



2017 GENDER PAY GAP REPORT

EXPERTS WITH IMPACT™

BUILDING A DIVERSE & INCLUSIVE CULTURE TO ACCELERATE GROWTH



Kevin Hewitt

Chairman, Europe, the Middle East and Africa Region

To meet our robust growth goals for our UK business, we must attract and retain professionals with the diverse set of expertise our clients and teams require in order to be successful. Professionals who not only enhance our brand in the market but also allow us to continue to attract and retain top talent are the core components needed to allow FTI Consulting to be a vibrant, progressive and well-respected organisation for years to come.

We recognise that our gender pay gap is not acceptable, and we need to address this issue head on, with transparency, so that we can identify and confront the drivers contributing to the disparity. Creating a workplace with robust diversity and inclusion and gender parity is something FTI Consulting believes in. It is a stated value of the firm, and it is the right thing for us and all of our stakeholders.

Meaningful change takes time, and, while there is still a great deal of work to do, we will not waver in our commitment to remain transparent and accountable for our gender pay gap. We will work to remove barriers so that we are able to continue to attract and retain the diverse group of professionals needed to deliver innovative solutions to our clients and grow our business. I, along with FTI Consulting's entire Executive Committee, remain committed to this work and to our success.

Kevin Hewitt

A handwritten signature in black ink that reads "K. Hewitt".



Holly Paul

Chief Human Resources Officer

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

We have been working tremendously hard to create an inclusive and high-performing culture where our professionals can grow their careers and achieve their full potential. While there has been focus on creating a more diverse and inclusive culture within our organisation, the gender pay gap indicates to us that we need to do more to accelerate the pace of change.

Our pay gap is the result of having a greater proportion of men in more senior level, higher paying roles when compared to women. There has been improvement, but progress has been slow within the professional services industry for a variety of reasons that we are actively confronting.

Creating an inclusive environment is something we champion at FTI Consulting. Our ultimate goal is to achieve gender equality by affecting culture change across our organisation. Together, we can close the gap.

Holly Paul

A handwritten signature in black ink that reads "Holly Paul".

OUR PAY GAP

Based on the UK government's methodology, FTI Consulting's median gender pay gap is 31%. Unlike equal pay, which refers to paying men and women the same amount for the same, or similar, work a gender pay gap is the difference in average pay between men and women in an organisation. Like many other UK employers, FTI Consulting's gender pay gap is the result of gender imbalance due to:

- Having more men than women in senior-level, higher paying roles
- Having more women in junior-level, lower paying roles

EQUAL PAY: Men and women are paid the same amount for the same, or similar work.

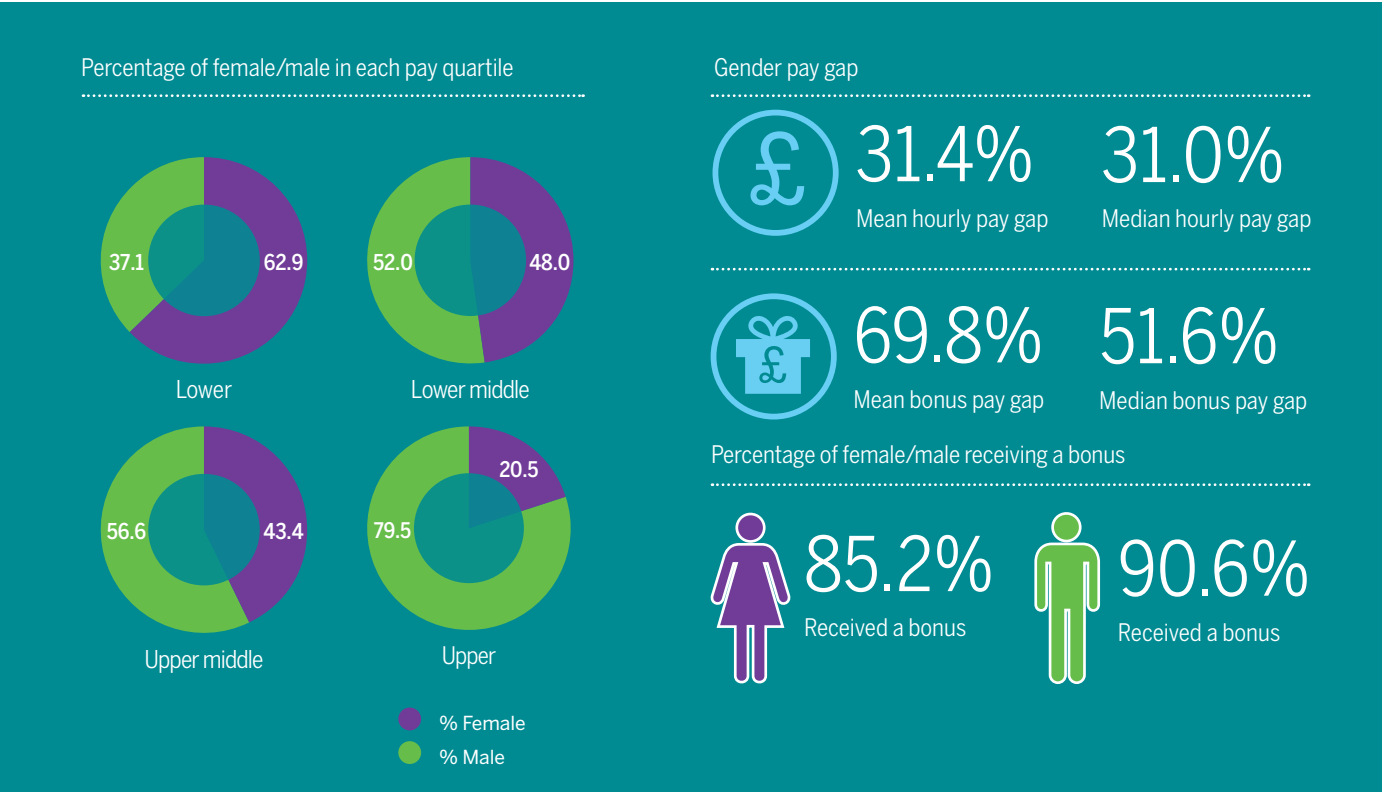
GENDER PAY GAP: The difference in the average pay between men and women in the same organisation over a period of time.

FTI Consulting has programmes and policies in place to ensure that our approach to pay, and rewards for our people, is based on fairness. We also have strong firm values and leaders who are committed to creating a workplace that champions diversity, inclusion and gender parity because we believe it is in the best interests of all our stakeholders.

At FTI Consulting, we are committed to ensuring that men and women are paid equally for doing the same work. FTI Consulting's internal analysis of all employees below Senior Managing Director shows that the firm pays equitably across all genders for similar positions. The UK pay gap legislation specifies that only employees, not Senior Managing Directors or partner equivalents, should be included in the pay gap disclosure. Our 2018 Gender Pay Gap Report will include all Senior Managing Directors.

GENDER PAY GAP

The total FTI Consulting UK-based population for gender pay reporting* is 701 professionals with a female/male split of 306 (43.7%)/395 (56.3 %).



The information provided in this report is for UK-based employees. FTI Consulting has taken our analysis a step further by completing a global pay gap analysis. We found that our results for the UK are representative of our global pay gap of 30%.

*Gender pay data have been reported for all "full-pay relevant" employees as of April 5, 2017, in accordance with legislation. The analysis includes employees below partner level only.

ACTIONS TO ACCELERATE CHANGE



Making Gender Parity A Business Priority

Gender parity has been a priority for FTI Consulting for several years, and we are committed to making significant progress by reaching a target of **100 women Senior Managing Directors by 2020**, which represents a 60% increase over the next three years. Our Executive Committee has also committed to building **three-year pipelines** of potential female Senior Managing Director candidates so that we have a strong pool of talent for promotion. At the executive leadership level, all succession planning for Executive Committee roles **include qualified female candidates on the interview slate**.



Committed To Recruiting Top Female Talent

We know there is a lot of work to do to achieve gender parity in our senior ranks, and we are taking proactive steps to ensure we address gender parity when recruiting high-performing women. In the UK, we have pursued efforts to ensure that our advertisements contain **gender neutral language**, and, wherever possible, that our interview panels have **female representation**. Globally, we are striving to expand our targeted outreach channels to build strong **female candidate pipelines**, maintain our **50/50 balanced campus hiring** from universities, **deliver unconscious bias training** and **remove candidate names from resumes** to ensure females are visible at all stages of the recruitment process.

ACTIONS TO ACCELERATE CHANGE



Developing, Promoting And Retaining Talented Women

At FTI Consulting, we strive to create a diverse and inclusive culture that enables our professionals to grow in their careers. Our efforts are aimed to support our **FTI Women's Initiative Network** ("FTI WIN"), **Diversity Ambassadors Programme** and **Balance Network**. We continuously **seek feedback** from our professionals through culture focus groups and surveys, and actively address identified needs. As a result, we have been focused on **talent development**, and we are emphasising the importance of **everyday coaching and feedback**. We have also established career development and training opportunities at every level to help our women progress in their careers. Specifically, our **FTI WIN Managing Director Transformational Leadership Programme** helps prepare our women for success in their leadership roles. In addition, we have recently launched a **flexibility** campaign and **enhanced** parental leave programmes in support of work-life balance.

FTI Consulting is committed to creating a diverse and inclusive culture that allows all of our professionals to develop the skills and capabilities they need to achieve their full potential. We are far from delivering the results we aspire to, but our understanding of what's driving our gender pay gap, and the actions we can take to close this gap, is improving. Our gender pay gap results are an important reminder that we still have work to do, but we are encouraged by the progress we have made and our commitment to gender parity across every level of the firm.

Launched in 2013, FTI WIN offers career training, professional development, mentorship, networking and community outreach opportunities across the globe to empower our female professionals to reach their highest potential and develop best-in-class leadership capabilities. Since its inception, professionals across the FTI Consulting network have worked diligently to build participation and local programmes by participating in local office meetings, hosting networking events with clients and developing core committee initiatives to support our women.



FTI WIN Managing Director Transformational Leadership Programme

The FTI WIN Managing Director Transformational Leadership Programme seeks to support and further develop a selected group of high-performing women Managing Directors at FTI Consulting. The programme is designed to assist selected participants' understanding of our firm's business strategy and priorities, build upon internal and external relationships, and aid in developing leadership skills and knowledge. Since its inception in 2014, we have launched two successful FTI WIN Managing Director programmes. Out of the two completed development programmes, 16 women have been promoted to Senior Managing Director.

EMPOWERING OUR WOMEN TO ACCELERATE CHANGE



"This was a profoundly effective segment - the experiences shared were illuminating and relevant. It is very important for us to hear directly from senior female leadership. Some of the specific takeaways for me: Maintain a peripheral view, be fearless and take risks, ask for what you want, use 'differences' to your advantage, embrace change and allocate credit appropriately to build teams."

- FTI WIN MANAGING DIRECTOR TRANSFORMATIONAL LEADERSHIP PROGRAMME PARTICIPANT

ADDRESSING THE GAP

Accelerating Change By Championing Diversity & Inclusion From The Top

A firm's leaders are the culture creators who set the tone for what is important. At FTI Consulting, the first area where we addressed diversity and inclusion was at the leadership ranks. Twenty-four percent of our Executive Committee is female, two of our five business segments are led by women, EMEA's leadership team is 31% female and our Board of Directors is 25% female. We are proud of the accomplishments of our leading women professionals, who are regularly recognised externally for excellence in their field. Select 2017 awards and accolades include:

- **Julia Harrison** named a Global Leader in Consulting by *Consulting* magazine in the award's inaugural year
- **Dawn Hall** named a Future Leader by *Consulting* magazine's Women Leaders in Consulting awards
- **Shannon Stucky Pritchett** and **Tanya Meerovich** recognised at the eighth annual Emerging Leaders Awards by *The M&A Advisor*
- **Ruth Steedman** named an Expert in the *Euromoney Transfer Pricing Expert Guide*
- **Carrie Distler** recognised as a Leading Patent Litigation Expert Witness by *Intellectual Asset Management* magazine
- **Dawna Wright** and **Meloria Meschi** named Leading Quantum of Damages Experts by *Who's Who Legal*
- **Wendy Shapss** named Insurance & Reinsurance Expert by *Who's Who Legal*
- **Jean Chow-Callam**, **Lindi Jarvis** and **Dawna Wright** named Leading Forensic Accountants by *Who's Who Legal*
- **Shannon Stucky Pritchett** named a Rising Star of the Profession by *Consulting* magazine
- **Rachel Rosenblatt** named to PRNews' Top Women in PR list

WOMEN & DIVERSITY FOCUSED CHARITIES

FTI Consulting supported the following charities and causes through donations or volunteering in 2017

- A Better Chance
- Action Breaks Silence
- African American Fire Fighter's Historical Society
- ArbitralWomen
- Asian/Pacific Islander Domestic Violence Resource Project
- Breast Cancer Care Fashion Show
- Brigham and Women's Hospital
- Diversity Role Models
- Dress for Success Worldwide
- Every Mother Counts
- Gay Men's Health Crisis
- Getting Out and Staying Out
- Girls on the Run, DC
- Girl Scouts of Western Washington
- Girls on the Run of the Rockies
- Her Justice
- Hispanic Federation
- The India Center Foundation
- Latino Community Foundation
- The Lesbian, Gay, Bisexual & Transgender Community Center
- Maggie's Place
- March of Dimes Foundation
- Mary's Place Seattle
- Mater Chicks in Pink
- Out for Australia
- Out Leadership
- Pittsburgh Action Against Rape
- Sisters For Change
- Step Up Women's Network
- Susan G. Komen®, California, San Francisco Bay Area Affiliate
- Susan G. Komen®, Chicago
- Susan G. Komen®, Pittsburgh
- Susan G. Komen® Race for the Cure
- Taylor Bennett Foundation
- Women's Bar Foundation Association
- Women's Housing and Economic Development Corporation
- You Make It



EXPERTS WITH IMPACT™

About FTI Consulting

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. Individually, each practice is a leader in its specific field, staffed with experts recognised for the depth of their knowledge and a track record of making an impact. Collectively, FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle — from proactive risk management to the ability to respond rapidly to unexpected events and dynamic environments. For more information, visit www.fticonsulting.com and connect with us on Twitter (@FTIConsulting), Facebook and LinkedIn.