Trusted Advisor.
Sustainable Impact.

Corporate Sustainability Report 2025

EXPERTS WITH IMPACT™

FTI CONSULTING™

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Introduction

Letter to Our Stakeholders

Great professionals want to work in a place where they can make a difference for our clients, our teams and our communities. They also want to work with people they respect, people who lean forward and who are focused on helping to build something great — something that we can all be proud of.

At FTI Consulting, we are committed to attracting and supporting those great professionals, people who will provide exceptional service for clients in moments of crisis and transformation, as well making a difference for the world more broadly.

Our people accomplish these goals by using deep expertise to help organizations address critical issues, helping each other develop into better versions of ourselves, giving back to charitable causes and minimizing our impact on the environment. Throughout our 2025 Corporate Sustainability Report, you will find powerful stories about the terrific efforts of our people and our company over the past year, including:

— **Promoting more than 1,300 professionals** and achieving an 87% acceptance rate for experienced hires and an 80% acceptance rate for campus hires

— Continuing to advance our greenhouse gas (“GHG”) reduction ambitions, including having our near-term targets validated by the Science Based Targets initiative (“SBTi”), and **increasing our investment in offices powered by renewable energy**

— **Contributing approximately $9.3 million in pro bono services** through our Corporate Citizenship Program

These actions, among others, have created a firm that is ever more powerfully able to support all of our stakeholders. But, as always, there is more to do: we are not finished building this firm, strengthening its culture or extending our impact for clients and the world around us.

We look forward to further advancing those powerful ambitions. Thank you for being part of this journey.

Steven H. Gunby
CEO and Chairman, FTI Consulting

About This Report

FTI Consulting's annual Corporate Sustainability Report details the company's approach to addressing our unique Environmental, Social & Governance ("ESG") characteristics through our related programs, policies and commitments. Our multiyear ESG journey has continued to progress through collaboration with stakeholders in the communities in which we do business. We are pleased to demonstrate the collective achievements made in reporting year 2025 toward reaching our ESG aspirations and ambitions while serving as a trusted advisor to our clients.

Appropriately identifying and addressing ESG and climate-related risks and opportunities remains critical to driving the long-term growth and vibrancy of our company. We maintain our commitment to transparency with stakeholders and to being a responsible partner to our clients and communities. In addition to communicating our ongoing progress in this report, we adhere to critical third-party disclosures, including our annual response to the EcoVadis sustainability assessment and the CDP (formerly Carbon Disclosure Project) questionnaire. We also regularly review our reporting framework against the evolving ESG landscape. By aligning our reporting with market and stakeholder expectations and engaging our stakeholders in ESG-related discussions, we are able to share the company's progress in a manner that addresses their expectations and priorities.

Furthermore, we remain steadfast in our commitment to making a positive impact in our local and global communities. Since 2020, FTI Consulting has been a participant of the United Nations ("UN") Global Compact and a supporter of the UN's Ten Principles on Human Rights, Labor, Environment and Anti-Corruption ("the Principles"). Our ongoing commitment to the Principles and the UN Sustainable Development Goals ("SDGs") are promoted and reinforced through our company culture, day-to-day operations and policies, as well as our ability to leverage collective expertise and skill sets to support our communities and respond to the world's most pressing societal issues. Throughout this report, we are excited to demonstrate examples of how we help support advancement of the SDGs every day.

Consistent with prior reports, the disclosures within our 2025 Corporate Sustainability Report address company-specific sustainability initiatives and general alignment with the Sustainability Accounting Standards Board ("SASB") and are informed by 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 historical performance data, where applicable, are included in the Appendix of 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 progress on companies' climate-related disclosures from the TCFD.

About FTI Consulting

FTI Consulting is the leading global expert firm for organizations facing crisis and transformation.

With our unparalleled experience, our clients call on us when their most important issues are at stake.

EXPERTS WITH IMPACT™

"Over the last 40 years, FTI Consulting has grown to become the leading global expert firm for organizations facing crisis and transformation, and I take great pride in having spent the last 16 years witnessing this growth firsthand. What makes FTI Consulting unique is the incredible breadth of our expertise and how we partner with our clients to drive positive outcomes."

Mollie Hawkes
Head of Marketing, Communications & Investor Relations, Boston

1982
Year founded

8,100+
Employees worldwide

790+
Senior Managing Directors

32
Offices in 32 countries and territories around the globe

817
Ranked 817 on the Fortune 1000

99
Advisor to 99 of the world's top 100 law firms as ranked by *The American Lawyer* Global 100 list

95
Advisor to 95 of the Fortune 100 corporations

82
Advisor to 82 of the top 100 private equity firms as ranked by the Private Equity International 300 list

Client group statistics are based on data from January, 1, 2025 through December 31, 2025. All other statistics above are as of December 31, 2025.

Our Values

At FTI Consulting, we have 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 include:

- **Integrity**
  Reflects a broad agreement that the people we work with are trustworthy, ethical and value long-term success over short-term gain.
- **Creativity**
  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.
- **Achievement**
  Reflects authenticity that our values include not just who we are and how we act, but what we achieve for our clients and our teams.
- **Respect**
  Reflects the basics of professionalism, such as disagreeing with ideas and not people, and taking continued steps to make our workplace more inclusive so we can better serve our clients.
- **Empathy**
  Reflects a shared recognition that all FTI Consulting employees are human beings with feelings and lives outside of work, and 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

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2025 Awards & Recognition

Consulting Firm of the Year	Lexology Index
Led the Americas Restructuring Rankings for Financial Advisors	Octus
Most Experts Named to the Consulting Experts List	Lexology Index
Global Turnaround Consulting Firm of the Year	Turnaround Atlas Awards
Restructuring & Insolvency Advisors Firm of the Year	Lexology Index
Top Global Investigations Consultancy Firm on the GIR 100 List	Global Arbitration Review
Most Experts Named to the Arbitration Expert Witnesses List	Lexology Index
Top Economic Consulting Firm on the Competition 2025 List	Lexology Index
Investigations Digital Forensics Firm of the Year	Lexology Index
Named One of the World's Best Public Relations Agencies	CEOWORLD Magazine
Insurance Expert Witnesses Firm of the Year	Lexology Index
Energy Experts Firm of the Year	Lexology Index
Named a Top Consulting Firm of 2025	Management Consulted
Named a Top Consulting Firm of 2025	The Consulting Report
Competition Economics Firm of the Year	Lexology Index
Named a Leader in the Litigation Support, Crisis and Risk Management, NewLaw and FinTech Guides	Chambers and Partners

Supporting the UN Sustainable Development Goals

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 since 2020.

As a company, we support the 17 UN SDGs and strategically align to eight UN SDGs where we believe our expertise is best positioned to make a positive impact. On an annual basis, we disclose our contributions through completion of the UN Global Compact enhanced questionnaire.

FTI Consulting strives to further the UN SDGs through three types of engagements:

— **Company-Sponsored Pro Bono Engagements:** Our professionals leverage diverse expertise to support organizations in our communities by engaging in pro bono work. Employees' time spent on pro bono engagements counts toward 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 unique challenges and meet business goals while supporting several of the UN SDGs.

— **Corporate Citizenship Initiatives:** To empower our people to support causes that are important to them, FTI Consulting provides regular employees with eight hours of paid time off annually for volunteering, as well as our Employee Matching Gift Program.

Throughout the report, we include a collection of case studies aligned with the eight goals for which we believe FTI Consulting is best positioned to make an impact.

Pro Bono

Achieving $1M Court Restitution for Human Trafficking Survivors

After the U.S. Department of Justice established a $215 million restitution trust for trafficking survivors — legally recognized as victims under the Trafficking Victims Protection Act ("TVPA") — whose exploitation was facilitated through an online platform, counsel for two survivors turned to FTI Consulting for expertise in forensic accounting and damages assessments. Our expert team worked on a pro bono basis to independently assess the financial impact of the trafficking and provide a comprehensive analysis to support restitution claims before a U.S. District Court.

Sustainable Development Goals

Our Contribution

- FTI Consulting interviewed the survivors to gather information on their educational backgrounds, employment histories and trauma-related medical treatments.
- Our experts reviewed documentation from medical records, victim impact statements and court transcripts to validate the financial assumptions used in the analysis.
- The team researched public data to estimate medical costs and wage trends, ensuring the analysis reflected accepted valuation methodologies.
- FTI Consulting addressed data limitations and fragmented recollections by applying trauma-informed approaches and credible economic assumptions to produce a well-supported report.

Our Impact

- Counsel received a detailed and defensible expert report outlining the methodologies, calculations and assumptions used to determine the restitution amounts owed to the survivors.
- FTI Consulting's expert analysis directly supported the U.S. District Court's findings, affirming it as a reasonable and reliable estimation of losses.
- The court issued a restitution order totaling more than $1 million for the two survivors our team supported, encompassing medical expenses, lost earnings and future trauma-related care.

"Working directly with survivors on this matter was a powerful reminder that economic loss analysis can play a meaningful role beyond traditional litigation. We approached this work with a strong sense of responsibility, given the nature of the underlying harm. By applying well-established approaches in a trauma-informed way, we were able to translate the impact of the trafficking into a framework the court could recognize, contributing to a restitution outcome that supports long-term recovery."

Edith Wong
Senior Managing Director, New York

Supporting Underserved Communities With Food and Other Critical Resources

Homelessness and poverty continue to challenge communities worldwide, leaving vulnerable individuals and families without access to basic necessities like food, hygiene products and other essential resources. Our professionals took action to support underserved populations and help provide stability and hope to those in need in our communities.

Sustainable Development Goals

Our Contribution

- In partnership with Sueños de la Calle, our **Bogotá** office collected donations such as toys, clothing and hygiene items to fill 30 boxes. The resources collected were distributed to more than 60 families in the region.
- In **Boston**, colleagues packed 120 hygiene kits including toothbrushes, toothpaste, lotion and other essential resources to be donated to Victory Programs. Each kit also included a handmade card with thoughtful messages for the recipients.
- By partnering with other firms in the **Dallas** area, our professionals helped pack 468 boxes of food packets for Feed My Starving Children. The boxes contain more than 100,000 meals and will serve 276 children for one year.
- Colleagues in **Hong Kong** partnered with Impact HK to distribute essential items including water and food supplies to individuals experiencing homelessness in the Tai Kok Tusi area.
- In **Houston**, colleagues prepared meals for individuals experiencing homelessness at The Beacon, a nonprofit providing daily services, civil legal aid, counseling and housing case management.
- Colleagues in **London** collected and delivered nonperishable food to St Luke's Community Centre for use in the nonprofit's Food Hub for locals in need.
- Working with Project Kind, our **Roseland** colleagues packed 125 meals to distribute to individuals experiencing homelessness.
- In **Washington, D.C.**, new Consultants packaged 15,000 meals with Rise Against Hunger as part of their orientation.

Our Impact

Working with eight charitable organizations across the Americas, Asia and Europe, **FTI Consulting professionals packaged approximately 16,000 meals for individuals and families experiencing food insecurity** while also donating other essential resources like hygiene kits, clothing and toys.

"Packing hygiene kits for Victory Programs alongside my Boston colleagues brought us together in a way we don't often experience and enabled me to connect with new people while contributing to our community. Hearing firsthand from a member of their staff about how our efforts support their clients made the experience more personal and deepened our team's connection to the work."

Aly Dunnington
Senior Associate, Boston

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 incorporate collaboration and input from teams across real estate, information technology, corporate citizenship, diversity, inclusion and belonging ("DI&B"), human resources, benefits, talent development, procurement, risk and compliance, communications, investor relations, legal and more.

Environment

FTI Consulting and its professionals are committed to doing our part in addressing climate change and reducing our emissions intensity per full-time equivalent employee as we grow.

Social

FTI Consulting seeks to be the company of choice for the best professionals to build and advance their careers, to foster an 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 senior leadership. FTI Consulting's strategy is formalized with measurable goals we view to be appropriate, which are highlighted throughout the report and inform specific aspirations to work toward over time.

Sustainable Value Creation

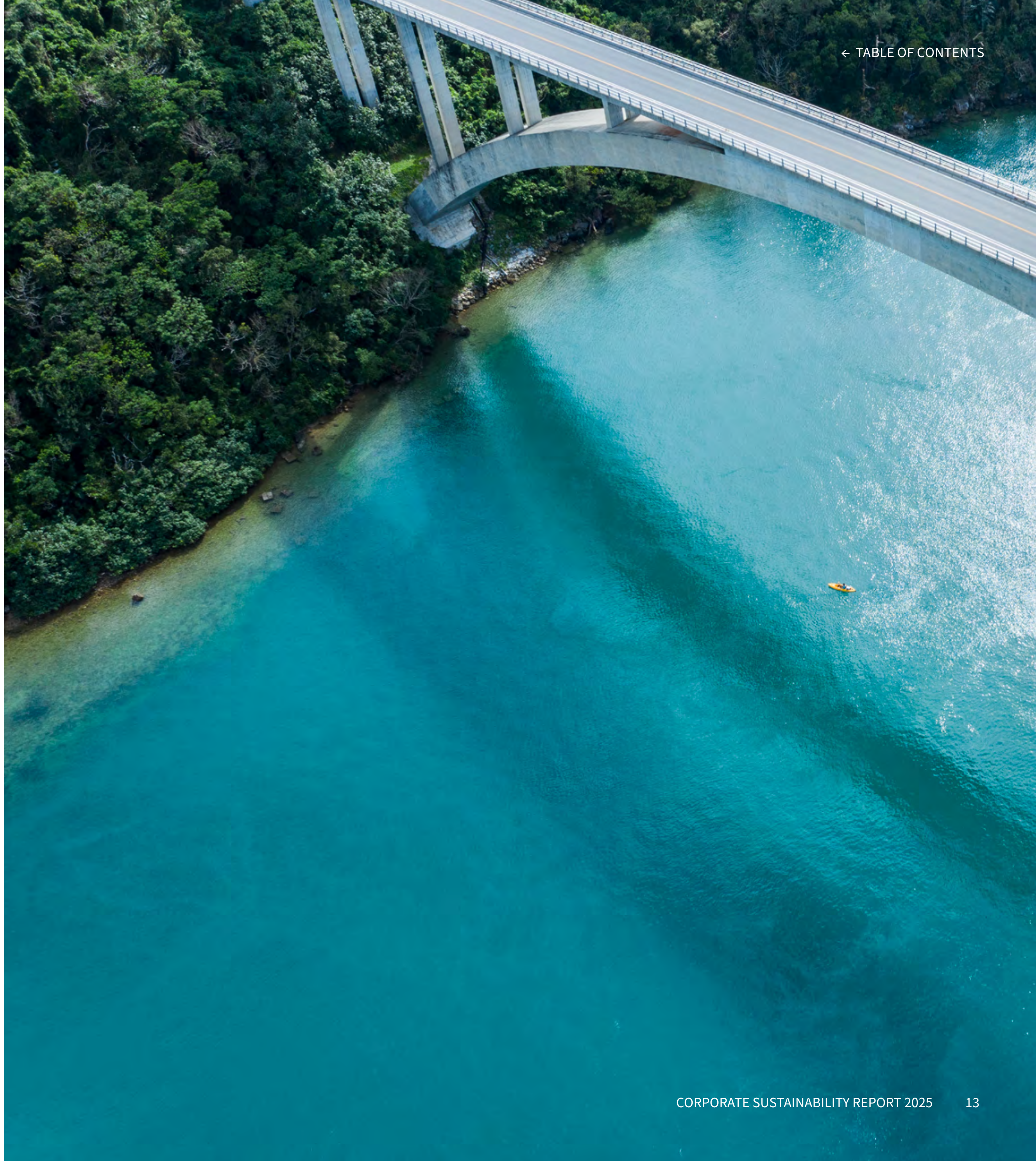
FTI Consulting drives sustainable growth by investing in our people, managing our carbon footprint and delivering for our clients.

As a leading global expert firm, we believe we play a central role in supporting a sustainable economy through our internal initiatives and the work we do on behalf of our clients.

— **We recognize that 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 need. We use regular engagement and communications with our people to gain an understanding of how to best support their well-being.

— **We continue to prioritize environmental stewardship and responsibility.** SBTi has validated our 2030 near-term emissions reduction targets for Scope 1, 2 and 3 against a 1.5-degree scenario. In 2025, we worked toward reducing our emissions in line with these targets. FTI Consulting has also deployed strategic initiatives and policies intended to reduce the carbon footprint of each employee by providing 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 while reducing 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 major moments of crisis and transformation. By providing strategic counsel to clients when they are facing their most significant challenges and opportunities, we are creating long-term, sustainable value for FTI Consulting and our clients.



Our 2025 ESG Highlights

Environment

Reduced our square footage per FTE[1] by 45% in 2025 compared with 2019

-45% Reduced energy consumption per FTE[1] by 45% compared with 2019

61% Increased percentage of real estate portfolio, as measured by square footage, powered or offset by 100% renewable energy from 56% in 2024 to 61% in 2025

75% 75% of FTE employees sit in LEED-certified (or equivalent) buildings

Social

Approximately $9.3 million contributed in pro bono services

87% acceptance rate for experienced hires and 80% acceptance rate for campus hires

1,300+ professionals promoted

98% of employees[2] participated in talent development training programs

Governance[3]

100% independent Board Committee membership

88% of Board members are independent directors

25% of directors are based outside of the United States

38% of directors are female

[1] We calculate full-time equivalent ("FTE") by adding FTI Consulting's total employee headcount, as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31, to the number of independent contractors as of December 31 of each calendar year. For the purpose of this calculation, independent contractors are defined as temporary resources who, at times, may travel for business purposes on behalf of FTI Consulting. See Appendix for the reconciliations of "employees" to "full-time equivalent employees" for each applicable calendar year ended December 31.

[2] "Employees" refers 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.

[3] The information presented regarding the Board of Directors includes all nominees elected to the Board as of our 2026 Annual Meeting of Shareholders on June 3, 2026.

Stakeholder Engagement

Our commitment to make consistent progress against our ESG goals directly relates to our intentional and ongoing stakeholder engagement efforts.

By engaging in formal and informal discussions with employees, clients, shareholders and the communities in which we do business, we make it a priority to frequently and effectively solicit feedback on the firm's corporate sustainability efforts. This dialogue is essential in understanding our stakeholders' evolving priorities while aligning their needs with our broader business strategy. Stakeholder engagement also allows us to properly hold ourselves accountable to our ESG aspirations by regularly communicating our progress in support of corporate sustainability initiatives.

Employees

- Corporate Citizenship Portal
- Employee resource groups ("ERGs")
- FTI Atlas intranet and internal communications
- FTI Consulting Integrity Hotline
- Global all-staff meetings
- Quarterly office meetings
- Training and talent development programs

Clients

- Client questionnaires
- Conferences and events
- Conflict check process
- Key account management program
- Newsletters
- Request for proposal responses
- Satisfaction surveys
- Social media
- Thought leadership

Shareholders

- ESG outreach
- Investor and analyst conferences
- Investor inquiry response
- Non-deal road shows
- One-on-one meetings
- Quarterly earnings calls

Communities

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

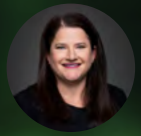
FTI Consulting ESG & Sustainability Offering

Through our multidisciplinary teams of experts, we have a proven track record of helping clients achieve their own ESG ambitions.

A successful ESG program is authentic, grounded in data and aligned with the company's overarching strategy and stakeholder priorities. FTI Consulting combines deep industry and subject-matter expertise to develop ESG programs that deliver tailored solutions to help our clients become more sustainable and demonstrate to their stakeholders that they consistently manage ESG risks and opportunities.

From materiality assessments and sustainability reporting to net-zero strategies, supply chain audits and ESG-related investigations and litigation, among many other offerings, FTI Consulting's experts guide clients through their ESG journey — helping organizations build a more sustainable and resilient future for stakeholders.

"The ESG landscape continues to evolve amid political and regulatory change, presenting both challenges and opportunities for business leaders. However, the reality remains that the business case for ESG and sustainability remains strong, especially as companies are concentrating on their most material topics. They value integrated advice across risk, finance, communications and data management. ESG is a powerful organizing lens that brings those strategies together. FTI Consulting's industry experts have deep understanding of the high stakes and are helping our clients skillfully navigate the evolving landscape."



Miriam Wrobel
Senior Managing Director, Global Leader of ESG & Sustainability, San Francisco

Spotlight on Our ESG & Sustainability Offering

- Activism Defense Strategy
- Business Transformation & Change Management
- Climate Scenario Planning & Risk Analysis
- Corporate Reputation & Stakeholder Engagement
- Crisis Communications
- Cybersecurity & Data Protection
- Data Integrity, Statements & Reporting
- Data Privacy
- Decarbonization Strategies
- Diversity, Civil Rights & Workplace Fairness
- Due Diligence
- Emissions Measurement & Management
- Environmental Solutions
- ESG Program Development
- ESG Risk & Compliance
- Ethical & Sustainable Supply Chain
- FTI Capital Advisors
- Investor Relations
- Litigation & Disputes
- Merger Integration
- Modern Slavery & Human Trafficking Prevention
- Public & Government Affairs
- Tax

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

Strategy Developed

Sustainability Transformation for EU Chemical Solutions Innovator

Seeking to embed sustainability into its strategy, product and service portfolio and external reporting, Draslovka, a global chemical solutions innovator and a leading supplier to the mining industry, engaged FTI Consulting to conduct a double materiality assessment to inform the group's sustainability strategy and provide support in navigating complex EU regulatory requirements over several years.

Sustainable Development Goals

13 CLIMATE ACTION

Our Contribution

- As part of the double materiality assessment, FTI Consulting trained internal teams on sustainability and data collection frameworks, conducted internal and external stakeholder engagement, analyzed employee surveys and performed extensive desktop research.
- Our experts leveraged internal and external research to develop a long-term sustainability strategy that effectively supports Draslovka's ability to create value, communicate with stakeholders and build overall resilience.
- FTI Consulting assisted the group with its corporate reporting to effectively position the business as central to global decarbonization goals and ensure alignment with EU regulatory requirements.

Our Impact

- Draslovka was able to develop a comprehensive sustainability strategy aligned with regulatory and stakeholder requirements, incorporating a substantive redesign of its governance processes.
- The double materiality assessment underscored Draslovka's ongoing sustainability efforts, demonstrating positive impacts the business has on the environment, society and the economy.
- Empowered by a comprehensive strategy, Draslovka published its inaugural sustainability report of key initiatives, goals and data, which was well-received by regulators and stakeholders.

Governance of Corporate Sustainability

Through consistent collaboration and engagement across our Board of Directors, leadership and dedicated teams, we identify and manage ESG risks and opportunities for the company.

Board-Level Oversight

- Nominating, Corporate Governance and Social Responsibility Committee
- Audit Committee
- Compensation Committee

The **Nominating, Corporate Governance and Social Responsibility Committee** is one of three Board Committees at FTI Consulting and is responsible for overseeing the company's ESG and sustainability strategy and performance. The Committee is made up of four independent directors with diverse backgrounds and skill sets. The primary responsibilities of the Committee include oversight of the nomination of directors, corporate governance, corporate initiatives, reporting on social responsibility, human capital and other sustainability-related factors, including climate change. Additionally, the Committee discusses and reviews external ESG reports and policies regarding ESG-related topics with management, including the review of any ESG and sustainability related disclosures in U.S. Securities and Exchange Commission ("SEC") reporting, future requirements for the Corporate Sustainability Reporting Directive ("CSRD"), other regulations or proposals, and this report. Management provides updates to the Board on relevant ESG matters — including, but not limited to, matters related to human capital, sustainability and external ESG ratings — annually, or more frequently if needed.

FTI Consulting's Audit Committee and Compensation Committee also incorporate certain ESG risks and opportunities into their Board responsibilities:

- The **Audit Committee** is 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, information security, cybersecurity and artificial intelligence ("AI") risks; and the performance of the company's internal audit function and independent auditors.
- The **Compensation Committee** is 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; reviewing the company's overall programs for employee benefits; and overseeing risks in compensation policies and practices.

Executive Committee

FTI Consulting's leadership 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.

Members of the Executive Committee have responsibility for areas of the company's ESG and sustainability strategy. 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. The **Chief Human Resources Officer** is responsible for oversight of human capital management programs and initiatives. Both executives provide updates to the company's Chief Executive Officer and Chairman, the Nominating, Corporate Governance and Social Responsibility Committee and other directors on these matters at least annually.

The **Global Head of Marketing, Communications & Investor Relations** manages stakeholder engagement, communications and reporting. 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 may also assist with such briefings.

We also have specific subject-matter teams who are requested to regularly communicate with the company's Executive Committee. For example, the Sustainability and Real Estate teams report directly to the Chief Strategy and Transformation Officer. These teams communicate key messages and themes from corporate sustainability efforts that support the company's validated science-based 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 connection between performance and program rigor. 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 incentive pay (25% for the Chief Executive Officer and 33.4% for the other NEOs in 2025) 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 2025 can be found on pages 71–75 of FTI Consulting's annual Proxy Statement.

Cross-Functional Management Committees

To provide further oversight on critical issues, cross-functional management committees at FTI Consulting are comprised of subject-matter experts and include one or more Executive Committee members. These committees, such as the Global Reputation Management Committee and the Pro Bono Advisory Committee, report on related subject matters to FTI Consulting management or the full Executive Committee and, as appropriate, the Chief Executive Officer and Chairman.

Moreover, FTI Consulting has global teams dedicated to corporate citizenship, talent development, human capital, real estate, travel, information technology, procurement, risk and compliance, legal and investor relations. These teams support ESG-related initiatives and reporting. For example, 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.

An ESG Working Group was established in 2025, comprising representatives from subject-matter teams. This committee has been set up to provide input on various ESG-related initiatives. The committee’s key responsibilities include:

— Assessing and mitigating climate-related risks and opportunities

— Collaborating with the Executive Committee to prepare for future climate-related regulations, including those at the jurisdiction level

Environment

Environmental Management Overview[1]

Across our widespread global operations, FTI Consulting is taking measurable steps to serve as environmental stewards in the communities in which we live and work. We are focused on optimizing our real estate footprint to drive efficiencies, updating standards for business travel to reduce emissions and advancing waste reduction initiatives throughout our operations.

Our environmental sustainability strategy has been a multiyear journey, maturing to account for our growing business and the evolving ESG ecosystem. In 2025, we achieved SBTi validation of our near-term Scope 1, 2 and 3 emissions reduction targets aligned with a 1.5-degree scenario, representing a significant step in our continued effort to provide transparent, accurate emissions information. As we move toward 2030, we remain focused on achieving true emissions reductions and demonstrating meaningful progress.

As part of our efforts to receive SBTi validation, FTI Consulting has conducted a comprehensive review of our carbon emissions inventory, including all relevant Scope 3 categories, resulting in a more complete understanding of our emissions profile and the steps we can take to reduce our footprint. This assessment contributes to our strong standards for data capture and quality and provides us with a more comprehensive understanding of how data informs our strategy to address climate change and reduce emissions intensity per full-time equivalent ("FTE") employee. We continue to refine our process for gathering and reporting data to maintain accuracy and transparency for our stakeholders.

Beyond the initiatives described, our environmental sustainability strategy guides our objectives and outlines expectations across climate change disclosures, ESG oversight and policies, real estate standards, business travel, energy consumption, and waste and water management. The company's environmental intentions are woven into our operations and supported by strong environmental management policies and professional practices. More information on the strategy and our company's full list of environmental intentions can be found in our Environmental Responsibility & Climate Change Disclosure Policy.

[1] *All references in this section (pgs. 23–38) are to full-time equivalent ("FTE") employees. We calculate FTE employees by adding FTI Consulting's total employee headcount, as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31, to the number of independent contractors as of December 31 of each calendar year. For the purpose of this calculation, independent contractors are defined as temporary resources who, at times, may travel for business purposes on behalf of FTI Consulting. See Appendix for the reconciliations of "employees" to "full-time equivalent employees" for each applicable calendar year ended December 31.*

Areas of Impact

Although we are a professional services firm and have no manufacturing or product distribution activities, FTI Consulting believes we have a responsibility to take steps to reduce our environmental footprint across our high-impact areas.

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. As of December 2025, 75% of our FTE employees were based in LEED-certified (or equivalent) offices and 25% of FTE employees were based in an ISO 14001-certified office. In the United States, our New York, Atlanta and Chicago offices are also Fitwel-certified.

In new office buildouts, we aim to prioritize proximity to public transportation in the location selection process, utilize materials that meet stringent guidelines for reduced GHG emissions, minimize the creation of waste and implement waste diversion practices in office operations.

We also seek to optimize office layouts to minimize the company's physical office space footprint while making investments in remote working capabilities and shared workspaces to improve real estate use efficiency.

FTI Consulting seeks opportunities to reduce energy consumption per employee, particularly from nonrenewable sources, and is increasingly exploring opportunities for renewable sources of energy. New office buildouts incorporate energy-efficient design standards, along with submetering, where feasible, to closely monitor consumption and implement conservation measures where opportunities are 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 business development opportunities.

Impact Mitigation: Recognizing that travel is an essential part of conducting business, FTI Consulting monitors GHG emissions related to air, car and rail travel on a per-employee basis. We also maintain travel policies that encourage lower emissions options, such as thresholds for flying business class for professionals below the Managing Director level, limiting the use of black cars and encouraging the use of ride-sharing companies that operate eco-friendly vehicle fleets. In addition, we continue to invest in videoconferencing capabilities to facilitate remote client service.

Efforts also include educating employees on ways to reduce their environmental impact while traveling for business. For example, the portal through which our colleagues book travel allows them to compare carbon emissions by flight and mode of transportation, encouraging them to leverage greener travel options when available.

Nonhazardous Waste

Scope of Impact: Though relatively minor due to the nature of our industry, the nonhazardous 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 nonhazardous waste, implementing nonhazardous waste diversion practices and participating in recycling programs.

Supply Chain

Scope of Impact: Our upstream supply chain represents a significant portion of our environmental impact, particularly as reflected in our emissions from capital goods and purchased goods and services. These emissions are inherent to the products and services we procure in the normal course of business.

Impact Mitigation: FTI Consulting seeks to reduce emissions across its supply chain. Our initial focus is on continuously improving the quality and consistency of our emissions data. Our Vendor Code of Conduct and Sustainable Procurement Policy outline expectations for our vendors, including compliance with environmental laws and adherence to the Principles of the UN Global Compact or similar standards. In collaboration with our Real Estate and Procurement teams, we are exploring opportunities to reduce our environmental footprint through more sustainable supplier selections. This includes promoting purchasing, as far as practicable, products and services that cause the least harm to the environment.

Environmental Oversight

As previously noted, the **Nominating, Corporate Governance and Social Responsibility Committee** maintains oversight of our environmental management strategy and governs the firm's ESG-related considerations.

The responsibility for implementing environmental strategies, monitoring progress, risks and opportunities and reporting periodically to the Board and its committees falls at the executive level. Our NEOs — in particular, our **Chief Strategy and Transformation Officer** — hold accountability for our climate 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 our Chief Executive Officer and Chairman, the Board and its committees at least annually and more frequently as necessary.

Collaboration Across Teams

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 our environmental strategy, oversight and approach. The teams provide annual and as-needed updates to FTI Consulting's Chief Strategy and Transformation Officer, Chief Human Resources Officer and Global Head of Marketing, Communications & Investor Relations, who report to FTI Consulting's Chief Executive Officer and Chairman. The above teams collaborate with members of the Executive Committee as needed to inform annual updates to the Board of Directors on the company's environmental initiatives, footprint and progress toward goals. Updates are provided at least annually and more frequently if necessary.

Input and collaboration from these teams help the company address environmental challenges across our business functions and stay apprised of existing and new practices within our industry. Representatives from the above subject-matter teams also participate in our ESG Working Group to provide input on various ESG-related initiatives.

In collaboration with subject-matter teams, FTI Consulting's ESG Working Group is responsible for leading and evaluating the results of our sustainability and climate-related risk assessments, including our double materiality assessment in preparation for CSRD. These assessments support our ability to implement comprehensive risk mitigation programs and support compliance with sustainability reporting disclosure laws, such as the California climate disclosure laws and the UK's Climate-related Financial Disclosure ("CFD").

Environmental Footprint

Through a collaborative, data-backed approach across our operations, FTI Consulting aspires to reduce our firm's environmental footprint and achieve our SBTi near-term targets by 2030.

Emissions Reduction Targets

In 2025, FTI Consulting received SBTi validation for near-term emissions targets against a 1.5-degree scenario, formalizing our commitment to decarbonization. The validation of our near-term emissions targets reflects a more complete understanding of our emissions profile and aligns with SBTi's reporting criteria. Our targets are:

— 53.8% absolute reduction in combined Scope 1 and Scope 2 emissions by 2030 against a 2019 baseline

— 55% reduction per FTE employee in Scope 3 emissions from business travel, capital goods and purchased goods and services combined by 2030 against a 2019 baseline

The company has completed a full emissions inventory of Scope 3 categories that are material to FTI Consulting's business. To align with SBTi's reporting criteria and thresholds, our Scope 3 target covers business travel, capital goods and 46% of purchased goods and services, representing 67% of our Scope 3 emissions inventory. Throughout the remainder of this report, references to Scope 3 emissions will refer specifically to these categories. Additional Scope 3 emissions data for categories 3.01–3.07 are reported in other climate-related disclosures, such as our 2025 CDP Questionnaire.

As we progress toward our newly validated 2030 targets, we are also evaluating how to best embed our net-zero ambition into our strategy.

Understanding Our Emissions Footprint

Our sustainability strategy is driven by data-backed initiatives, with the goal of making meaningful progress toward our SBTi targets while maintaining transparency for our stakeholders. To enhance the accuracy of our emissions profile, we have reviewed our collection, calculation, tracking and reporting processes for emissions data. We have received limited assurance in 2026 on our full 2025 emissions inventory reported herein. This assurance seeks to confirm FTI Consulting's methodology is compliant with the GHG Protocol while enabling us to reduce our environmental footprint in the areas that are most material to our business operations and are of greatest significance to our stakeholders.

Furthermore, as part of our ongoing improvements in data collection and calculation, we regularly stress test our methodologies with the goal of enhancing the quality of our inventory and reporting. Through the SBTi validation process, we gained greater understanding of our reporting boundary and, as of 2024, include hydrofluorocarbons ("HFCs") in our Scope 1 inventory, which has been adjusted dating back to 2019. We also expanded our Scope 1 emissions inventory in 2024 to account for vehicles primarily leased by businesses the company acquired between 2019 and 2024, as well as to account for geographies where it is market-competitive to provide such benefits. **We have reduced Scope 1 emissions by 4% against our 2019 baseline.**

The company's emissions are also influenced by Scope 2 (market-based) emissions from purchased energy. Given the scale of impact, we have identified real estate and its energy consumption, alongside business travel policies, as critical avenues for reducing emissions, and began implementing impact mitigation measures for both areas.

As part of our real estate strategy, FTI Consulting considers opportunities to optimize our office footprint through layout considerations, shared workspaces and remote working capabilities, while also emphasizing energy efficiency measures. These measures include decreasing the total energy consumed across our real estate portfolio and increasing renewable energy offsets and our purchases of Renewable Energy Credits ("RECs"). Through such efforts in 2025, **we reduced our Scope 2 emissions by 68%, or 77% per FTE employee, compared with 2019.**

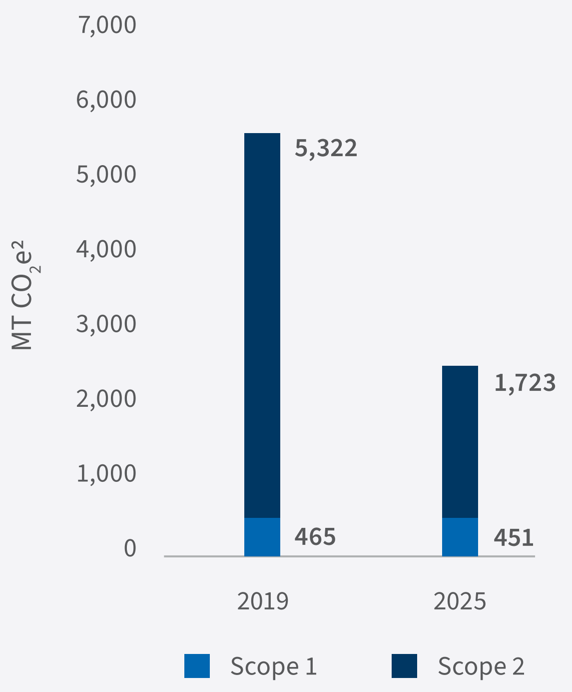
FTI Consulting's emissions are largely driven by Scope 3 emissions, which primarily result from business travel and purchased goods and services. To address SBTi validation requirements and provide a more comprehensive view of our emissions, we have enhanced our inventory of Scope 3 emissions from business travel.[1] Prior to 2024, business travel emissions only included travel booked through our travel agencies. However, in 2024, we enhanced our methodology to include travel recorded in our expense system. We have updated reporting for years 2019, 2022 and 2023 and will apply this methodology moving forward. Compared with our 2019 baseline, **we have achieved a combined 36% reduction per FTE employee in Scope 3 emissions** resulting from business travel, capital goods and purchased goods and services.

We are proud of the progress we have made and will continue to partner with our stakeholders to work toward our SBTi near-term targets by 2030.

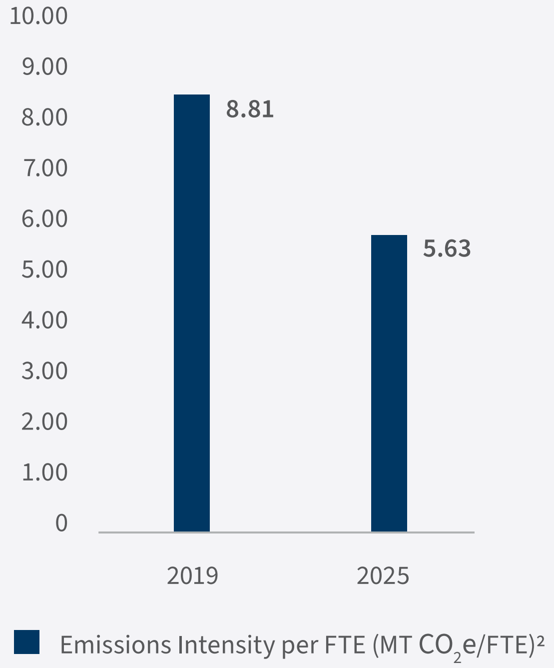
[1] *Excludes hotel stays — Per guidance from SBTi, hotel stay emissions are not a required inclusion in FTI Consulting's public inventory and reporting.*

Emissions Footprint

GHG Emissions (Absolute Scope 1 & 2)



GHG Emissions (Scope [3] Intensity per FTE)



[1] As of reporting year 2024 and in accordance with SBTi requirements, FTI Consulting's Scope 3 emissions calculation covers category 3.01 purchased goods and services, category 3.02 capital goods, and category 3.06 business travel emissions excluding hotel stays.

Scope 3 emissions for category 6 emissions from business travel booked through travel agencies are calculated using the VDR standard methodology developed by the German Business Travel Association and consistent with the GHG Protocol. Scope 3 emissions from category 1, 2 and 6 (business travel from expense data) is calculated in accordance with the World Business Council for Sustainable Development and World Resources Institute's ("WBCSD/WRI") Greenhouse Gas Protocol, which is a Corporate Accounting and Reporting Standard, in accordance with the GHG Protocol. Total Scope 3 emissions for our baseline year (2019) and prior reporting years (2020—2024) have also been revised and are included, along with additional detail, in the Appendix.

[2] MT CO_2e stands for metric tons of carbon dioxide ("CO_2") equivalent.

To increase awareness of environmental responsibilities among our professionals and contractors, we hosted webinars during Earth Day in North America and the Europe, Middle East and Africa ("EMEA") region to educate our professionals about the steps we are taking as a firm to be more sustainable, as well as how they can integrate sustainability into their day-to-day business operations.

Continuing Our Impact Through the "Be a Net-Zero Hero" Campaign

To take actionable steps toward more sustainable offices, FTI Consulting's Workplace Experience team launched the first phase of the company's "Be a Net-Zero Hero" internal campaign in offices across the Americas, including our U.S. offices and offices in Bogotá, Calgary, Grand Cayman, Mexico City and Toronto. In a short time, the campaign has demonstrated how small changes can have a meaningful impact. For example:

- Installation of sparkling water machines in nine of our offices across the Americas has prevented the use of more than an estimated 350,000 cans and bottles, which equates to almost 32 tons of CO_2e, since the program began.
- The transition from single-use cups to glassware in 10 of our North America offices eliminated more than an estimated 54,000 cups and lids and nearly 1,550 pounds of single-use plastics.
- Our professionals used nearly 16,000 compostable utensils throughout 2025 as part of a compostable cutlery program in 19 of our offices. This action helped us avoid adding nearly 1,600 pounds of waste to landfills. All 35 offices in North America have been encouraged to use compostable cutlery moving forward.

Climate Strategy & Resilience

By identifying climate-related risks and opportunities, FTI Consulting is better positioned to increase the resiliency of our business and reduce our environmental footprint.

Utilizing TCFD recommendations as guidance, we continue to advance our environmental strategy, monitor our progress to mitigate our environmental footprint and further integrate climate considerations into our risk management, risk oversight and business operations. Through these initiatives, we seek to promote environmental sustainability, conserve natural resources and prevent pollution of our environment.

FTI Consulting reports our climate-related initiatives that are in alignment with the TCFD, which can be found in our Appendix.

Real Estate Strategy

At FTI Consulting, we aim to create healthier workplaces for our professionals while reducing our environmental footprint through the creation of more efficient and sustainable office spaces.

Sustainability initiatives at our office locations encompass:

— **Energy efficiency:** We leverage energy efficiency measures, such as LED lighting and efficient HVAC design, in new office buildouts and existing office operations. Across our North America offices, **we have reduced our electricity consumption by approximately 10% year-over-year** due to office downsizes, such as Bowie, and relocations to smaller suites in newer and more energy-efficient buildings.

— **Emissions reduction:** In addition to the energy conservation measures mentioned above, we continue to increase the purchase of RECs where possible. **In 2025, FTI Consulting offices powered or offset by 100% renewable energy increased to 61% compared with 56% in 2024** (based on total square footage).

— **Waste management:** Across several offices, we facilitate diversion and waste programs. **Our London Aldersgate office reduced waste volume by 50% in 2025** due to new initiatives such as communication on how to properly dispose of waste and reduce printing.

Environmental Strategy for Our Offices

To continue driving progress toward integrating sustainable environmental practices, central components of our environmental strategy for FTI Consulting 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

— Deploying 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

— Adopting renewable energy sources and integrating renewable energy criteria into new site selection

— Collaborating with landlords to submeter our individual spaces, where feasible, to allow for energy consumption optimization

FTI Consulting also strives to achieve third-party environmental certifications for our offices when possible. FTI Consulting now has three Fitwel-certified buildings. In addition to our Avenue of the Americas office in New York and our Atlanta office, we recently achieved Fitwel certification for our newly opened Chicago office. These certifications demonstrate our commitment to occupant health and well-being. From sound masking to dedicated quiet rooms and increased access to the outdoors, the company is leveraging guidance from Fitwel to incorporate well-being into the design of our offices and reduce stress and noise.

Ten of our offices across the EMEA region are certified to ISO 14001, the internationally recognized standard for environmental management systems, including London Aldersgate, our largest office by headcount. As of December 31, 2025, 25% of our FTE employees were based out of ISO 14001-certified buildings. We also prefer office spaces that are LEED-certified (or equivalent), especially when transitioning to new office spaces, and have consequently increased the relative percentage of energy-efficient office spaces over the past five years. **As of December 31, 2025, 75% of FTI Consulting FTE employees globally sit in LEED-certified (or equivalent) offices.**

FTI Consulting periodically opens new offices or renovates existing office spaces across the firm. We aim to avoid use of environmentally damaging substances wherever possible and have guidelines for materials purchased for new office spaces. These materials prioritize GHG emissions, air quality and pollutant source controls. Such materials undergo testing for compliance with volatile organic compounds regulations. In addition, we consider the manufacturing lifecycle of materials in the context of the waste and carbon emissions generated in delivering the final product.

2025 Real Estate Highlights

We continue to focus on real-estate-related efforts to create more sustainable workplaces. Company-wide initiatives, such as launching a sustainability awareness campaign and moving to more renewable energy sources across our real estate portfolio, have helped make notable progress in our journey of reducing emissions.

61%

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

45%

reduction in energy consumption per FTE employee compared with 2019[1]

75%

of FTE Employees sit in LEED-certified (or equivalent) buildings

90%

minimum average waste diversion rate when decommissioning materials for vacating 15 offices

45%

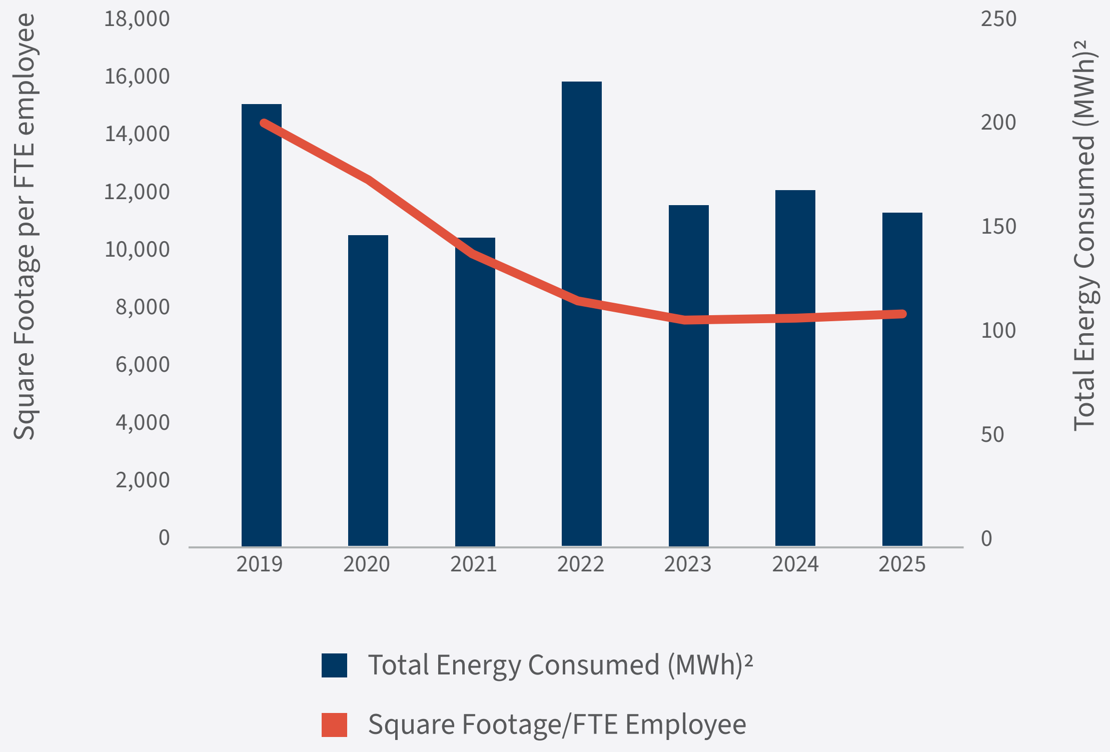
reduction in square footage per FTE employee compared with 2019[1]

25%

of FTE employees sit in ISO 14001-certified offices

[1] *2019 is representative of pre-COVID-19 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



[2] *MWh stands for megawatt hours.*

Optimizing Real Estate Through Renewable Energy

We currently have 30 offices throughout our North America and EMEA regions that are powered or offset by renewable energy, and we are proud of the progress we have made since we started measuring renewable energy in 2021. In 2025, we continued to incorporate renewable energy as part of our strategy to meet our emissions reduction targets.

Building a Culture of Sustainable Workplaces at FTI Consulting

When moving into new office buildings, FTI Consulting prioritizes leasing modern workspaces that are built and managed with a focus on sustainability. In June 2025, we opened our new Chicago office in a building that meets the highest standards of environmental sustainability and occupant well-being.

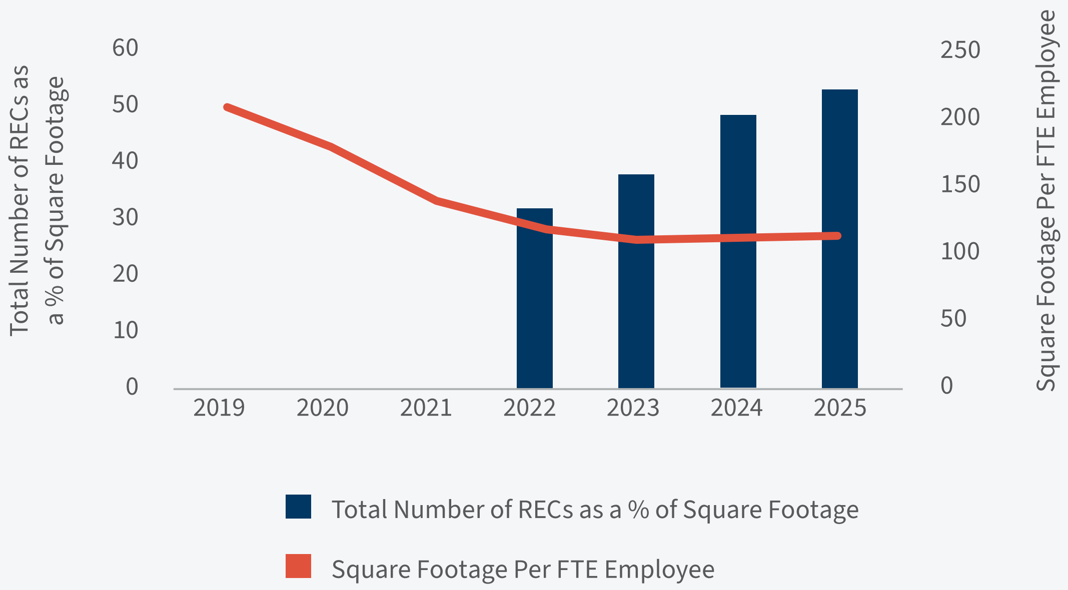
The new Chicago office represents a significant step forward for FTI Consulting's real estate portfolio. The office is located in a building that is not only LEED-Certified Gold and 100% offset by renewable energy but is also considered a "walkers' paradise," receiving a Walk Score of 98 out of 100.

Beyond the building's accreditations, the Chicago office received a 2-Star Fitwel certification, which is reflective of the well-being efforts FTI Consulting crafted into the bespoke design of our office. For example, biophilia was added throughout the space and adjacent to employee workstations, and 90% of the office has access to natural daylight and views of the outdoors. Furthermore, each employee has access to sit-stand — or "active workstations" — and a centrally-located stairwell was constructed between floors to encourage movement throughout the day. Additional features of the office include protected lactation rooms for mothers, single-stream recycling and resource-efficient light and water fixtures. FTI Consulting's Chicago office is part of a growing portfolio of offices that demonstrate our commitment to creating workspaces that promote the health and wellbeing of our professionals while also aiming to operate in an environmentally sustainable way.

"We strive to provide workplaces that our employees enjoy and are proud to show clients. Each office we open raises the bar for our employees' experience and demonstrates our commitment to environmental responsibility and employee well-being. We are proud that the new Chicago office has accomplished that goal."

Lauren Browning
Director, Real Estate, Atlanta

Optimizing Our Real Estate Footprint and Energy Consumption



Resource Management

As part of our environmental strategy, 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, water consumption primarily comes from our offices through regular use areas, such as kitchens and restrooms. However, we aim to reduce water consumption through the installation of low-flow and motion-sensor sinks and toilets in areas such as our restrooms, kitchens and breakout spaces. In addition, many of our offices have third-party environmental certifications, featuring new technology that assists in water conservation efforts.

FTI Consulting seeks to comply with water quality regulatory requirements, governed by the jurisdiction of each office, and does not engage in wastewater treatment operations. We also continuously assess methods to improve water conservation and reduce water consumption.

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. For example, we aim to occupy office space in existing buildings that meet high standards of energy and resource efficiency. Furthermore, we consistently work toward minimizing our land use and physical footprint by reducing the square footage needed per employee.

Nonhazardous Waste Management

FTI Consulting does not generate hazardous waste of any kind. Therefore, our waste management practices focus solely on reducing nonhazardous waste, implementing waste diversion practices and participating in recycling programs. Several of our offices have composting programs, and others are launching and piloting programs with their buildings. Filtered drinking water stations are available to help reduce the use of single-use plastic bottles. These stations have eliminated all single-use water bottle usage in all offices in our EMEA region. Clearly marked recycling bins are conveniently placed throughout our offices to promote recycling.

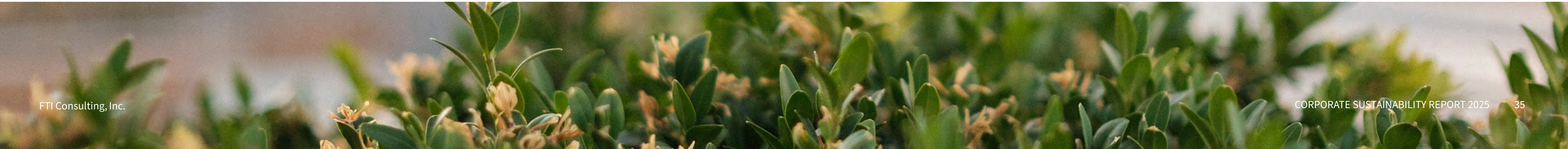
FTI Consulting's policy on the disposal of electronic waste covers end-of-life servers, network switches, cords, printers, copiers, monitors, personal computers ("PCs") and other PC peripherals. At their end-of-use, we evaluate these items for reuse or disposal. As it relates to hardware, only recycling vendors with Minority Business Enterprise ("MBE"), Disadvantaged Business Enterprise ("DBE") and Small Business Enterprise ("SBE") certifications are used for equipment recycling. Our asset disposal vendor agreement provides a full report on serial and model numbers of equipment to be disposed, erased or remarketed. For example, once again, our Australia-based IT team helped to collect and securely wipe laptops and other pre-loved technology to donate to charities and community organizations. In 2025, these laptops were donated to The Venny in Melbourne and the Coogee Beach Surf Life Saving Club in Perth.

Furthermore, FTI Consulting uses data destruction vendors certified by the National Association for Information Destruction ("NAID") for the purposes of corporate media destruction, as well as hard drives and backup tapes, to ensure zero loss of company data and adhere to corporate security policies. All vendors are required to supply a certificate of destruction and a serialized inventory spreadsheet upon completion of services per visit.

Since 2019, FTI Consulting has committed to a minimum of 90% landfill diversion for office decommissioning projects, and has successfully done so for 15 offices.

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. Our Sustainable Procurement Policy sets supplier expectations in compliance with key regulations, including those related to ensure environmental responsibility.



Compliance Strengthened

Enhancing Asia Carbon Institute's KYC & AML Framework

To ensure transparency, integrity and alignment with global best practices, Asia Carbon Institute ("ACI"), a nonprofit carbon credit standards and registry organization, needed to strengthen its Know-Your-Customer ("KYC") and Anti-Money Laundering ("AML") policies. FTI Consulting was engaged on a pro bono basis to review and enhance the organization's overall governance and compliance framework.

Sustainable Development Goals

Our Contribution

- FTI Consulting reviewed existing KYC and AML policies for ACI's head office in Hong Kong to ensure alignment with global industry standards, with allowances for other jurisdictions in the future as they expand, taking into consideration that there are limited Hong Kong or Singapore KYC and AML regulations applicable to carbon credits firms.
- From stakeholder interviews and a systematic review of ACI's compliance policy, our experts identified potential risks in ACI's processes and risk management framework, particularly regarding policy structure, counterparty onboarding and rigor of counterparty due diligence.
- The team then provided ACI with recommendations to enhance its policies and procedures based on knowledge of best practices observed in peer companies, ensuring they were clear, actionable and aligned with industry practices and regulatory requirements, as well tailored to ACI's unique position in the market.
- Our recommendations aimed to set ACI up for future success, with a better-defined policy structure and roadmap for extending to other jurisdictions.

Our Impact

- FTI Consulting enabled ACI to align with international best practices, supporting its credibility as a trusted carbon credit standards body.
- Utilizing our experts' targeted recommendations, ACI achieved a stronger control environment, reduced exposure to compliance and operational risks and reinforced the integrity of its onboarding and transaction processes.
- The strengthened compliance framework positions ACI to onboard new counterparties with greater confidence, supporting its growth as an independent carbon credit platform in the voluntary market.

"FTI Consulting is privileged to continue serving as ACI's trusted partner in leading the development of cross-border carbon credit market standards throughout the region. We are hopeful that our support on this engagement will enhance ACI's resilience to the carbon credits market's unique exposure to fraud, market abuse and money laundering risks."

Jason Ho
Senior Managing Director, Hong Kong

Corporate Citizenship

Regenerating Green Spaces and Contributing to Sustainability

The health of our communities depends on thriving green spaces and sustainable resource management. From preserving parks and gardens to reducing waste and supporting local food systems, environmental stewardship is critical to ensuring a sustainable future.

Sustainable Development Goals

Our Contribution

— Across **Australia**, our offices held IT donation drives to collect laptops and other technology to be repurposed by students at Korovuto College, The Venny and The Salvation Army (“TSA”) Independent Schools.

— Colleagues from **Brisbane** participated in a clean-up of City Botanic Gardens, Queensland’s oldest heritage garden, to recognize Earth Day. The team spent the day collecting and disposing of litter to help preserve the local landmark.

— Our **Dubai** office partnered with Thrift for Good to organize a workshop to promote conscious consumption and creative re-use, where the team transformed end-of-life clothing fabric into keepsake art

— In **London**, 20 colleagues helped maintain the Vauxhall City Farm by cleaning pens, building enclosures, tending to the farm and caring for animals. Members of the London office also volunteered at Hackney City Farm, tending to the farmyard and helping return animals to their enclosures.

— Thirty professionals from our **McLean** office planted seeds and harvested crops at the Community Farm at Roundabout Meadows, supporting Piedmont Environmental Council in providing nourishment to underserved individuals across nine counties in Virginia.

— Colleagues in **Melbourne** volunteered with mecwacare, a nonprofit provider of residential, community and nursing services for elderly and disabled individuals. The team spent a day spreading mulch and tending to garden beds at the Ballan site to create a welcoming environment for residents, staff and visitors.

— Our **Toronto** office gathered at Berczy Park to participate in Clean Toronto Together, Canada’s largest annual litter clean-up event. Additionally, in Washington, D.C., colleagues spent a day disposing of litter at Pope Branch Park with the Anacostia Watershed Society.

Our Impact

Through hands-on conservation and volunteer efforts, FTI Consulting professionals made a tangible impact within our local communities by sustainably recycling technology and clothing, revitalizing green spaces and supporting local farms.

“Colleagues from our Marketing & Communications team volunteered at Hackney City Farm, supporting with an essential task on the farmyard. Helping on the farm was a great way to work collaboratively as a team while connecting with nature and the farm animals. Ultimately, the volunteer day reinforced the importance of the farm’s mission of providing individuals in the city with the opportunity to experience farming and make a positive impact on the environment.”

Jessica Simpson
Managing Director, London

Risk Evaluated

From Risk to Resilience in Brazil's Re-Emerging Cacao Industry

A leading global sustainable real assets investor engaged FTI Consulting to assess potential geopolitical and operational risks tied to a new regenerative cacao project in Western Bahia, Brazil. As the investor was entering the Brazilian market for the first time, FTI Consulting was engaged to provide a clear picture of the political, legal, environmental and social challenges that could affect the project, qualification of the associated risk levels to ensure alignment with the fund's tolerance levels and guidance on ways to mitigate identified risks.

Sustainable Development Goals

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

Our Contribution

- FTI Consulting assembled a bilingual team with deep expertise in Brazil's political, environmental and regulatory landscape to conduct extensive research and interview key stakeholders across the local cacao industry and government, gathering reliable, first-hand insights.
- Using a structured framework, our experts evaluated each risk based on its likelihood to occur, as well as the potential severity of its impact, and utilized these insights to create tailored mitigation strategies.
- FTI Consulting shared findings through regular updates and a detailed final report, providing the investor with clear guidance for managing challenges and building long-term project resilience.

Our Impact

- The investor received a comprehensive report identifying and ranking key risks within the complex operating environment, providing clarity on potential threats.
- Findings from the assessment informed actionable short-, medium- and long-term mitigation strategies supported by recommendations for legal, contractual and stakeholder engagement measures.
- Supported by FTI Consulting's analysis, the investor ensured that the project's plans stayed within acceptable risk levels and aligned with their sustainability goals.
- The engagement provided the investor with a rigorous, data-backed foundation for informed decision-making in a new and challenging jurisdiction.

"What stood out to me about this project was the opportunity to support a regenerative cacao investment with meaningful long-term potential for Brazil and the broader region. By bringing clarity to the local risk landscape, we helped the investor move forward with confidence while contributing to a more resilient and sustainable agribusiness ecosystem in Latin America."

Kauê Beltrão Gobbi
Director, São Paulo

Social

Human Capital Management Strategy

As an expert-based organization, our people are central to everything we do. FTI Consulting's human capital management strategy focuses on core areas such as stakeholder engagement, talent development, belonging and corporate citizenship. This strategy is grounded in our core values, informed by our key stakeholders and embedded within our culture and day-to-day operations.

Overview and Approach

The Nominating, Corporate Governance and Social Responsibility Committee of the Board oversees human capital management, corporate social responsibility and ESG risks and opportunities. At least annually, or more frequently as requested, the Committee receives an update from our Chief Human Resources Officer on the social risks and opportunities outlined in its charter. 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 ongoing updates from teams responsible for advancing our human capital priorities.

We routinely track and evaluate our progress against internal and external sustainability goals and initiatives. Our policies and procedures such as 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), Vendor Code of Conduct and Whistleblower Policy, are reviewed and updated as needed.

"Our success is driven by the strength of our people. Our priority is creating an environment where individuals can thrive, grow and make a meaningful impact. We are dedicated to fostering a culture that champions continuous learning, values diverse perspectives and empowers our professionals to lead with purpose, both within our firm and in the communities we serve."

Rike Rabl
Chief Human Resources Officer, Washington, D.C.

Turnover, Recruitment & Onboarding

Turnover

In 2025, FTI Consulting's voluntary turnover was 14%, compared with our historical average of 12.6% since we began tracking this metric in 2014. In addition to tracking workforce turnover, we closely monitor retention rates at various levels of our business, providing insight into workforce satisfaction. As of 2025, **64% of Senior Managing Directors have been with the firm for more than five years and 48% exceed 10 years tenure.** We remain focused on human capital programs that emphasize tailored mentorship, critical client service lessons and a strong sense of belonging to promote employee development and keep these strong retention rates.

Recruitment

Across practices and regions, our leaders are focused on investing in great people. We identified opportunities to add a range of talent across FTI Consulting in 2025, and we announced 85 senior hires. Global job applications increased 13% from 2024 and reached their highest total on record. **We maintained high acceptance rates in 2025 for experienced hires (87%) and campus hires (80%).** We also continued to offer self-paced interviewer certification training to provide standard guidance and positive interview experiences during discussions with candidates.

Onboarding

Onboarding at FTI Consulting plays a key role in helping new hires integrate into our organization. In 2025, we expanded our updated new hire onboarding experience to EMEA after revamping the program in the Americas in 2024. The onboarding experience combines live webinars with our Talent Development team on the firm's history, services and core business systems with self-paced learning on the FTI Consulting brand, goal setting and culture. Networking opportunities are integrated throughout to foster connections, from day one through the first six months and beyond.

"In just a few short months, I've learned how collaborative this firm truly is. Everyone is always willing to lend a helping hand, whether I'm doing something for the first time or working cross-practice with a new team. It's been an amazing thing to see and be a part of."

Lucy Patton
Consultant, New York

Employee Engagement

At FTI Consulting, our people define us. We aim to foster a continuous open dialogue and remain committed to our employees' experience with the firm.

Open and transparent dialogue and feedback remain a core part of our culture and our development process. We listen to our employees' needs and perspectives through a variety of formal and informal avenues.

We engage with employees through quarterly office meetings hosted in many of our largest offices globally. In this forum, office leaders provide updates on the firm, welcome new joiners and open the space for questions from colleagues. Many of our teams host focused, out-of-office gatherings designed to build alignment, enhance connection and discuss business strategy. Additionally, our leadership hosts virtual town halls regionally and within specific practices for colleagues to hear critical updates, learn about professional and community service opportunities, and ask questions. Through follow-up surveys, we ask for feedback on internal webinars, conferences and events to improve future forums.

FTI Consulting's performance management process remains part of our culture of transparent, actionable and year-round feedback. We value the insights this continuous loop provides on work quality, collaboration styles, project management, team culture and more.

To further strengthen connection and engagement, we offer structured mentorship opportunities through the firm's Trusted Advisor Mentorship Program. The program enables colleagues at different levels to meet new people, expand their internal networks and learn from one another in small-group and one-on-one settings. Whether through senior-level guidance or peer-to-peer conversation, participants engage in dialogue that supports individual development while deepening their community within the firm.

We will continue to evaluate employee engagement through well-timed, purpose-driven survey interactions. We are proud to highlight some of the awards FTI Consulting received in recognition of our commitment to our people.

"We take employee listening efforts and outcomes seriously at FTI Consulting. Comprehensive planning, analysis and execution must translate to a set of clear, targeted actions for business leaders to communicate, operationalize and keep building upon the foundation of strength we have created."

Kevin Gebbia
Vice President, Human Resources & Engagement, Bowie

SPOTLIGHT

We Are FTI Conference

We convened our second internal "We Are FTI" conference, uniting employees and senior leaders from across the firm. The conference offered a behind-the-scenes look at how our leaders think, collaborate and strategize to build meaningful relationships and impactful careers. By sharing these insights openly, our goal was to create space for employees at all levels to learn, grow and apply the lessons in their own journeys.

More than 60 leaders across regions presented to an audience of over 1,600 attendees, with offices including Singapore, New York and London organizing in-person watch parties to spark local connection and dialogue. After the event, participants were invited to share anonymous feedback to help strengthen future conferences and improve how we engage and develop our people globally.

Recognizing Employee Accomplishments

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

Introduced in 2014, the annual FTI Awards honor employees whose contributions extend beyond their traditional expertise to make extraordinary contributions to the firm and to their teams, highlighting specific activities rather than ongoing, cumulative great work. Nominations are open to all and can be made by leadership, direct reports or peers. **In 2025, FTI Consulting professionals submitted 699 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. STARward 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 2025, we distributed a record number of more than 10,000 STARwards.**

FTI Awards Categories:

Culture Champion

Celebrates professionals who strengthen our culture and make FTI Consulting a better place to work

Cross-Segment

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

Going Places

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

Got It Done

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

Relentless Innovation

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

Servant Leader

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

Showcases a team that delivered work of extraordinary quality with tenacious service, supporting our value of "Achievement"

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Supporting Our People

Globally, we prioritize the total well-being of our employees, empowering them to live well, work well and be well by supporting their physical, mental and financial health. Our approach to employee care reflects the same principles we apply to client relationships — attentiveness, respect and a commitment to doing what is right.

FTI Consulting delivers market-competitive, equitable compensation and benefits packages, regularly benchmarked against the competitive market. Our 24/7 Employee Assistance Program (“EAP”) supports diverse needs including personal challenges, family matters, child or elder care challenges, mental health support, legal advice, estate planning, financial planning and more, through unlimited access to phone, online and in-person channels.

Parental support includes paid leave and transitional assistance for new parents. In the United States, for example, FTI Consulting’s parental leave policy offers 10 weeks of fully paid leave for all caregivers. To support our professionals on parental leave, as well as managers with direct reports who are on parental leave, we offer a global digital toolkit with access to one-on-one virtual consultations with specialists, key date prompts, external parenting resources and guidance for a seamless return to the office, with alternative working schedules for new parents.

Furthermore, to provide our professionals with time away from work, eligible employees receive annual leave and 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.

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

Working With Flexibility

FTI Consulting strives to provide adaptable working arrangements that accommodate the professional and personal needs of our employees and support our sustainability goals.

Recognizing the varied nature of our business segments, functions and global locations, we understand there is not a one-size-fits-all approach to hybrid work environments. We develop market-specific hybrid work strategies, carefully balancing the needs of our professionals with those of our clients. Our goal is to maintain flexibility for our professionals and clients while preserving the collaboration, relationship-building and complex problem-solving that define our culture and client impact.

"Being a parent has been one of the most challenging yet rewarding experiences of my life. Balancing fatherhood with my role would be impossible without the proper support systems. Personally, I have a wonderful wife who helps share the load. Professionally, FTI Capital Advisors has provided me with a unique work-life balance that allows me to be present for my children's milestones and care for them when needed, all while meeting my clients' expectations."

Armand Heymans
Vice President, Johannesburg

Talent Development

At FTI Consulting, our growth stems from investing in our people and supporting their professional aspirations. Beyond hiring great talent, we focus on developing future leaders through continuous learning, coaching and personalized growth opportunities.

A Culture of Learning and Development

We seek to embed learning into every career stage through programs anchored in our core capabilities framework, which includes key skill areas such as business development, project management, communications, coaching and leadership. Our professionals experience:

— Global talent development programs aligned with career progression
— Curated learning paths with self-paced e-learning, videos and skill-building tools
— High-impact coaching and mentorship to unlock potential and drive growth

We believe the most impactful learning happens through experience, with personalized guidance and mentorship empowering our employees to own their career journeys. Our unique expert-driven, small-client-team model serves as a powerful learning accelerator, enabling employees to work directly with decision-makers and industry-leading experts who established the theory, wrote the book and taught the class. This model promotes diverse perspectives and empowers our people to provide well-rounded, high-impact solutions for our clients.

Coaching and Performance Development

Each employee is paired with a dedicated coach who serves as an advisor to help strengthen their capabilities, navigate projects and advocate for their career progression. Our coaching model is grounded in:

— A focus on amplifying individual strengths
— Continuous, actionable feedback and self-reflection
— Proactive career planning and goal setting

Our talent development strategy includes clear career pathways that are defined at each level, with transparent role competencies, grading frameworks and review sessions. **In 2025, 93% of our professionals completed performance reviews**, including a self-assessment to reflect on progress made against goals and to reference feedback received throughout the year.[1]

2025 Talent Development Highlights

98% of employees participated in talent development programs

~15 hrs of average training per employee[2]

120k hrs of training logged by employees[2]

3,800+ client-facing professionals participated in business development programs

92% satisfaction rate for talent development courses

Average Hours of Training by Job Level[2]

Job Level	Hours per Person
Consultant	26.3 hours
Senior Consultant	13.7 hours
Director	14.5 hours
Senior Director	14.0 hours
Managing Director	14.5 hours
Senior Managing Director and Executive Committee	9.0 hours

[1] Excluding employees in FTI Consulting's Compass Lexecon subsidiary.

[2] Encompasses all in-person and virtual training hours delivered by FTI Consulting and our e-learning vendor partners.

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Feedback-Driven, Impact-Focused Programming

We continuously improve our programs based on participant feedback. Surveys are conducted immediately after each course, and, for larger in-person programs, again at 90 days to assess long-term impact. This ensures our offerings remain relevant, effective and aligned with real business needs.

Career Milestone and Signature Programs

Our talent development strategy includes a comprehensive framework of targeted programs designed to support professionals at critical career transitions and build capabilities aligned with our business needs. **Approximately 1,200 professionals completed level-appropriate development trainings in 2025.** The talent development programs detailed below are supplemented by learning paths tailored to employees' roles.

- **Intern Orientation Program:** Structured onboarding that introduces our interns to FTI Consulting and equips them with the skills, professional expectations and behaviors needed to successfully transition into full-time roles. In 2025, we welcomed 319 interns, providing them with professional development opportunities and early exposure to our culture and ways of working.

- **New Consultant Orientation Program:** Multiday, on-site onboarding designed to help early career professionals transition successfully, build networks and hear from leaders. In 2025, we welcomed 299 new consultants in the Americas and EMEA at our orientation programs.

- **Milestone Programs:** Role-specific, immersive training for newly promoted or hired Senior Consultants, Directors, Senior Directors and Managing Directors to equip employees with necessary tools as they assume expanded responsibilities. In 2025, we provided milestone program training to more than 750 professionals.

- **EMEA Apprenticeship Program:** In London, our 15- to 24-month Apprenticeship Program fosters social mobility by providing alternate routes, other than university, into consulting careers. In 2025, we welcomed eight apprentices across accounting, business administration, cybersecurity, project management and public relations.

"To me, this is an awesome place to grow your career because of the abundance of expertise that we possess — both within each segment and across the segments. The opportunities for learning and expansion of your knowledge and expertise are endless. Every day truly is a school day here. That's true even for someone who has been here for 20 years. There's rarely a day that goes by where I don't learn something new."

Andrew Johnston
Senior Managing Director, Wayne

"Having access to the depth and breadth of experience brought by my colleagues at FTI Consulting is priceless. At the same time, I have always been given independence and meaningful work when managing my own projects. The combination of being able to keep learning while also being trusted to plan and undertake complex analyses means I always find my work to be fulfilling."

Chris Cuthill
Senior Director, Munich

"At FTI Consulting, you truly own your career. You have the flexibility and freedom to fulfill your potential by making your own impact and writing your next chapter. The firm gives you the support and resources you need to pursue challenging and meaningful opportunities, but the momentum has to start with you. That entrepreneurial, take-ownership spirit is what makes this such a rewarding place to build a career."

Wesleigh Massina
Director, Boston

Building Capabilities for Client-Focused Solutions

Our business development learning programs are designed to strengthen client-facing skills such as active listening, effective presenting and strategic leveraging of FTI Consulting's broad capabilities to deliver tailored, innovative solutions. These varied trainings highlight client development, emphasize engagement management and share the firm's success stories that showcase how we help clients overcome challenges.

- **Senior Managing Director Readiness Program:** Two nomination-based programs for high-potential Managing Directors — one focused on early-tenure development and one focused on preparing for advancement to Senior Managing Director.

- **Business Development Learning Programs:** FTI Consulting equips employees with business development and account management skills to better support both prospective and existing clients. In 2025, we launched new e-learning and live webinar curricula focused on FTI Consulting's business development framework and tailored to align with the core competencies needed at each employee level. In 2025, more than 3,800 client-facing professionals completed business development learning programs.

In 2025, more than 4,000 employees across all levels and regions participated in AI trainings. We remain focused on upskilling our workforce on critical AI topics, including general AI literacy and use of FTI Consulting's AI solutions to drive meaningful impacts internally and for our clients.

Empowering Career Growth Through E-Learning

Employees are empowered to explore and develop their skill sets or interests by utilizing Knowledge Now, FTI Consulting's learning management system, which includes e-content from LinkedIn Learning, Coursera and CeriFi. In 2025, employee e-learning engagement grew as we shifted toward microlearning and targeted training — an approach that supports professional development in parallel with our commitment to client work.

At FTI Consulting, we remain committed to building future leaders by providing the resources and environment for our people to thrive and deliver lasting impact for our clients.

SPOTLIGHT: INSPIRING THE NEXT GENERATION

Upskilling and Empowering Young People

Our Boston, London, Los Angeles and New York offices hosted volunteer events in 2025 to upskill and inspire young people through educational programs and career development initiatives.

- In London, professionals partnered with Urban Synergy — a youth empowerment and social mobility charity — by hosting two "Insight Days." More than 50 students from local schools were able to learn more about careers in consulting and core operations, with professionals at all levels providing insight. Students also participated in a hands-on case study exercise designed to develop future consulting skills and gain practical experience in problem-solving. One student reflected positively on the experience, noting, "It was amazing, far beyond what I could have imagined. The day gave me clarity about what I want to do in the future."
- In New York, FTI WIN hosted more than 20 high school students for an educational morning focused on finance, consulting and the stock market in partnership with the SIFMA Foundation — a nonprofit providing financial education to youth of all backgrounds across the United States. Our professionals guided students through SIFMA's signature Stock Market Game™ InvestQuest simulation, where participants competed against each other while learning about economics, investing and personal finance concepts. Students also enjoyed a networking lunch, where they learned about SIFMA, FTI Consulting, our Employee Resource Groups and the application process for future internship opportunities.
- Members of FTI Consulting's Office of the CFO Solutions ("OCFO") practice in Boston and Los Angeles offices hosted financial literacy workshops for first-generation college students from Northeastern University and Claremont McKenna College, respectively. These workshops provided students with foundational knowledge on personal finance through educational sessions on topics including banking, credit cards and investments. The team also led informal discussions on career options, equipping students with practical knowledge for their financial and professional futures.

Through targeted initiatives in four major cities, FTI Consulting professionals engaged with more than 120 students in 2025, providing mentorship, skills development and career guidance to help inspire the next generation of professionals.

In Their Words: What Makes FTI Consulting Special

"Working at FTI Consulting has shown me that there is so much power behind working as a team and community. Whenever I am presented with a problem on a project that seems out of my depth, I know that I can count on the people around me to lift me up and help me solve it."

Pierce Rossman
Consultant, Atlanta

"My work has been worthwhile because I haven't been alone; I have been surrounded by wonderful people. Consulting is an activity that demands daily learning, requires keeping up with many topics and challenges us to overcome risks and create opportunities."

Jorge Del Castillo
Managing Director, Bogotá

"FTI Consulting has a unique team of highly experienced senior professionals who go beyond the sales pitch and stay engaged and hands-on throughout the entire project. This model resonates strongly with my way of working, offers tremendous learning opportunities and results in the highest impact for clients."

Sébastien Flageollet
Managing Director, Amsterdam

"The people and the pace are my favorite parts of working at FTI Consulting. I truly value the opportunity to work with such a thoughtful, dedicated team. Every day presents a chance to solve meaningful problems, enhance our support for the business and learn from one another. That shared commitment to improvement is what keeps me engaged."

James Dolberry
Manager, Boston

"The best part about working at FTI Consulting, without a doubt, is the people! Over my 13 years with FTI Consulting, I have had the privilege to be surrounded by and work alongside so many exceptional and inspiring people. The diversity of backgrounds and talent, supportive collaboration and ambition of all our teams collectively is what makes me most proud to be part of FTI Consulting."

Natalie Carter
Senior Managing Director, Singapore

"It's incredible to work alongside colleagues with such a wide range of backgrounds, personalities, experiences and skill sets — each person brings a unique perspective that is truly valued. No matter the challenge, there's always someone with the right expertise to learn from, and the culture here ensures that everyone has a voice."

Fan Yang
Managing Director, New York

Diversity, Inclusion & Belonging

A culture of inclusion lies at the heart of our core values and drives our success. FTI Consulting thrives because we harness the distinct talents, experiences and perspectives of our people to address and anticipate our clients' needs. Professionals at every level bring diverse outlooks, backgrounds and skill sets. As we deliver innovative solutions for our clients and the world more broadly, we strive to cultivate engagement and belonging through our values, guiding principles and emphasis on mentorship and professional growth.

FTI Consulting's Executive Committee, Board of Directors and business leaders are dedicated to sustaining investment and support for initiatives that advance and unite our more than 8,000 professionals worldwide. Our commitment to diversity and inclusion is reflected in programs such as our global "We Are FTI" conference, ERGs, community engagement initiatives and signature development offerings — all available to colleagues worldwide.

"For me, bringing my authentic self to work means embracing what makes me unique and encouraging others to do the same. Whether it's sharing my perspective in meetings or celebrating what makes our team diverse, work is much better and more fun when we can all show up as ourselves, no filters needed."

Abdi Duale
Senior Director, London

Our Diversity, Inclusion & Belonging Pillars

FTI Consulting's DI&B strategy is grounded in four pillars that guide our ongoing efforts to create a safe and inclusive environment both within the firm and in the communities where we operate. Each pillar is supported by intentional actions, clear accountability and meaningful resources designed to drive lasting and measurable progress.

01	02	03	04
Foster an inclusive and equitable workplace	Expand access to top talent across all communities	Leverage our expertise to help the world more broadly	Keep the dialogue alive

Throughout 2025, these four pillars drove continued participation in company-sponsored programs, groups and events across our offices and at every level.

— We remain committed to supporting our professionals by facilitating access to senior leadership and formal mentorship opportunities through our **Trusted Advisor Mentorship Program**, which is open to all professionals who meet the expectations of their role. By strengthening internal networks, we aim to foster a culture where our people feel empowered to shape their careers, engage in honest dialogue with leaders and grow within the firm.

— We launched **FTI Voices**, a monthly call series that provides a platform for professionals to amplify their voices while building community around shared experiences. FTI Voices features insights from across our workforce on topics of leadership, business development and self-advocacy and is hosted in partnership with our global ERGs. Sessions in 2025 covered topics around preparing for and transitioning back from parental leave, the importance of building trust as a leader, the impact of authentic self-expression on team dynamics and more. **In 2025, this series featured approximately 50 senior leaders and reached more than 1,700 employees globally.**

— We collectively offer **11 ERGs across FTI Consulting**, welcoming participation from all employees. Our ERGs are instrumental in fostering inclusion, understanding and community within the firm. Open to all employees, they embody the value of collaboration, discussion and inclusion.

— In collaboration with our ERGs and engaged teams firmwide, we continued to support numerous charities and organizations in our local communities through **fundraising, volunteer efforts** and **pro bono services.** Additional details about our Corporate Citizenship Program's impact can be found on page 58.

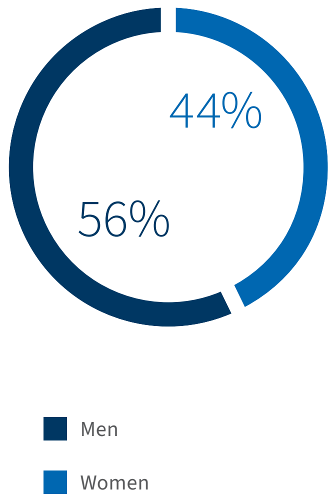
— As previously mentioned, we convened our **second global "We Are FTI" conference**, uniting employees, industry experts and thought leaders from across the firm. Together, we engaged in meaningful discussions focused on sustaining our commitment to fostering an inclusive workplace. Building on feedback from the inaugural conference in 2024, sessions addressed topics such as authenticity in the workplace, building a diverse network of mentors and sponsors, and how leaders can foster confidence and a sense of inclusion to produce resilient teams. Many of our offices hosted watch parties, including Boston, Hong Kong, London, New York, Singapore and Washington, D.C., **reaching more than 1,600 attendees across the firm.**

Gender and Historically Underrepresented Minority Representation

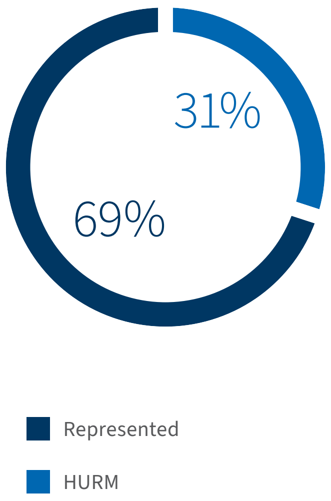
At FTI Consulting, we continue to serve as an equal opportunity employer.

Annually, FTI Consulting publishes global workforce gender demographics data and historically underrepresented minority ("HURM") demographics data for employees based in Australia, Canada, South Africa, the United Kingdom and the United States, which represent 75% of our total global headcount.

Gender Representation[1]



Historically Underrepresented Minority Representation[2]



[1] *Gender representation is based on FTI Consulting's total headcount as reported in our Annual Report on our Form 10-K as of December 31, 2025.*

[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 Australia, Canada, South Africa, the United Kingdom and the United States. Employees who self-identify in traditionally underrepresented groups in these countries are considered historically underrepresented minorities. These five countries represented 74% of the company's total headcount as of December 31, 2025.*

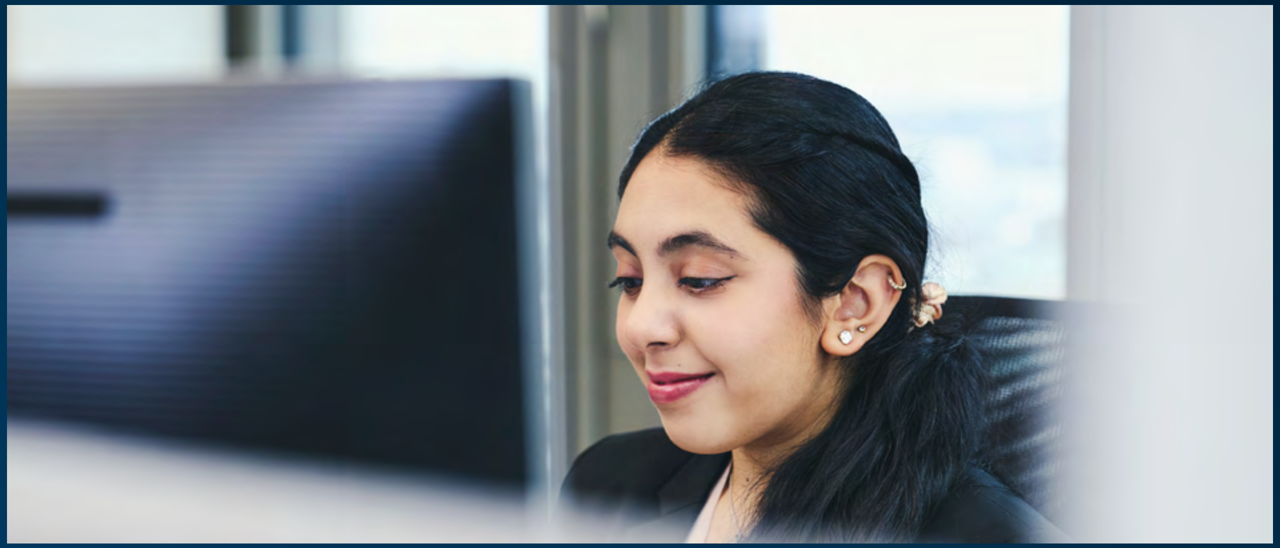
Pay Equity and Pay Gap

FTI Consulting analyzes global gender and ethnicity pay each year. FTI Consulting's goal is to attract, retain and develop the best talent and cultivate an environment that empowers and supports everyone in our organization as they continue to deliver value to our clients and thrive in their careers. Through robust policies on fair pay and rewards for all employees, we remain focused on our efforts to drive accountability and transparency.

On an annual basis, FTI Consulting runs statistical analyses on our employees' compensation to ensure that we continue to have pay equity. For the 2025 reporting year, our statistical analysis shows that our employees are paid equitably for comparable work, reinforcing our commitment to pay fairness.

We also comply with country-specific gender pay gap requirements, as applicable to our company, including in Australia, Belgium, Ireland, France, Spain and the United Kingdom. For the aforementioned countries, data is calculated annually and, as required, posted on our corporate website. Available country-specific analyses can be found within the Appendix of this report on page 73. We are also taking steps to understand potential pay gaps more broadly beyond these geographic regions as part of our efforts to better recruit and retain talent across FTI Consulting.

As we strive to reduce pay gap, we support policies, programs and resources available to all our talent that center around mentorship and representation, such as the Trusted Advisor Mentorship Program, the FTI Consulting Milestone Programs and more. Details on these programs can be found throughout this report.



Pro Bono

Enabling Operational Excellence for Girls Who Code

Girls Who Code ("GWC"), a nonprofit that partners with schools, community centers and other nonprofits to close the gender gap in technology careers, engaged FTI Consulting to centralize its vast reporting for key strategic and operational KPIs, as well as consolidate reporting metrics across teams and data systems.

Sustainable Development Goals

4 QUALITY EDUCATION
5 GENDER EQUALITY
10 REDUCED INEQUALITIES

Our Contribution

- FTI Consulting conducted interviews with key stakeholders from across the organization to identify and prioritize the data indicators GWC was most interested in tracking.
- Our experts developed an interactive and comprehensive dashboard to measure performance in Tableau, connecting to multiple internal databases across GWC's data infrastructure.
- The team ensured reporting accuracy and that it could be tracked in an ongoing, repeatable way, as well as outlined a phased roadmap for adding additional metrics to the dashboard over time.

Our Impact

- FTI Consulting delivered GWC's first dynamic Tableau-based scorecard that visualized the organization's programming, finance, internal business and learning and innovation pillars.
- Each focus area summarized organizational performance, capturing a variety of metrics including reach and engagement across clubs, fundraising performance and donor analysis, program costs per student served, employee satisfaction and program survey feedback results.
- The team established data ownership and governance protocols by identifying business and technical owners and facilitating knowledge transfer meetings.
- GWC leadership can track strategic and operational progress against targets and access critical metrics in a centralized location, facilitating data-driven decision making. The dashboards will be used for executive updates, including with the Board, and will support decisions on where GWC should invest time and resources.

"Our partnership with FTI Consulting has enabled us to sharpen our focus on the strategic and operational metrics that define our success as an organization. The balanced scorecard equips me, our executive leadership team and our board with a clear framework to identify priorities, measure progress and take timely action. It will be an essential management tool for driving alignment, efficiency and accountability across the organization."

Dr. Tarika Barrett
Chief Executive Officer, GWC

FTI Consulting's Employee Resource Groups

FTI Consulting supports 11 distinct ERGs open to all professionals regardless of background, identity or lived experience. Our ERGs are dedicated to cultivating a safe and inclusive environment where every individual feels seen, heard and valued. Our ERGs serve as vital communities that foster connection, provide support and elevate voices across our global workforce. These groups offer space for open dialogue, learning and celebration of diverse perspectives while also acting as strategic partners in shaping an inclusive workplace culture.

Abilities Network

Asian Diversity Network

Black Employee Network

Diversity Ambassadors

HOLA — FTI Hispanic/Latinx Organization for Leadership and Advancement

Neurodiversity Network

FTI MVN — Military Veterans Network

FTI WIN — Women's Initiative

Parents Network

RISE — Race·Identity·Social Equity

FTI Pride Network

Mentorship and Representation at FTI Consulting

As a part of our commitment to developing and retaining talent, leadership has invested in mentorship and developmental programs that equip professionals with resources and keys to success at FTI Consulting. Our Trusted Advisor Mentorship Program, which is open to all employees, is designed to provide support for junior and senior talent by increasing access to senior leaders, helping participants foster meaningful networks and relationships, and providing opportunities for personal and professional growth. The program is split into two paths, dependent on employee level.

- **Trusted Advisors:** Designed to support our Level 3/Directors to Level 5/Managing Directors in owning and maintaining key relationships for career development and identifying the resources needed to grow within the firm.
- **Trusted Advisors—Ignite:** Designed to bring our Level 1/Consultants and Level 2/Senior Consultants together in small group settings led by a Level 3/Director or above with the aim of acting on their individual development goals by means of peer-to-peer mentorship and group accountability.

"FTI Consulting's Pride Network brings together LGBTQ+ colleagues and allies to share experiences, connect and support each other. Through honest conversations and a strong sense of community, the Pride Network helps everyone feel like they can show up as their full selves at work."

Michael Phillips
Director, Hong Kong

Fostering an Inclusive Culture Through Learning

Professionals across the firm have access to inclusive learning opportunities through global sessions, segment-specific workshops and internal events designed to enhance an inclusive culture.

In 2025, we continued to offer interviewer certification training through an e-learning course. This program seeks to equip interviewers with the knowledge necessary to conduct consistent, fair and competency-based interviews, foster an inclusive and efficient hiring process, and support FTI Consulting's internal growth.

We also continued our "Managing and Leading Inclusive Teams" training for professionals at the Manager level and above, with approximately 450 participants in 2025. Facilitated by a third party, the interactive course focuses on advanced people-management skills, navigating potentially complex workplace situations and understanding responsibilities under the latest employment laws. We also continued to offer adjacent LinkedIn Learning sessions, including "Having Career Conversations With Your Team" and "Cultivating Cultural Competence and Inclusion."

Supporting Mental Health

FTI Consulting prioritizes the mental well-being of our employees. For example, in Australia, our trained Mental Health First Aiders provide initial support and guidance, and colleagues can speak with them in confidence. Additionally, FTI Consulting's ERG, the Abilities Network, supports colleagues with invisible and visible disabilities and advocates for the mental health community. The Australia Chapter of the Abilities Network sponsors the annual "R U Ok? Day," a national event that encourages people to check in with those they care about through guidance on meaningful mental health conversations and engaging programming.

"ERGs like the Black Employee Network create spaces where employees can connect, support one another and foster a sense of belonging. They provide opportunities for mentorship, career development and open dialogue, all of which help drive inclusion in the workplace. When people feel seen, heard and valued, they're more empowered to bring their full selves to work, which ultimately strengthens the entire organization."

Stanley Brown
Senior Consultant, Houston

"As a Latina, being part of HOLA has been incredibly meaningful. It's a space where I can celebrate my culture, connect with colleagues who share similar experiences and feel truly seen and supported. I especially appreciate the spirit of allyship and collaboration that HOLA carries across our offices and ERGs. Our company not only values diversity and inclusion but actively promotes it. It's empowering to know that, through HOLA, I'm helping to build a more inclusive and representative workplace for all."

Michelle Todescato-Chan
Senior Director, Pittsburgh

“The MVN reflects something powerful about our culture at FTI Consulting; the experiences and leadership developed through military service have real value in the workplace. One of the most rewarding parts of building the MVN has been seeing colleagues across the firm engage with the network, whether by honoring service members through the ‘Run to Remember’ or joining conversations about leadership, resilience and purpose. This participation shows that the values forged through service resonate well beyond the military community. As we look ahead, I’m excited about the growth of the MVN globally, connecting more colleagues to the network and ensuring the perspectives of veterans and military families remain a visible and valued part of our firm.”

Cody McGregor
Managing Director, Houston
Global Chair of the MVN

SPOTLIGHT: MILITARY VETERAN NETWORK

Honoring Service, Building Community

FTI Consulting’s Military Veteran Network (“MVN”) launched at the end of 2024 with engagement and events ramping up in 2025. The MVN serves as a platform to highlight and harness the leadership, discipline and mission-driven mindset that military veterans and their families and friends bring to FTI Consulting. Through the network, employees have opportunities to better understand how the skills and experiences developed through military service translate into meaningful contributions across our teams and business. MVN’s goal is to leverage the unique experiences and perspectives of military veterans and their families to strengthen collaboration, enrich our corporate culture and deepen our connection to the communities we serve.

In addition to ongoing ERG engagement, two events in 2025 included:

- The first annual “Run to Remember” took place on Memorial Day to honor fallen service members. MVN ambassadors led office efforts across the United States, with employees participating in runs and walks around the important day of remembrance. Beyond commemoration, the initiative raised more than $3,000 for the Johnny Mac Soldiers Fund, which assists families who have lost loved ones in the line of duty. Approximately 150 colleagues representing eight offices participated, coming together in recognition of service and sacrifice.
- The MVN hosted an FTI Voices session in recognition of Veterans and Remembrance Day. Moderated by the MVN Global Chair, the panel featured veterans, a military spouse and a parent of a service member who shared how their connections to military service influenced their perspectives on leadership, resilience and purpose. This thoughtful dialogue invited all employees to consider what service means in their own lives and how values like integrity, dedication and compassion strengthen our organization and communities.

Through these initiatives, the MVN exemplifies how employee-led groups can foster inclusion, support important causes and create meaningful connections that benefit both our company culture and the broader community we serve.

Corporate Citizenship

Our Commitments

FTI Consulting is committed to making a meaningful and lasting impact in the communities where we live and work. Through our Corporate Citizenship Program, we empower our professionals to apply their unique expertise in support of local and global causes.

Drawing on the same skills and values used to help clients address complex challenges, our professionals contribute their time and capabilities through our Corporate Citizenship Program worldwide. **In 2025, 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 contributions.

Volunteering

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

In 2025, more than one-third of all FTI Consulting professionals engaged in one or more components of our Corporate Citizenship Program.

In 2025, many professionals chose to support hunger relief and social mobility causes. Other professionals donated technology, clothing and other material items to organizations serving communities in need globally.

Pro Bono Engagements

FTI Consulting's Pro Bono Program engages professionals across the firm and is supported by our Executive Committee and our Pro Bono Advisory Committee, a global team of senior leaders chaired by our General Counsel. The program leverages our professionals' deep knowledge and unique skill sets to make an impact for individuals, organizations and communities.

In 2024, our firm introduced a policy change that enabled all time spent on approved pro bono matters to count toward professionals' individual and segment utilization and productivity metrics. **In 2025, FTI Consulting professionals contributed pro bono services internally valued at approximately $9.3 million.** Through continued investment and enhancement to the program infrastructure, we were able to reach new charities and engage more colleagues.

Volunteering

FTI Consulting professionals continued to utilize their eight hours of company-sponsored volunteer time to support a range of causes to benefit their communities. Many of our global offices have Corporate Citizenship Champions who drive local engagement in our corporate citizenship initiatives. The efforts and energy of our Champions are key contributors to sustained engagement in the program. **In 2025, we had 227 Corporate Citizenship Champions** who regularly organized in-person volunteer events with charitable organizations. As a result, **our professionals volunteered more than 6,700 hours in 2025.**

Giving

FTI Consulting's Employee Matching Gift Program is a valued company benefit that amplifies the impact of personal charitable contributions from our employees. 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. This flexible approach allows employees to support the causes that mean the most to them.

SPOTLIGHT:

FTI Consulting's Pro Bono Program received the award for Excellence in Social Impact at the Professional Services Management Excellence Awards held in collaboration with the Harvard Business Review and the Financial Times.

"We develop so many transferable skills and establish meaningful networks in our day-to-day client work. Through my involvement with the Corporate Citizenship Program, I've had the opportunity to reinvest some of those resources into the local communities where FTI Consulting operates — in this case, in support of the incredibly worthy Dear Toby Trust."

Courtney Schum
Senior Consultant, London

STOP THE TRAFFIK

SPOTLIGHT: BEYOND PRO BONO

Building Transformative Partnerships Through Sustained Commitment

Every two years, our London office selects an official charity partner to support via a range of initiatives where FTI Consulting's expertise can generate meaningful impact.

During the selection process in 2024, we were also introduced to STOP THE TRAFFIK, a global nonprofit that collects, analyzes and shares real-time intelligence to help organizations identify, disrupt and prevent human trafficking and exploitation. Our London-based professionals engaged in two impactful pro bono engagements throughout 2025:

Creating an AI Policy and Governance Strategy

STOP THE TRAFFIK was looking to safely integrate AI into their workflows to scale impact and work more efficiently toward the organization's mission. However, the team had limited expertise and needed to understand how they could integrate AI into their operations, as they manage highly sensitive trafficking data within their Traffik Analysis Hub — a tool built in-house and shared externally.

— FTI Consulting developed a bespoke AI governance policy for the nonprofit, including a guide addressing frequently asked questions.

— Our experts hosted training sessions to ensure staff understood the policy, as well as the guardrails within it, allowing them to safely implement and use AI in their work.

STOP THE TRAFFIK realized immediate benefits from the partnership. Not only did FTI Consulting's support save the organization approximately £10,000 and 40 hours of work, it also enabled them to begin testing and piloting new AI tools instantly. STOP THE TRAFFIK is now able to safely use AI to enhance communications with video content, improve data insights for global anti-trafficking stakeholders and are working on rolling out a 24/7 preventative safety service offering.

Guiding Strategy for a New CEO

In 2025, STOP THE TRAFFIK selected Rebekah Lisgarten as the nonprofit's new chief executive officer. FTI Consulting supported the onboarding process by providing an independent strategic review of the organization to inform a strategy presentation for the Board of Trustees.

— FTI Consulting professionals embedded themselves within the nonprofit for several months to gain a comprehensive understanding of the nonprofit.

— The team performed in-depth interviews, gathered critical internal data and conducted SWOT and PESTLE analyses, ultimately leading to a robust and clear set of recommendations to improve service and operations.

— Our review identified new innovation priorities that will directly impact STOP THE TRAFFIK's ability to scale its model to further combat human trafficking, including a planned investment in transforming their existing short-term prevention campaigns into a 24/7 preventative safety service offering.

FTI Consulting's independent analysis gave credibility to the strategic overhaul presented by STOP THE TRAFFIK leadership. Our analysis also identified a gap in major-donor engagement, which is enabling the team to bring their "Prevention Ambassador Network" to life. The group aims to expand organization's reach and gain an alternative avenue for long-term investment.

Our Next Chapter with STOP THE TRAFFIK

As a result of our experts' sustained commitment and relationship building with the nonprofit, **STOP THE TRAFFIK was selected as the London office's Official Charity Partner for 2026–2027**.

"FTI Consulting did something rare and generous: they embedded themselves in our work, asked the hard but thoughtful questions, and gave us the kind of independent rigour that accelerates an organisation. The AI governance framework has changed how we operate. The strategic review gave our board a powerful external perspective at a pivotal moment in our growth. This is what pro bono looks like at its very best — and we are incredibly grateful. It is a springboard for us to continue to do work that protects incredibly vulnerable communities"

Rebekah Lisgarten
Chief Executive Officer, STOP THE TRAFFIK

Governance

Corporate Governance

FTI Consulting's approach to corporate governance is grounded in principled actions, effective decision-making and proactive monitoring of compliance, risks and performance. Our corporate governance practices help us fulfill our responsibilities to shareholders by ensuring effective oversight of the work of management and the company's business results. By ensuring that FTI Consulting has clearly defined practices in place for reviewing and evaluating the company's business operations, we can align the interests of directors and management with those of the company's stakeholders.

Board Oversight

Our Board of Directors provide oversight and support our company's continued efforts to operate sustainably, support a successful business and generate long-term value for our stakeholders. The Board is responsible for establishing the company's policies and strategies and for regularly monitoring the effectiveness of management in carrying out those policies and strategies.

Composed of eight members with diverse backgrounds and skill sets, the Board consists of three fully independent committees[1]:

- **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 company's risk assessment and risk management activities, including operational, information security, cybersecurity and AI risks; 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; reviewing the company's overall programs for employee benefits; and overseeing risks in compensation policies and practices.
- **Nominating, Corporate Governance and Social Responsibility Committee**
  Responsible for reviewing and overseeing the nomination of directors, as well as social responsibility, human capital, ESG, climate change and other sustainability-related factors; and overseeing the process relating to succession planning for our CEO and other executive officer positions.

We review our Board leadership structure annually. Underscoring the alignment of interests between the two groups, all FTI Consulting Board members are elected on an annual basis by our shareholders and are also FTI Consulting shareholders. The Board and each committee engage in an annual self-evaluation process, which is overseen by the Nominating, Corporate Governance and Social Responsibility Committee. Executive sessions of the company's independent directors are held at Board meetings without management present.

More information on the process for Board Composition and roles can be found in our Corporate Governance Guidelines.

Board of Directors[1]

100%
independent Board committee membership

88%
of Board members are independent directors

25%
of directors are based outside the United States

38%
of directors are female

64
directors' average age

7 years
directors average tenure

ANNUAL ELECTION
of directors by majority vote in uncontested elections, with director resignation policy

[1] *The information presented regarding the Board of Directors includes all nominees for election to the Board as of our 2026 Annual Meeting of Shareholders on June 3, 2026.*

Risk Assessments

Every year, FTI Consulting conducts an enterprise-wide risk assessment, the findings of which are disclosed to the Audit Committee.

Beyond this annual comprehensive report, significant additions or changes to the risk profile are discussed more frequently as needed. The Chief Risk and Compliance Officer also delivers a written compliance update to the Audit Committee on a quarterly basis, and this update contains information on enterprise risk.

Representing our multistakeholder approach, our enterprise risk assessments consider several topics, including cybersecurity, AI, anti-corruption, anti-money laundering, fraud, geopolitics, ESG and sustainability-related topics. Furthermore, we periodically conduct in-depth risk assessments into specific risk topics (e.g., anti-corruption). These risk assessment activities are used to develop and implement appropriate mitigation and business continuity plans.

— As needed, we have engaged in tabletop exercises to anticipate risk events and help identify gaps in our controls and processes (e.g., a cyber event, geopolitical events). These exercises may involve stakeholders 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 overseen 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 the National Institute of Standards and Technology ("NIST") 800-30 Guidelines for Risk Assessment. The ITRM Program is focused on assessing risks related to our business, including IT, operational, security, legal, regulatory and compliance risks. As part of the company's Cyber Risk Management Program certification, FTI Consulting also maintains a vulnerability risk management program through which we analyze risks across the enterprise and track compliance internally on an ongoing basis. Finally, our protocols include an internally managed program against which we assess, record and track vulnerabilities to ensure we are well positioned to enact the appropriate security posture.

Artificial Intelligence

FTI Consulting's business strategy focuses on creating sustainable growth by building our core capabilities and disciplines. AI is critical to the viability and health of our organization and impacts how we create value for our stakeholders. AI projects that enable the development or enhancement of products and services that accelerate our competitivity in the market are of strategic importance to the business. AI projects that enable operational cost reduction may also assist us in reaching our wider organizational objectives. FTI Consulting will weigh the strategic opportunities and risks of each proposed AI project on a case-by-case basis.

As a global company, FTI Consulting is subject to the AI laws, regulations, frameworks and standards emerging across our global markets. FTI Consulting recognizes the need to manage risk effectively in connection with the development and use of AI systems and AI technology. Our AI Governance and Ethics Policy sets out the company's overarching strategy, values and approach to governing AI, including how the company protects networks — including employees, clients and related stakeholders — against AI risks. The policy is designed to encourage compliance with applicable laws set to govern the design, development, operation and deployment of AI across the global markets in which we operate. It is the shared responsibility of all employees to actively assist in the effective governance of AI risk, and our policies serve as a reminder to employees of the need for responsible, ethical, trustworthy and human-centered AI systems and business practices. The policy is designed to promote a baseline standard aligned with those common principles and themes and to provide a robust foundation for compliance with each applicable law.

The company continues to review the evolving AI landscape and work to recognize, manage and mitigate the risks associated with these technologies, as well as ways to further incorporate AI into our business models.

Board Composition and Qualifications of Our Directors[1]

Director	Director Since	Age	Independent Directors	Audit	Compensation	Nominating, Corporate Governance and Social Responsibility	Leadership	Financially Literate	Services or Industry	Legal/Litigation Experience	Other Public Company Board Experience	Global	Cybersecurity
Steven H. Gunby Chief Executive Officer and Chairman of FTI Consulting, Inc.	2014	68					● ●	● ●	● ●	●	● ●	●	●
Elsy Boglioli Chief Executive Officer of Bio-Up	2023	44	✓		●	●	● ●	●	● ●	●	● ●	● ●	●
Claudio Costamagna Chairman of CC e Soci S.r.l.	2012	69	☆	*	●	*	● ●	● ●	● ●		● ●	● ●	
Nicholas C. Fanandakis Retired Chief Financial Officer of DuPont de Nemours, Inc.	2014	69	✓	C			● ●	● ●	●	●	● ●	● ●	●
Stephen C. Robinson Retired Partner at Skadden, Arps, Slate, Meagher & Flom LLP	2022	69	✓	●		C	●	●	●	● ●	● ●	●	●
Laureen E. Seeger Chief Legal Officer of the American Express Company	2016	64	✓		C	●	● ●	●	●	● ●	● ●	●	●
Eric T. Steigerwalt President and Chief Executive Officer of Brighthouse Financial, Inc.	2025	64	✓	●	●		● ●	● ●		●	● ●	●	
Janet H. Zelenka Retired Executive Vice President, Chief Financial Officer and Chief Information Officer of Stericycle, Inc.	2025	67	✓	●		●	● ●	● ●		●		●	● ●

☆ Lead Independent Director

C Committee Chair

● Committee Membership

* Pursuant to our Corporate Governance Guidelines, the Lead Independent Director serves as an ex-officio member of the Board Committees of which he is not a member

● Skill Sets

● Denotes “Some Experience”

● ● Denotes “Very Experienced”

[1] Board of Director skill sets and other information are current as of the 2026 Annual Meeting of Shareholders of FTI Consulting, Inc. on June 3, 2026. 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.

Upholding Compliance, Business Ethics and Professional Conduct

As trusted advisors, our clients look to us to protect their interests with integrity. FTI Consulting has policies and procedures that underpin our operations and communicate our expectations for compliance, business ethics and professional conduct across the organization.

FTI Consulting policies and procedures are regularly revisited as appropriate to comply with relevant laws, regulatory requirements and best practices. This process also allows us to refine our governance practices accordingly against the evolving global landscape we serve our clients in.

In line with our values, it is the expectation that all employees will act with honesty and integrity when dealing with each other, clients and third parties. Our Code of Ethics and Business Conduct is reinforced through annual global training for all employees. 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. Third-party contractors must undergo background screenings and acknowledge both our Anti-Corruption Policy and Vendor Code of Conduct, which outline our ethics and compliance expectations. Furthermore, our Sustainable Procurement Policy sets supplier expectations in compliance with key regulations, including the Australian Modern Slavery Act 2018, the UK Modern Slavery Act 2015 and the EU Corporate Sustainability Due Diligence Directive.

By fostering transparency and accountability, FTI Consulting promotes fair labor standards, minimizes environmental impact and supports economic resilience.

Ethics and Compliance Program

In addition to the Code of Ethics and Business Conduct, the company maintains a suite of policies, including the Anti-Corruption Policy, the Policy on Inside Information and Insider Trading, the Policy on Disclosure Controls and policies governing conduct in the workplace, relationships with clients, data privacy, cybersecurity and other risk areas. A summary of key FTI Consulting policies and guiding principles can be found in the Appendix of this report.

Our Ethics and Compliance Program is directed by our Vice President – Chief Risk and Compliance Officer and is informed by best practice guidance, including, but not limited to, the U.S. Sentencing Guidelines. The Vice President – Chief Risk and Compliance Officer reports directly to FTI Consulting's General Counsel, provides updates at least quarterly to the Audit Committee, regularly meets with the Board of Directors and the Chief Executive Officer and Chairman, and chairs the Enterprise Risk Management Committee.

Upholding Compliance and Ethical Behavior Globally

Maintaining a culture of compliance and ethical behavior means that individuals can raise concerns without fear of retaliation. The FTI Consulting Integrity Helpline is accessible 24/7 for all employees and other internal and external stakeholders for reporting an actual or potential violation of company policy, applicable law, regulation or any other concerns. Reports to the Helpline can be placed on a confidential or anonymous basis where local law allows.

Once communication is received, it is appropriately reviewed and investigated. The complainant is advised when the investigation has concluded unless they are anonymous and have not used a contact method that allows for such communication. Employees are also encouraged to report concerns through other channels, including their manager, Human Resources, Compliance or Legal. Communications can also be directed to the Chairman of the Board, the Chair of the Audit Committee or the independent directors of FTI Consulting's Board of Directors.

The Compliance department tracks all questions, concerns and other issues it receives, and the Vice President – Chief Risk and Compliance Officer provides quarterly updates and additional reports on Helpline activity, when needed, to the Audit Committee. 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.

FTI Consulting has implemented monitoring controls. The company'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's policies and procedures.

Ongoing Compliance Training

Through comprehensive internal training, FTI Consulting professionals are informed on expectations for interactions in the workplace and with our stakeholders.

All employees must complete global compliance training courses. The curriculum includes an annual training on our Code of Ethics and Business Conduct, which achieved a 97% participation rate in 2025, as well as annual Information Security Awareness training. Professionals must also complete Preventing Harassment in the Workplace training every two years — or annually for professionals based in Illinois and New York. Additional trainings may be required in particular jurisdictions, such as Workplace Violence Prevention for employees in California. Furthermore, newly hired and promoted employees at the Director level and above are encouraged to complete Managing and Leading Inclusive Teams training within 18 months of joining the firm.

For professionals and teams that operate in areas involving specific risk types, in-person supplemental training is offered on handling high-risk situations and client needs that may arise in their daily work.

Client Selection

In alignment with the company's core values and our commitment to operate with integrity, FTI Consulting maintains a robust client engagement protocol. The comprehensive process for client selection includes pursuit, selection and onboarding. Managed by our General Counsel, all new clients and matters are reviewed, as warranted, through our client acceptance function to identify potential conflicts and other issues that could affect our decision on whether to accept a client matter or perform an engagement. Such factors that could impact client acceptance include compliance with relevant laws, independence, potential reputational risks to our firm and conflicts with our firm's values. Our process also includes input from dedicated risk management experts, segment, practice or regional leaders, relevant committees, the company's executives and other senior business leaders, all informing our final judgment on whether to accept a client or perform a proposed engagement. Client matters are also reviewed on an ongoing basis to ensure that they do not evolve in a way that may create risk to the firm.

In addition, employees must disclose conflicts of interest and are expected to put the firm's interests ahead of personal interests when engaging on the company's behalf. It is also the expectation that all FTI Consulting employees protect and safeguard confidential information that belongs to our clients or the company and undergo routine training to support compliance with these policies and procedures. As needed, FTI Consulting may establish ethical walls to maintain client confidentiality and protect against unauthorized access by, or disclosure to, persons who are not part of a client engagement team.

Pro Bono

Elevating INPCS as a Leading Voice in Neuropalliative Care

The International Neuropalliative Care Society ("INPCS"), a nonprofit dedicated to improving clinical care, education, advocacy and research for those affected by neurological conditions, was shifting from a professional society serving clinicians to a patient-centered organization with broader stakeholder engagement.

Despite global reach and clinical expertise, INPCS lacked the strategic positioning and communications infrastructure needed to engage its expanding network of patients, caregivers, policy influencers and funders. FTI Consulting was engaged to conduct qualitative research among key stakeholders, develop strategic messaging and build foundational communications capabilities to distinguish INPCS from other nonprofits.

Sustainable Development Goals

3 GOOD HEALTH AND WELL-BEING

Our Contribution

- FTI Consulting conducted qualitative survey research of patients, caregivers and decision-makers within the neuropalliative community to assess attitudes and perspectives toward care.
- Utilizing insights from the analysis, our experts developed strategic messaging and refined INPCS' organizational narrative to ensure alignment with the perceptions and concerns of stakeholders.
- In the future, the team is collaborating with INPCS to host trainings and presentations for INPCS constituents to encourage member empowerment, provide practical tools about engaging with media and raise awareness on how communications can support the nonprofit's core objectives.

Our Impact

- INPCS emerged with a robust communications foundation aligned with its new mission and comprised of compelling messaging, a refreshed positioning statement and key themes reflective of the nonprofit's new focus.
- Findings from FTI Consulting's survey and landscape analysis informed the development of a report on the state of neuropalliative care, which INPCS is leveraging to educate key industry, policy and community stakeholders.
- To advance its patient-centered mission, INPCS launched a nonprofit working group united by a public charter of shared values and priorities, creating a coalition of patients, caregivers, clinicians and advocates that amplifies their collective voice and reinforces INPCS' leadership in the neuropalliative care field.

"Our work with INPCS demonstrates how strategic communications can fundamentally transform a mission-driven organization. By grounding their repositioning in rigorous stakeholder research and equipping them with the messaging infrastructure to engage patients, caregivers and policy influencers, we helped INPCS evolve from a clinical society into a leading voice for neuropalliative care that has the potential for even greater impact."

Lauren Crawford Shaver
Senior Managing Director, Washington, D.C.

Data Privacy and Information Security

FTI Consulting has programs in place designed to align with best practices, safeguard data and comply with data privacy laws.

Through the implementation of systems and applied network resources, we are able to proactively protect client data confidentiality and support the security priorities of our company and stakeholders. The programs are directed and managed by our Global Head of Cybersecurity, who reports to our Chief Information Officer ("CIO"). FTI Consulting's Global Head of Cybersecurity provides quarterly cybersecurity status reports to the Audit Committee and an annual update on the cybersecurity program to the Board, along with more frequent updates as necessary.

Many of these programs, including those related to cybersecurity strategy and assurance, are managed by our Global Cybersecurity & Privacy group. Made up of a team of professionals with extensive privacy and data security backgrounds, the group's expertise includes, but is not limited to, operational security, cryptography, application security, incident response, security engineering and forensic analysis. A majority of the team holds the Certified Information Systems Security Professional certification, as well as the most highly rated security professional industry certifications. Additionally, these professionals are highly active in industry associations such as the Information Systems Security Association and the Information Systems Audit and Control Association.

Our Privacy Policies outline our practices related to collecting, analyzing and retaining client data, website visitor data and other individual or company data.

In compliance with the Privacy Policy, the company 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 a data breach. This includes procedures to contact regulatory agencies and the subjects of a data breach in a timely manner.

FTI Consulting's Code of Ethics and Business Conduct also outlines requirements for employees as they relate to protecting confidential information and company assets and property.

In addition to our Privacy Policies, FTI Consulting maintains policies and standards on these issues, including, among others, our 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; and Enterprise Standard Data Classification.

Our Cybersecurity and Data Protection/Privacy Program, 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"); The American Institute of CPAs Statement on Standards for Attestation Engagements and System and Organization Controls 2 ("SSAE 18 SOC 2") and Generally Accepted Privacy Principles ("GAAP").

— 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 company also maintains a cyber insurance policy.

FTI Consulting's Cybersecurity and Data Protection/Privacy Program also annually conducts penetration testing through a third party to measure the cyber resilience of the technical controls of the enterprise against the current environment. As needed, the company also engages other third-party assessors to measure and certify the environment against the HITRUST CSF, ISO 27001 and UK Cyber Essentials certifications. Typically, the certification process with third parties is undertaken by conducting pre-assessments with authorized assessment agencies, then finalizing the assessment after scoping and remediating issues found in the pre-assessment phase.

To consistently improve our employees' effectiveness in safeguarding employee and client data, FTI Consulting supports consistent and comprehensive information security efforts across the company:

— Require employees 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.

— Implement specific security testing and training programs aimed at helping employees identify threats such as phishing, social engineering and others. 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.

— Distribute training scenarios to assess users' ability to spot phishing emails. To reinforce lessons from these tests (updated quarterly), remedial spot training is conducted. Contractors are provided with our Vendor Code of Conduct as part of the onboarding process with Human Resources, requiring a similar approach toward these issues.

Political Activities

Company policies permit FTI Consulting employees to participate in the political process on their own time and in compliance with our internal policies and local laws. These activities are subject to applicable rules around the world.

As detailed in the Code of Ethics and Business Conduct and the Anti-Corruption Policy, 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 Chief Executive Officer and Chairman. The 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.

International political contributions require the approval of the Chief Executive Officer and Chairman, 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.

Our policies also take into consideration lobbying activities, which may require disclosure and be subject to specific rules. Therefore, any lobbying work engaged in on behalf of FTI Consulting or its subsidiaries must be discussed with FTI Consulting's Compliance department.

Appendix

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, 2025, 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, policies 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 ("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. All statements other than statements of historical fact, including 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, politics, philanthropy, business, client engagements, procurement, and diversity and inclusion are forward-looking statements. 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, 2025, 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.

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

Environmental and Social Policies

- Environmental Responsibility & Climate Change Disclosure Policy
- Global Health & Safety Policy
- Human Rights Policy
- Sustainable Procurement 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
- Whistleblower Policy
- Vendor Code of Conduct

Gender Pay Gap Reports

- 2025 UK Gender Pay Gap Report
- 2025 France Gender Equality Index
- 2025 Ireland Gender Pay Report

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, 2025 EEO data.

Regular U.S.-Based Employees as of December 31, 2025[1]

Male	Hispanic or Latino	White	Black or African American	Asian	Native Hawaiian or other Pacific Islander	American Indian or Alaska Native	Two or more races
Executive/Senior-Level Officials and Managers	4%	88%	1%	5%	0%	0%	2%
First/Mid-Level Officials and Managers	6%	73%	3%	15%	0%	0%	3%
Professionals	9%	64%	6%	18%	0%	0%	3%
Sales workers	25%	75%	0%	0%	0%	0%	0%
Administrative support	15%	50%	31%	4%	0%	0%	0%
Male total	**7%**	**73%**	**4%**	**14%**	**0%**	**0%**	**3%**

Female	Hispanic or Latino	White	Black or African American	Asian	Native Hawaiian or other Pacific Islander	American Indian or Alaska Native	Two or more races
Executive/Senior-Level Officials and Managers	4%	84%	3%	9%	0%	0%	0%
First/Mid-Level Officials and Managers	6%	68%	5%	19%	0%	0%	2%
Professionals	8%	58%	7%	23%	0%	0%	4%
Sales workers	33%	67%	0%	0%	0%	0%	0%
Administrative support	13%	53%	21%	7%	0%	1%	5%
Female total	**7%**	**63%**	**7%**	**19%**	**0%**	**0%**	**3%**

Total	Female	Male
Executive/Senior-Level Officials and Managers	23%	77%
First/Mid-Level Officials and Managers	41%	59%
Professionals	55%	45%
Sales workers	43%	57%
Administrative support	85%	15%
Total	**46%**	**54%**

[1] *Percentages may not add to 100% due to rounding.*

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 Kingdom and the United States, which represented 67% of the company's regular employees as of December 31, 2025. The United States and the United Kingdom are two of the handful of countries where we have offices that allow the surveying of race and ethnicity. Each country has different definitions of marginalized groups and historically underrepresented minorities. 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 Representation

MALE 54.8%

FEMALE 45.2%

Ethnicity Representation

REPRESENTED 69.6%

HURM 30.4%

United Kingdom

Gender Representation

MALE 52.1 %

FEMALE 47.9%

Ethnicity Representation

REPRESENTED 73.2%

HURM 26.8%

Performance Data Table

Environmental Metrics

Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Greenhouse Gas Emissions[1]								
Scope 1 – direct emissions, including HFC	MT CO_2e[2]	465	385	392	479	483	529	451
Scope 2 – purchased energy indirect emissions, market-based	MT CO_2e[2]	5,322	4,146	3,972	3,781	3,216	2,024	1,723
Scope 3.01 & Scope 3.02 – purchased goods and services (46%) & capital goods	MT CO_2e[2]	25,306	--	--	--	27,683	25,036	26,459
Scope 3.06 – business travel	MT CO_2e[2]	40,101	5,341	4,886	26,356	33,996	41,048	32,005
Total SBTi-related GHG emissions: Scope 1, 2, 3.01, 3.02 and 3.06	MT CO_2e[2]	71,195	9,871	9,249	30,616	65,378	68,637	60,638
Total SBTi-related GHG emissions per FTE[4]	MT CO_2e[2]/FTE	9.59	1.25	1.06	3.01	6.12	6.36	5.84
Global Real Estate								
Square footage per FTE[4]	Square feet	202	177	139	118	109	110	112
Total energy consumed	MWh[3]	15,155	10,821	10,789	15,926	11,808	12,340	11,577
Reduction in energy consumption per FTE[4]	%	--	33.1	39.5	23	46	44	45
Global office portfolio powered or offset by 100% renewable energy	%	--	--	9.0	35.6	44.0	56.0	60.6
Employees working from LEED-certified (or equivalent) offices	%	70	65	62	60	58	76	75
Waste								
Total decomissioned office material waste diverted from landfills (North America)	%	--	--	90	90	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] MT CO_2e stands for metric tons of carbon dioxide (“CO_2”) equivalent.

[3] MWh stands for megawatt hours.

[4] We calculate full-time equivalent (“FTE”) by adding FTI Consulting’s total employee headcount, as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31, to the number of independent contractors as of December 31 of each calendar year. For the purpose of this calculation, independent contractors are defined as temporary resources who, at times, may travel for business purposes on behalf of FTI Consulting. Previously, we referred to this metric as “employees, including contractors” in our reports.

Social Metrics

Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Diversity, Inclusion & Belonging								
Global workforce – female[1]	%	40	40	42	43	44	44	45
Global workforce – ethnic diversity[2]	%	26	28	28	30	31	31	31
Executive level – female[3]	%	21	23	25	25	33	27	29
Executive level – ethnic diversity[3]	%	21	23	25	25	25	27	21
New hires – female	%	--	--	48	49	48	45	47
New hires – ethnic diversity	%	--	--	33	40	36	38	36
Female global promotion rate	%	16	16	19	18	18	23	21
Ethnically diverse global promotion rate	%	15	15	15	15	16	23	18
Recruitment and Turnover								
New hire acceptance rate – experienced	%	88	88	86	85	88	90	87
New hire acceptance rate – early talent	%	76	78	75	74	81	81	80
Turnover rate	%	11	8	16	15	11	9	14

[1] *Gender representation is based on FTI Consulting's total headcount as reported in our Form 10-K as of December 31, 2025.*

[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, 2025.*

[3] *Executive-level representation is reported based on the composition of FTI Consulting's Executive Committee as of June 1, 2026, in order to reflect recent leadership changes. Executive-level representation for all prior fiscal years is reported as of each respective fiscal year-end.*

Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Talent Development								
Total hours of employee training[1]	Hours	31,268	74,678	88,500	79,000	81,000	153,000	124,500
Average hours of training per employee[1]	Hours	7	13	13	11	12	24	15.3
Employees enrolled in training programs	%	83	96	88	78	83	91	98
Employees enrolled in leadership training programs	Number	600	895	927	1,025	1,512	1,347	1,178
Employees promoted	Number	876	1,024	1,252	1,492	1,574	1,529	1,329
Employee Engagement								
Percent of employees satisfied with their job[2]	%	80	85	80	83	80	79	--
Corporate Citizenship								
Total hours of volunteer service	Hours	6,314	4,187	5,472	6,746	7,424	6,550	6,700
Employees participating in Corporate Citizenship Program	%	30	36	28	32	29	37	39
Total charitable organizations supported by volunteer service	Number	840	1,541	1,217	1,270	1,200	1,164	1,253
Employee donation matching program	$ Max/employee (USD)	300	500	500	500	500	500	500
Total contribution in pro bono services	$ million	1.8	2.1	4.3	6.1	10.5	12.7	9.3

Governance Metrics

Metric	Units	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Board Composition[3]								
Independent directors on the Board	%	88	88	88	90	89	89	88
Independent directors at the Committee level	%	100	100	100	100	100	100	100
Directors’ average age	Number	65	66	67	66	66	64	64
Directors’ average tenure	Number	7	8	9	8	10	7	7
Board Diversity[3]								
Female directors on the Board	%	25	25	25	30	33	33	38
Male directors on the Board	%	75	75	75	70	67	67	62
Racially diverse directors on the Board	%	13	13	13	30	22	11	13
Directors on the Board based outside of the United States	%	25	25	25	20	22	22	25

[1] Fiscal year 2024 and 2025 talent development hours encompass all in-person and virtual training hours delivered by FTI Consulting and our e-learning vendor partners. Previous years reported only include trainings hosted or sponsored by FTI Consulting and do not include professional training external to the firm.

[2] Employee engagement statistics are based on employee responses to the company’s Great Place to Work® survey. In 2025, FTI Consulting did not conduct an employee engagement survey. Please refer to the Employee Engagement section of this report for additional details. For 2026, FTI Consulting's Employee Engagement Score was 77%.

[3] Reference is made to the Definitive Proxy Statement filed with 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 2026, reference the Definitive Proxy Statement filed with the SEC for the annual meeting of shareholders held on June 3, 2026.

United Nations Sustainable Development Goals

In September 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 embed 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 1 — No Poverty End poverty in all its forms everywhere	Supporting Underserved Communities With Food and Other Critical Resources (p. 11)
Goal 2 — Zero Hunger End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Supporting Underserved Communities With Food and Other Critical Resources (p. 11) Regenerating Green Spaces and Contributing to Sustainability (p. 37)
Goal 3 — Good Health and Well-being Ensure healthy lives and promote well-being for all ages	Regenerating Green Spaces and Contributing to Sustainability (p. 37) Elevating INPCS as a Leading Voice in Neuropalliative Care (p. 68)
Goal 4 — Quality Education Ensure inclusive and equitable quality education and promote lifelong learning opportunities	Enabling Operational Excellence for Girls Who Code (p.54)
Goal 5 — Gender Equality Achieve gender equality and empower all women and girls	Achieving $1M Court Restitution for Human Trafficking Survivors (p. 10) Enabling Operational Excellence for Girls Who Code (p.54)
Goal 8 — Decent Work and Economic Growth Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all	Supporting Underserved Communities With Food and Other Critical Resources (p. 11)

UN SDG	FTI Consulting's Supporting Initiatives
Goal 10 — Reduced Inequalities Reduce inequality within and among countries	Achieving $1M Court Restitution for Human Trafficking Survivors (p. 10) Regenerating Green Spaces and Contributing to Sustainability (p. 37) Enabling Operational Excellence for Girls Who Code (p.54)
Goal 12 — Responsible Consumption and Production Ensure sustainable consumption and production patterns	From Risk to Resilience in Brazil's Re-Emerging Cacao Industry (p. 38)
Goal 13 — Climate Action Take urgent action to combat climate change and its impacts	Sustainability Transformation for EU Chemical Solutions Innovator (p. 18) From Risk to Resilience in Brazil's Re-Emerging Cacao Industry (p. 38) Enhancing Asia Carbon Institute's KYC & AML Framework (p. 36) Regenerating Green Spaces and Contributing to Sustainability (p. 37)
Goal 16 — Peace, Justice and Strong Institutions Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Achieving $1M Court Restitution for Human Trafficking Survivors (p. 10) Enhancing Asia Carbon Institute's KYC & AML Framework (p. 36)

GHG Emissions Methodology Document

FTI Consulting tracks its GHG emissions annually. The company has disclosed our GHG emissions data for the years 2019–2025. 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.

2019–2025 Reconciliations of Employees to Full-Time Equivalent Employees

Given FTI Consulting's contractors work both 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 FTE employees 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.

The following reconciliation table provides both employees, excluding independent contractors, to employees, including independent contractors, or FTE, for 2019 – 2025.

Reconciliations of employees, excluding independent contractors, to full-time equivalent employees

Year Ended December 31	2019	2020	2021	2022	2023	2024	2025
Total Employees	5,567	6,321	6,780	7,635	7,990	8,374	8,118
Independent Contractors	1,858	1,606	1,965	2,534	2,685	2,400	2,265
Total FTE Employees	7,425	7,927	8,745	10,169	10,675	10,774	10,383

Sustainability Accounting Standards Board ("SASB") Reference Table

Below is a table referencing FTI Consulting's public disclosures to the SASB's Professional & Commercial Services industry standards. The right column outlines where you can find more information on each of these topics.

Table 1. Sustainability Disclosure Topics & Metric

Topic	Activity Metric	Category	Unit of Measure	Code	Response
Data Security	Description of approach to identifying and addressing data security risks	Discussion and Analysis	N/A	SV-PS-230a.1	Data Privacy and Information Security, p. 69
	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, p. 69
	(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	Data Privacy and Information Security, p. 69
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. 51 Equal Employment Opportunity Data, p. 74 Performance Data Table, p. 76
	Turnover rate for employees: (1) Voluntary (2) Involuntary	Quantitative	Number, %	SV-PS-330a.2	Turnover, Recruitment & Onboarding, p. 41
	Employee engagement as a percentage	Quantitative	%	SV-PS-330a.3	Employee Engagement, p. 42 Performance Data Table, p. 77
Professional Integrity	Description of approach to ensuring professional integrity	Discussion and Analysis	N/A	SV-PS-510a.1	Upholding Compliance, Business Ethics and Professional Conduct, p. 65
	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 2025 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	2019–2025 Reconciliations of Employees to Full-Time Equivalent Employees, p.79
Employee hours worked, percentage billable	Quantitative	Hours, %	SV-PS-000.B	Utilization rates of billable professionals are disclosed in our 2025 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 ("TCFD") Reference Table

FTI Consulting reports our climate-related initiatives that are in alignment with the TCFD. The table below details our disclosures against the TCFD recommended disclosures.

<table>
<tr><th>TCFD Core Elements</th><th>Recommended Disclosures</th><th>Disclosures</th></tr>
<tr><td rowspan="2">Governance</td><td>Board's oversight of climate-related risks and opportunities</td><td>The Board of Directors at FTI Consulting maintain a global governance structure over FTI Consulting's climate-related matters. The governance structure for ESG and climate-related risks and opportunities is defined below:

The Nominating, Corporate Governance and Social Responsibility Committee is one of three Board Committees at FTI Consulting and is responsible for overseeing the company's ESG and sustainability strategy and performance. The Committee is made up of four independent directors with diverse backgrounds and skill sets. The primary responsibilities of the Committee include oversight of the nomination of directors, corporate governance, corporate initiatives, reporting on social responsibility, human capital and other sustainability-related factors, including climate change. Additionally, the Committee discusses and reviews external ESG reports and policies regarding ESG-related topics with management, including the review of any ESG and sustainability related disclosures in U.S. Securities and Exchange Commission ("SEC") reporting, future requirements for the Corporate Sustainability Reporting Directive ("CSRD"), other regulations or proposals, and this report. Management provides updates to the Board on relevant ESG matters — including, but not limited to, matters related to human capital, sustainability and external ESG ratings — annually, or more frequently if needed.

— FTI Consulting's Audit and Compensation Committees also incorporate certain ESG risks and opportunities into their Board responsibilities:

• The Audit Committee is 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, information security, cybersecurity and artificial intelligence ("AI") risks; and the performance of the company's internal audit function and independent auditors.

• The Compensation Committee is 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; reviewing the company's overall programs for employee benefits; and overseeing risks in compensation policies and practices. This Committee determines annual financial performance metrics and targets for Named Executive Officer ("NEO") compensation aligned with FTI Consulting's business and operational goals. The executive compensation program is strongly linked to FTI Consulting's financial and operational performance and is periodically reviewed to reflect evolving competitive and governance practices. A portion of each NEO's annual pay incentive (25% for the Chief Executive Officer and 33.4% for the other NEOs in 2025) is based on individual performance objectives, which can consider ESG or climate-related accomplishments.

— FTI Consulting's Executive Committee provides updates to the Board of Directors on relevant ESG matters, including, but not limited to, matters related to sustainability, climate-related risks and opportunities and external ESG ratings, on an annual basis or more frequently if needed. For example, in reporting year 2025, members of the Executive Committee informed the Board of FTI Consulting's progress in reducing greenhouse gas ("GHG") emissions and its efforts to obtain validation of near-term targets from the Science Based Targets initiative ("SBTi").</td></tr>
<tr><td>Management's role in assessing and managing climate-related risks and opportunities</td><td>FTI Consulting's Executive Committee and representatives from its business segments and regions are tasked with providing strategic management of enterprise-related risks and opportunities, including those related to climate, and periodically discuss related topics during quarterly strategy reviews.

The Chief Strategy & Transformation Officer is a member of the Executive Committee and is the primary member responsible for identifying, evaluating and mitigating the firm's environmental and climate-related risks. Updates on these matters are provided to FTI Consulting's Chief Executive Officer and Chairman, the Nominating, Corporate Governance and Social Responsibility Committee and other directors at least annually. Where appropriate, the Vice President – Chief Risk and Compliance Officer will provide support.

The Global Head of Marketing, Communications & Investor Relations manages stakeholder engagement, communications and reporting. The General Counsel provides an update on potential regulatory requirements, which can include climate-related regulations, 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, which could include ESG and climate-related risks, where appropriate. Other corporate and business leaders may assist. We also have specific subject-matter teams who are requested to regularly communicate with members of the Executive Committee. The Sustainability and Real Estate team report directly to the Chief Strategy & Transformation Officer. These teams communicate key messages and themes from global corporate sustainability efforts that support FTI Consulting's net-zero ambitions, and our science-based 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.

An ESG Working Group has been established, comprising representatives from subject-matter teams. This committee has been set up to provide input on various ESG-related initiatives, including climate-related risks and opportunities. The committee's key responsibilities include:

— Assessing and mitigating climate-related risks and opportunities

— Collaborating with the Executive Committee to prepare for future climate-related regulations, including those at the jurisdiction level</td></tr>
</table>

Task Force on Climate-Related Financial Disclosures Reference Table

FTI Consulting reports our climate-related initiatives that are in alignment with the TCFD. The below details our disclosures against the TCFD core elements.

TCFD Core Elements	Recommended Disclosures	Disclosures
Risk Management	Process for identification, assessment and management of climate-related risks and opportunities	Climate-related risks and opportunities are identified, assessed and managed at the global firm level. The risk management process for FTI Consulting's climate-related risks and opportunities is defined below: Identification: As a global company, FTI Consulting is subject to climate-related risks and opportunities across multiple jurisdictions. Through a review of its value chain, the company identified all risks and opportunities with the potential to have a financial impact. Subject-matter teams advised on the completeness of identified potential climate-related risks and opportunities. Assessment: After the listing of potential risks and opportunities was finalized, we assessed the timing and relevance of climate risks and opportunities across short-, medium- and long-term horizons and evaluated their plausible impacts on our business. The subject-matter teams assessed the potential risks and opportunities, considering magnitude of impact and likelihood to evaluate their materiality to FTI Consulting. Specifically, each risk and opportunity was scored based on the likelihood that the risk or opportunity event takes place and the magnitude of the potential financial consequence. Mitigating actions were considered during the assessment of the likelihood score. All risks and opportunities that scored above a certain defined threshold, which was defined using industry-specific data, national statistics and benchmarking data, were deemed material. The results of this assessment were reviewed and signed-off by the respective subject-matter teams. We have identified how climate change may affect both our operations and those of our clients, and we continue to assess the most appropriate response for each. At this point, FTI Consulting assesses risks and opportunities at the global firm level, and no individual sector or geography is considered to have material risks or opportunities that differ from those at the global firm level.
	Processes for managing climate-related risks	Management: Our response to climate-related risks is dependent on risk type and degree of materiality. Identifying and assessing climate-related risks on an ongoing basis is essential to ensuring an effective response. We recognize that materiality can change over time, so we monitor risks periodically to adapt our approach as needed. The Chief Strategy and Transformation Officer is responsible for identifying and evaluating the firm's climate-related risks. This work is supported by the ESG Working Group and subject-matter teams. Our response is supported and reviewed by our Vice President – Chief Risk and Compliance Officer. Physical risks, such as extreme weather events, are not currently considered material to our operations given a heavy reliance on leased office spaces; however, we continue to track them to ensure operational resilience and adaptability. Transition risks, such as changing market expectations, are more likely to impact our business and are monitored to inform decision-making through the process discussed above.
	How these processes are integrated into the organization's overall risk management	Furthermore, we understand that climate-related regulation is an emerging space, and many jurisdictions are in different stages. We endeavor to stay abreast of regulatory developments across the world to support compliance and to monitor 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. As we continue to manage climate-related risks and opportunities over time, we seek to explore opportunities to integrate this analysis into our broader company Enterprise Risk Management framework to support operational, business and financial planning. We will review the assessment annually to maintain alignment with changing external risks and internal priorities.

Task Force on Climate-Related Financial Disclosures Reference Table

FTI Consulting reports our climate-related initiatives that are in alignment with the TCFD. The below details our disclosures against the TCFD core elements.

TCFD Core Elements	Recommended Disclosures	Disclosures			
Strategy	Identified climate-related risks and opportunities	While the nature of climate-related risks and opportunities is complex, we generally categorize risk and opportunities in the short (<1), medium (1–5 years) and long-term (>5). A detailed description of our climate-related risks and associated risk management strategies is conducted at a Group level. As a global professional services firm, FTI Consulting operates in a wide range of geographies that may be exposed to physical climate risks, including both acute hazards such as natural disasters and extreme weather events, and chronic risks such as rising temperatures, severe storms, energy disruptions and rising sea levels.			
		Risk/Opportunity & Time Horizon	**Description**	**Potential Financial Impact**	**Business Strategy**
		Reputational damage due to slow or inadequate transition to net-zero (Risk) Medium-term	As the impacts of climate change become more frequent and visible, FTI Consulting may face increasing scrutiny from stakeholders' perception of the company's role in transitioning to a low-carbon economy, ongoing services to clients in high-emissions industries, and/or partnering with suppliers that do not conduct their operations sustainably.	This could result in potential reputational damage and revenue loss if FTI Consulting does not meet shareholder expectations.	FTI Consulting monitors evolving market expectations through biannual ESG shareholder engagements led by our Investor Relations team, which may include discussions on climate-related risks and opportunities. We evaluate the potential implications of these market dynamics on our business and use the insights to strengthen our preparedness and strategic response. Feedback from these engagements is shared with and considered by management and the Nominating, Corporate Governance and Social Responsibility Committee of the Board of Directors and informs our climate-related risk management and strategic planning, as appropriate.
		Enhanced reputation through net-zero and emissions reduction commitments (Opportunity) Medium-term	By setting a emissions reduction targets in line with SBTi guidance, FTI Consulting may enhance its reputation within the professional services industry due to its commitment to sustainability, resulting in potential increased shareholder value.	This could result in increased positive reputation and revenue gains.	FTI Consulting is actively advancing its climate commitments through the implementation of its SBTi-validated near-term emissions reduction targets and progress toward its net-zero ambition for the specified scopes. These commitments are supported by cross-functional efforts to reduce emissions, drive employee engagement campaigns and introduce enhancements to our emissions data collection process/tracking. We communicate progress transparently through our annual Corporate Sustainability Report and CDP questionnaire disclosure.
		Cost of transitioning to net-zero (Risk) Medium-term	In order for FTI Consulting to acheive its SBTi emissions reduction targets, increased capital investment and operational costs may be required. If FTI Consulting is not able to achieve targets within this time horizon, irrespective of these investments, FTI Consulting may be exposed to reputational damage and a decrease in client and stakeholder trust, resulting in potential loss of revenue.	This could result in an increase in future costs.	FTI Consulting will continue to implement initiatives aligned with its climate-related targets, including its goal to achieve its SBTi targets across the specified scopes by 2030. Management incorporates the expected increase in future costs — such as renewable energy credits ("RECs"), carbon offsets and sustainable travel options — into its financial planning processes. While future pricing for these instruments remains uncertain, FTI Consulting makes best efforts to integrate market trends and uncertainty into long-term planning. Furthermore, our progress toward emissions reduction targets is partially dependent on the decarbonization efforts of third parties, including suppliers and travel providers.
		Growing global focus on sustainability presents FTI Consulting with opportunities to expand and grow its Sustainability services (Opportunity) Medium-term	Due to increased public focus on environmental sustainability globally, FTI Consulting may increase its sustainability-related service offerings to clients, which may result in increased revenue and shareholder value.	This could result in revenue gains.	FTI Consulting's ESG & Sustainability advisory experts will continue to provide support to companies and advisors navigating today's evolving and rapidly shifting ESG-driven demands, including those associated with regulatory requirements.

Task Force on Climate-Related Financial Disclosures Reference Table

FTI Consulting reports our climate-related initiatives that are in alignment with the TCFD. The below details our disclosures against the TCFD core elements.

TCFD Core Elements	Recommended Disclosures	Disclosures
Strategy (Continued)	Impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	FTI Consulting considers climate-related risks and opportunities as part of its ongoing business, strategic and financial planning. In line with the TCFD framework, we have taken initial steps to assess the relevance of climate-related factors to our business. **Risks:** This work informs our understanding of transition risks, such as evolving regulations, market shifts and technological changes, as well as physical risks, including the potential impact of extreme weather events and long-term climate change. While we have identified certain material climate-related risks, we believe our existing controls, business model and risk monitoring practices help limit their potential financial or strategic impact. Our professional services model has a limited emissions profile, defined by our corporate office footprint, minimal exposure to emissions-intensive sectors and lack of reliance on long-lived physical assets, reducing our vulnerability to both transition and physical climate-related risks. **Opportunities:** We recognize that there may be longer-term opportunities to support clients in navigating climate-related challenges, particularly through sustainability focused advisory services. While we expect to see increased demand in this area, we anticipate that the opportunity is likely to vary by geography, sector and service line. We continue to monitor market developments and stakeholder feedback, which will inform our ongoing approach. **Strategy & Financial Planning:** While climate-related risks and opportunities have not yet resulted in significant strategic or financial adjustments, we are beginning to integrate climate considerations more systematically into our long-term planning. This includes evaluating the potential implications for resource allocation, service development and geographic focus. As detailed in the Risks & Targets section, our work in prior years led to the validation of our near-term emissions reduction targets by SBTi in 2025. We are currently implementing a range of initiatives to meet these targets and advance our net-zero ambition. Several examples of this include: — Launching internal education and awareness campaigns — Refining our business travel policies — Retrofitting select offices for improved energy efficiency — Procuring RECs to offset a portion of our real estate energy usage We intend to formalize these efforts into a comprehensive transition plan in the coming years. In parallel, we aim to deepen the integration of our climate-related risk and opportunity assessment into our financial planning processes.
	Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	FTI Consulting conducted a qualitative climate scenario analysis to evaluate potential impacts on operations, strategy and financial planning. The analysis considered two scenarios detailed by the Intergovernmental Panel on Climate Change ("IPCC"): — SSP1-2.6, referred to as the 'Orderly Transition' scenario, representing a low-emissions future with coordinated global mitigation efforts, therefore keeping temperatures below 2°C — SSP5-8.5, referred to as the 'Limited Mitigation' scenario, representing a high-emissions future with minimal climate policy intervention, with temperatures likely to increase above 2°C The assessment focused on potential risks and opportunities at the 2030 and 2050 time horizons and evaluated our resilience under these scenarios. Under the 'Orderly Transition' scenario, we expect increased costs from decarbonization efforts by upstream suppliers in the travel, software and energy industries, which may increase operating expenses. However, these pressures are expected to be industry-wide, and any profitability impacts are expected to be manageable. While the transition may introduce short-term challenges, it also presents opportunities for firms that can adapt quickly and provide valuable expertise. We anticipate potential increased demand for our consulting services driven by regulatory complexity and sustainability transitions, particularly in restructuring, economic consulting and climate and energy lobbying. Our internal controls and expertise position us well to comply with evolving regulations and leverage emerging opportunities. Under the 'Limited Mitigation' scenario, physical risks from climate change, including extreme weather events, may cause some operational disruptions, with such disruptions expected to become more frequent and severe by 2050 compared with 2030. Our flexible working policies and leased real estate model reduce dependency on physical office spaces, enabling us to continue to deliver trusted results for our clients remotely. While we anticipate costs associated with more frequent or severe events, these are not expected to materially impact our ability to operate. Overall, this scenario analysis demonstrated that while we will potentially face increasing climate-related risks and opportunities in the long term (2030 and 2050), we are well-positioned to adapt to evolving market conditions and climate risks. We have demonstrated resilience through past disruptions and believe we can support clients as they navigate future market changes. We are evaluating how to integrate this analysis into our Enterprise Risk Management framework to support operational, business and financial planning and will review the assessment at least biennially to maintain alignment with changing external risks and internal priorities.

Task Force on Climate-Related Financial Disclosures Reference Table

FTI Consulting reports our climate-related initiatives that are in alignment with the TCFD. The below details our disclosures against the TCFD core elements.

TCFD Core Elements	Recommended Disclosures	Disclosures

Metrics and Targets	Metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	FTI Consulting began implementing concerted environmental impact reduction efforts in 2017. The company assembled baseline data covering 2019 GHG emissions and other metrics with the intention of publicly disclosing this information to measure progress and set future reduction goals in the following areas:
		— Total energy consumed (MWh)
		— Total GHG emissions:
		  — Scope 1 (MT CO_2e) – direct emissions
		  — Scope 2 (MT CO_2e) – electricity indirect emissions, market-based
		  — Scope 3 (MT CO_2e) – business travel, capital goods, and purchased goods and services (representative of 67% of our Scope 3 inventory)
		— Emissions intensity (MT CO_2e/FTE)[1]
		— Percentage of employees working from LEED-certified (or equivalent) offices
		We continue to improve our calculation methodologies to align with the guidance from the GHG Protocol and in accordance with SBTi. Please refer to the latest version of our Corporate Sustainability Report for these metrics.

	Scope 1, Scope 2 and, if appropriate, Scope 3 GHG emissions, and the related risks	FTI Consulting's Scope 1, Scope 2 and relevant Scope 3 emissions for fiscal years 2019 through 2025 have been published in the company's Corporate Sustainability Report. We have received limited assurance in 2026 on our full 2025 emissions inventory reported herein.
	Targets used by the organization to manage climate-related risks and opportunities and performance against targets	FTI Consulting formalizes its corporate sustainability strategy with quantifiable goals as appropriate, providing tangible aspirations to work toward over time. We regularly reassess the status of the corporate sustainability program and its long-term strategic outlook. The company's net-zero by 2030 ambition covers scopes 1, 2 and business travel and is guided by our GHG emissions data and broader sustainability strategy. As part of this commitment, we have set forward-looking emissions reduction targets and pursued validation through SBTi. The journey, including seeking SBTi validation, has allowed us to take a more comprehensive stock of our inventory, which will inform our emissions pathways and will allow us to reevaluate our timeline for reducing our emissions. As of 2025, our 2030 near-term emissions reduction targets have been validated by SBTi following work completed in 2023 and 2024, aligning our reduction pathway with the 1.5°C goal. These targets are set against a 2019 baseline and represent a key milestone in our path to decarbonization. — 53.8% absolute reduction in combined Scope 1 & 2 emissions — 55% reduction in Scope 3 emissions from business travel, capital goods, and purchased goods and services per FTE We continue to implement a range of initiatives to meet these targets and advance our net-zero ambition, and we plan to formalize our transition plan in the coming years. We look forward to continuing our progress and aligning our SBTi-validated targets with our broader net-zero emissions ambitions. We will monitor performance against these targets annually and disclose relevant emissions in our annual Corporate Sustainability Report and CDP questionnaire submission.

[1] We calculate full-time equivalent ("FTE") by adding FTI Consulting's total employee headcount, as reported in our Annual Report on Form 10-K for each applicable calendar year ended December 31, to the number of independent contractors as of December 31 of each calendar year. For the purpose of this calculation, independent contractors are defined as temporary resources who, at times, may travel for business purposes on behalf of FTI Consulting. Previously, we referred to this metric as "employees, including contractors" in our reports.

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FTI Consulting is the leading global expert firm for organizations facing crisis and transformation, with more than 8,100 employees in 32 countries and territories. FTI Consulting is 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.

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