big Kitchen](#) (“OBK”), a nonprofit dedicated to preparing and distributing meals to disadvantaged Australians, by applying a strategic approach to their digital platforms, helping raise the organization’s profile and inspire a steadier pipeline of corporate volunteer bookings.

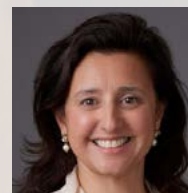
OUR CONTRIBUTION

- FTI Consulting created an organic and paid media strategy to bolster OBK’s online presence to effectively reach target audiences, raise greater awareness of its mission and identify methods of encouraging volunteerism.
- Our experts conducted influencer identification and developed a compelling content strategy to improve OBK’s visibility on major social media platforms.
- The team dedicated nearly 50 hours of pro bono time over four months in support of OBK and contributed funds to the organization’s paid digital media campaign.

OUR IMPACT

- FTI Consulting **positioned OBK as an optimal volunteer organization** for leading corporations seeking volunteer opportunities on top search engines and social platforms.
- The paid advertising campaign generated **more than 230,500 engagements**, including likes and visits to the organization’s website.
- Our team **improved OBK’s visibility to youth volunteers and families** by growing the organization’s following on major social media platforms, including Instagram, Facebook and LinkedIn.
- The strategy provided by our experts **allowed OBK to target key audiences** critical in improving and maintaining a steady pipeline of volunteer bookings.

“Solving business problems by leveraging digital communications is what the Digital & Insights team at FTI Consulting does on behalf of our C-suite clients, day in and day out. We eagerly accepted the chance to collaborate with Our Big Kitchen for a thoroughly rewarding pro bono project. The culminating point was seeing our strategy come to life, playing to the strengths of social media while also delivering meaningful results that will amplify the impact the organization can have in addressing a critical societal issue.”



ASHA OBEROI

Managing Director, Sydney

Stakeholder Engagement

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

Through formal and informal discussions with our employees, clients, shareholders and the communities in which we do business, we regularly and effectively solicit feedback on our corporate sustainability efforts. This dialogue is highly valuable — it allows us to understand our stakeholders’ evolving priorities while aligning their needs with our broader business strategy. It also serves as an important means to hold ourselves accountable to our goals and to regularly communicate the progress we are making in support of corporate sustainability initiatives.



Employees

- Corporate Citizenship Portal
- Employee engagement and pulse surveys
- Employee resource groups
- Employee training and talent development
- FTI *Atlas* intranet
- Global all-staff meetings
- 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

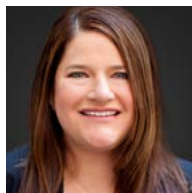
- Employee charitable matching gifts
- Employee volunteering
- Local, employee-driven nonprofit partnerships
- Long-term, strategic nonprofit partnerships
- Pro bono engagements

**SPOTLIGHT ON OUR ESG & SUSTAINABILITY OFFERING:****HELPING OUR CLIENTS ACHIEVE THEIR ESG AMBITIONS**

Alongside our commitment to delivering on our ESG and sustainability commitments as a firm, we are also helping clients deliver on theirs.

A successful ESG program is authentic, grounded in data and aligned with the company's overarching strategy and stakeholder priorities. The professionals within FTI Consulting's end-to-end ESG & Sustainability offering provide extensive support to companies and advisors navigating today's evolving and rapidly shifting ESG-driven demands. Our multidisciplinary 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.

“ESG is a toolkit to identify and address risks and opportunities that may not be evident in traditional financial metrics. By reporting ESG metrics, companies signal that they are aware of these key risks and opportunities. By taking action, companies can demonstrate a commitment to mitigating risk and seizing opportunity.”

**MIRIAM WROBEL**

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

CASE STUDY**ENGAGING EMPLOYEES TO EMBED ESG AMBITIONS INTO CULTURE**

The executive stakeholders of a supermajor oil and gas company engaged FTI Consulting to help raise awareness, engagement and buy-in across the business following the launch of a comprehensive program to achieve net-zero emissions by 2050.

OUR CONTRIBUTION

- FTI Consulting conducted an ESG readiness assessment to provide recommendations across key organizational aspects of the program, including stakeholders, governance, communications and change enablement.
- Our experts utilized the insights to establish comprehensive communications workstreams within the program and build out a change management plan to be implemented across the business.
- FTI Consulting directly supported the program team, leaders and business unit resources throughout the implementation and developed an enterprise net-zero narrative aligned with existing external messaging.

OUR IMPACT

- FTI Consulting successfully built a **cross-functional network of change agents** who were prepared to communicate with employees and provide useful feedback on the program, increasing awareness and enthusiasm among employee stakeholders.
- The program was able to **generate messaging for diverse, global stakeholder groups** and form partnerships with local business units to tailor content and engagement approaches for their people.
- Our team **designed and developed a centralized hub** on the client's intranet, providing a mechanism for rolling out enterprise content and sharing best practices across the business in the immediate and long term.

ESG & Sustainability: How We Help



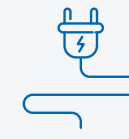
ESG Program Development



Litigation & Disputes



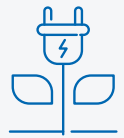
Climate Scenario Planning & Risk Analysis



Decarbonization Strategies



Due Diligence



Emissions Measurement & Management



Crisis Communications



ESG Risk & Compliance



Diversity, Civil Rights & Workplace Fairness



Investor Relations



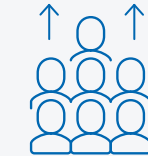
Data Integrity, Statements & Reporting



Activism Defense Strategy



Ethical & Sustainable Supply Chain



Business Transformation & Change Management



Merger Integration



Corporate Reputation & Stakeholder Engagement



Modern Slavery & Human Trafficking Prevention



Data Privacy



Cybersecurity & Data Protection



FTI Capital Advisors



Public & Government Affairs



Environmental Solutions



Tax

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

Governance of Corporate Sustainability

The governance of corporate sustainability at FTI Consulting is multifaceted and incorporates collaboration and engagement across our teams. Collectively, we identify and manage ESG risks and opportunities for the company.



BOARD-LEVEL OVERSIGHT

The primary responsibility for overseeing the company’s ESG strategy and performance falls under the **Nominating, Corporate Governance and Social Responsibility Committee** — one of the three Board Committees of FTI Consulting.

Composed of four independent directors with diverse backgrounds and skill sets, key responsibilities of the Committee include oversight of the nominations of directors, corporate governance and corporate initiatives and reporting on corporate social responsibility, environmental sustainability including climate change, and human capital factors including DI&B and equal opportunities. Additionally, the Committee discusses and reviews external ESG reports and policies regarding ESG-related topics with management, including the review of any related U.S. Securities and Exchange Commission ("SEC") reporting or proposals and this report. Management briefs the Board on relevant ESG matters, including but not limited to human capital, sustainability and external ESG rating-related matters on an annual basis or more frequently if needed.

FTI Consulting’s two other Board committees incorporate certain ESG risks and opportunities into their responsibilities as well:

- The **Audit Committee** is responsible for (i) reviewing regulatory and other matters that may have a material effect on the financial statements or are related to company policies; (ii) discussing significant risks and exposures and the company's guidelines and policies with respect to risk assessment and risk management; and (iii) assessing management’s actions to minimize such risks to the company, including climate change- and other ESG-related risks.
- The **Compensation Committee** determines annual financial performance metrics and targets for Named Executive Officer (“NEO”) compensation aligned with FTI Consulting’s business and operational goals. FTI Consulting’s executive compensation program is strongly linked to the financial and operational performance of the company, and the Committee can consider ESG or sustainability-related accomplishments in connection with individual performance.

EXECUTIVE COMMITTEE

FTI Consulting’s management and representatives from the company’s business segments and regions are tasked with providing strategic management of enterprise-related risks and opportunities, including ESG, and periodically discuss related topics during quarterly strategy reviews. Our **Chief Strategy and Transformation Officer** is responsible for identifying and evaluating the firm's environmental-related risks and exposures, including climate change and sustainability, and implementing strategies to advance the company's GHG and various emissions reduction goals, in addition to mitigating other climate-related risks.

Our **Chief Human Resources Officer** is responsible for oversight of the human capital management programs and initiatives, including DI&B. Both of these executives provide updates to the Nominating, Corporate Governance and Social Responsibility Committee and other directors on these matters at least annually.

The **General Counsel** provides an update on potential regulatory requirements to the Board of Directors as necessary. The **Vice President – 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. Other corporate and business leaders, including the **Global Head of Marketing, Communications & Investor Relations** may assist with such briefings.

Specific subject matter teams, including the cross-functional committees discussed below, are requested to regularly communicate with the company's Executive Committee, consisting of executives and key corporate, segment, practice and regional leaders, on key topics. For example, the Sustainability and Real Estate teams communicate 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 for feedback to be incorporated into business strategy discussions to inform ongoing sustainability efforts.

EXECUTIVE COMPENSATION AND ESG CONSIDERATIONS

The Compensation Committee continues to refine our executive compensation program to align with evolving competitive and governance practices, respond to feedback from our shareholders, and strengthen the link to performance and the rigor of our program. Within our annual Proxy Statement, we detail the material elements of our executive compensation program philosophy and practices and the principles and objectives of our compensation decisions. A portion of each NEO's annual pay incentive (25% for the Chief Executive Officer ("CEO") and 33.3% for the other NEOs in 2023) is based on individual performance objectives, which can consider ESG- or sustainability-related accomplishments. Individual annual performance goals and accomplishments for each of our NEOs for 2023 can be found on pages 54-61 of FTI Consulting's annual [Proxy Statement](#).

CROSS-FUNCTIONAL MANAGEMENT COMMITTEES

FTI Consulting has several cross-functional management committees that are made up of subject matter experts and include one or more Executive Committee members. The committees, which include the Global Reputation Management Committee and the Pro Bono Advisory Committee, report to management or the full Executive Committee on their respective subjects, as well as 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"), Procurement, Risk and Compliance, Legal and Investor Relations. These teams support ESG-related initiatives and reporting.



CROSS-FUNCTIONAL MANAGEMENT COMMITTEES

CASE STUDY

ADVANCING INTERNATIONAL ACCOUNTABILITY IN SUPPORT OF UKRAINE

With the UN and the International Criminal Court unable to hold Russia and its leadership accountable for the February 2022 invasion of Ukraine, a campaign for an alternative mechanism was needed. Our experts helped drive change by providing strategic counsel to a new independent human rights non-governmental organization, Justice and Accountability for Ukraine (“JAFUA”), which was established to campaign for a special international tribunal to enable genuine accountability for the crimes of aggression against Ukraine and its people.

OUR CONTRIBUTION

- FTI Consulting oversaw all stages of the formation of JAFUA, launched the organization’s social media presence and worked to confirm high-profile lawyers and barristers as leading public supporters of its mission.
- Our experts managed the international campaign for establishing the special tribunal, identifying opportunities, limitations and potential risks.
- In partnership with JAFUA and the Office of the President of Ukraine, our team organized a high-profile conference in London to advance the approach to establishing a special tribunal.

OUR IMPACT

- Leveraging our extensive media, political and legal networks, the February 2024 London Conference on the Special Tribunal for Ukraine **received more than 140 registrations**, including members of parliament, government officials, diplomats and lawyers.
- In September 2024, the UK’s **newly elected Labour Party Government officially announced their intention to support** the special tribunal for Ukraine.
- Our experts **secured more than 40 separate items of media coverage** of the conference in Ukrainian and Western news outlets.

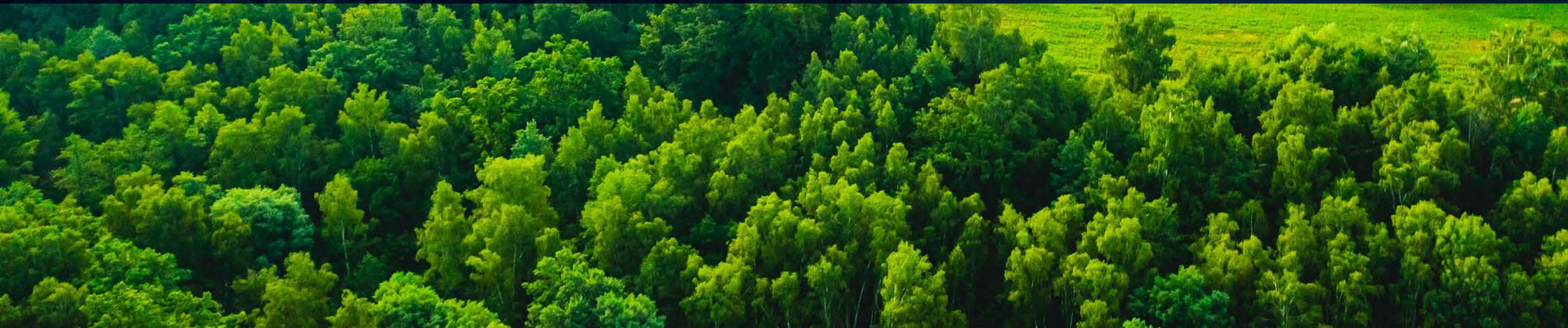
“Supporting the creation of JAFUA and the delivery of the conference on the special tribunal has been a highlight of my time at FTI Consulting and career so far. It has been a privilege to work on driving the political, legal and public debate on such an important international issue.”



JAMES MANNING
Senior Director, London



Environment



Environmental Management Overview

The ongoing consequences of climate change, such as extreme weather events and biodiversity loss, are made more apparent every year. As a global company with widespread operations, FTI Consulting and its professionals are focused on executing our goals to help address climate change and reducing our emissions intensity per employee as we grow.

At FTI Consulting, we are taking steps to reduce our environmental footprint across multiple high-impact areas of our business, including our work toward our **ambition of reaching net-zero GHG emissions by 2030**.¹ Our [Environmental Responsibility & Climate Change Disclosure Policy](#), which guides our environmental strategy, closely aligns with our environmental objectives and outlines expectations across climate change disclosures, ESG oversight and policies, real estate standards, energy consumption, waste and water management, business travel and goal setting.

Our approach to sustainability management includes data-backed initiatives that are led by comprehensive oversight with the goal of transparency to our stakeholders. **In 2024, FTI Consulting received third-party verification of its 2023 GHG emissions inventory**, confirming the firm's methodology is compliant with GHG Protocol. Additionally, we submitted our letter of intent to the SBTi to develop and validate our emissions reduction targets.

We operate with a relatively small environmental footprint because we are a professional services firm with no manufacturing or product distribution activities. Our environmental footprint primarily comprises employee travel and our corporate leased 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 sustainability-related practices and initiatives.



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

Our 10 Environmental Intentions

To guide our efforts to reduce our environmental footprint, especially in the areas we have identified as having the highest impact on our business — real estate, business travel and non-hazardous waste — **FTI Consulting strives to achieve 10 environmental intentions.** Our intentions, which are outlined in our Environmental Responsibility & Climate Change Disclosure Policy, are to:



Achieve net-zero GHG emissions by 2030¹



Promote sound environmental management policies and practices in the work of all our professionals



Increase awareness of environmental responsibilities among professionals and contractors



Minimize waste and pollution and operate effective waste management procedures



Promote purchasing, as far as practicable, of those products and services that cause the least harm to the environment



Avoid use, wherever possible, of environmentally damaging substances, materials and processes



Implement policies and procedures that contribute to a reduction in FTI Consulting's carbon footprint



Have regard to environmental factors, as far as practicable, with respect to the growth of FTI Consulting and the integration of new developments into the local environment



Encourage modes of transport by professionals and contractors that help reduce environmental impact



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 emissions from business travel.



Areas of Environmental Impact



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 pursuing third-party environmental certification of our offices, such as Fitwel, LEED or BREEAM, whenever feasible.

In new office buildouts, the firm's evaluation seeks to prioritize the proximity to public transportation in the selection process for new office locations, using materials that meet stringent guidelines for reduced GHG emissions, minimizing the creation of waste and implementing waste diversion practices in office operations. We also aim to optimize office layouts to minimize the company's physical office space footprint, and we invest in shared workspaces and remote working capabilities to improve real estate use efficiency.

FTI Consulting seeks opportunities to reduce 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 design standards, along with submetering, where feasible, 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 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 implemented travel policies designed to promote travel options that result in lower emissions. These include raising the threshold for flying business class for professionals below the Managing Director level, disallowing the use of black cars, encouraging the use of ride-sharing companies that operate eco-friendly vehicle fleets and investing in videoconferencing capabilities to facilitate remote client service by our professionals.

Efforts also include educating employees on actions they can take to reduce their environmental impact while traveling for business, such as sharing information on the environmental benefits of taking the train over air travel on central travel routes.



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. FTI Consulting does not generate hazardous waste through 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.

Environmental Oversight

Two committees within the FTI Consulting Board of Directors maintain oversight of our environmental management strategy and govern the firm's ESG-related considerations:

- **The Nominating, Corporate Governance and Social Responsibility Committee** is responsible for overseeing ESG-related risks and opportunities, including those associated with climate change.
- **The Audit Committee** is responsible for (i) reviewing regulatory and other matters that may have a material effect on the financial statements or are related to company policies; (ii) discussing significant risks and exposures and the company's guidelines and policies with respect to risk assessment and risk management; and (iii) assessing management's actions to minimize such risks to the company, including climate change- and other ESG-related matters.

The responsibility for implementing environmental strategies, monitoring progress and reporting periodically to the Board and its Committees falls at the executive level. Our NEOs, in particular our **Chief Human Resources Officer, Chief Strategy and Transformation Officer and General Counsel**, hold accountability for various aspects of our ESG management approach. The Vice President – Chief Risk and Compliance Officer reporting to the General Counsel is responsible for preparing and maintaining the Company's risk register, reviewing and updating company policies, practices and strategies and providing information to the Board and its Committees at least annually and more frequently as necessary.

To further drive the company's sustainability focus, FTI Consulting's **Real Estate, Strategy and Transformation, Travel, 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 report to FTI Consulting's President and CEO.

To address our environmental challenges across our business functions and help us remain aware of existing and new practices within our company and industry, leadership representing several teams contributes to our environmental strategy and approach. The NEOs and these teams work together to deliver annual updates to the Nominating, Corporate Governance and Social Responsibility Committee on the company's environmental initiatives, footprint and progress toward goals at least annually and more frequently if necessary.

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 respond to questions, which are later shared for consideration with our Board of Directors.



Environmental Footprint

FTI Consulting is committed to the continued development and implementation of sustainable practices that reduce our operational footprint. We believe that taking steps to actively reduce our environmental impact contributes to our ability to uphold client trust and be considered a preferred employer.

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

Strategy

FTI Consulting continues to pursue a data-driven approach to understand our emissions footprint. 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 identifying and evaluating strategic emissions reduction pathways.

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 impact mitigation measures for both areas. We have observed that these emissions reduction initiatives also allow for cost savings, aligning with our broader operational strategy of improvements that reduce our environmental impact and our costs.

In addition to the emissions reduction strategies focused on addressing our most significant sources of emissions, we intend to continue to identify and pursue additional emissions reduction opportunities that have the ability to reduce our overall carbon footprint.



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 and long-term strategic direction of our emissions reduction efforts relative to our targets. To further validate these efforts, we submitted a letter of intent to develop and validate our emissions reduction targets with SBTi and anticipate seeking validation by year-end 2024. We also recognize that there are other science-based target-setting bodies that use different variations of science-based definitions, and we continue to review their applicability to our business.

FTI Consulting plans to reassess our current emissions reduction targets against a 1.5 degree scenario with the ambition of reaching net-zero GHG emissions by 2030.¹ Our work to submit refined targets to SBTi reflects our continued efforts to review our emissions strategy and calculation methodology, providing stakeholders with accurate and transparent information. We believe our current targets, which we announced in 2022, have been key commitments promoting progress, accountability and tracking our journey to reduce our carbon footprint.

Our current targets include the following reductions against our 2019 baseline:

- 50% reduction in Scope 1 emissions by 2030²
- 50% reduction in Scope 2 emissions (market-based) per employee³ by 2030
- 50% reduction in Scope 3 emissions from business travel per employee³ by 2030

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

² Hydrofluorocarbons ("HFCs"), or refrigerant gas losses associated with office operations, are not included in FTI Consulting's publicly reported 2023 emissions Scope 1 inventory. We are currently evaluating if HFCs are relevant to our business operations and our operational boundary. If so, we expect to revisit our Scope 1 emissions inventory and targets, where feasible.

³ "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.

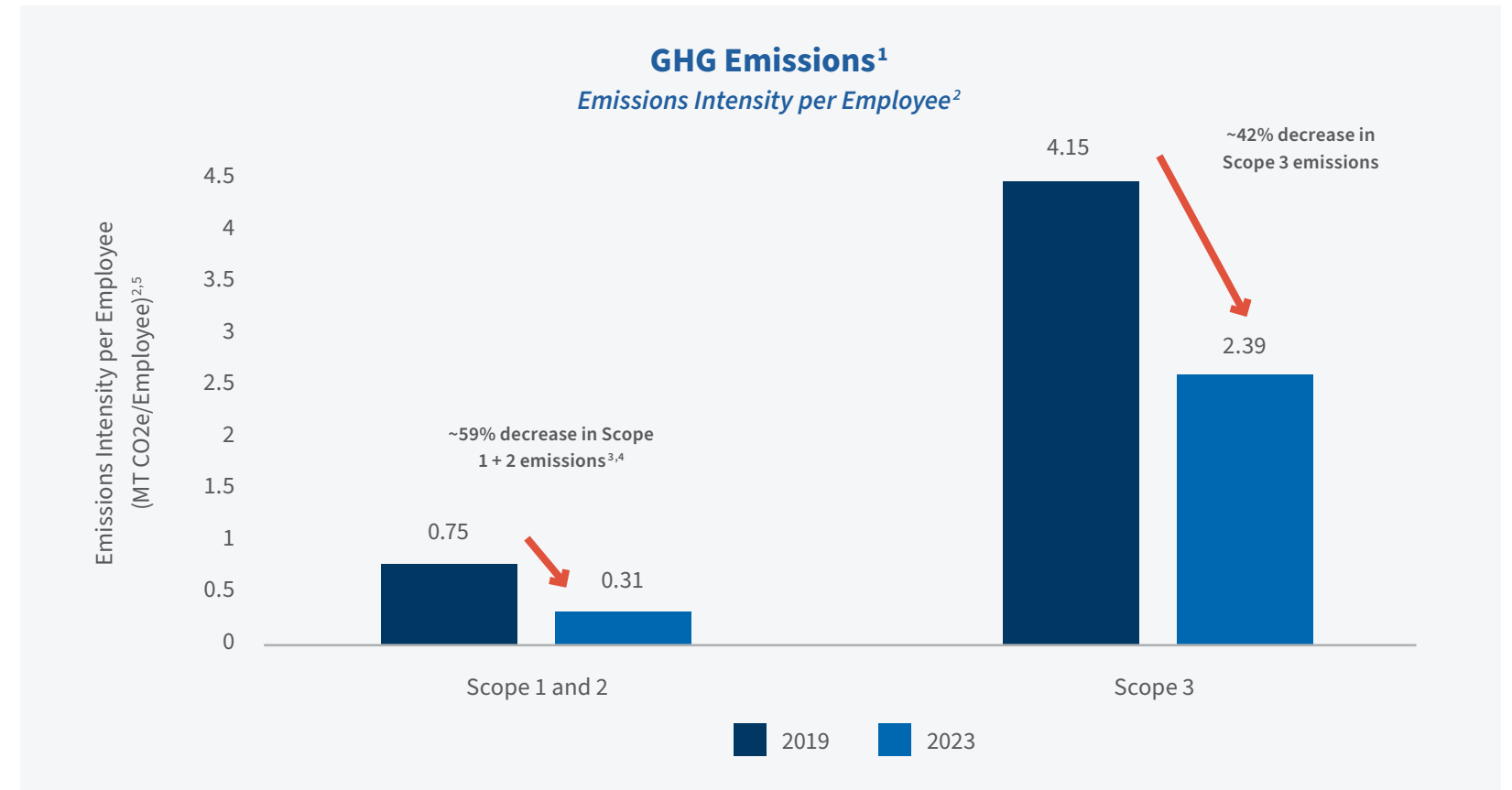


Emissions Footprint

FTI Consulting believes our progress to reduce our carbon footprint is representative of the initiatives we have undertaken to assess our emissions data and implement meaningful emissions reduction strategies. As part of our ongoing efforts to improve our emissions data and calculations, we regularly stress test our methodologies with the goal of enhancing the quality of our emissions data and reporting to increase transparency for our stakeholders. Demonstrating our commitment to enhanced emissions data reporting, we received limited assurance on the 2023 emissions data reported herein in 2024.

Through our ongoing emissions assessments and data collection, we recently increased our Scope 1 emissions inventory for years 2019 to 2022 to account for leased vehicles primarily leased by businesses acquired during that period. As such, we are currently evaluating strategies to reduce associated emissions, such as transitioning toward electric leased vehicles going forward. We believe the identification of these leased vehicles allows our company to continue to identify strategies to meaningfully reduce our footprint as we strive toward our net-zero ambition, as well as our current target.

Our real estate strategy, which emphasizes energy efficiency and the optimization of office footprint through layout considerations, shared workspaces and remote working capabilities, is expected to continue to drive our Scope 2 emissions reductions. In 2023, **we reduced our Scope 1 and 2 emissions by 59% per employee² compared with 2019 and are tracking toward achieving our 2030 target of 50% reduction per employee for Scope 2 emissions.**



¹ 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.

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.

³ HFCs, or refrigerant gas losses associated with office operations, are not included in FTI Consulting’s publicly reported 2023 emissions Scope 1 inventory. We are currently evaluating if HFCs are relevant to our business operations and our operational boundary. If so, we expect to revisit our Scope 1 emissions inventory and targets, where feasible.

⁴ The breakdown of Scope 1 and 2 emissions intensities is as follows: Scope 1: 0.00 (2019), 0.01 (2023) and Scope 2: 0.75 (2019), 0.30 (2023). Ongoing emissions assessments and data collection undertaken in 2024 identified leased vehicles in our possession, primarily leased by businesses acquired between 2019 and 2022. Scope 1 emissions data for years 2019 through 2022 have been calculated to include leased vehicles emissions and can be found in the Appendix.

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

We also **reduced Scope 3 emissions from business travel by 42% per employee¹ compared with 2019**. We expect Scope 3 reduction efforts will continue to focus on ongoing improvements to our business travel policies, as well as employee education and awareness-building efforts on the emissions-related implications of their travel. Additionally, we believe the enhanced flexibility provided through our hybrid work model has resulted in less business travel and therefore contributes to our Scope 3 emissions reduction. As we refine our emissions calculation methodologies and seek validation from science-based standard-setting organizations, such as SBTi, we are also looking to enhance our Scope 3 emissions calculations with the addition of categories outside of business travel. This effort would help us produce a more detailed emissions profile that we can use to implement targeted reduction strategies.

Furthermore, we continue to evaluate opportunities to expand our portfolio of both Renewable Energy Credits (“RECs”) and carbon offsets. We are also developing a road map centered around our commitment to reach net-zero carbon emissions by 2030, using a combination of offsets and reduction strategies. We intend to continue to leverage and refine this road map as we pursue validation through SBTi and seek to minimize our emissions footprint.

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



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.

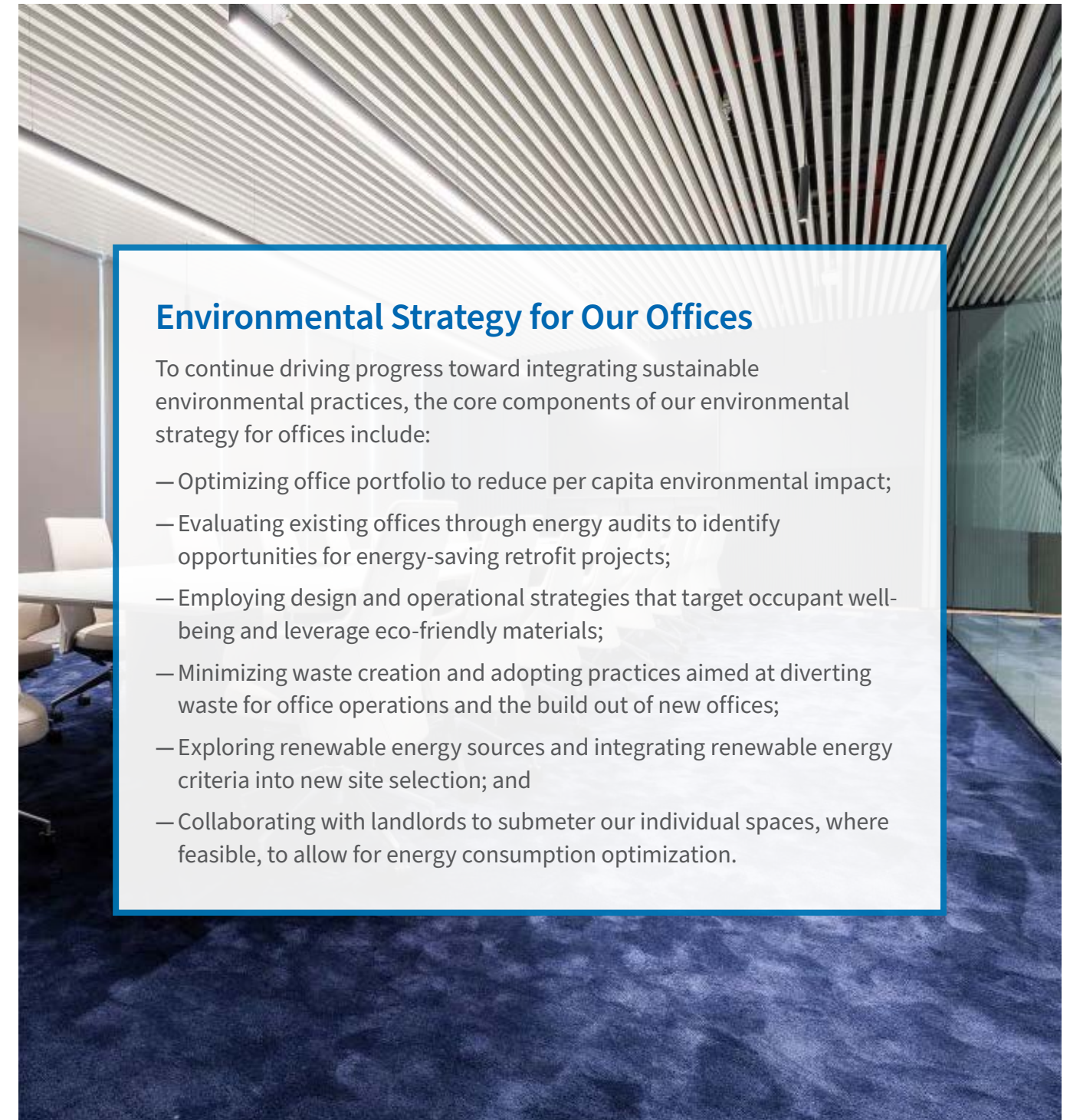
At our physical locations, our sustainability initiatives encompass energy efficiency, emissions reduction and sustainable waste management. These efforts include achieving third-party environmental certification for our offices, implementing energy-efficiency measures for office buildouts and having waste diversion and recycling programs. Our 1166 Avenue of the Americas office in New York achieved Fitwel certification in 2022, and our Atlanta office achieved Fitwel certification in 2023, demonstrating our commitment to occupant health and well-being.

As specified by Fitwel, FTI Consulting is integrating well-being into the design of our offices in various ways. For example, we are incorporating a dedicated quiet room and sound masking, increasing access to the outdoors and being mindful of access to public transit, all of which can contribute to reduced stress and noise in our spaces. To date, we have conducted third-party energy audits for eight of our largest offices, including London Aldersgate and FTI Consulting’s headquarters in Washington, D.C.

Several of our offices have an environmental management system (“EMS”) certified to International Organization for Standardization (“ISO”) 14001, including the Paseo de Recoletos and Paseo de la Castellana offices in Madrid, Aldermanbury Square in London and London Aldersgate, our largest office in our global portfolio by headcount. As of December 31, 2023, 20% of our employees¹ were based out of an ISO 14001-certified building. In 2024, we aim to add Paris, Dubai, Amsterdam and our two locations in Brussels as ISO 14001-certified offices.

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

¹ Headcount as reported in our Annual Report on Form 10-K filed with the SEC for each calendar year ended December 31.



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;
- Evaluating existing offices through energy audits to identify opportunities for energy-saving retrofit projects;
- 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.

2023 Real Estate Highlights

FTI Consulting has been focusing on real estate in an effort to create more sustainable workplaces. Company-wide initiatives, such as making a net-zero commitment, moving to more renewable energy and purchasing RECs, have helped our firm make a substantial impact in reducing emissions.

46%

reduction in energy consumption per employee¹ in 2023 compared with 2019³

44%

of real estate portfolio, as measured by square footage, is powered or offset by 100% renewable energy

46%

reduction in square footage per employee¹ in 2023 compared with 2019³

90%

average waste diversion rate when decommissioning materials for vacating offices in North America

58%

of employees² sit in LEED-certified (or equivalent) buildings

65%

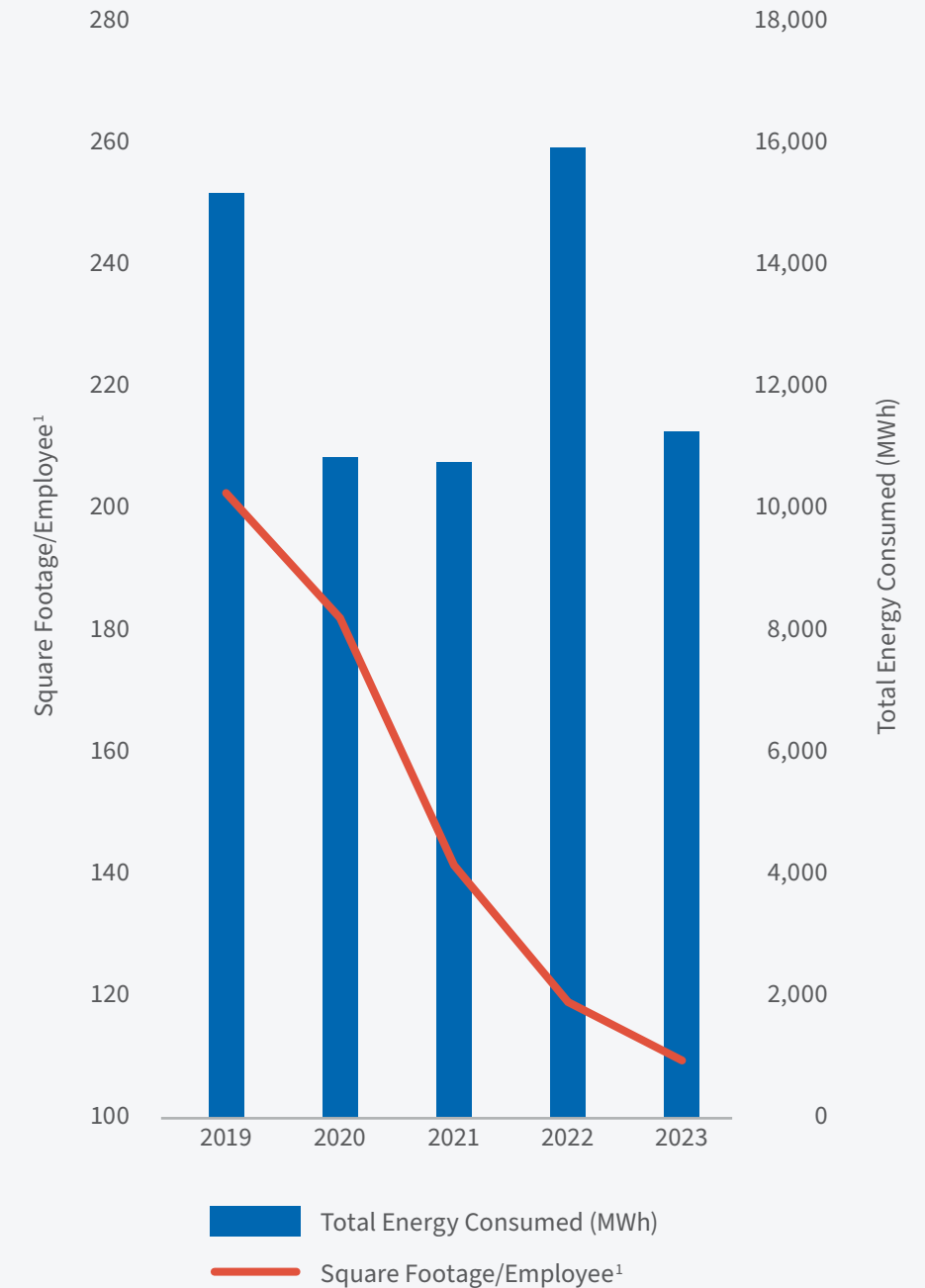
reduction in volume of paper used for printing in 2023 compared with 2019³

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.

²“Employees” refer to FTI Consulting’s total headcount as reported in our Annual Report on Form 10-K filed with the SEC for each calendar year ended December 31.

³2019 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.

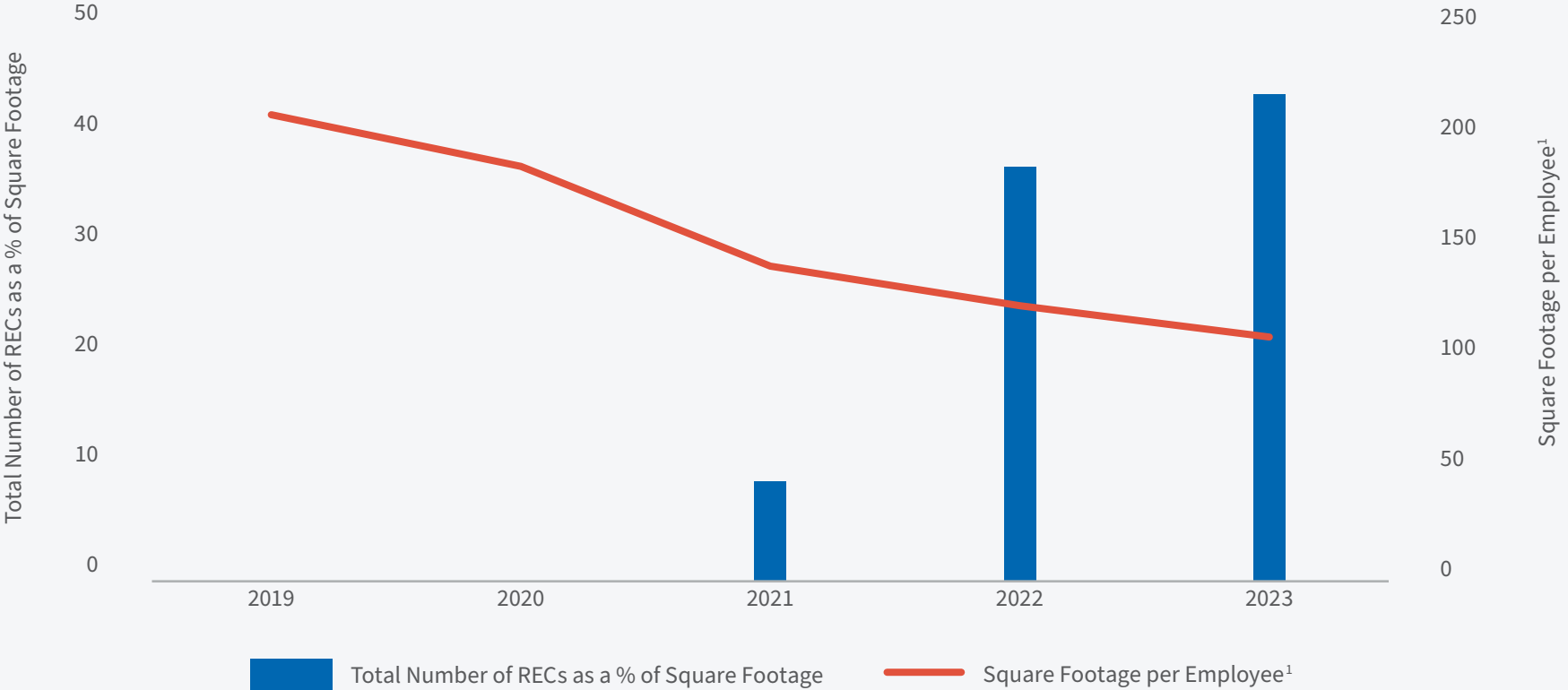
Energy Consumption and Square Footage



Optimizing Real Estate Footprint & Energy Consumption at FTI Consulting

Along with reducing energy consumption across our office portfolio, we have begun incorporating renewable energy as an additional strategy to meet our reduction targets. In 2021, we began measuring our renewable energy output and discovered our London offices were already being offset by our building owner. FTI Consulting purchased our first RECs in 2022 to offset the energy consumption in our Washington, D.C., New York City and Chicago offices. A new Brussels office opened in 2022, which was also being offset by the building. In 2023, we added our Bowie and Atlanta offices to our REC portfolio, and our new Amsterdam office is also offset by the building.

Optimizing Real Estate Footprint & Energy Consumption



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.



FTI CONSULTING'S SUSTAINABLE WORKPLACES

To continue making progress toward our GHG emissions reduction targets, FTI Consulting has enhanced its focus on moving into workspaces that are more sustainable and efficient in the modern work environment. In 2023, FTI Consulting either opened or relocated 11 offices, with each incorporating sustainability related features. Here are spotlights on three of our newer locations:

Atlanta

When the Atlanta office's lease at the Silver LEED certified building at 1201 W. Peachtree Street, NW came to an end in March 2023, professionals in the office moved from the 5th floor to the 33rd floor of the same building. Since the building is centrally located near transit stations, we created a new office buildout with sustainability and wellness in mind. As part of our efforts to develop a more sustainable office space, a portion of the office furniture was reused and repurposed and 100% of energy consumption within the office is offset by RECs. FTI Consulting's new office space independently holds a Silver LEED certification and now also holds a 1-Star Fitwel certification.

Dubai

In August 2023, FTI Consulting embarked in an effort to consolidate office space to include our newest group, Delta Partners. As part of this effort, our offices around Dubai consolidated into a single building at the Dubai International Financial Center, which now houses more than 300 FTI Consulting professionals and earned a Gold LEED

certification. The office hosts a range of sustainable features. For example, to save energy, we have invested in motion sensor lights, and the building is cooled using chilled water. As a part of a legacy program, the office has eliminated single-use plastics, and in further waste reduction efforts, the office invests in a recycling service, as one is not provided through the building.

Paris

In December 2023, FTI Consulting opened the latest office in our portfolio in Paris, which is also the firm's only sole-occupancy building globally. The five-floor building, Rue De Bassano, was fully envisaged by a steering committee with a focus on sustainability. BREEAM-accredited, the office space is fully open-planned featuring pods made from sustainable materials in lieu of enclosed office spaces and is equipped with LED lighting and recycling stations. There are also five terraces that grow biophilia and are maintained using recycled rainwater. The office has become a great point of pride for FTI Consulting's Paris-based professionals.

FTI Consulting is proud to work toward an office standard that leads with sustainability in mind. During the relocation and renovation of certain offices, we have worked with a third-party provider to help minimize and divert waste. Furniture from the offices were redistributed or recycled, reducing our environmental impact.



Source: FTI Consulting Dubai and Paris offices

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 help 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. Some of the ways we reduce water consumption include the installation of low-flow fixtures and motion sensor sinks and toilets in bathrooms and low-flow sinks in kitchens and break-out areas. In addition, many of our offices have third-party environmental certifications and have new technology that assists in water conservation efforts. We continually assess methods to improve water conservation and reduce water consumption.

FTI Consulting seeks to comply with water quality regulatory requirements as governed by the jurisdiction of each office location. FTI Consulting does not engage in wastewater treatment operations.

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. We are also launching composting programs in various offices. Our e-waste is recycled through a contracted partner. Filtered drinking water stations are available to help reduce the use of single-use, plastic bottles. Clearly marked recycling bins are conveniently placed throughout our offices to promote recycling.

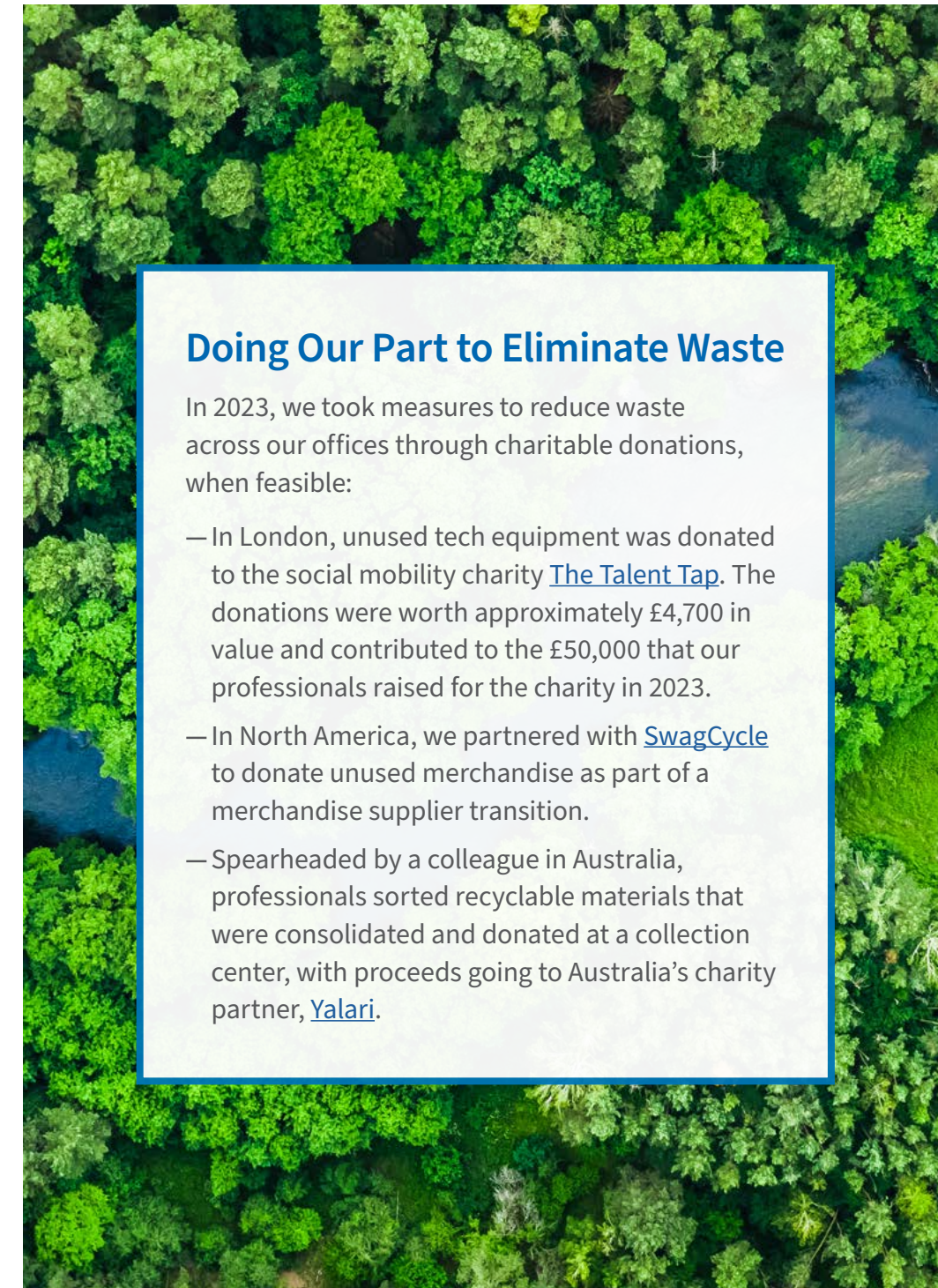
Since 2019, FTI Consulting has committed to a minimum of 90% landfill diversion for office decommissioning projects in North America. We have achieved this goal during the decommissioning of 11 offices in North America since we began tracking this data.

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. We also aim to grow biophilia where possible with the aim of creating green spaces in urban environments. Furthermore, we consistently work toward minimizing our land use and physical footprint by reducing the square footage needed per employee.

Supplier Standards

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



Doing Our Part to Eliminate Waste

In 2023, we took measures to reduce waste across our offices through charitable donations, when feasible:

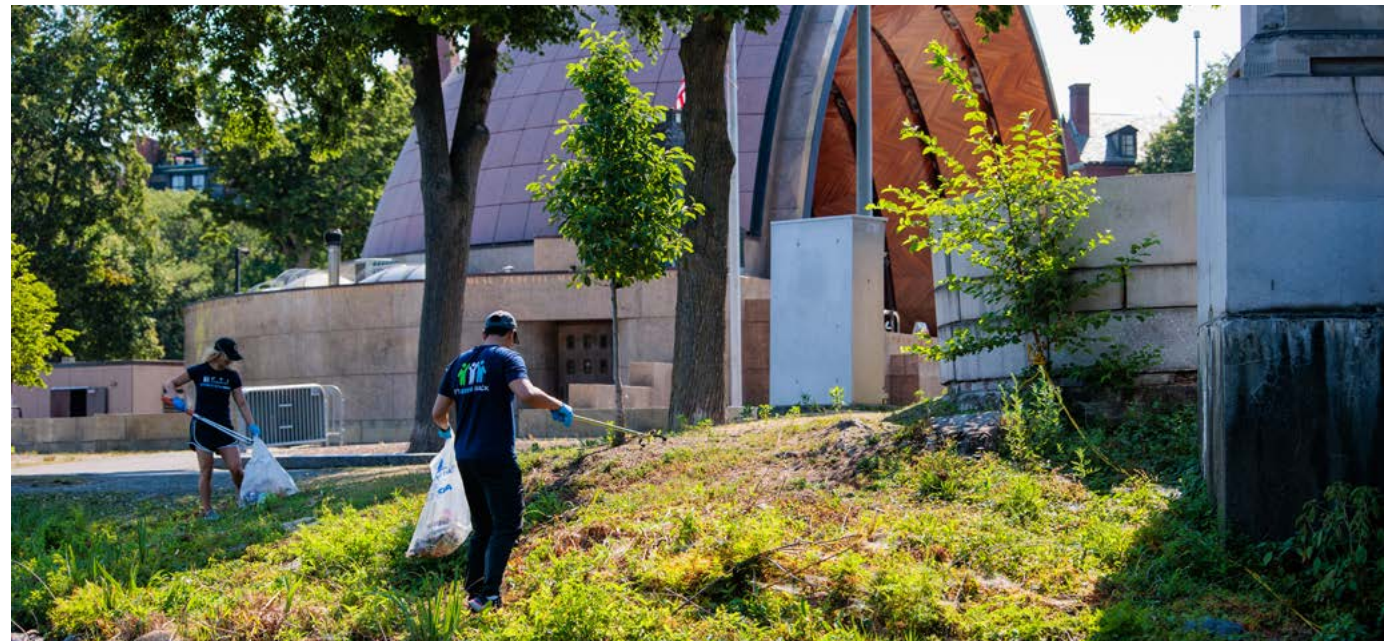
- In London, unused tech equipment was donated to the social mobility charity [The Talent Tap](#). The donations were worth approximately £4,700 in value and contributed to the £50,000 that our professionals raised for the charity in 2023.
- In North America, we partnered with [SwagCycle](#) to donate unused merchandise as part of a merchandise supplier transition.
- Spearheaded by a colleague in Australia, professionals sorted recyclable materials that were consolidated and donated at a collection center, with proceeds going to Australia’s charity partner, [Yalari](#).

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 and business operations. Through these initiatives, we seek to promote environmental sustainability, conserve natural resources and prevent environmental pollution.



Our Climate-Related Risks and Opportunities

FTI Consulting’s 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. The company maintains processes to identify and assess climate-related risks and opportunities that are both specific to our company and relevant to our stakeholders. In determining climate-related opportunities, FTI Consulting also 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 categorization, we can strategically begin to assess when climate risks and opportunities may be most relevant and identify 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 have identified the ways in which climate change may impact our own operations, as well as those of clients’, and we continue our efforts 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 is part of FTI Consulting’s ongoing monitoring and reporting processes. Based on guidance from the TCFD, we assessed our physical and transitional climate-related risks and further classified each risk as physical, regulatory, technology, market or reputational. 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, at least annually, with additional updates on notable developments provided as appropriate. Our Vice President – Chief Risk and Compliance Officer includes related discussions in risk reports to the Audit Committee. FTI Consulting internally audits ongoing operational risks based on the likelihood of occurrence and potential severity. The risks are indexed in the risk register for leadership by significance and addressed accordingly.

A detailed description of our climate-related risks and associated risk management strategies is provided below.¹

Climate-Related Risks	Details	Mitigation
Physical Risks	<p>Acute Physical Risk</p> <p>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.</p>	<p>As a professional services firm, acute physical risk does not impact our business on a frequent basis. Our IT systems and infrastructure have been designed 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.</p>
	<p>Chronic Physical Risk</p> <p>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.</p>	<p>FTI Consulting occupies offices located across 31 countries and territories,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. The Team sets our real estate strategy and work closely with our Executive Committee and Board in the decision-making process. 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 should 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.</p>

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>

² As of December 31, 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 applicable laws and regulations. As a professional services company, we do not operate businesses or facilities that produce high emissions and therefore are not subject to certain regulations that pertain to climate-related risk.
	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.
	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 formulate a response.
	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 may 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, which often includes discussions around climate. 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 believe that we are uniquely positioned to play a critical role in guiding our clients through the various stages of their sustainability journey to manage risk and 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 previous 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 previous 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.



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.	<p>In 2021, FTI Consulting committed to achieving net-zero GHG emissions by 2030.² In our largest offices, we conduct annual energy audits to identify opportunities for energy conservation projects.</p> <p>HFCs, or refrigerant gas losses associated with office operations, are not included in FTI Consulting’s publicly reported 2023 emissions Scope 1 inventory. We continue to evaluate whether HFCs are relevant to our business operations and our operational boundary. If so, we expect to revisit our Scope 1 emissions inventory and targets, where feasible.</p> <p>We are also currently evaluating strategies to reduce vehicle emissions, including transitioning to electric vehicles. For our Scope 2 emissions, we intend to continue focusing on maximizing the efficiency of our office square footage per employee. This includes leveraging energy efficiency measures, such as LED lighting and EnergyStar-certified appliances, in new office buildouts and in existing office operations where feasible and exploring renewable energy opportunities with our building landlords. For example, in April 2023, FTI Consulting’s London Aldersgate completed an LED lighting retrofit. Since the retrofit, we project the building will see an estimated 24% increase in annual energy savings and anticipates a carbon reduction of 202 metric tons of CO₂e in 2024.</p> <p>For Scope 3 emissions from business travel, we continue to work with our employees to identify opportunities to reduce GHG emissions from travel. This includes methods such as educating employees on the benefits of lower emissions transportation options and encouraging employees to conduct client engagements virtually when possible.</p>

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>

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

Climate-Related Opportunities	Details	FTI Consulting’s Opportunity Capitalization Strategy
Transition Opportunities	Energy Source	Use of new technologies to reduce GHG emissions.
	Resource Efficiency	Reduction of operational consumption.
	Resource Efficiency	Eco-friendly office spaces.
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 provide extensive support to companies and advisors navigating today’s evolving and rapidly shifting ESG-driven demands, including those associated with regulatory requirements.

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 “Employees” refer to FTI Consulting’s total headcount as reported in our Annual Report on Form 10-K filed with the SEC for each calendar year ended December 31.

Go-Forward Climate Strategy

We believe it is important to identify climate-related risks and opportunities and assess their impact on our business. With guidance from senior leadership, as well as third-party partners, we intend to continue to make strides to increase the depth of our analyses and ultimately work toward full alignment with the recommendations of the IFRS S1 and IFRS S2.

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 seeks to comply with applicable environmental laws and regulations and monitors changes in the regulatory environment that may impact our operations, such as the Corporate Sustainability Reporting Directive, the U.S SEC's climate rule and California climate disclosures laws – SB 253 and SB 261. By regularly monitoring regulatory changes, we can be prepared to take action and respond accordingly.

We look forward to continuing our environmental journey and sharing our progress. We expect we will continue to conduct analyses to identify and assess climate-related risks and opportunities in an effort to strengthen our environmental strategy, deploy resources to high-impact areas and monitor our environmental progress, thus strengthening our enterprise risk management.





CASE STUDY

COLLEAGUES ROLL UP THEIR SLEEVES AND CULTIVATE A GREENER FUTURE

Although the rapid adoption of clean energy on an international level has made a significant impact on decreasing greenhouse gas emissions, 2023 still reported the highest temperatures on record.¹ We have the responsibility to preserve, protect and restore our environment.



OUR CONTRIBUTION

Our global professionals continue to focus on the sustainability of our communities and rolled up their sleeves to make an impact on Earth Day and beyond:

- In **Boston**, we spent an afternoon supporting the horticulture and maintenance of a central park in partnership with the [Rose Kennedy Greenway Conservancy](#), a nonprofit responsible for the management and care of the public space.
- In **Denver**, volunteers completed a solar installation that served low-income households and communities with [GRID Alternatives](#), a nonprofit working to build community-powered solutions to advance economic and environmental justice through renewable energy.
- In **Dubai**, our team volunteered with [Thrift For Good](#), a secondhand store dedicated to reducing waste, to sort, iron and price items for a sale in which all proceeds benefited the Kisoro Children's Foundation in Uganda. Colleagues also attended a lecture on soil biodiversity and nurtured tree seedlings for future planning with the [Emirates Soil Museum](#).
- In **London**, colleagues spent a day nurturing an urban woodland environment with [Trees for Cities](#), an organization committed to creating greener cities internationally.
- In **New York**, several teams came together to repaint more than two dozen fences throughout Ralph Bunche Park with [Partnerships for Parks](#), a growing network of leaders caring and advocating for neighborhood green spaces.
- In **Oakland**, our team volunteered with the [Friends of the Gardens of Lake Merritt](#) to assist with the upkeep of horticulture within Lakeside Park, the United States' first wildlife refuge.
- In **Singapore**, we helped to address the pervasive issue of marine waste impacting aquatic ecosystems by collecting several pounds of plastic and debris from East Coast Park.

OUR IMPACT

In 2023, our professionals **contributed to the maintenance of essential green spaces across the globe** and the repurposing of clothing items to reduce the negative effects of the fashion industry's wastefulness.

“Colleagues spent a day in Southeast London completing various tasks such as mulching, weeding, watering, strapping and monitoring the trees. They gained valuable knowledge and hands-on experience, learning how to nurture and care for trees in an urban woodland environment. By supporting the charity Trees for Cities, team members demonstrated their commitment to environmental sustainability and creating greener local communities.”



RICHARD CHALK

Senior Managing Director, London

¹<https://wmo.int/files/provisional-state-of-global-climate-2023>



== Social

Human Capital Management Strategy

As a professional services firm, we take great pride in our people. We consistently strive to provide our professionals with the resources, support and opportunities they need to thrive in their roles and create positive outcomes for our clients.

Overview and Approach

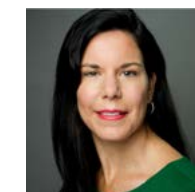
The focus areas of FTI Consulting's human capital management strategy include **Stakeholder Engagement, Talent Development, DI&B** and **Corporate Citizenship**. These areas are guided by our core values, shaped by our key stakeholders and integrated into our culture and how we operate as a company.

FTI Consulting's leadership team 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 around **talent acquisition, talent development, DI&B, corporate citizenship** and more.

We regularly monitor and assess our progress against internal and external sustainability goals and initiatives. Regularly, we review and update our policies and procedures to confirm alignment 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](#), which includes guidance on employee engagement on sustainability topics, is also updated at least annually to be aligned with our ambitions.

“Investing in our people and providing them with the opportunity to grow is at the heart of our company and, I believe, imperative for our firm's success. To that end, we are focused on programs fostering continuous growth and development, diversity and inclusion, and corporate citizenship.”



HOLLY PAUL

Chief Human Resources Officer,
Washington, D.C.

Employee Engagement

We maintain a culture of ongoing communication where employees feel supported on a personal and professional level to deliver excellent service to our clients.

At FTI Consulting, we listen to our employees' needs and perspectives through various internal and external surveys that measure employee engagement and satisfaction throughout the year. We prioritize employee feedback as key to developing our human capital management strategy and the improvement of our employees' experience.

In addition, we provide external benchmarking data to ranking and recognition organizations such as **Great Place To Work®** and **Consulting magazine's Best Firms to Work For**. These recognitions are a testament to the realization of our human capital management strategy over the past several years.

Recent Workplace Awards

The image displays a variety of workplace award logos. The top row features ten 'Great Place To Work' Certified logos for the period of June 2024 to June 2025, covering the following countries: USA, UK, Brazil, AUS, Canada, HKG, DE, France, SG, UAE, and Spain. Below this, there are six other award logos: National Intern Day Top 100 Internship Programs 2024, Newsweek's America's Greatest Workplaces for Diversity 2024, Campus Forward Awards 2024 Winner, Vault Top Ranked 2024, Best Workplaces Super Large Organizations Great Place To Work UK 2024, and Beste Arbeitgeber Deutschland Great Place To Work 2024.

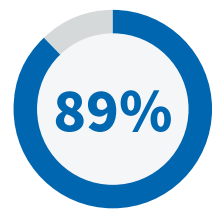


Employee Engagement Survey

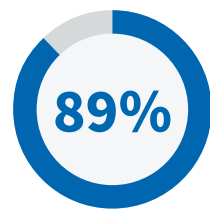
We leveraged the 2023 Great Place To Work® Trust Index survey, which is anonymous, to analyze our employees' candid feedback on their experience and shared the results with our professionals. In 2023, **80% of FTI Consulting employees who responded indicated they are satisfied with their job and feel engaged in their role.** While our employee engagement score remains above past levels, as illustrated by the graphic to the right, there has been a slight dip (-3%) compared with 2022. We value the candid feedback this survey provides, and are working with department leaders and coaches to identify strengths, recognize areas of opportunity, establish action plans and address areas that require attention. We are proud of the progress we have made over time and have found a strong correlation between employee engagement and our professionals feeling a sense of belonging, appreciated for good work and extra effort, and trust in our leadership for taking the business in the right direction.

Based on the findings of the survey, additional factors that we found closely related to overall employee satisfaction include making a difference and employees feeling like they can be themselves while working at FTI Consulting.

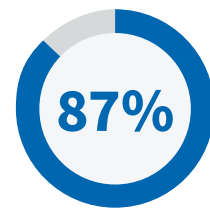
The results revealed positive employee sentiments throughout their tenure with FTI Consulting:



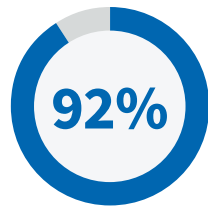
When you join the company, you are **made to feel welcome**



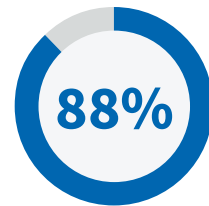
Open and honest feedback is a natural part of our work



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

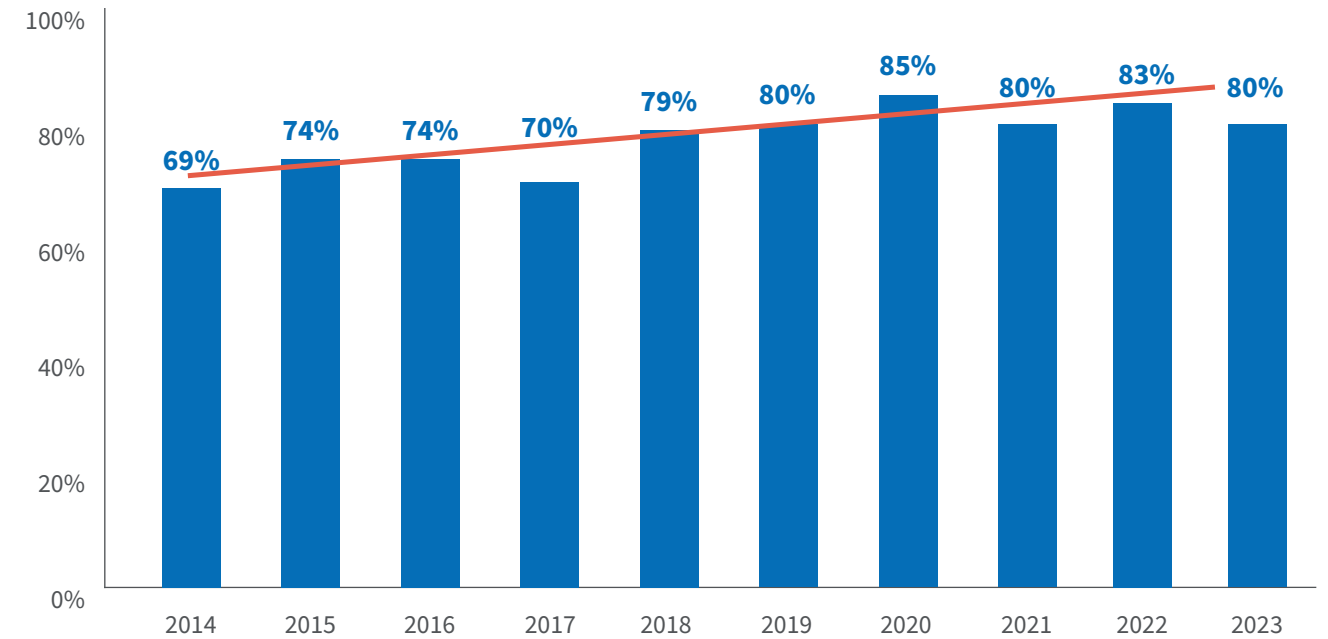


Our customers would rate the **service we deliver as excellent**



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

Employee Engagement Survey Score¹



Employees' primarily positive sentiment and professional endorsement of the culture at FTI Consulting are a testament of our commitment to our people. Our employees value their work environment and professional opportunities. Colleagues can lead large projects that emphasize the importance of teamwork, and are rooted to delivering a differentiated experience to our clients. Most important, we strive to continue the dialogue throughout the year on progress and continued areas of focus.

“Feeling a strong alignment with the values and mission of FTI Consulting has always been the motivating factor that’s kept me at FTI Consulting. Most important of all, I have to say, have been the people I have worked with and the clear direction, communication and transparency of our leadership.”



VADIA RAI
Senior Director, Dubai

¹ Employee engagement statistics are based on employee responses to the company's 2023 Great Place To Work® survey.

Recognizing Employee Accomplishments

In addition, we strive to create a culture where our employees feel recognized. **We offer two employee recognition programs: the FTI Awards and STARwards, which are aimed at celebrating FTI Consulting employees, inclusive of seniority levels and teams, from core operations to client-facing professionals.**

Introduced in 2014, the FTI Awards recognize employees who have made extraordinary and progressive contributions to the firm and to their teams. The FTI Awards emphasize exemplary employees who have risen to streamline processes or respond to engagements with heightened complexity beyond their traditional expertise. In 2023, FTI Consulting professionals submitted 444 nominations for the FTI Awards.

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 FTI Consulting Values across five categories, and each award offers a meaningful way to thank and recognize those who go above and beyond. Individuals who receive five STARwards join a list of STARward Circle Winners and receive a gift card award. **In 2023, we distributed a record number of more than 8,000 STARwards.**

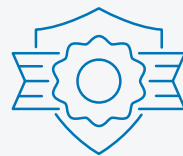
We have made significant investments and established rigorous goals so that our employees feel welcomed and supported throughout their career at FTI Consulting. More information on these initiatives and other human capital-focused investments is detailed throughout this report.

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 our 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, supporting our value of “Achievement”

Supporting Our People

Across the globe, we value the physical, emotional, mental and financial well-being of our employees.
















The way we care for our professionals mirrors the way we look after our clients — with close attention, respect and a commitment to doing what is right. We prioritize and support our employees and their families through life’s many challenges and opportunities.

By regularly monitoring the external market, FTI Consulting aims to provide employees with competitive and equitable pay and benefits. Our Employee Assistance Program (“EAP”) provides unlimited 24-hour, seven-day-a-week assistance via phone, online and in-person channels. The EAP supports a variety of unique needs and situations, such as navigating personal or family matters, like child or elder care, well-being and emotional support, legal advice, estate planning, financial planning and more.

It is important for our professionals to have the time and resources to connect with and care for their families, and we remain committed throughout our employees’ journey to help keep work and life in balance. For our employees welcoming little ones, we provide paid parental leave for parents and transitional support following the baby’s arrival in certain locations. In the United States, for example, FTI Consulting’s parental leave policy offers 10 weeks of fully paid parental leave for all caregivers. 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 further aid parents in their journey.

Furthermore, to provide our professionals with time away from work, employees are eligible to accrue paid time off. For example, full-time employees in the United States are eligible to accrue between 15 and 25 days of paid time off based on role and tenure.

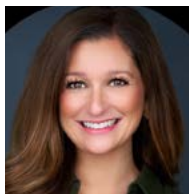
In the countries in which we operate, we offer comprehensive location-specific benefit arrangements, which may include, but are not limited to, the benefits below.

 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

Working With Flexibility

Our people are our priority, and for FTI Consulting, flexibility means working differently so that all of us can participate in the things that matter most to us with the support to do so. Due to our diverse business segments, functions and locations, we recognize there is not a one-size-fits-all approach to hybrid work environments across our teams. Our approach is tailored to each market and carefully balances our professionals' and our clients' needs. The objective is to provide a flexible work environment for our professionals and clients while retaining deep collaboration, meaningful relationship building and complex problem solving.

“I had my three children while at FTI Consulting. My oldest just turned six. And during these life-changing events, I was supported at all levels — from my teammates all the way to the top leaders of the business who directly asked what needed to change in order to make this a more balanced experience. I was challenged to perform in a way that worked for me and the business and was never told that it had to be one way. My career, learning and advancement opportunities flourished and, in many ways, became more authentic to me. That’s our culture in action.”



ALEXANDRA PRIOLA
Managing Director, Chicago





CASE STUDY

LACING UP OUR SHOES AND BREAKING A SWEAT TO MAKE A DIFFERENCE

In 2023, FTI Consulting professionals around the globe combined a shared passion for physical challenges with a spirited enthusiasm for giving back to the causes that mean the most to them. From participating in foot races worldwide to rappelling over the edge of soaring heights, our employees laced up their shoes to support a wide range of initiatives and to leverage FTI Consulting's Employee Matching Gift Program.

Our Contribution

- In **Boston** and **Brentwood**, we raised more than \$12,000 for the [American Heart Association](#), the largest U.S. nonprofit fund pioneering research on cardiovascular health, through participation in local 5k races.
- Colleagues rappelled over one of the tallest buildings in **Chicago**, raising more than \$11,000 for [Make-A-Wish](#) and its mission of fulfilling wishes for children with critical illnesses.
- Our **Hong Kong** office sponsored the [Hong Kong Legal Walk](#), during which 30 colleagues walked the 7.5km route and fundraised for [Equal Justice](#) and [Justice Without Borders](#), two organizations providing legal access for those in need, as well as [Mind HK](#), a charity committed to eliminating the stigma related to mental health.
- In **London**, colleagues participated in the [London Legal Walk](#) 10k in support of the [London Legal Support Trust](#), an organization providing free legal support services.

- In **New York**, 80 professionals participated in the [J.P. Morgan Corporate Challenge](#) 5k in which funds were donated to the [Central Park Conservancy](#), a nonprofit with a mission to preserve and celebrate the iconic public space.
- Professionals from our **Perth** office participated in the [City to Surf](#) 4k race for [Activ](#), an organization focused on enabling and supporting people with disabilities in their transition toward independence.
- In **Singapore**, approximately 40 colleagues also participated in the [J.P. Morgan Corporate Challenge](#) 5k race in support of the [Rainbow Centre](#), a social service agency that aims to empower those with disabilities to thrive in inclusive communities.

OUR IMPACT

Collectively, FTI Consulting professionals **raised more than \$200,000 for charities advancing cancer research, providing critical aid in response to crisis and more**, through company-sponsored physical activity and independent races.

“The annual corporate run for the Rainbow Centre was a nice opportunity to take a break from work and enjoy a run or walk along the route, while supporting a good cause that helps people with disabilities through education and training programs.”



CALVIN NGO
Systems Engineer, Singapore



Turnover, Recruitment and Onboarding

In 2023, we increased our total global headcount by 5% over the prior year and continued our strategy of investing in our talent through professional development and career opportunities. To support our growing workforce, we further refined our new hire onboarding experience to help professionals fully integrate into the FTI Consulting culture.

Turnover

The voluntary turnover rate at FTI Consulting decreased to 11% in 2023, down significantly from 15% in 2022 and below our historical average of 13%. We are pleased that a steadfast investment in our professionals' career journeys resulted in the lowest voluntary turnover rate since 2020. Many of our professionals seek to grow their career over the long term at FTI Consulting: 68% of Senior Managing Directors have been with the firm for more than five years, with 47% exceeding 10 years.

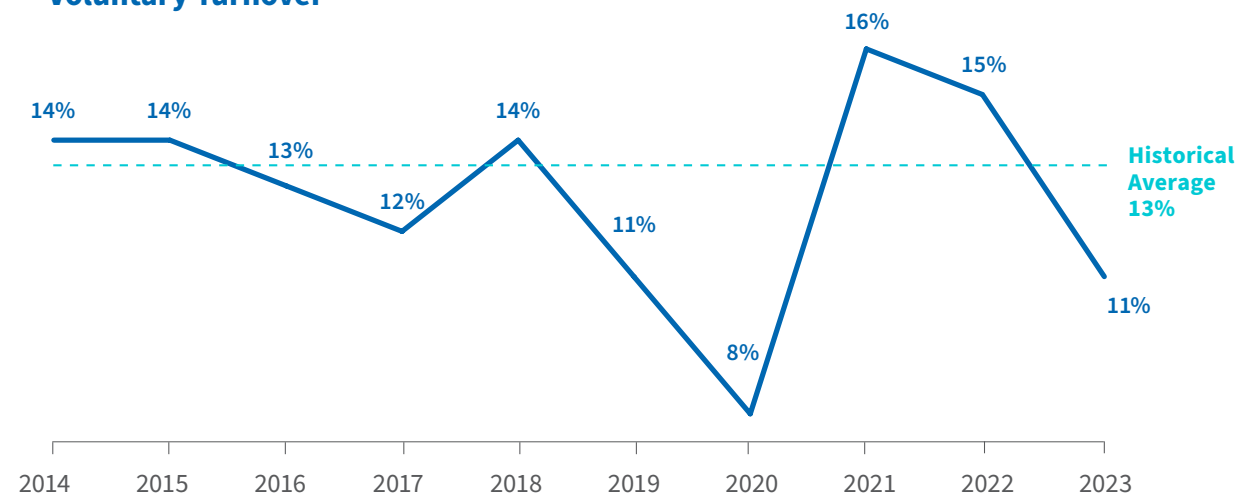
Recruitment

In addition to retention, we identified opportunities to add a range of talent across every segment of FTI Consulting. This helped us consistently achieve high acceptance rates in 2023 for experienced hires (88%) and campus hires (81%), an increase from 2022, which was 85% and 75%, respectively. We also increased female hires at the Consultant and Senior Consultant levels by 35% in 2023 compared with 2020, whereas, global job applications increased by 19% in 2023 compared with 2022.

Onboarding

The onboarding process at FTI Consulting is critical to integrating new hires into our organization. Auto-enrolled webinars with our Talent Development team on the history of the firm and essential resources, among other topics, are supplemented by self-paced learning on the FTI Consulting brand, goal setting, employee resource groups and more. There is also an increased focus on networking opportunities to foster impactful connections starting on a professional's first day. We continue to solicit feedback from professionals on the onboarding journey and determine opportunities to foster a greater sense of belonging for our new hires.

Voluntary Turnover



“As someone with no background in consulting, I was overwhelmed at first. Once I started to engage and participate, I managed to thrive in my role. Learning is a process, and at FTI Consulting you can learn and expand outside of your comfort zone.”



LAURA MURCIA OBREGON
Director, Bogotá

Talent Development

Investing in our people and their professional aspirations continues to be the driving force behind our sustained growth as an organization. Hiring great talent is the first step of developing future leaders; advancing their skills, charting career progression paths and supporting our people throughout their career milestones are vital for our firm’s success. We remain committed to fostering a culture of learning and are focused on empowering our talented professionals through engaging development opportunities as they grow in their career at FTI Consulting.

We seek to promote continued learning and individual skills development across all levels, through on-the-job learning opportunities, our core talent development programs and a diverse collection of self-guided, e-learning courses. Investing heavily in coaching and training is a priority for us: We believe that personalized guidance and mentorship will give our employees the confidence, flexibility and freedom to fulfill their ambitions, tap into their potential, grow into effective leaders and provide high-quality client service.

FTI Consulting provides development opportunities for our people through regular coaching sessions with leaders and self-guided professional development courses. Each employee is assigned a dedicated coach who will empower them to identify and capitalize on their skills and support them after they join the company. Coaches are responsible for mentoring and guiding project assignments, as well as championing employees within the firm by serving as an advocate for their professional progression.

Our expert-driven model, composed of small client teams across business segments, practices and regions, is a key differentiator in the culture at FTI Consulting. This model offers our professionals the opportunity to work closely with decision makers and learn from industry-leading experts who established the theory, wrote the book and taught the class. The blend of diverse perspectives through intimate collaboration enhances our employees’ professional growth and creates a dynamic environment to provide well-rounded solutions to high-profile and complex client matters that impact the world more broadly.

2023 Talent Development Highlights



Average Hours of Training by Job Level¹

Job Level	Hours per Person
Consultant	12.4 hours
Senior Consultant	13.1 hours
Director	14.3 hours
Senior Director	11.1 hours
Managing Director	14.1 hours
Senior Managing Director and Executive Committee	7.5 hours

¹ Includes internal trainings hosted or sponsored by FTI Consulting. Does not include professional training external to the firm.

Collecting Feedback

We value the feedback provided by participants and seek to enhance future programming. To measure success and gain candid feedback on our employees' experience, we monitor program attendance and send surveys to participants immediately upon course completion. These surveys evaluate the program content, course delivery and opportunities for improvement. For larger, in-person programs, we measure success by soliciting feedback again after 60 days to identify the impact of the course on their effectiveness.



Growing at FTI Consulting

Q&A with **Devi Rajani**, a Senior Managing Director in our Corporate Finance & Restructuring segment who recently celebrated 15 years with FTI Consulting.

Q: How has your career evolved since you first joined FTI Consulting?

Devi: *“I started as a Director in 2008 and have risen to the position of Senior Managing Director in the Latin American Restructuring practice. It has been quite a ride, as I literally have grown up at FTI Consulting. I’ve met so many great people through my time/career, and it is neat to see the evolution of the work and different perspectives throughout each level.”*

Q: What are some valuable skills or lessons you have learned being a woman in finance?

Devi: *“You are the only one who will watch out for you. Of course, you’ll have great mentors and sponsors, but at the end of the day, you need to manage your career. So, don’t be afraid to speak up, stand your ground and respect your values. You teach people how to treat you. Be assertive and confident. I would be lying if I said I wasn’t still working on applying and owning some of these lessons myself.”*

Q: What advice would you give to someone who is just starting at FTI Consulting?

Devi: *“Get to know as many people as possible — across segments, offices and countries. This can be through networking, internal initiatives, learning and development, etc. I believe the network you build inside FTI Consulting is just as (if not more) important as your external network.”*



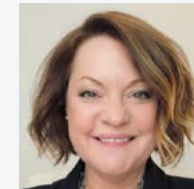
Milestone Programs To Set Our Employees Up for Continued Success

We invest heavily in our people as they progress throughout their career at FTI Consulting by providing them with exemplary tools and resources. Career progression pathways are well-charted for each level, including transparent role competencies, grading systems and review sessions. FTI Consulting also offers specialized programs for significant professional milestones ranging from early talent orientations to leadership development training.

More than 1,500 professionals completed leadership trainings in 2023, a 10% increase as compared with 2022. The talent development programs detailed below are supplemented by learning paths tailored to employees' roles.

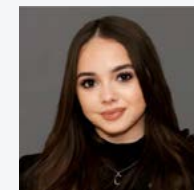
- **New Graduate Orientation Program:** FTI Consulting hosts multiday programs with onsite trainings to support the professional transition of recent graduates and equip new employees with the information, guidance and resources that are essential for success at FTI Consulting. These programs also provide 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 help equip newly promoted and recently hired employees with the tools necessary as they assume expanded responsibilities and strengthen their leadership, managerial, teamwork and client-relations skills. The Milestone Programs are multiday, on-site development programs offered to Senior Consultants, Directors, Senior Directors and Managing Directors. In 2023, we provided Milestone Program training to 913 professionals.
- **EMEA Apprenticeship Program:** In addition to our key leadership programs, we held 10 Apprenticeship Programs, up from two in 2022, focused on public relations, accounting, cybersecurity and more for students entering the workforce. These 15- to 24-month programs enable young people to develop their own 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.

“The New Hire Experience at FTI Consulting has been designed to foster cultural identity, develop firm knowledge and build strong relationships starting on day one. As a result, new employees feel a sense of belonging and explore what it takes to be successful. The New Hire Journey map identifies key touchpoints and interaction that simplify the onboarding process and ensure equity in the integration experience.”



TINA AYRES
Senior Director, McLean

“My apprenticeship at FTI Consulting has given me great career progression opportunities, helped me to grow as a person and provided insight into the direction I want my career to go. I'm extremely grateful to have been trained by such an expert team who have given me countless opportunities to develop my skills and broaden my knowledge throughout my apprenticeship and the beginning of my career at FTI Consulting.”



CLAUDIA DE MICHIEL
Consultant, London

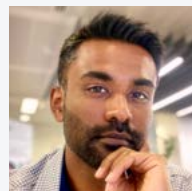
“Because of FTI Consulting’s entrepreneurial spirit, I’ve been able to raise my hand and take on new responsibilities. Even as we have grown to be a global firm with revenues of more than \$3 billion and a market cap that I’ve seen move from being measured in millions to billions, the firm and its people still maintain that ‘get-it-done attitude.’ It’s something that’s really powerful about building a career here.”



MOLLIE HAWKES

Head of Marketing, Communications & Investor Relations, Boston

“The best part about working at FTI Consulting is that you are always included and given opportunities to further yourself. FTI Consulting is very encouraging and supportive in helping you work toward your goals.”



BIMAL PATEL

Senior Systems Engineer, London

Capabilities To Bring Innovative Solutions and Meet Our Clients’ Unique Needs

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 offer 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.

- **Senior Managing Director Readiness Program:** FTI Consulting offers two nomination-based 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 on skills building and networking to prepare future firm leaders for their new role in growing and managing client engagements.
- **Business Development Learning Programs:** Beyond role-specific or leadership-driven courses, FTI Consulting trains its employees in 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. Programs cover strategic and tactical skills for client business building and delivery excellence to improve our experts’ client interactions. **In 2023, more than 1,500 client-facing professionals completed business development programs, a 119% increase compared with 2022.**

On Demand E-Learning Opportunities To Empower Our Employees To Own Their Career

Employees are empowered to explore and develop their skill sets or interests by utilizing Knowledge Now, FTI Consulting’s learning management system, including e-content from LinkedIn Learning, Coursera and Thomson Reuters. **In 2023, we grew employee e-learning engagement with a total of 3,309 unique learners utilizing these educational offerings, a 29% increase as compared with 2022.**

CASE STUDY

ADVANCING ADULT LITERACY AND EDUCATION ON THE NATIONAL STAGE

The Adult Literacy and Learning Impact Network (“ALL IN”), a collective convened by the Barbara Bush Foundation for Family Literacy to execute the [National Action Plan for Adult Literacy](#), engaged FTI Consulting to assess the social and economic impact of low adult literacy and identify effective solutions for advancing adult education across the United States.

OUR CONTRIBUTION

- FTI Consulting created and administered a survey of 500 employers across the United States and 200 policy influencers in Washington, D.C., to better understand how businesses are navigating the challenge of low adult literacy.
- Our team conducted a focus group with adult learners and performed a series of in-depth interviews to incorporate further perspectives and connect with lived experiences.
- Our experts helped ALL IN bring the research findings to life through the creation and dissemination of compelling visuals and communications, including an engagement plan and [blog posts](#).

OUR IMPACT

- FTI Consulting **unveiled insights from the research** to educators, researchers, policymakers, corporate partners, employers and advocates at ALL IN’s National Summit, emphasizing the need for further action and investment.
- Building on the success of the summit, our experts **partnered with ALL IN to present findings at a U.S. Senate briefing** attended by leading education policymakers to increase engagement and promote solutions at the federal and state levels. The team also presented key findings at the National Meeting for State Directors of Adult Education to explore how education leaders can better communicate needs and opportunities with employers and policy influencers.
- FTI Consulting will continue to work with ALL IN to **execute its engagement plan and garner more attention** and greater funding for low adult literacy in the United States.

“Adult literacy is a critical but often overlooked issue. Working with FTI Consulting has helped us identify opportunities to engage new audiences and generate innovative strategies aimed toward changing the conversation on adult literacy in America.”

SARAH CACICIO

Director, Adult Literacy and Learning Impact Network, Barbara Bush Foundation for Family Literacy

“Advancing adult literacy is an issue of fundamental importance, and one that is too often underestimated. The work of the FTI Consulting team has helped serve as a catalyst for promoting greater awareness and investment in adult literacy nationwide and is a crucial step in solving this issue.”



JAMES CONDON

Managing Director, New York

A More Diverse and Inclusive Culture Starts With Me: Diversity, Inclusion and Belonging at FTI Consulting

We believe that building and maintaining a culture of diversity allows every professional at FTI Consulting to be a better colleague to their teams and advisor to our clients. We see diversity, inclusion and belonging as fundamental to our core values. FTI Consulting's Executive Committee, Board of Directors and business leaders are committed to fostering long-standing support and investment to champion diversity and inclusion across the business. Our people continue to leverage their unique experiences and views to deliver expertise and develop innovative solutions.

"FTI Consulting makes everyone feel they belong by welcoming people from all backgrounds and making sure everyone's voice is heard and respected. FTI Consulting allows everyone to feel comfortable being themselves, contributing their ideas, experiences and perspectives. This diversity enriches our discussions, decision-making processes and overall creativity, fostering a culture where everyone feels valued and included."



MATIAS LIVACHOF
Managing Director, Miami





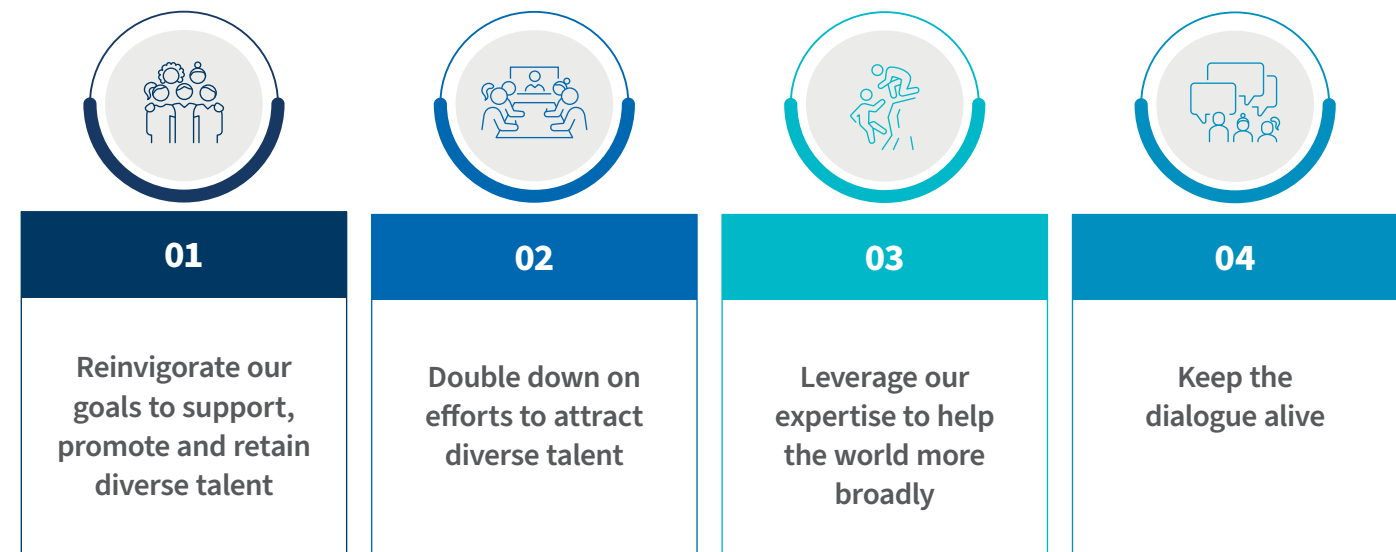
Celebrating and Advancing Our DI&B Pillars

FTI Consulting’s Diversity, Inclusion and Belonging strategy represents a multipronged approach focused on attracting, developing and retaining diverse talent and fostering an inclusive hiring environment. The strategy consists of four distinct and complementary pillars, each designed to be amplified with a designated goal, multiple firm-based commitments and tactical applications to provide accountability and implementation. We formally introduced the four DI&B pillars in 2020, supported with programs and strategies, helping us to build a pipeline of diverse leaders across FTI Consulting.

FTI Consulting has made significant investments year after year to expand DI&B initiatives globally, introduce new programs and equip coaches to create an environment where our professionals feel heard, valued and supported.

We have advanced progress around attracting, developing and retaining top female talent at all levels. In 2023, FTI Consulting continued to expand its female leadership. **Of the over 1,500 firmwide promotions, close to 50% are women, with more than 200 women promoted to Senior Consultant and over 125 women promoted to the Director level**, showcasing our commitment to developing the next generation of female leaders.

Our teams have designed strategic and thoughtful programs, groups and events throughout 2023 to benefit our people and further embed DI&B into FTI Consulting’s culture. Outlined on the following pages are the commitments across our pillars and highlights from an incredible year.



Pillar 1 | Reinvigorate Our Efforts To Support, Promote and Retain Diverse Talent

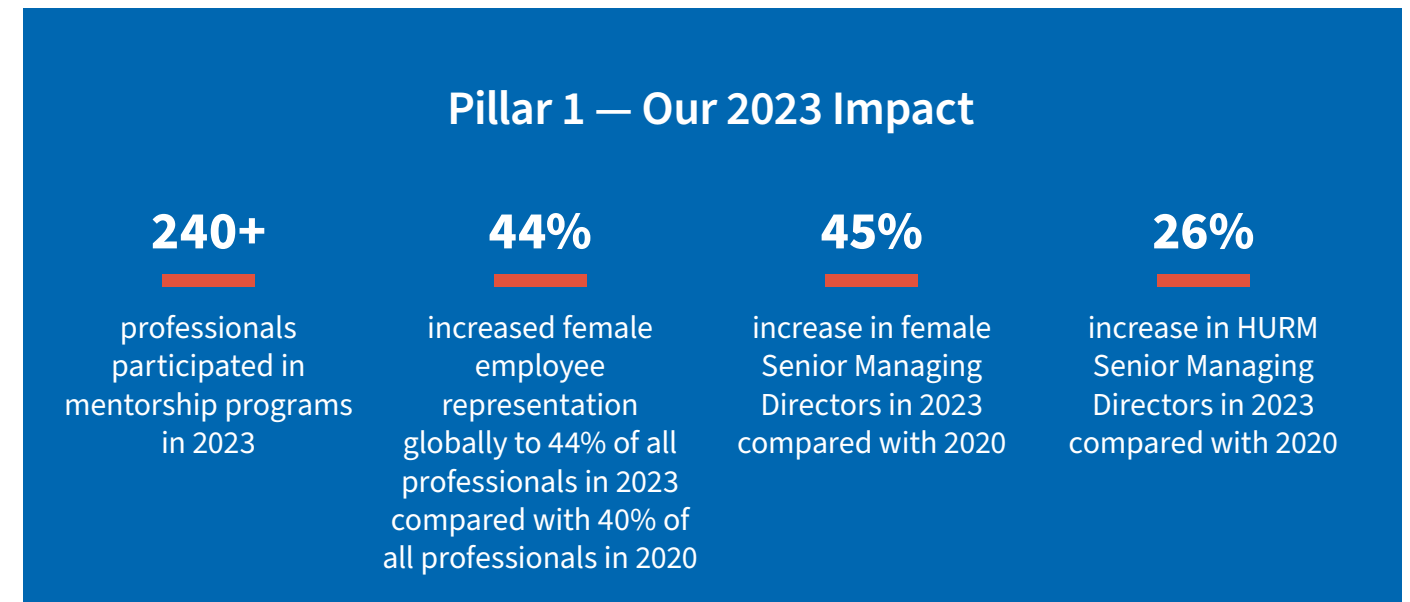
FTI Consulting is committed to supporting, promoting and retaining women and historically underrepresented minorities (“HURM”).

Our Commitments and Ambitions for Pillar 1:

- Enhance expectations of mentors so that women and HURM talent at FTI Consulting are paired with strong mentors
- Further support and enhance our Diversity Ambassadors Program through increased investment and resources
- Support and develop our women and HURM employees to narrow promotion rate gaps for women versus men and HURM versus represented employees to ±5 percentage points

We continue to build an environment at FTI Consulting that allows all our professionals to receive appropriate coaching, mentorship and opportunities. Our commitments are designed to help all professionals succeed at FTI Consulting, as well as help us better serve historically underrepresented minorities and women professionals through a variety of global mentorship programs.

- **The Asia Mentorship Program** engages a cohort of high-performing participants and is open to all professionals in the region. This initiative is dedicated to fostering the development, engagement and retention of our employees and pairings are organized to align with individual needs and aspirations. **In 2023-2024, 25 mentor and mentee pairs actively engaged in the program.**
- **The Aspire Program** is a unique initiative piloted within our Forensic and Litigation Consulting segment, tailored exclusively for women who are Senior Directors, Managing Directors and Senior Managing Directors. Its primary aim is to foster career development through small group goal setting, emphasizing mutual accountability. **In 2023, 101 women actively engaged in the program.**
- **The FTI Ignite Program** brings together diverse Consultants, Senior Consultants and Directors in small, confidential settings led by senior leaders with the aim of acting on their individual development goals by means of mentorship and group accountability. We believe FTI Ignite provides an effective and engaging platform for development. After the completion of the 2022-2023 cohort, **FTI Ignite will resume in 2024.**



- **The FTI Women's Initiative ("WIN") Managing Director Transformational Leadership Program** is a yearlong program designed to accelerate the advancement of our highest-performing women in senior client-facing positions through training, networking and coaching opportunities. **A total of 38 women attended the 2023 session.**
- **The Senior Leaders Diversity Mentorship Program** within our Corporate Finance & Restructuring segment is dedicated to supporting the growth, development and retention of our diverse talent. By pairing Directors, Senior Directors and Managing Directors with Senior Managing Directors and providing formal mentorship, we aim to drive meaningful change and foster greater representation among the segment’s senior leadership. **Since its launch in late 2023, the program actively engaged 58 individuals.**

FTI CONSULTING'S EMPLOYEE RESOURCE GROUPS

The Employee Resource Groups (“ERG”) at FTI Consulting play a pivotal role in our efforts to build and maintain a safe and inclusive community for all professionals, regardless of race, ethnicity, age, disability, gender identity and expression, religion or sexual orientation. In 2023, we introduced three new ERGs to support our colleagues in creating a sense of belonging at FTI Consulting. Considering the three new ERGs that launched in 2023, FTI Consulting now sponsors 10 dynamic ERGs, many of which are supported by a network of executive sponsors, Senior Managing Directors and/or members of our Executive Committee dedicated to providing strategic direction to their respective ERGs. These ERGs are open to anyone who wants to get involved. Through events and initiatives hosted by our ERGs across different offices, we continue to empower underrepresented communities and allies to foster an inclusive workplace culture that embraces the unique experiences and perspectives of all.

“I am actively involved with ERG groups here at FTI Consulting, and I can personally attest to how this has positively impacted my career at the firm. I am able to interact with colleagues around the world who come from different personal and professional backgrounds. This has sharpened my professional networking skills, which is invaluable for career advancement and business development opportunities.”



MAY CARPENTER

Technical Sales Senior Director, Chicago, Member of FTI Consulting's Black Employee Network



Our 10 ERGs:



FTI Asian Diversity Network (“ADN”) celebrates the diversity within FTI Consulting and builds a platform to support colleagues representing the Asian community. ADN supports the professional and personal development of colleagues with an Asian background and spreads awareness of Asian heritage and culture. In 2023, ADN engaged offices in hosting events to celebrate Asian American and Native Hawaiian/Pacific Islander Heritage Month, including an Asian Night Market, mahjong tournament and volunteering. The FTI ADN hosts an annual client event, as well as ongoing discussions to engage our professionals. 2023 events included a global panel with FTI Consulting Chief Financial Officer Ajay Sabherwal and General Counsel Curtis Lu on their career journey to senior leadership positions.

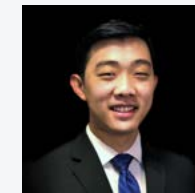


NEURODIVERSITY
Network



The FTI Abilities Network of North America and Australia and the FTI Neurodiversity Network of EMEA are the firm’s newest ERGs, created to support the professional and personal growth of colleagues with visible and invisible disabilities by providing mentorship, networking and outreach opportunities. Both networks seek to increase awareness and visibility within the broader organization. Launched in mid-2023, the networks continue to attract new members and have hosted a learning session on “success and neurodiversity.”

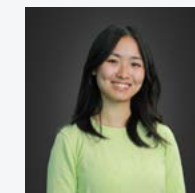
“ERGs are meant to bring people together, and this is true not only within ERGs but across ERGs as well. Through my involvement with ADN, I have met countless passionate leaders across ERG groups to collaborate and organize events to learn about and enjoy each other’s cultures and backgrounds. ADN has allowed me to expand my network and work with leaders and representatives I would not have otherwise met so early in my career.”



KEVEN SHANG

Senior Consultant, New York, Member of FTI Consulting's Asian Diversity Network

“I felt adrift in a strange new environment when I first started at FTI Consulting. The FTI Consulting Neurodiversity Network allowed me to connect with colleagues who share similar challenges and experiences. It helped me feel less alone and emboldened me to embrace rather than hide my differences going forward in my career.”



CHINNY LEE

Intern, London, Member of FTI Consulting's Neurodiversity Network



FTI Hispanic/Latinx Organization for Leadership and Advancement (“HOLA”)

joins our Hispanic/Latinx communities and allies at FTI Consulting, universities and the community at large to provide career development and support. In 2023, FTI HOLA planned events aimed at showcasing the integration of Hispanic and Latinx culture within the United States by partnering with other ERGs at FTI Consulting. FTI HOLA also played a key role in recruiting Hispanic and Latinx talent through participation and representation at the [Association of Latino Professionals For America](#) (“ALPFA”) Convention.



FTI 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. FTI Pride spread awareness in 2023 through events across the globe that recognized International Transgender Day of Visibility and Pride Month, and our colleagues had an opportunity to take part in local community celebrations. Our Chicago office marched in the Pride Parade and in honor of Sydney World Pride, our Sydney office hosted a Drag Queen Bingo Fundraising event in support of [Out for Australia](#).

“Programs like FTI HOLA are so important because they create opportunities to connect with colleagues who have similar upbringings and challenges. These moments often lead to authentic work and personal relationships. Empathy is substantially more consequential when it is rooted in actual life experience. Nothing will make you feel more empathy for someone than when you have experienced the same challenge.”



ADRIANA VILLASEÑOR

Senior Director, New York, Member of FTI Consulting's HOLA

“Some might think that the FTI Pride Network is only focused on supporting LGBTQI+ employees. However, our membership is predominantly made up of allies. When the FTI Pride Network was created, it was the catalyst for the start of many other employee resource groups. The FTI Pride Network is a visible demonstration of FTI Consulting’s commitment to its values, diversity and support for all employees.”



JOE LAKIER

Managing Director, Denver, Member of FTI Consulting's Pride Network



Black Employee Network (“BEN”) is dedicated to enhancing the representation, personal growth and professional development of Black professionals at FTI Consulting. The vision of BEN is to establish a strong community at all levels throughout the firm and build an atmosphere of inclusion and belonging. In 2023, BEN hosted a series of successful recruiting and outreach events, community service opportunities, internal Lunch and Learns in celebration of U.S. Black History Month and Juneteenth, and important panels on topics like self-advocacy and professional growth.



FTI Race, Identity, Social and Equity (“RISE”) Network brings together diverse employees dedicated to fostering a diverse working culture. RISE collaborates closely with our Human Resources team and business leaders to drive diverse recruitment, retention initiatives and microaggression training across our EMEA region and beyond. In 2023, RISE hosted gatherings in celebration of Diwali and held recognitions for UK Black History Month and South Asian Heritage Month, in addition to cultivating a workshop on important discussions on diversity, equity and inclusion.



With representation from local corporate and business leaders in more than 50 offices around the globe, our **Diversity Ambassadors** help champion diversity and dialogue and engage our professionals in our ERGs. Serving as a connector across all ERGs at FTI Consulting, Diversity Ambassadors consists of passionate professionals who are committed to fostering DI&B and bringing people together to engage and talk about hard issues.



Parents Network expanded as a formal ERG globally in 2023 and provides a safe space for professionals to be honest and open about the challenges and opportunities that come with being a working parent. The Parents Network aspires to lead the charge in making FTI Consulting a premier choice employer for working parents.



FTI WIN, our longest-standing ERG founded in 2013, 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.

BETTER TOGETHER: SPOTLIGHT ON OUR BLACK EMPLOYEE NETWORK



BEN at FTI Consulting, like many of our ERGs, began as a grassroots movement within offices across the firm, particularly as professionals emerged from the COVID-19 pandemic and were seeking stronger connections, mentorship opportunities and forums to discuss critical issues. BEN was launched formally at the end of 2022 with a vision of establishing a strong community at all levels throughout the firm and building an atmosphere of inclusion and belonging. Dedicated to enhancing the representation, personal growth and professional development of Black professionals at FTI Consulting, the **ERG is now represented across our firm and has more than 130 members across 18 office locations.**

With advocacy and support from senior leadership at FTI Consulting, BEN is structured around three active working groups to achieve the following goals:

1. Build and maintain relationships internally and externally to share knowledge, impact communities and create new opportunities

2. Honor and recognize important cultural observances with the broader FTI Consulting community, such as Dr. Martin Luther King Jr. Day, Black History Month and Juneteenth

3. Continue to attract, develop and retain top Black talent and increase the percentage of Black hires through early talent and experienced hire recruiting efforts

2023 was an impactful year for BEN. Engaged professionals supported the group's goals through in-person and virtual gatherings to discuss relevant topics and provide valuable resources for members, such as tips for career advancement and professional self-advocacy. Through ongoing efforts, BEN hosted a series of recruiting and outreach events at Historically Black Colleges and Universities, like Howard University in Washington, D.C. The ERG was also successful in educating colleagues on the significance of dates like Juneteenth through Lunch and Learn events hosted in our offices and supporting local Black-owned businesses.

“Being a member of BEN has allowed me to express elements of my full self at FTI Consulting. Bringing together colleagues to celebrate major events that have long held importance to me, such as Black History Month and Juneteenth, has opened up opportunities for meaningful discussion and connectivity with other FTI Consulting employees I otherwise may not have met. When I came to FTI Consulting in January of 2023, BEN was just getting started. Now, being a leader in this organization, I have a front row seat to all of the heart, dedication, intentionality and work that goes into everything BEN does. It has been wonderful experiencing BEN’s growth, and I truly believe that is only the beginning of the positive impact that we will continue to make throughout FTI Consulting and our communities.”



MICKEALA CARTER

Senior Director, Washington, D.C.

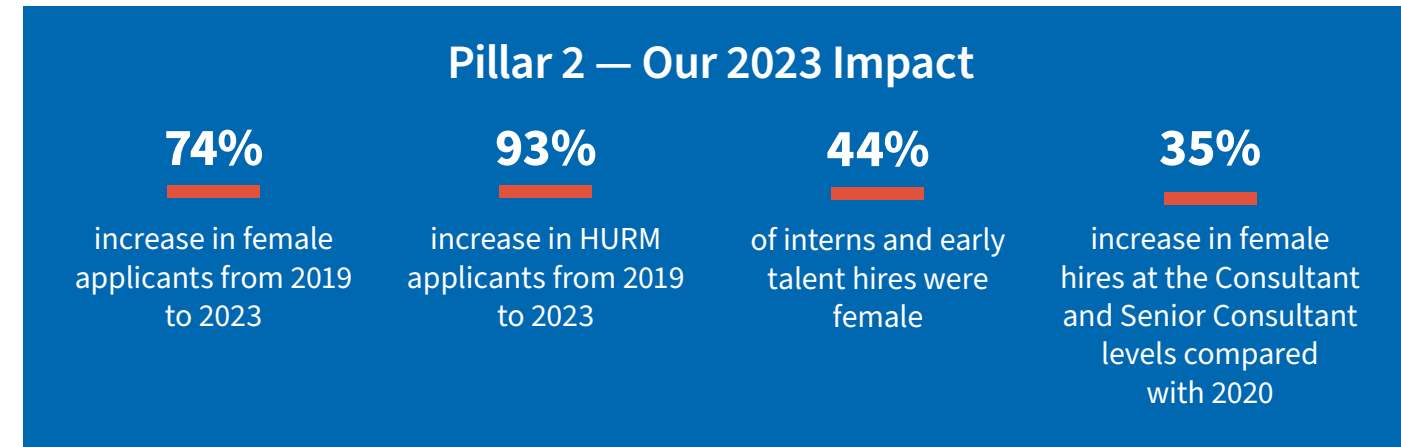
Pillar 2 | Double Down on Efforts To Attract Diverse Talent

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

Our Commitments and Ambitions for Pillar 2:

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

We continued to advance our efforts to build a diverse pipeline of professionals in 2023 and maintained partnerships with professional organizations focused on diversity and inclusion. By aligning our partnerships with one of our ERGs, we have further enhanced our candidate pipelines and fostered a stronger sense of belonging for professionals. These include [ALPFA](#), [Out & Equal](#), [the National Black MBA Association](#) and [We Are The City](#). We remained a top partner with the [Forté Foundation](#), a nonprofit organization that aims to launch women into fulfilling, significant careers through access to business education, professional development and a community of successful women. Our teams also participated in career fairs and hosted workshops at several colleges and universities.



2023 was also an exciting year for our early talent programs across FTI Consulting, with various workshops and programs designed to empower diversity at the start of our professionals’ journey with the firm. **Approximately 700 college students approaching their junior year attended two early identification summer leadership programs**, FTI IMPACT and Women in Corporate Finance, where they heard firsthand from diverse colleagues on growing their career. Throughout the summer, our 2023 intern class also received an immersive experience and participated in a two-part webinar series titled “Things You May Not Have Learned at Home.” The series aimed to equip interns from diverse backgrounds with tools and strategies that might not have been readily available within their immediate social circles, including discussions on financial literacy and more.

In 2023, we continued the **Diverse Professionals Rotational Program** (“DPRP”), an 18-month program that provides diverse, experienced professionals with the opportunity to rotate through different segments and practices within FTI Consulting across various locations. DPRP provides a unique opportunity for young talent to develop skill sets in a variety of business segments before committing to one area. In 2023, our North America cohort had five professionals in their second and third rotation. In EMEA, we had two professionals rotating, completing their program in January 2024.

THE PACT FOR FTI CONSULTING

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

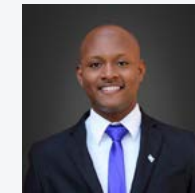
- **Leadership and Culture:** No member of FTI Consulting’s Executive Committee will appear on a panel at a public event that does not have diverse representation.
- **Equity and Retention:** We conduct an annual audit of pay, promotions and performance ratings across gender and race.
- **Hiring and Recruiting:** We have strived 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. These efforts have resulted in an 37% increase of female candidates and 71% increase of HURM candidates in 2023.

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

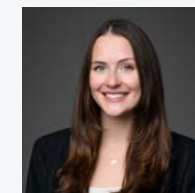


“DPRP allows you the opportunity to immerse yourself in the field of consulting while gaining experience in a range of areas. The ability to work across several groups in many offices aids in building your network globally and developing your professional competence.”



OLEAQ RICHARDS
Consultant, Washington, D.C.

“DPRP was an invaluable experience at the beginning of my career journey at FTI Consulting. It led me to a team that continuously coaches me to be the best consultant I can be at a company where I can work on exciting and challenging engagements, take responsibility for projects, interact with clients and put my skills and passions to use.”



KRISTINE PARISI
Senior Consultant, McLean

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 Ambitions for Pillar 3:

- Support charitable organizations, pro bono engagements and skills-based volunteering that are important to our people, in collaboration with our Corporate Citizenship Program
- 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

Corporate Citizenship Program launched in 2016. **This includes more than 40,000 hours of volunteer service and the equivalent of over \$28 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 an allotment of hours for pro bono work that can be counted toward the employee’s segment utilization and productivity metrics annually. **In 2023, our professionals contributed nearly \$10.5 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 positively impact causes and communities important to them. **In 2023, FTI Consulting professionals volunteered more than 7,400 hours.**

Through FTI Consulting’s Employee Matching Gift Program, employees can further the impact of their donations to eligible causes matched by the firm up to \$500, or the local equivalent, in a calendar year.

Our cohort of Corporate Citizenship Champions — a dedicated team of volunteers who serve as leaders for Corporate Citizenship in their local

Pillar 3 — Our 2023 Impact

\$10.5M

in pro bono services provided

18,000

hours contributed to pro bono services

7,400+

hours volunteered

1,200+

charities supported

office — **grew to 200 professionals in 2023.** Our Champions collaborated 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.

“I’m proud of my involvement with the Atlanta office’s Cristo Rey Network’s Corporate Work Study Program. The program breaks down socioeconomic and cultural barriers that often inhibit the future success of high school students by placing them in corporate jobs throughout high school, helping them strengthen their technical skill, business acumen and resume. This initiative not only mentored students, but it also brought the FTI Consulting brand to the community.”



KELSEY HESLIN

Senior Marketing Manager, Atlanta

Pillar 4 | Keep the Dialogue Alive

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

Our Commitments and Ambitions for Pillar 4:

- 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

Maintaining transparent and meaningful dialogue is critical for our employee experience and for our leaders and teams, as it builds trust and strengthens their understanding of diverse perspectives. Across FTI Consulting, we remain focused on our efforts to build an inclusive culture through various programs and initiatives. These include our ESG-led events, a global speaker series and inclusive culture trainings and workshops that allow professionals to engage directly with colleagues from a variety of lived experiences and perspectives.

Our ERGs, as well as our DI&B councils in Asia and Australia, play a significant role in increasing dialogue, creating awareness and building a culture of understanding.

Through our marquee diversity speaker event, the **Global DI&B Speaker Series**, we engaged in important conversations on identity, imposter syndrome, mental health and more with external and internal guests across several industries. These events are hosted in person in our London office, and professionals across the globe are invited to attend by webcast. In 2023, these included:

- **In conversation with Sir Lenny Henry:** In a session hosted by RISE Network ERG Advisory Chair Kwaku Aning (Senior Director, London) for UK Black History Month, actor Sir Lenny Henry engaged the audience by discussing his life, career and latest projects. He delved into crucial topics such as ethnic representation in the media, sharing his perspectives on the word “diversity” and its significance.
- **In conversation with Alexandra Leenen:** As a values-driven senior financial leader, Alexandra Leenen shared her formative experiences that shaped her personal transition journey. Hosted by Phil Kennedy (Senior Director, London), the session included discussions on LGBTQI+ lessons for corporate life and best practices in influencing workplace diversity and inclusion.

Pillar 4 — Our 2023 Impact

640

professionals participated in annual inclusive culture training

60+

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

70%

Achieved over 70% participation of employees at the Manager level and above in the Managing & Leading Inclusive Teams training

5

external speakers through our Global DI&B Speaker Series

- **In conversation with Rory Bremner:** Hosted by Nick Hourigan (Senior Managing Director, London), comedian Rory Bremner discussed neurodiversity in the workplace. The engaging session included attention deficit hyperactivity disorder, their respective journey with the condition and how to navigate professional and academic spaces while being neurodiverse.

Through timely communication to all professionals, we continue to keep the dialogue alive across our offices. Our ongoing communication includes quarterly internal newsletters on DI&B and Corporate Citizenship.



KEEPING THE DIALOGUE ALIVE THROUGH LEARNING

Diversity and inclusive culture training is woven into FTI Consulting’s talent development programs, allowing professionals across the globe to have access to important curriculum through global sessions and segment-specific workshops.

FTI Consulting’s annual inclusive culture training, **Managing and Leading Inclusive Teams**, continues to be core to our curriculum. This interactive, high-energy course is facilitated by a third party and designed to help managers at the Director-level and above develop high-level skills and best practices for managing employees through potentially challenging situations while also helping managers understand their responsibilities under the latest employment laws. Participants take part in scenario-specific exercises and simple-to-use strategies for everyday application in their role. **More than 3,000 Manager-level and above professionals have completed the training since its inception in 2016, including more than 600 professionals in 2023.**

We also continued to offer sessions that allow our professionals to engage in meaningful dialogue around diversity, including “Accelerating the Impact of Diversity and Inclusion at FTI Consulting” and “Identifying and Addressing Microaggressions in the Workplace.”



Celebrating Our Diversity Around the Globe

We understand that the diversity of perspectives and experiences within our communities is one of our greatest strengths. Below, we spotlight several DI&B initiatives and events in 2023 that celebrated our diversity and aimed to keep the dialogue alive.



Colleagues across our **Australia** offices came together to emphasize the importance of mental health and well-being. Professionals hosted morning teas, a yoga session, a cookie-making session and morning walks.



Our **Brussels** office partnered with Think Pink, the Belgian association raising awareness of breast cancer. During October, colleagues developed a series of activities to showcase the partnership, increase awareness around the issue and raise money to support research.



Our **Cayman Islands** office hosted a panel with the International Women’s Insolvency & Restructuring Confederation and FTI WIN. As part of the panel, New York-based Senior Managing Director Christine Kim joined other leading females in the industry to share her views on how we can embrace, embody and encourage female professional growth and leadership. She shared stories from her career to date and key advice about being your authentic self.



Our colleagues in **Mumbai** and **New Delhi** commemorated Indian Independence Day in August with special events at their respective offices. Celebrating India’s 76 years of freedom, both offices were beautifully decorated and professionals enjoyed a shared lunch and quiz.



In the United States, our **Washington, D.C.**, office hosted a panel and event featuring FTI Consulting colleagues who are former or current military members. The colleagues shared their experiences during their service.

GENDER AND HISTORICALLY UNDERREPRESENTED MINORITY REPRESENTATION

At FTI Consulting, we continually seek to provide equal employment opportunities and improve our talent pipelines. Through hiring, development and retention initiatives, we seek to attract and retain top talent across the firm.

Annually, FTI Consulting publishes workforce gender demographics data globally and our HURM demographics data for employees based in the United States, the United Kingdom, Canada, South Africa and Australia, which represents 75% of our total global headcount.

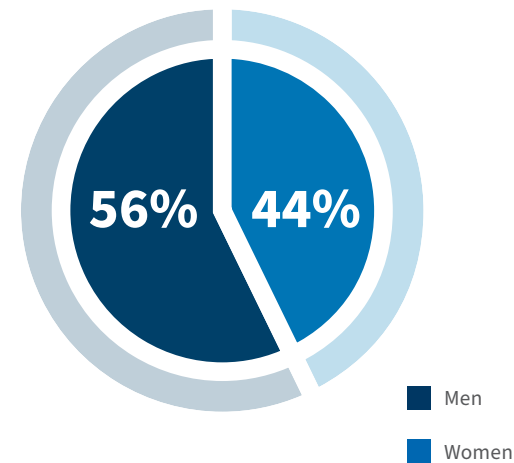


¹ Gender representation is based on FTI Consulting's total headcount as reported on our Form 10-K as of December 31, 2023.

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 United Kingdom, 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 75% of the company's total headcount as of December 31, 2023.

³ Management roles are defined as Manager/Director job level and above.

GENDER REPRESENTATION¹

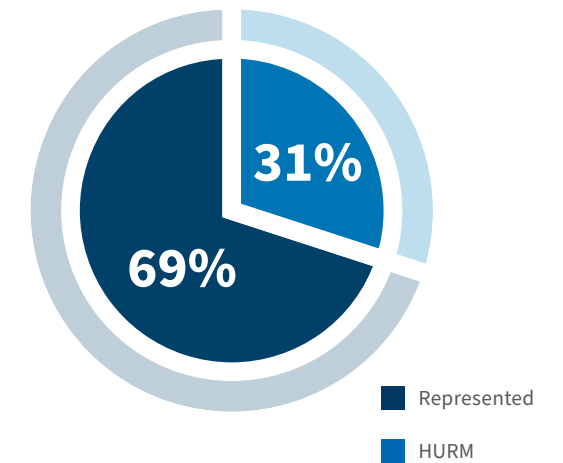


48%
of firmwide hires were female as of December 31, 2023

42%
of early talent and graduate hires were female as of December 31, 2023

45%
Overall percentage of female employees in management roles³ in 2023

HISTORICALLY UNDERREPRESENTED MINORITY REPRESENTATION²



36%
of firmwide hires represented a HURM as of December 31, 2023

30%
of early talent and graduate hires were HURM in 2023

39%
of the total combined headcount at the Consultant and Senior Consultant levels were HURM employees as of December 31, 2023

46%
Overall percentage of HURM employees in management roles³ in 2023

Pay Equity and Pay Gap

FTI Consulting conducts and releases global gender and ethnicity pay gap analyses annually. The release of this data reflects an extension of the [Pact for FTI Consulting](#), our values and our commitment to promote equity across our firm.

We are committed to providing our people with equal pay for equivalent work, regardless of gender or ethnicity. Our annual review to support pay equality for men and women performing comparable work indicated we continued to achieve pay equality. Through robust programs and policies focused on fair pay and rewards for our employees, regardless of gender or ethnicity, we remain focused on our efforts to drive progress, accountability and transparency.

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 based on our employees' total compensation (base salary plus bonuses) and then compares the average compensation of male and female employees, as well as that of represented and HURM employees. The data reflects the results of FTI Consulting's annual global analysis on gender and ethnicity pay equity in 2023, along with the variance when compared with the 2022 data.

FTI Consulting's pay gap results represent the pay levels between genders or ethnicities during the 2023 performance year, driven by an imbalance in senior-level roles across the organization.

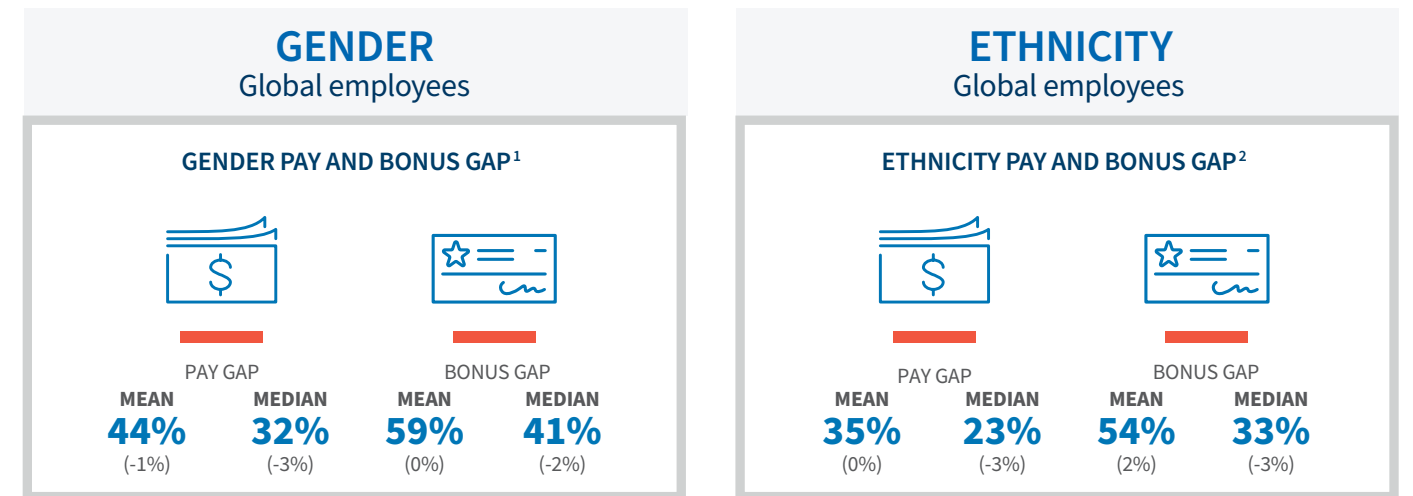
THE DIFFERENCE BETWEEN EQUAL PAY & PAY GAP

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



¹Pay gap calculations are based on FTI Consulting's total headcount as reported on our Form 10-K as of December 31, 2023, excluding employees in the Compass Lexecon subsidiary and employees on leave. As best practices in the professional services market continue to evolve, we have updated our methodology for 2023 to more accurately reflect pay and bonus practices across the markets in which we operate. To provide a meaningful historical comparison, our pay and bonus gaps for 2022 were also revised using the updated methodology. The performance data tables on page 97 have been updated to reflect this new methodology.

²Ethnicity pay calculation is based on FTI Consulting's total headcount in the United States, the UK, Canada, South Africa and Australia as reported on our Form 10-K as of December 31, 2023, excluding employees in the Compass Lexecon subsidiary and employees on leave. This represented 75% of total headcount as of December 31, 2023.

The 2023 results are an attestation of our continued focus on recruiting and retention of diverse talent. We are proud of the year-over-year progress and the overall downward trend in the median reported in our latest analysis. We recognize more work remains to further narrow the gap and achieve declines in the mean, particularly for HURM employees, and we are committed to our efforts to further reduce our gap.



To achieve pay equity, we remain focused on increasing representation of women and historically underrepresented minorities in senior-level, higher-paying positions.

As we continue to strive for pay equity, we remain steadfast in upholding goals, policies and programs centered around career development and progression. In addition to our ambitions to increase the percentage of female and HURM professionals, FTI Consulting's initiatives include:

- Mentorship programs focused on developing our female and HURM employees such as **Aspire, Asia Mentorship Program** and the **Senior Leaders Diversity Mentorship Program**. These programs have continued participation across segments and countries and are focused on developing intentional and formal mentorship relationships to drive meaningful performance and progression.
- Milestone Programs and in-person events to encourage networking and support a strong leadership pipeline of female and HURM professionals, such as the **WIN Managing Director Transformational Leadership Program** and the **Managing Director Leadership Forum**.

Through such actions, in 2023 we continued to make progress to increase female and HURM representation at FTI Consulting. For example:

- **80% of our NEOs** represent diverse groups, and **58% of our Executive Committee** represents diverse groups in 2023.
- Female employee representation globally increased to **44% of all professionals in 2023 compared with 40% of all professionals in 2020**. We also increased female Senior Managing Directors by 45% in 2023 compared with 2020 and increased HURM Senior Managing Directors by 26% compared with 2020.

More detail on these initiatives can be found throughout the Corporate Sustainability Report.





CASE STUDY

HELPING AN ORGANIZATION FOCUSED ON ACCESS TO TECHNOLOGY EXPAND INTO ADDITIONAL TITLE I SCHOOLS

FTI Consulting partnered with [Digi-Bridge](#), a North Carolina-based nonprofit that aims to spark interest in science, technology, engineering, arts and math, to ensure students have the opportunities and skills to succeed. Digi-Bridge focuses on students in partner Title I schools where a large population is designated as economically disadvantaged. FTI Consulting developed a standard set of ESG metrics that could be provided to corporate donors, and improved Digi-Bridge’s forecasting capabilities to assist with program expansion.

OUR CONTRIBUTION

- FTI Consulting assessed Digi-Bridge’s data landscape and interviewed key corporate donors to understand what insights they were expecting from Digi-Bridge. This helped us create an ESG strategy and disclosure framework.
- Our experts built a dashboard featuring ESG KPIs to help track company goals and disclose important metrics to stakeholders.
- We also worked with Digi-Bridge to develop a robust forecast model able to predict upcoming opportunities to expand programs into new schools.

OUR IMPACT

- FTI Consulting delivered Digi-Bridge’s **first dynamic ESG dashboard** to display a variety of metrics and track progress toward their goals, accompanied by training, data improvement recommendations and a dashboard manual.
- Our experts presented a go-forward ESG strategy to support the **continued implementation of sustainable and responsible practices** with immediate and long-term recommendations.
- The revenue and expense forecast model developed by FTI Consulting **successfully improved visibility** and can be leveraged for fundraising efforts and to foresee expansion opportunities.

“Working with FTI Consulting was an incredible experience. Their high level of expertise helped Digi-Bridge to pave a path for nonprofit ESG reporting, ultimately helping us to become a stronger and more impactful organization.”

ALYSSA SHARPE
CEO at Digi-Bridge

Corporate Citizenship

FTI Consulting is committed to making a significant and long-lasting impact, far beyond the work we do for our clients. Through our Corporate Citizenship Program, our professionals and our teams use their unique expertise to support causes in their local communities and across the world more broadly.

Each day, FTI Consulting professionals make a meaningful impact by applying their definitive expertise, tenacious culture and practical experience to client engagements. This same strategy and the core values that our people embody as professionals translate to our Corporate Citizenship Program and the charitable and civic activities performed by our global team of experts at all levels.

The Corporate Citizenship Program empowers our professionals to leverage their unique expertise to solve problems and build resilience in our global and local communities. In 2023, FTI Consulting professionals supported **more than 1,200 charitable organizations** through the Corporate Citizenship Program.

CORPORATE CITIZENSHIP AT FTI CONSULTING

Pro Bono

Pro bono engagements at FTI Consulting leverage 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 they are passionate about.

In 2023, nearly one-third of all FTI Consulting professionals engaged in one or more components of FTI Consulting's Corporate Citizenship Program.



Pro Bono Engagements

At FTI Consulting, we encourage our professionals to be actively engaged in our Pro Bono Program, which is supported by our Executive Committee and our Pro Bono Advisory Committee, a global team of senior leaders that is chaired by our General Counsel. In 2023, our firm established governance and programmatic infrastructure to prepare for major pro bono policy advancements in 2024.

FTI Consulting's Pro Bono Program leverages our professionals' deep knowledge and unique skill sets to make a difference for individuals, organizations and our communities. To support our colleagues in making meaningful contributions to pro bono engagements, FTI Consulting professionals can count their time spent on pro bono engagements toward their individual and segment's utilization and productivity metrics.

Driven by investment from the firm's leadership, FTI Consulting's Pro Bono Program has experienced triple-digit growth over the past three years. In 2020, our professionals contributed pro bono services internally valued at \$2.1 million, and by 2022 the value of pro bono services increased to nearly \$6.1 million. **In 2023, FTI Consulting professionals contributed pro bono services internally valued at nearly \$10.5 million, which is a 72% increase compared with 2022.**



Q&A: Pro Bono In Focus

Lars Fæste, Chairman of EMEA, and **Curtis Lu**, General Counsel, discuss the growth of our Pro Bono Program.

Q: What role can FTI Consulting professionals play in advancing societal good through our expertise? Why is the Pro Bono Program so important in your opinion?

Lars: "At FTI Consulting, we have deep skills and experience that support the societies we want to live in, uphold justice and the rule of law, make the financial markets effective and maintain the competitiveness and fairness of the marketplace. Applying our expertise to organizations to help create impact, assist in solving complex issues and advance vital work is one way we can be a force for good and give back to the communities where we live and work."

Q: FTI Consulting's Pro Bono Program has seen tremendous growth since contributing services internally valued at approximately \$10.5 million in 2023. In your opinion, what have been the key drivers of that growth?

Curtis: "Our people. FTI Consulting professionals across the globe supported exceptional projects tackling education, mentorship, human rights, climate change, human trafficking, domestic violence and much more. It is rewarding to see our colleagues be enthusiastic about contributing their time and talents to support important causes, individuals and organizations. Furthermore, our leaders have invested their own time and given their team opportunities to engage in pro bono projects. Our program has been supported by our firm's policies, which allow our professionals to charge time on approved pro bono matters toward their utilization and productivity metrics. We continue to collaborate with our leaders to update our policies so we can continue to make a substantial impact as a firm."

Q: Can you discuss the growth you witnessed in our EMEA region last year? What excites you about the future of pro bono for FTI Consulting?

Lars: "In 2023, approximately 40% of the total pro bono engagement came from FTI Consulting's EMEA region. Through our flagship engagements, we are making a meaningful impact in the areas we care deeply about, including providing access to free computer science education to students across the EMEA region and the situation in Ukraine by helping bring justice and rebuild their economy. As more professionals get involved in pro bono, we are working closely with leaders across every segment to think through how we further grow our work. We are excited about the future of FTI Consulting's Pro Bono Program because it brings the expertise of our entire firm to help create solutions for society's most pressing needs."

Q: How have you seen professionals at all levels and segments of the firm get engaged in pro bono?

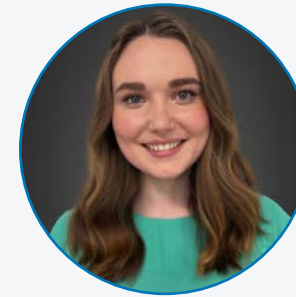
Curtis: "We have been truly impressed with how professionals at all levels have gotten involved in meaningful projects — either by raising their hand for assignments or suggesting new projects. The program has empowered all employees at FTI Consulting to take ownership of the program and make an impact in their communities in ways that are most meaningful to them."

Volunteering

In 2023, FTI Consulting professionals continued to give their time to a range of causes to positively benefit their communities. 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 growth and sustained engagement in our program. In 2023, our team of global Corporate Citizenship Champions grew to 200 employees, who regularly organize in-person events and engagements with charitable organizations across our offices. As a result, our professionals volunteered **more than 7,400 hours** in 2023.

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 2023, many professionals leveraged the FTI Consulting's Employee Matching Gift Program to fundraise for charitable organizations through physical challenges. Other professionals donated vital funds, technology, clothing and other material items to organizations serving those most in need globally.



Q&A: Making an Impact at FTI Consulting

Hear from **Emma Spencer**, a Senior Consultant on our Blockchain & Digital Assets team, who channels her passion for cryptocurrency into giving back. Through our Corporate Citizenship Program, she supports [The Life You Can Save](#), an organization that makes it easy to identify charities that are improving or saving lives.

Q: What is your involvement with The Life You Can Save?

Emma: *"I am a volunteer and subject matter expert in blockchain, Web3 and digital assets. Together, we have identified and assessed safe ways for The Life You Can Save to be involved in the digital asset and Web3 space by identifying and developing relationships with crypto-native organizations with a philanthropic mission. With each donation to The Life You Can Save, I am able to make a meaningful impact on many lives."*









Q: Why is this cause important to you?

Emma: *"Having resources in a world where hundreds of thousands of people die from preventable illness is like having a superpower. I believe we have a moral responsibility to use our power to help those who require aid to survive. I love The Life You Can Save because they work to make it easy to identify charities that are saving lives, and I know I am making a significant impact with my donations."*

Q: Why do you think it's important to engage in FTI Consulting's Corporate Citizenship Program?

Emma: *"FTI Consulting's Corporate Citizenship Program makes it so easy to make a positive impact in the world. And if you have not yet used your \$500 donation match, I highly recommend doing so. I am grateful to work for a company that allows me the opportunity to lead such meaningful work."*

OUR CORPORATE CITIZENS MAKE AN IMPACT ACROSS THE GLOBE

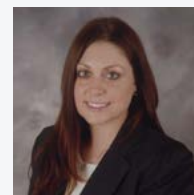
-  **United States:** A group of New York City-based professionals volunteered with Rise Against Hunger, **packing 10,000 meals for individuals** in areas where access to diverse and nutritious meals is limited.
-  **Dubai:** Professionals partnered with SmartLife Foundation during Ramadan to **hand out Iftar care packages** to laborers in the region.
-  **Mexico:** Colleagues **hosted an office donation drive** for Bancos de Alimentos Mexico, a nonprofit network of food banks that rescue food for families, communities and institutions in need.
-  **Hong Kong:** FTI Consulting’s Hong Kong office sponsored and participated in the 2023 Hong Kong Legal Walk to **raise funds and awareness for three local organizations:** Equal Justice, Mind HK and Justice Without Borders.
-  **Brazil:** Colleagues in São Paulo celebrated Easter by **organizing a fundraising campaign** to purchase Easter eggs for children residing in Jardim Robru, a low-income area of the region.
-  **India:** In celebration of Daan Utsav, India’s festival of giving, FTI Consulting’s India offices partnered with Goonj for a **material collection drive**.
-  **Dublin and London:** Colleagues took part in FTI Consulting’s Experts in Schools Program with long-standing partner and education charity Young Citizens, **teaching underprivileged students** about the media, economics, communications and public affairs.
-  **Australia:** Colleagues **raised more than AUD160,000** during the Chain Reaction cycling challenge for children’s charities So They Can and BaptistCare HopeStreet.

“We are proud of the culture of giving that we have across FTI Consulting, and it was a privilege for our people to have the opportunity to give back to the community during Ramadan, a month of reflection, devotion and giving.”



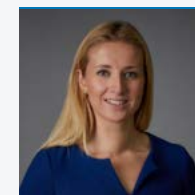
SUNIL MASHARI
Director, Dubai

“The Miami Lexus Corporate Run was a great way to bond with other FTI Consulting colleagues and network with other organizations while engaging in a healthy activity, as well as giving back to the community.”



JACKIE ZAKRZEWSKI
Senior Director, Miami

“FTI Consulting’s Corporate Citizenship Program supported our fundraising efforts across the world during the Chain Reaction Challenge, with teams in our offices in London, the Netherlands and Sydney all donating. The matching scheme was a great help in exceeding our fundraising targets, raising more than AUD160,000.”



SARAH NOBLE
Director, Sydney



CASE STUDY

HYPERTENSION CONTROL: A VITAL BUSINESS INVESTMENT

The National Foundation for the Centers for Disease Control and Prevention (“CDC Foundation”) selected FTI Consulting, in partnership with the National Forum for Heart Disease and Stroke Prevention, to develop a business case for employer engagement in hypertension prevention and control and to disseminate the findings to employers.

OUR CONTRIBUTION

- FTI Consulting developed a comprehensive evidence base on the prevalence, health impacts and costs of hypertension, as well as insights on employer interventions.
- The team designed a customizable budget impact model to quantify the healthcare and productivity costs of hypertension based on industry and employee population characteristics.
- Our experts hosted a webinar attended by more than 50 employers of varying sizes across a number of industries to disseminate the business case and share actions taken by leading organizations to prevent and manage hypertension.

OUR IMPACT

- FTI Consulting’s [budget impact model and research](#) revealed the extensive impact of hypertension costs across the workforce, as well as significant healthcare disparities, and **called for employers to be the catalyst for change to promote equitable well-being for their employees.**
- The tools created by our team put important data in the hands of employers and trusted partners to **help inform decision making and evaluate interventions that improve the health of their workforce.**
- FTI Consulting, along with the CDC Foundation, continues to **lead virtual sessions to disseminate the findings at business coalition and collaborative meetings across the United States**, including the National Hypertension Control Roundtable.

“Hypertension, while readily treatable, is prevalent across the workforce and often associated with other health conditions. We were pleased to partner with the CDC Foundation to create clear data on the financial consequences of the condition, making it easier to build a future economic case to prioritize preventative care and reduce risk.”



MEG GUERIN-CALVERT
Senior Managing Director,
Washington, D.C.



Governance

Commitment to Excellence: Managing Governance Risks and Opportunities

Our Board of Directors 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. The Board 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 to further 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-related factors, including diversity, inclusion and equal opportunities, corporate citizenship, environmental matters 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

22%

of directors are based outside the United States

10 years

average director tenure



Independent non-employee Chairman of the Board



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



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

¹ Board of Director statistics are current as of the 2024 Annual Meeting of Shareholders of FTI Consulting, Inc. on June 5, 2024.

BOARD COMPOSITION AND QUALIFICATIONS OF OUR DIRECTORS¹

Director	Director since	Age	Independent Directors	Audit	Compensation	Nominating, Corporate Governance and Social Responsibility	Leadership	Financially Literate	Services or Industry	Government	Other Public Company Board Experience	Global	Gender Diversity	Racial Diversity
Gerard E. Holthaus Lead Independent Director of WillScot Mobile Mini Holdings Corp.	2004	74		●	●		●	●	●		●	●		
Steven H. Gunby President and Chief Executive Officer of FTI Consulting, Inc.	2014	66					●	●	●		●	●		
Brenda J. Bacon Past President and Chief Executive Officer of Brandywine Senior Living LLC	2006	73	✓		●	C	●	●	●	●	●		●	●
Mark S. Bartlett Retired Partner at Ernst & Young LLP	2015	73	✓	●			●	●	●		●	●		
Elsy Boglioli Chief Executive Officer of Bio-Up	2023	42	✓	●		●	●	●	●		●	●	●	
Claudio Costamagna Chairman of CC e Soci S.r.l.	2012	68	✓		C		●	●	●		●	●		
Nicholas C. Fanandakis² Retired Chief Financial Officer of DuPont de Nemours, Inc.	2014	67	✓	C			●	●	●		●	●		
Stephen C. Robinson³ Retired Partner at Skadden, Arps, Slate, Meagher & Flom LLP	2022	67	✓	●		●	●	●	●	●	●			●
Laureen E. Seeger Chief Legal Officer of the American Express Company	2016	62	✓		●	●	●	●	●		●	●	●	

¹ Board of Director skill sets and other information are current as of the 2024 Annual Meeting of Shareholders of FTI Consulting, Inc. on June 5, 2024.

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

³ In 2023, Mr. Robinson completed the Certificate program in Navigating Emerging Technologies and More in a Complex World from the Cornell Tech Board Institute.

⁴ 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.

 Independent Chairman of the Board  Committee Chair  Committee Membership  Skill Sets⁴

Compliance, Business Ethics and Professional Conduct

FTI Consulting strives to uphold best-in-class policies and practices for compliance, business ethics and professional conduct. We believe these elements are essential 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 enacted policies and procedures that communicate the company's expectations for compliance, business ethics and professional conduct across the organization.

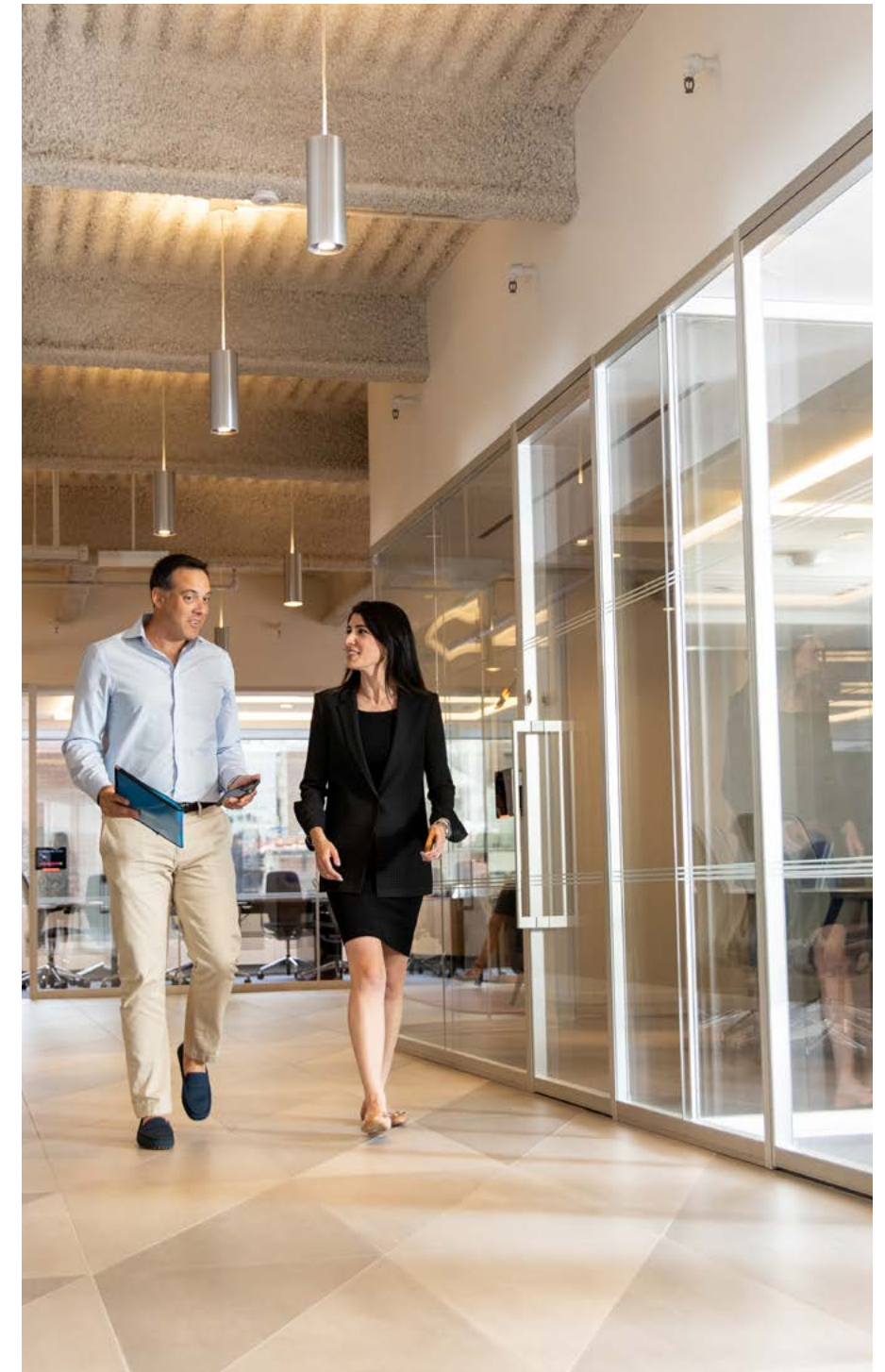
FTI Consulting expects our agents, vendors, contractors, consultants, business partners and third-party representatives to uphold similar standards to those in our Code of Ethics and Business Conduct. Accordingly, the company requires third-party contractors to undergo a background screening and to acknowledge both our Anti-Corruption Policy and our Vendor Code of Conduct, which address expectations for ethics and compliance.

While these policies help serve as a foundation for our business operations, the global landscape in which we serve our clients is changing constantly. As a result, FTI Consulting regularly revisits these policies and procedures as appropriate to comply with relevant laws, regulatory requirements and best practices and to refine and enhance our governance practices accordingly.

A comprehensive list of FTI Consulting's policies and guiding principles can be found 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 Vice President – Chief Risk and Compliance Officer. The Vice President – Chief Risk and Compliance Officer has a direct reporting line to FTI Consulting's General Counsel and reports at least quarterly (or more often) to the Audit Committee. The Vice President – Chief Risk and Compliance Officer regularly meets with the Board of Directors and Audit Committee, as well as the CEO. The Vice President – Chief Risk and Compliance Officer 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](#), [Anti-Corruption Policy](#), [Policy on Inside Information and Insider Trading](#), [Policy on Disclosure Controls](#) and other policies governing conduct in the workplace, relationships with clients, data privacy, cybersecurity and other risk areas. FTI Consulting supports these policies with training and communications programs.



Supporting a Culture of Compliance

FTI Consulting strongly supports the ability of its employees and other stakeholders to communicate issues and concerns, ask questions and support a culture of compliance. 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 all employees and other internal and external stakeholders to report if they become aware of an actual or potential violation of company policy, applicable law, regulation or have any other concerns. 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 direct manager or up their management chain, the Human Resources department, the Compliance department or the Legal department. Communications may also be sent directly to the Chairman of the Board, Chair of the Audit Committee or the independent directors of FTI Consulting's Board of Directors.

Under our policies, when a communication is received, it is appropriately reviewed and investigated. The complainant is advised when the investigation has concluded unless he or she is anonymous and has not used a contact

method that allows for such communication. The company's Compliance department is responsible for tracking the questions, concerns and other issues it receives, and the Vice President – Chief Risk and Compliance Officer regularly briefs the Audit Committee on Helpline activity through quarterly reporting and more frequent updates when warranted.

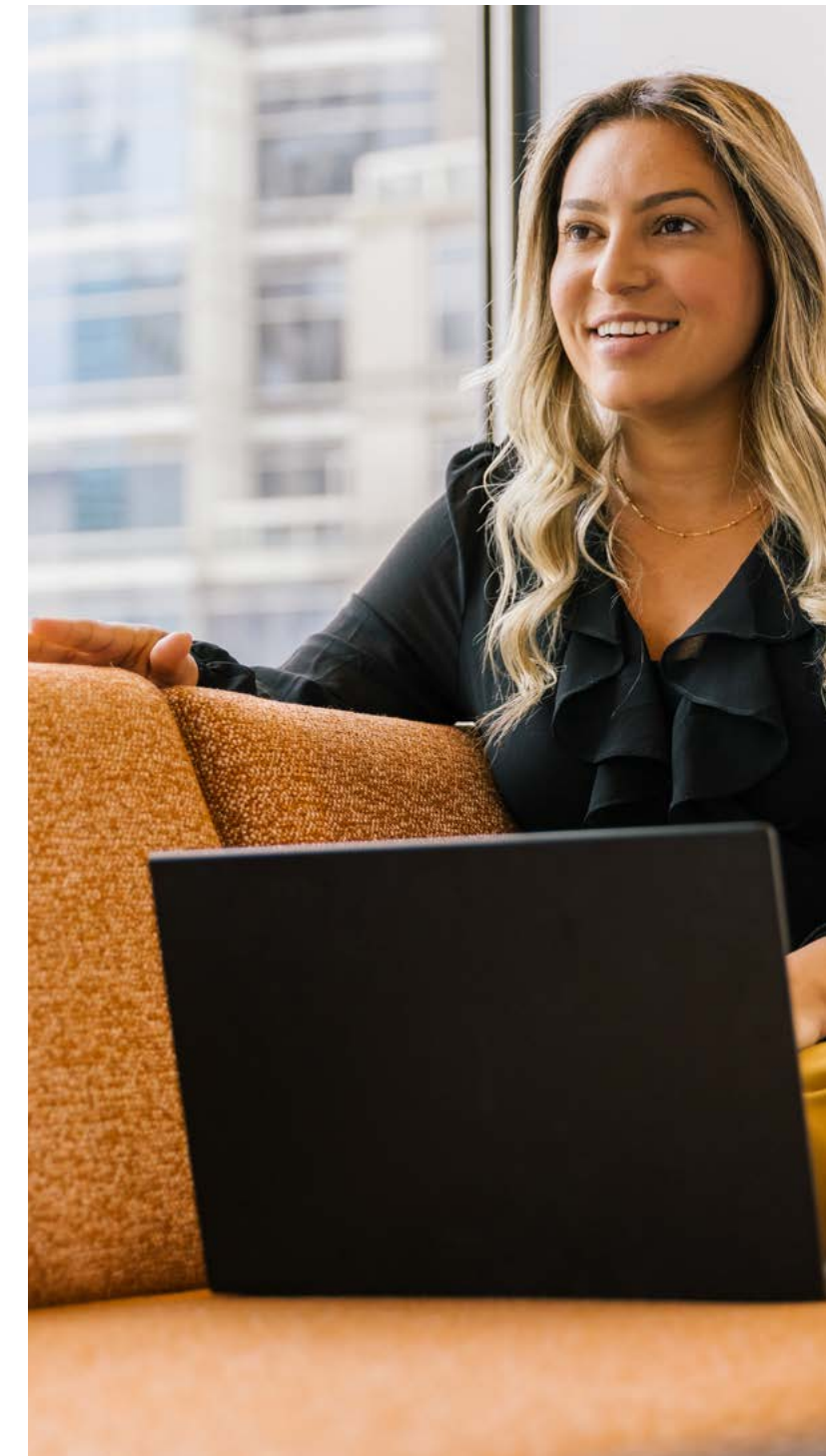
Communication directed to the Board of Directors, the Chairman of the Board, an individual director or the independent directors as a group – depending upon the subject matter – will be directed to the Chairman of the Board, the Chair of the Audit Committee, the Chair of the Nominating, Corporate Governance and Social Responsibility Committee or another appropriate professional who is responsible for ensuring that the concerns expressed are investigated and appropriately addressed. The company will not filter any such communications directed to the Board or any director.

In addition to maintaining reporting tools, FTI Consulting has implemented monitoring controls. For example, FTI Consulting's expense reimbursement system is designed to identify any expenditures pertaining to government officials so that the Compliance team can confirm that any such expenditures are consistent with FTI Consulting policies and procedures.

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 99% participation rate in 2023. Professionals are also required to complete an annual course on Information Security Awareness. Every two years, professionals are required to complete our course on Preventing Harassment in the Workplace, with the exception of professionals based in Illinois and New York who are required to complete the course annually. 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

FTI Consulting conducts enterprise-wide risk assessments and reports on the results of those assessments to the Audit Committee annually. In addition to the annual oral reports to the Audit Committee, significant new or changes to the risk profile are discussed more frequently. Enterprise risk-related information is delivered to the Audit Committee at least quarterly for its information, and such materials will be discussed at a meeting, if necessary. Our enterprise risk assessments encompass many areas, including cybersecurity, anti-corruption, anti-money laundering, fraud, geopolitics and ESG- and sustainability-related topics. We also periodically conduct in-depth risk assessments into specific risk topics (e.g., anti-corruption). In some cases, we have undertaken tabletop exercises to practice for risk events and help identify 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 Program. The ITRM Program is managed by the IT team’s Cybersecurity & Privacy Group and conducts various activities related to the analysis, assessment, mitigation and monitoring of corporate risks in accordance with National Institute of Standards and Technology (“NIST”) 800-30 Guidelines for Risk Assessment. The

ITRM Program is focused on assessing 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 vulnerabilities to help maintain the appropriate security posture.

FTI Consulting believes that the increased use of artificial intelligence (“AI”) brings benefits and responsibilities for our firm and our clients, and we are dedicated to reviewing the evolving AI landscape and working to recognize, manage and mitigate the risks associated with these technologies, as well as ways to incorporate AI into our business model. As we continue to look at ways to harness the power of AI to enhance our work and that of our clients, we have developed policies and principles designed to, among other things, foster compliance with laws and protect individuals, organizations and associated ecosystems against AI risks.

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



CASE STUDY

APPLYING STRATEGIC RESEARCH CAPABILITIES TO ADDRESS GUN VIOLENCE WITH SANDY HOOK PROMISE

Following the tragic school shooting in Uvalde, Texas in 2022, FTI Consulting connected with Sandy Hook Promise ("SHP"), a nonpartisan national nonprofit organization educating youth and adults about the warning signs of potential violence and advocating for research-based bipartisan legislation proven to prevent gun violence in schools, homes, and communities. SHP needed help to assess conversation and sentiment across the United States and customize the organization's messaging.

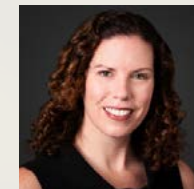
OUR CONTRIBUTION

- Our team explored online discussions and media coverage related to gun rights and gun control through a "landscape analysis" to analyze key inflection points and jargon within the conversation and to identify potential allies for reform on social media.
- Following the analysis, we assisted SHP in a national survey of likely voters to assess perceptions of gun safety and gather insight on gun violence as a decisive topic for voters in the next presidential election.
- FTI Consulting's support of SHP continued into a second phase of work where the organization hosted targeted conversations about gun safety with gun owners who are parents and identify as American Conservative.

OUR IMPACT

- SHP **gained actionable insights on the opinions of likely voters in the 2024 U.S. presidential election** on a variety of topics, including school safety, background checks, the transfer of firearms, assault weapons and mental health awareness.
- After testing various messages with voters, SHP is now **able to identify messages with the widest bipartisan support** to help inform its future community engagement strategies.
- Informed by these insights, SHP **pursued a steady drumbeat of advocacy messaging** in online conversations between gun-related moments of tragedy in an effort to keep dialogue around gun access and violence prevention relevant in the public eye.
- Drawing on conversations with conservative gun owners, SHP **defined a path toward increased engagement with best practices in gun safety** in daily life, as well as in gun manufacturers' marketing efforts.

“At FTI Consulting, we have the privilege of helping clients navigate and manage their most pressing challenges, often in the midst of crisis. To be able to work alongside Sandy Hook Promise — with the people who have suffered through the unimaginable and work every day to prevent the same senseless tragedy from happening to others — will forever be one of the highlights of my life. Helping this organization gain the additional insight necessary to improve the receptivity of their advocacy around gun violence prevention is one of the most compelling examples of the work we do here.”



SHANNON MAHER BAÑAGA
Senior Managing Director,
Washington, D.C.

Client Selection

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.

As part of this commitment to operate with integrity and maintain alignment with our core values, FTI Consulting has a robust client engagement process. Our client acceptance function, overseen by our General Counsel, reviews new clients and matters, as warranted, to identify potential conflicts and other issues that could affect our firm’s decision on whether to accept a client matter or perform an engagement, including compliance with relevant laws, independence, potential reputational risks to our firm and possible conflicts with our firm’s values. Input from dedicated risk management experts, segment, practice or regional leaders, and/or relevant committees at the firm, as well as from the company’s executives and other senior business leaders, guides our final judgment on whether to accept a client or perform a proposed engagement. Matters are also vetted regularly to monitor that they do not evolve in a way that may create risk to the firm.

In addition, our employees are required to disclose conflicts of interest and are expected to put the firm’s interests ahead of their own personal interests when acting on FTI Consulting’s behalf. Our employees are also expected to safeguard and protect confidential information that belongs to our clients or the company and undergo routine training to support compliance with these policies and procedures. To further maintain client confidentiality, FTI Consulting may establish ethical walls in certain situations to protect against the unauthorized access by, or disclosure to, persons who are not part of a client engagement team.



Data Privacy and Information Security

As a professional services firm, client matters often involve personal, sensitive, confidential or proprietary data. FTI Consulting’s systematic commitment to protecting the privacy of a client’s information and underlying data is of the utmost importance.

Our data privacy and information security programs are designed to protect the data of our stakeholders, comply with data privacy laws and align with best practices. The firm’s Global Cybersecurity & Privacy Group implements systems and applies network resources to protect data confidentiality and support the security priorities of our company and stakeholders.

Our Chief Information Officer (“CIO”) reports to our Chief Financial Officer. The CIO presents cybersecurity status reports to the Audit Committee quarterly or 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. Any changes to that policy will be communicated promptly on our public website. In compliance with the Privacy Policy, the firm cannot disclose personal information to third parties other than as described in the policy unless FTI Consulting has permission from such person or is legally required to do so. Finally, FTI Consulting maintains a suite of policies and procedures designed to address the event of a data breach. This includes procedures addressing contacting regulatory agencies and the subjects of a data breach in a timely manner.

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 applicable data protection laws and regulations, as well as 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, our:

- 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 directed by this 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 Systems 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, along with our associated policies, helps us 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
- 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 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, as well as 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.



Helping Our Clients Enhance Their Governance Programs

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:

AI: AI is poised to drive the next wave of value creation. Defining the path forward requires a targeted and sophisticated approach and there are many questions for organizations to answer. How should companies start thinking about driving business value from this next wave of AI? What are the practical limitations and cautions of implementing these technologies across organizations? How can companies move forward boldly yet methodically? How can they best understand and weigh the risks associated with using AI? FTI Consulting brings together unparalleled domain expertise in strategy, transformation and risk with a best-in-class team of over 100 data scientists, engineers and technologists to deliver AI-driven client solutions that create enduring value and impact from strategy through execution.

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.

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.

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. Our experts assist 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.

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.

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.



Making an Impact Through Our Partnership With Pro Bono Economics

Since 2020, FTI Consulting's London office has been partnering with [Pro Bono Economics](#) to identify and provide pro bono services to charities that could benefit from the expertise of economists. Pro Bono Economics is a nonprofit that aims to end low personal well-being in the United Kingdom through economic analysis. Over the duration of the partnership, FTI Consulting has supported 10 nonprofit organizations — four of which were in 2023 alone.

The partnership has primarily been managed by Tim Battrick, a Managing Director in FTI Consulting's London office. Engagements that FTI Consulting has supported range in solutions, from providing economic analyses to Haemochromatosis UK to helping the Homeless Network of Scotland understand if one of their programs is economically feasible. While many of these engagements are ongoing, a few notable engagements that have concluded are:

1. In 2021, [Community Southwark](#), the London Borough of Southwark's Council for Voluntary Services, partnered with FTI Consulting's Data & Analytics practice to sustainably modernize and streamline their data processes. The full case study for this engagement can be found on FTI Consulting's [website](#).
2. In 2022, professionals in FTI Consulting's Economics practice supported [The Garden Classroom](#) ("TGC"), an education charity

dedicated to reconnecting people with nature, and helped the organization evaluate its programs and advise on a new strategy to achieve its goals in a financially responsible way. Upon conclusion of the first project, TGC contacted FTI Consulting again to help with data analytics and visualization. FTI Consulting and TGC recently began a second phase of the partnership. Professionals from the Data & Analytics practice are currently supporting the organization on this initiative.

3. Professionals from FTI Consulting's Economics practice recently finished an engagement with [Governors for School](#), an organization that places skilled volunteers on schools' governance boards, to do an impact report on schools' satisfaction with Governors for School's services. The full report can be found on their [website](#).

FTI Consulting and Pro Bono Economics are continuing the partnership into 2024. Since the start of the partnership, **FTI Consulting has contributed more than 2,500 hours to varying projects** and remains engaged and excited to bring different skill sets to Pro Bono Economics' charity partners.

"Pro Bono Economics does a brilliant job of introducing charities to economists who can help these organizations measure, understand and articulate their impact. We're proud to work alongside Pro Bono Economics on important and interesting questions. Working with Pro Bono Economics has provided our team with impactful volunteer opportunities that leverage our expertise and provide a meaningful experience for both FTI Consulting's professionals and the charities we support."



TIM BATTRICK

Managing Director, London



CASE STUDY

EMPOWERING TOMORROW: TRANSFORMATIVE EDUCATION AND MENTORSHIP FOR YOUTH SUCCESS

Students exposed to mentorship and apprenticeship during their formative years are shown to have elevated high school graduation and college enrollment rates, enhanced self-esteem and healthier relationships.¹ In 2023, FTI Consulting professionals continued existing and introduced new partnership opportunities to empower the next generation.

OUR CONTRIBUTION

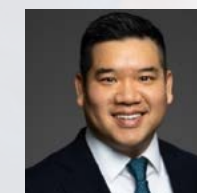
- In **Australia**, we sponsored two scholarships with [Yalari](#), a nonprofit providing Indigenous children with the opportunity to receive a full boarding school scholarship for their secondary education, collectively donating AUD30,000. We also hosted a Yalari alumnus as an intern, and colleagues volunteered to sell raffle tickets during a local sports event and support the annual Gala Dinners in **Brisbane** and **Sydney**.
- Our **London** colleagues continued our partnership with [The Talent Tap](#), a social mobility charity enabling equal access to professional jobs for young people across the UK. We collectively raised more than £52,000 through creative fundraisers, including a global virtual pet show and video game challenge. We also welcomed 17 students to participate in our annual work experience program and gain exposure to the consulting industry.
- In **Boston**, our Office of the CFO Solutions practice delivered a workshop on financial literacy to first-generation and low-income students at [Northeastern University](#). Colleagues held one-on-one sessions on topics related to savings and investments, budgeting, credit and careers in finance.

- In **Los Angeles**, our team held two financial literacy workshops for high school students. This event was part of our continued partnership with the Los Angeles Chapter of [100 Black Men of America](#), the United States’ leading mentorship organization committed to enhancing educational and economic opportunities for African Americans.
- Our **New York** office hosted a career and financial literacy workshop for youth from the [Ali Forney Center](#), a nonprofit protecting and empowering unhoused LGBTQI+ youth. We held interactive workshops on budgeting and credit, interviews and resume review, as well as a panel where colleagues shared their personal experiences on how to show up as one’s authentic self in the workplace.

OUR IMPACT

The FTI Consulting community delivered financial literacy modules, career mentorship and education opportunities to more than **80 students** and donated over **\$89,500 to organizations advocating for equal educational and professional development opportunities for all.**

“Making an impact in our communities is incredibly rewarding. With our financial literacy initiative, we are focused on equipping students with the knowledge to make informed decisions and helping position them for long-term financial stability. Our program largely works with underrepresented minorities, first-generation college students and students with significant financial needs.”



ALAN NUMSUWAN
Executive Vice President,
Roseland

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

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.

As provided 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 CEO. This policy applies to resources that may appear to be an endorsement, contribution or advocacy of a candidate or political party 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 Vice President – Chief Risk and Compliance Officer. Any lobbying work engaged on behalf of FTI Consulting or its subsidiaries also must be discussed with FTI Consulting's Compliance department.



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, 2023, and any dollar figures are provided in U.S. dollars, unless 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”) or other regulatory reporting frameworks. 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, 2023, 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 third-party representations or information, 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.

An aerial photograph of a multi-lane highway bridge crossing a wide river. The bridge is a concrete structure with several cars driving across it. On either side of the bridge, there are large, lush green islands or peninsulas covered in dense forest. The water in the river is a deep blue color. The overall scene is a scenic view of infrastructure in a natural setting.

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](#)

Code 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

- [2023 UK Gender Pay Gap Report](#)
- [2023 Australia Gender Pay Gap Report](#)

GHG Emissions Methodology Document

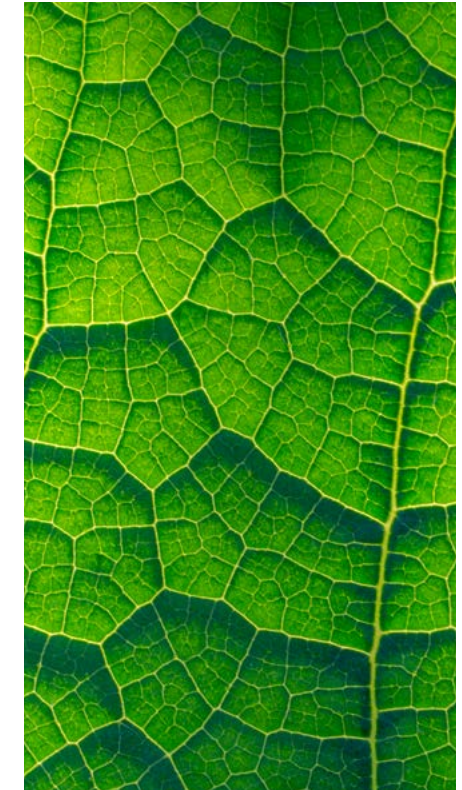
FTI Consulting tracks its GHG emissions annually. The company has disclosed our GHG emissions data for the years 2019-2023. GHG emissions disclosed in this report represent data for entities under the operational control of FTI Consulting and its subsidiaries, which is consistent with the GHG Protocol. 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	FY 2023
Greenhouse Gas Emissions¹						
Total emissions (Scope 1 and Scope 2 emissions, as well as Scope 3 emissions from business travel)	MT CO ₂ e ⁵	36,359	16,403	14,505	38,933	28,887
Total Scope 1 – direct emissions ^{2,3}	MT CO ₂ e ⁵	4.04	53	62	145	141
Total Scope 2 – indirect emissions (market-based electricity) ²	MT CO ₂ e ⁵	5,542	4,146	3,972	3,781	3,216
Total Scope 3 – emissions from business travel ²	MT CO ₂ e ⁵	30,813	12,204	10,471	35,007	25,530
Total emissions intensity per employee, including contractors ^{2,3,4}	MT CO ₂ e/employee ^{4,5}	4.90	2.07	1.66	3.83	2.71
Total emissions intensity reduction (from 2019 baseline) per employee, including contractors ^{2,3,4}	%	-	58	66	22	45
Global Real Estate						
Square footage per employee, including contractors ⁴	Square feet	202	177	139	118	109
Total energy consumed	MWh ⁶	15,155	10,821	10,789	15,926	11,808
Reduction in energy consumption per employee, including contractors ⁴	%	-	33.1	39.5	23	46
Global office portfolio powered or offset by 100% renewable energy	%	-	-	9	35.6	44
Employees working from LEED-certified (or equivalent) offices	%	70	65	62	60	58
Waste						
Total decommissioned office material waste diverted from landfills (North America)	%	-	-	90	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 sources. HFCs, or refrigerant gas losses associated with office operations, are not included in FTI Consulting’s publicly reported 2023 emissions Scope 1 inventory. We are currently evaluating if HFCs are relevant to our business operations and our operational boundary. If so, we expect to revisit our Scope 1 emissions inventory and targets, where feasible.
Scope 2 emissions are the result of the energy that FTI Consulting purchases, but is generated elsewhere, such as electricity. 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.
Scope 3 emissions are indirect emissions from sources that are not owned, leased or operated by FTI Consulting but are related to business activities. FTI Consulting’s Scope 3 emissions calculation covers category 6 business travel emissions 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.

³ Ongoing emissions assessments and data collection undertaken in 2024 identified leased vehicles in our possession, primarily leased by businesses acquired between 2019 and 2022. Scope 1 emissions data for years 2019 through 2022 have been calculated to include leased vehicles emissions.

⁴ “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 p. 104 of Appendix for reconciliations of “employees, including independent contractors,” to “employees, excluding independent contractors,” for the applicable calendar year ended December 31.

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

⁶ MWh stands for megawatt hours.

Social Metrics

Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Diversity, Inclusion & Belonging						
Global workforce – female ¹	%	40	40	42	43	44
Global workforce – ethnic diversity ²	%	26	28	28	30	31
Executive level – female	%	21	23	25	25	33
Executive level – ethnic diversity	%	21	23	25	25	25
New hires – female	%	--	--	48	49	48
New hires – ethnic diversity	%	--	--	33	40	36
Female global promotion rate	%	16	16	19	18	18
Ethnically diverse global promotion rate	%	15	15	15	15	16
Recruitment and Turnover						
New hire acceptance rate – experienced	%	88	88	86	85	88
New hire acceptance rate – early talent	%	76	78	75	74	81
Turnover rate	%	11	8	16	15	11
Global Pay and Bonus Gap						
Gender pay gap ³	% (mean)	--	--	47	45	44
Gender pay gap ³	% (median)	--	--	38	35	32
Gender bonus gap ³	% (mean)	--	--	63	59	59
Gender bonus gap ³	% (median)	--	--	48	43	41
Ethnicity pay gap ⁴	% (mean)	--	--	34	35	35
Ethnicity pay gap ⁴	% (median)	--	--	25	26	23
Ethnicity bonus gap ⁴	% (mean)	--	--	48	52	54
Ethnicity bonus gap ⁴	% (median)	--	--	36	36	33



¹ Gender representation is based on FTI Consulting's total headcount as reported in our Form 10-K as of December 31, 2023.

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 United Kingdom, 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 75% of the company's total headcount as of December 31, 2023.

³ Gender pay calculation is based on FTI Consulting's total headcount as reported in our Form 10-K as of December 31, 2023, 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 United Kingdom, Canada, South Africa and Australia as reported in our Form 10-K as of December 31, 2023, excluding employees in the Compass Lexecon subsidiary and employees on leave. This represented 75% of total headcount as of December 31, 2023.

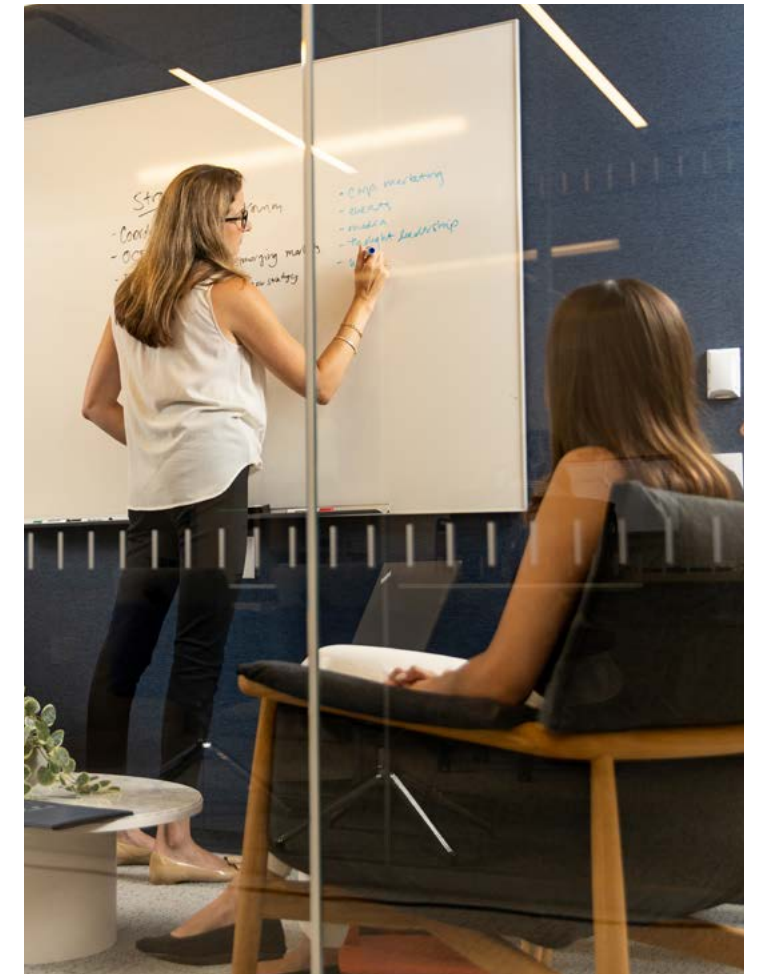
Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Talent Development						
Total hours of employee training	Hours	31,268	74,678	88,500	79,000	81,000
Average hours of training per employee	Hours	7	13	13	11	12
Employees enrolled in training programs	%	83	96	88	78	83
Employees enrolled in leadership training programs	Number	600	895	927	1,025	1,512
Employees promoted	Number	876	1,024	1,252	1,492	1,574
Employee Engagement						
Percent of employees satisfied with their job ¹	%	80	85	80	83	80
Corporate Citizenship						
Total hours of volunteer service	Hours	6,314	4,187	5,472	6,746	7,424
Employees participating in Corporate Citizenship Program	%	30	36	28	32	29
Total charitable organizations supported by volunteer service	Number	840	1,541	1,217	1,270	1,200
Employee donation matching program	\$ Max/employee (USD)	300	500	500	500	500
Total contribution in pro bono services	\$ million	1.8	2.1	4.3	6.1	10.5

Governance Metrics

Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Board Composition²						
Independent directors on the Board	%	88	88	88	90	89
Independent directors at the Committee level	%	100	100	100	100	100
Directors' average age	Number	65	66	67	66	66
Directors' average tenure	Number	7	8	9	8	10
Board Diversity²						
Female directors on the Board	%	25	25	25	30	33
Male directors on the Board	%	75	75	75	70	67
Racially diverse directors on the Board	%	13	13	13	30	22
Directors on the Board based outside of the United States	%	25	25	25	20	22

¹ Employee engagement statistics are based on employee responses to the company's 2023 Great Place to Work® survey.

² 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 April 2024, reference the Definitive Proxy Statement filed with the SEC for the annual meeting of shareholders held on June 5, 2024.



Sustainability Accounting Standards Board Reference Table

Below is a table referencing FTI Consulting’s public disclosures to the SASB'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 & Metrics

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. 86-88
	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. 86-88
	(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. 87
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 & Belonging, p. 69 Performance Data Table, p. 97 Equal Employment Opportunity Data, p. 102
	Turnover rate for employees: (1) Voluntary (2) Involuntary	Quantitative	Rate	SV-PS-330a.2	Turnover, Recruitment and Onboarding, p. 50 Performance Data Table, p. 97
	Employee engagement as a percentage	Quantitative	%	SV-PS-330a.3	Employee Engagement Survey, p. 45 Performance Data Table, p. 98
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and Analysis	N/A	SV-PS-510a.1	Ethics and Compliance Program, p. 81
	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 2023 Form 10-K. See Part I, Item 3, p. 30

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	Reconciliations of Employees, Excluding Independent Contractors, to Employees, Including Independent Contractors, p. 104
Employee hours worked, percentage billable	Quantitative	Hours, %	SV-PS-000.B	Utilization rates of billable professionals are disclosed in our 2023 Form 10-K. ¹ See Part II, Item 7, p. 41

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 TCFD.¹ 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. 18-19
	b. Describe management’s role in assessing and managing climate-related risks and opportunities.	Environmental Oversight, p. 25
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. 35-39
	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. 22-24
	b. Describe the organization’s processes for managing climate-related risks.	Environmental Footprint, pp. 28-29 Climate-Related Risk Identification and Management, pp. 35-39
	c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization’s overall risk management.	Environmental Responsibility & Climate Change Disclosure Policy
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. 22-24 Environmental Footprint, pp. 28-29
	b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions and the related risks.	Real Estate Strategy, pp. 30-32 Climate-Related Risk Identification and Management, pp. 35-39
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Performance Table, p. 96 Environmental Responsibility & Climate Change Disclosure Policy



¹ As of October 12, 2023, the TCFD has fulfilled its remit and disbanded. The IFRS Foundation will take over the monitoring of the progress on companies’ climate-related disclosures from the TCFD.

Diversity Data

FTI Consulting surveys our professionals based on the legal framework of the countries in which they reside. Furthermore, we benchmark our workforce demographics with ethnic groups that are defined at the country level.

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

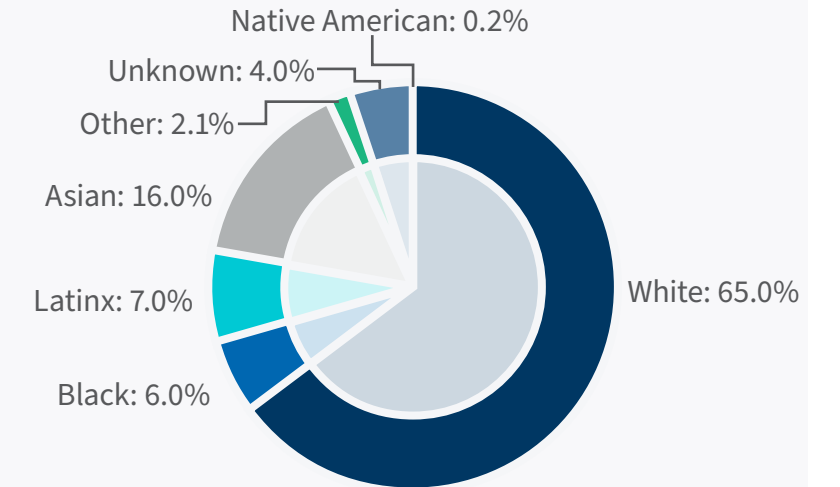
FTI Consulting has provided additional diversity-related disclosures from our two largest countries by headcount, the United States and the UK, which represented 68% of the company’s regular employees as of December 31, 2023. The United States and the UK are two of the handful of countries where we have offices that allow the surveying of race and ethnicity. Each country has different definitions of marginalized groups and historically underrepresented minorities. Within the following 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



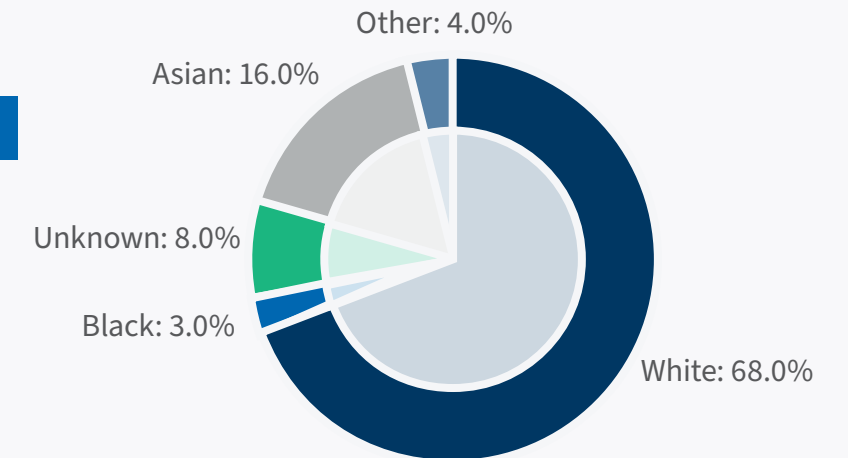
¹ Percentages may not add to 100% due to rounding.

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, 2023 EEO data.

Regular U.S.-Based Employees as of December 31, 2023¹

Male	Hispanic or Latino	White	Black	Asian	Native Hawaiian/ Pacific Islander	Native American/ Alaska Native	Two or more races
Executive/senior managers	5%	86%	1%	7%	0%	0%	1%
First/mid-level managers	7%	71%	4%	16%	0%	0%	2%
Professionals	9%	66%	5%	17%	0%	0%	3%
Sales workers	0%	75%	25%	0%	0%	0%	0%
Administrative support	21%	50%	21%	8%	0%	0%	0%
Male total	7%	72%	4%	15%	0%	0%	2%

Female	Hispanic or Latino	White	Black	Asian	Native Hawaiian/ Pacific Islander	Native American/ Alaska Native	Two or more races
Executive/senior managers	4%	81%	3%	12%	0%	0%	0%
First/mid-level managers	6%	70%	5%	18%	0%	0%	2%
Professionals	9%	54%	10%	23%	0%	0%	3%
Sales workers	20%	80%	0%	0%	0%	0%	0%
Administrative support	12%	54%	25%	7%	0%	1%	2%
Female total	8%	62%	9%	19%	0%	0%	2%






Total	Female	Male
Executive/senior managers	22%	78%
First/mid-level managers	39%	61%
Professionals	50%	50%
Sales workers	56%	44%
Administrative support	87%	13%
Total	44%	56%

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

United Nations Sustainable Development Goals

In September of 2020, FTI Consulting became a participant of 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 of 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
 Goal 2 End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Providing Nourishment to Communities Experiencing Food Insecurity (p. 13) Cook for a Cause: Addressing Food Insecurity in Australia by Leveraging Social Media to Attract New Audiences (p. 14)
 Goal 3 Ensure healthy lives and promote well-being for all at all ages	Lacing Up Our Shoes and Breaking a Sweat to Make a Difference (p. 49) Hypertension Control: A Vital Business Investment (p. 77)
 Goal 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Helping an Organization Focused on Access to Technology Expand Into Additional Title I Schools (p. 72) Empowering Tomorrow: Transformative Education and Mentorship for Youth Success (p. 91)
 Goal 5 Achieve gender equality and empower all women and girls	Helping an Organization Focused on Access to Technology Expand Into Additional Title I Schools (p. 72)
 Goal 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	Empowering Tomorrow: Transformative Education and Mentorship for Youth Success (p. 91)

UN SDG	FTI Consulting's Supporting Initiatives
 Goal 10 Reduce inequality within and among countries	Providing Nourishment to Communities Experiencing Food Insecurity (p. 13) Helping an Organization Focused on Access to Technology Expand Into Additional Title I Schools (p. 72) Advancing Adult Literacy and Education on the National Stage (p. 55) Empowering Tomorrow: Transformative Education and Mentorship for Youth Success (p. 91)
 Goal 13 Take urgent action to combat climate change and its impacts	Engaging Employees To Embed ESG Ambitions Into Culture (p. 16) Colleagues Roll Up Their Sleeves and Cultivate a Greener Future (p. 41)
 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	Advancing International Accountability in Support of Ukraine (p. 20) Applying Strategic Research Capabilities to Address Gun Violence with Sandy Hook Promise (p. 84)

2019-2023 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 Annual Report on Form 10-K, the following reconciliation table provides both employees, excluding independent contractors to employees, including independent contractors for 2019, 2020, 2021, 2022 and 2023.

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

Year Ended December 31	2019	2020	2021	2022	2023
Total employees	5,567	6,321	6,780	7,635	7,990
Contractors	1,858	1,606	1,965	2,534	2,685
Total employees, including contractors	7,425	7,927	8,745	10,169	10,675

Energy Use and GHG Emissions ²	2019	2020 ¹	2021 ¹	2022	2023
Total energy consumed (MWh) ³	15,155	10,821	10,798	15,926	11,808
Scope 1 (MT CO2e) – direct emissions ^{4,5,6}	4.04	53	62	145	141
Scope 2 (MT CO2e) – electricity indirect emissions, market-based ^{4,5}	5,542	4,146	3,972	3,781	3,216
Change from 2019 baseline, Scope 1 and 2 ^{4,6}	n/a	-24%	-27%	-29%	-39%
Scope 3 (MT CO2e) – business travel ^{4,5}	30,813	12,204	10,471	35,007	25,530
Change from 2019 baseline, Scope 3 ⁴	N/A	-60.4%	-66.0%	13.6%	-17.0%
Total GHG emissions (MT CO2e) ⁵ , Scope 1, 2 and 3 ^{4,5,6}	36,359	16,403	14,505	38,933	28,887
Total employees, including contractors ⁷	7,425	7,927	8,745	10,169	10,675
Emissions intensity (MT CO2e/employee, including contractors) ^{4,5,6,7}	4.90	2.07	1.66	3.83	2.71

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 COVID-19 pandemic and related restrictions (i.e., travel restrictions, social distancing requirements, etc.).

² GHG emissions reported in this table represent data for entities under operational control of FTI Consulting and its subsidiaries, which is consistent with 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 sources. HFCs, or refrigerant gas losses associated with office operations, are not included in FTI Consulting’s publicly reported 2023 emissions Scope 1 inventory. We are currently evaluating if HFCs are relevant to our business operations and our operational boundary. If so, we expect to revisit our Scope 1 emissions inventory and targets, where feasible.

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

Scope 3 emissions are indirect emissions from sources that are owned, leased or operated by FTI Consulting but are related to business activities. FTI Consulting’s Scope 3 emissions calculation covers category 6 business travel emissions 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.

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

⁶ Ongoing emissions assessments and data collection undertaken in 2024 identified leased vehicles in our possession, primarily leased by businesses acquired between 2019 and 2022. Scope 1 emissions data for years 2019 through 2022 have been calculated to include leased vehicle emissions.

⁷ Total employees 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 above table for reconciliations of “employees, including independent contractors,” to “employees, excluding independent contractors,” for the applicable calendar year ended December 31.

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. ©2024 FTI Consulting, Inc. All rights reserved. [fticonsulting.com](https://www.fticonsulting.com)

