Talent and Diversity

Commitment to diversity is core to Citi’s values. Over the last year, there has been continued momentum to increase diversity at Citi and to create a transparent and inclusive workplace. While we have more to do, we are proud of where we are headed.

In 2017, we were the first U.S. financial institution to disclose and take steps to address equal pay for equal work, which we did initially in the U.S., the UK and Germany. We also committed to completing the work globally, which we did in 2018. In addition, we set specific goals to increase representation among female talent globally and black talent in the U.S.

We continue to use our voice and leverage our policies as a global company to reaffirm our values and our commitment to the rights of all our employees. Our Affinity groups are thriving as senior leaders are engaged with talent at all levels to create new models of working to support a culture of inclusion in all that we do.

Diversity at a Glance

While we still have a distance to go, we are proud of many things: More than 50 percent of our colleagues globally are female, and 45 percent of our U.S. workforce are minorities; 47 percent of our summer analysts and associates are female, and 26 percent are underrepresented groups. More than 80 percent of our colleagues participated in virtual unconscious bias training by 2018, and an additional 35,000 attended recent in-person sessions by Harvard’s Dr. Mahzarin Banaji, who is well-known for popularizing the concept of implicit bias.

Smart Business

Research shows that companies with diverse teams make better decisions, mitigate risks and outperform other companies. And we know this to be true in our own business. In Citi Private Bank North America, the leadership team consists of 40 percent women, and 67 percent of total revenue was generated by regions led by women.

At Citi, we believe that diversity is also good for economic value overall. In a 2017 report by Citi Global Perspectives & Solutions (Citi GPS) entitled Women in the Economy II, Tina Fordham, Managing Director and Chief Global Political Analyst at Citi, forecasts that raising women’s average labor force participation, average hours worked and average labor productivity to the levels of men could raise the gross domestic product of nations in the Organisation for Economic Co-operation and Development by at least 6 percent to as much as 20 percent over the next two decades.
Our Diversity Priorities

To ensure that Citi is a more diverse and inclusive workplace where all employees can reach their full potential, we’re focused on three key areas: targeted recruitment, development and retention, and promotion paths and processes. In a short time, work has been done to build internal capability and infrastructure across the company in support of a diverse culture and workplace. Our business leaders at all levels are directly involved in and held accountable for our collective progress in advancing diversity and inclusion across the firm. We have increased the level of transparency around these efforts, which underscores our commitment to drive change across our firm.

Pay Equity

Our initial pay equity review was completed in January 2018 and included three countries – the U.S., the UK and Germany, representing 36 percent of our workforce. We found that, on an adjusted basis, women were paid on average 99 percent of what men were paid at Citi, and U.S. minorities were paid on average 99 percent of what U.S. non-minorities were paid. As part of our analysis, we made adjustments to account for a number of factors to make the comparisons meaningful, including job function, level and geography. Later in 2018 we completed the same assessment globally, releasing the results in January 2019. In this broader assessment, we found that women globally were also paid on average 99 percent of what men were paid at Citi. Based on the findings of these reviews, we made pay adjustments as part of the 2019 compensation cycle.

We also released an additional figure, called the raw pay gap, which is the difference between median pay for all female employees and median pay for all male employees at Citi. We also compared the median pay for minorities and non-minorities in the U.S. Unlike the pay equity results, the raw pay gap does not account for differences in factors such as job function, level and geography. Our unadjusted total compensation review shows that the median pay for women globally is 71 percent of the median for men, and the median pay for U.S. minorities is 93 percent of the median for non-minorities. These differences primarily reflect differences in representation at senior levels of the company, reinforcing the importance of increasing the representation of women and U.S. minorities in senior and higher-paying roles at Citi.

Representation Goals

In 2018, while working to understand these pay gaps, we implemented representation goals that aim to increase the diversity across the firm. At a minimum, by 2021, we plan to increase representation of women in assistant vice president to managing director level roles to at least 40 percent globally, up from 37 percent currently, and to boost the representation of black employees in those same roles in the U.S. to at least 8 percent, up from 6 percent currently.

The new representation goals are not an end state; they are a starting point to drive progress and help us in our efforts to recruit, retain and promote diverse talent. Senior leaders at Citi were involved in the development of the goals and are now measured on their progress against these goals, just as they are for other business priorities.

These initial goals, which are additive to our existing diversity efforts such as diverse slates and interview panels, will ensure that we learn which efforts are working and which are not. We will use what we learn through this work to support representation across all diverse groups globally.

“When we set our business priorities, we focus heavily on the balance of our business – the importance of not being overly reliant on any one product or geography and the benefits of that diversification to strong and consistent financial performance. We think about our people in much the same way.

To be a healthy, high-performing organization, we need a well-balanced team that is representative of the places where we operate, in every part of the world. It’s simply smart business.”

— Michael L. Corbat, CEO
Pay Equity Review

Global figure measuring equal pay, including base salary and bonuses, for equal work, adjusting for appropriate factors such as job function, level, geography, etc.

**JANUARY 2018**
First financial institution to release adjusted pay gap. Also, made appropriate pay adjustments in the U.S., the UK and Germany.

**JANUARY 2019**
Completed pay equity review for global workforce. Made adjustments as part of this year’s compensation cycle.

**ON AN ADJUSTED BASIS**

<table>
<thead>
<tr>
<th></th>
<th>WOMEN</th>
<th>PAID</th>
<th>MEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>99%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

No statistically significant difference between
U.S. MINORITIES VS. U.S. NON-MINORITIES

Raw Pay Gap Data

First company to disclose aggregate measure of total compensation (all men vs. all women, all U.S. minorities vs. all U.S. non-minorities) across all employees regardless of role.

<table>
<thead>
<tr>
<th>MEDIAN PAY</th>
<th>WOMEN</th>
<th>PAID</th>
<th>MEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>71%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>U.S. MINORITIES</th>
<th>PAID</th>
<th>U.S. NON-MINORITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>93%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**FIRM-WIDE REPRESENTATION GOALS**

- Mid- and senior-level female talent globally to 40% by 2020
- Mid- and senior-level black talent (U.S. only) to 8% by 2020

**INCREASED REPRESENTATION**
of women and minorities in higher-compensated roles to help close raw pay gaps

Citi’s Work to Advance SDG 5: Gender Equality

The UN Sustainable Development Goals (SDGs) are a comprehensive set of interrelated goals that aim to address development challenges to end poverty, protect the planet and ensure prosperity for all. The work we are doing around gender equality in the workplace, including the implementation of our representation goals, directly contributes to **SDG 5** in support of **gender equality and empowering all women and girls**. Specifically, we are enabling progress toward **target 5.5**, which aims to ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

For more information about our contribution to the SDGs, see our **2018 Global Citizenship Report**.
Affinity Groups and Senior Leaders in Action

With more than 200,000 colleagues in close to 100 countries, our people reflect the remarkable range of cultures and perspectives of our clients. The breadth of backgrounds, experiences and perspectives of our team is what enables our success.

Our Affinity model, built as a complement to our global grassroots Employee Network program that has been in existence for 17 years, is our enterprise approach to setting and reinforcing the company’s diversity priorities and goals. Members of our CEO’s leadership team, along with other senior leaders across the company, co-chair each of our Affinities to help provide accountability for an equitable and inclusive culture. The Affinity leaders act as public champions for the priorities and needs of each demographic, both within the company and externally. Our 10 Affinities – Asian Heritage, Black Heritage, Citi Salutes, Citi Women, Disability, Generations, Hispanic/Latino Heritage, Multicultural, Parents, and Pride – are designed to ensure that we understand, appreciate and respond to the needs of our entire employee base.

In line with our representation goals, Citi executives are incorporating diversity and inclusion into their business priorities and commitments. From creating a systematic approach to networking between senior leaders and diverse talent to one-on-one career discussions with diverse talent, we are focusing on more direct engagement and accountability for developing and retaining key talent.

Another critical area of focus is ensuring that our talent pipeline is more aggressively managed. As part of our annual, company-wide succession planning efforts, our leaders are working to ensure that we have the right mix of talent who are ready now for promotion and that talent that is two to three years away from their next roles have appropriate development plans in order to facilitate career mobility.

Unconscious Bias and Men as Allies

Following our Building an Inclusive Culture training in 2017, in which more than 80 percent of our colleagues participated, 35,000 employees attended in-person seminars with Harvard Professor Dr. Mahzarin Banaji in 2018. These trainings help colleagues recognize implicit bias – the social stereotypes or attitudes that unconsciously affect our decisions – and take actions to support inclusion.

We are engaging colleagues in creative ways to address workplace micro-inequities head on, including training our managers and HR teams to recognize and call out potential unconscious biases. We have created interactive sessions to recognize common unconscious biases and hold one another accountable to calling these out when we see them.

With the understanding that creating a diverse and inclusive culture is the responsibility of all of our employees, not just those who identify with a certain gender, ethnicity or Affinity, Citi is creating opportunities for men to be involved in honest dialogue around female leaders’ experiences in the workplace. These seminars are intended to create male advocacy and allyship.

As an example, one session brought together a group of female and male leaders from our Operations and Technology (O&T) team to bring to light the experiences that female leaders have. The session resulted in several of the male attendees forming a task force with members of the O&T Women’s Leadership Council to address the issues discussed.
Targeted Recruiting

We will never make progress in increasing the representation of female and minority talent at all levels of the firm without focusing on how we bring colleagues into Citi. Our goal is for our analyst and associate programs to include 50 percent female colleagues globally and 30 percent black and Hispanic/Latino colleagues in the U.S. Female representation in full-time analyst and associate roles globally increased from 36 percent in 2017 to 46 percent in early 2019. Likewise, women in summer analyst and associate roles have increased from 39 percent to 47 percent over the same time period. In the U.S., our black and Hispanic/Latino representation has increased from 12 percent in 2017 to 19 percent in early 2019, with our summer representation increasing from 15 percent to 26 percent over the same time frame.

We are also changing how we track and manage candidates who interact with Citi, to ensure we can connect them to appropriate opportunities across the firm. Our recruiting team has been building out a comprehensive digital dashboard and is testing and validating predictive models that include diversity metrics in order to more effectively source and recruit the right talent. The dashboard will be able to show current and historical data through the lens of region, university, major, gender and other factors, allowing our recruiting team to use data to drive our strategy with a focus on meeting our representation goals.

For managing director and director level hires, we continue to ensure diverse slates, including at least one woman in our interviews for global hires and at least one woman or racial/ethnic minority in our interviews for U.S. hires. In 2018, 76 percent of

LGBT+ Equality and Rights

In late 2018, Citi joined other companies in signing the Human Rights Campaign’s Business Statement on Transgender Equality. We are proud to have reaffirmed our commitment to stand with the millions of people in America who identify as transgender or gender non-binary or who are intersex. Through this public demonstration of support, we aim to encourage others to treat this community with the respect and dignity they deserve.

In the summer of 2018, we initiated a new global badging policy to enable our transgender colleagues to more easily change the name on their Citi identification badge. In addition, we expanded the demographic questions on sexual orientation and gender identity in our Voice of the Employee survey to 39 countries, reaching 82 percent of our employee base. Responses to these voluntary questions will allow us to better understand the experiences of all of our LGBT+ colleagues.

Additionally, in 2018 we expanded insurance and other benefits available under our U.S. policies to LGBT+ partners globally wherever the benefits are legal and permitted under local law. In addition to designating a spouse through marriage or civil partnership, employees are able to designate a “partner” of any sex as an eligible family member. We recognize that employee benefits are critical to ensuring equality and mobility for our colleagues.

In Northern Ireland, where we are one of the largest employers, with approximately 2,800 people located in Belfast, Citi joined with other companies to support the effort to legalize gay marriage in 2018. Northern Ireland is the only part of the UK that has not made gay marriage legal. We were one of 29 companies that published a joint statement for reform that acknowledged the importance of a diverse, outward-looking and inclusive society to creating a prosperous future for Northern Ireland.
interview slates for managing director and director roles included at least one diverse candidate. We have also continued to use diverse interview panels to promote a broader perspective on hiring decisions. In 2018, 80 percent of managing director level hires were interviewed by a panel with at least one diverse member.

In addition, we’re deploying new trainings and technology designed to help us leverage our hiring process to drive greater diversity, including new interview training for all recruiters and hiring managers and new sourcing platforms.

Campus Recruiting

Campus recruiting is imperative to establishing Citi as an employer of choice among early-career professionals. It is also an important entry point into Citi for underrepresented groups.

We introduced a Freshman Discovery Program to help educate underrepresented minority college freshmen on the various roles in the financial services industry. This program consists of networking sessions and trainings that provide firm-wide foundational concepts to help them understand our businesses and the impact they have on our clients. After the program, participants are paired with a mentor from Citi and have the opportunity to participate in recruiting activity. From there, 27 percent of program participants received an offer to join our Sophomore Leadership Program, and 13 percent were selected to join Citi’s Early Identification Leadership (Early ID) Program.

The Early ID Program pairs each participant with a mentor from Citi and provides access to a virtual learning tool that includes weekly virtual trainings, as well as virtual panels and seminars given by Citi professionals. In 2018, we aligned the program with our Affinities, including Black Heritage, Hispanic/Latino Heritage, Citi Salutes, Pride and Citi Women. The Early ID Program plays a critical role in increasing the diversity of our summer analyst class.

In an effort to expand our reach beyond our traditional target schools to attract a wider variety of applicants, we have begun exploring various proactive sourcing methods. By partnering with companies such as WayUp, which is a U.S.-based recruiting platform for diverse students, recruiters were able to communicate customized messages to promote our opportunities. This engagement provides an opportunity to expand our pipeline and be purposeful in our targeting approach.

In 2018, we expanded the Citi® University Partnerships in Innovation & Discovery (CUPID) Program, launched in 2017, to historically black colleges and universities, with the first launch at Howard University in Washington, D.C. The CUPID program enables us to accelerate innovation projects across Citi by engaging diverse students and developing a robust pipeline of talent from leading universities. To learn more about CUPID, see our 2018 Global Citizenship Report.

Development and Retention

Our best chance of making meaningful improvement in diversity at more senior levels is to ensure we cultivate the diverse talent we already have. We also know that the development of our talent is critical to our success as a firm. At every level, we are exploring ways to support our high-performing talent outside of biannual development conversations, and we are expanding our development programs. We will continue our focus on pay equity for all of our employees and also provide access to a robust range of career development and learning resources.
Affinities and Employee Networks in Action

Our Employee Network chapters serve as local branches of our Affinities and are initiated and led by employees. They offer professional development, mentoring, networking and community engagement opportunities to members and colleagues. Consistent with our inclusive culture, Employee Network chapters are open to all Citi employees, whether or not they identify with a particular Affinity.

Asian Heritage designed and implemented a development program called “Investing in You,” which focuses on ensuring career mobility through cross-cultural awareness and communications seminars, mentoring and discussions with successful senior leaders.

Citi Salutes, our veterans Affinity, launched a speaker series designed to highlight the unique leadership skills of veterans and to foster greater connectivity and engagement across the military veteran community at Citi.

Pride and its 27 chapters around the world were active in supporting the company’s implementation of two employee training modules – LGBT+ Ally Training and LGBT+ Inclusion – and promoting LGBT+ Pride Month in many cities. Citi Hungary was the largest cohort at the Budapest Pride March and marched as the principal sponsor of We Are Open, a European organization promoting diverse and open culture in the workplace.
Hispanic/Latino Heritage hosted a fireside chat with Dr. Alfredo Quinones-Hinojosa, in which he shared his journey from the tomato fields of California as a migrant worker to his role as a renowned neurosurgeon and chair of neurologic studies at the Mayo Clinic in Jacksonville, Florida.

Citi Women’s Leadership Development Program is offered to high-performing female directors from around the world. To date, the program, which offers four days of networking and learning opportunities, has inspired and motivated more than 800 female leaders globally.

Black Heritage piloted a new internal development program called “Owning My Success,” which is designed to empower colleagues to chart their own career course and grow while strengthening relationships with other talented colleagues. A group of mid-career black colleagues participated in a two-day professional development seminar followed by professional group coaching circles over three months.

Disability celebrated Disability Employment Awareness Month by partnering with the ReelAbilities Film Festival, the largest film festival in the U.S. dedicated to promoting awareness and appreciation of the lives, stories and artistic expressions of people with different disabilities. The group screened two short films to raise awareness and education about disabilities among employees and hosted a panel discussion. In Japan, Disability hosted a session on overcoming disability with amateur para swimmer Seiji Tanaka.

“We have to be comfortable being uncomfortable. That’s the only way we’re going to change things together.”

– Mark Mason, CFO, co-lead Black Heritage Affinity

By Region

- North America: 99
- Europe, Middle East and Africa: 43
- Latin America: 15
- Asia Pacific: 20
**Developing Diverse Talent**

Citi has a wide range of programs underway to engage and develop diverse talent across the firm as teams test new approaches with potential for scale.

In the North America Global Consumer Banking team, for example, our Black and Hispanic Diversity Leadership Program helps employees progress to leadership and executive levels. The three-month program, launched in late 2018, includes one-on-one coaching sessions, peer mentoring circles and assessment tools to support the 30 participants to accelerate their professional development, expand their business acumen, and increase their exposure to executives and other leaders across the business.

Our Institutional Clients Group (ICG) has been hosting networking breakfasts and once-a-month hourly sessions with black employees at the vice president level and above to discuss diversity and inclusion and provide exposure to senior leadership.

In Latin America, we launched a new Women’s Virtual Development Program, conducted in English and Spanish, for women at the senior vice president level and below. In 2018, more than 1,200 female executives across Latin America participated in a series of trainings on topics such as executive presence, negotiation, barriers to advancement, resilience and leadership.

Similarly, in our Asia Pacific region, EDGE, our women’s leadership development program, aims to build a strong pipeline of female talent at the assistant vice president level. This six-month program focuses on developing a personal skill base, including personal branding, networking, work/life integration and communicating with impact.

Our Finance group continued the second year of its Women in Finance Program, designed to invest in future women leaders by providing exposure to senior leadership and building a community of women in Finance. The second cohort in 2018 included 15 participants, three of whom were promoted from director to managing director and two of whom were promoted from vice president to senior vice president. Of the 2017 cohort of nine individuals, four have been promoted from director to managing director.

The Women in Risk Program, which was launched by our global Risk group in 2011, continues to be instrumental in building a stronger pipeline of women for leadership roles. More than half of the participants in this program to date have taken on new or expanded roles within the firm.

Citi’s Military Officer Leadership Program is a dedicated, 24-month development program within North America Consumer Operations and Technology to identify and support military veteran employees who have high potential for future leadership roles. The program includes rotational assignments, mentorship and deep immersion in the function.

These initiatives are just a few examples of the programs we are developing and implementing to better understand what works across different businesses and geographies in order to identify best practices and work toward scale.
Learning and Evaluation

Citi employees have access to a range of career development and learning resources to enhance their ability to perform in their current roles and prepare for future opportunities. We offer flexible solutions that enable learning when, where and how it is most effective for employees, and we continue to expand our program offerings.

We also provide a range of internal development and rotational programs for leaders at all levels, and we continue to evolve those programs to meet new needs. Our Global Consumer Operations programs help high-performing employees build the skills to transition to manager and supervisory roles, and 80 percent of participants have been or are on a path to promotion.

As we enhance our development offerings, we are working to formally capture employee feedback on programming to better understand the impact on employees and the potential for further enhancement. In 2018, all Citi employees received training.

Digital Learning

As our work evolves in an ever-changing world, there is always something new to learn. To help our employees, we offer Degreed, an online platform that delivers information on the topics employees want to learn about, from artificial intelligence to cyber security to effective communication skills. Employees can choose from a series of recommendations that can be personalized for each individual. In 2018, more than 70,000 employees accessed Degreed, with leadership, project management and business analysis among the skills most frequently added to individual profiles.

Training for Advancement

Our Global Associate Learning Initiative is a nine-month training program aimed at Institutional Client Group employees at the associate level – a critical milestone early in an employee’s career. The program, which combines digital learning with in-person training, prepares the next generation of Citi leadership for the future of banking. In 2018, we hosted 421 global associates (representing 40 countries and 50 cities) at our New York headquarters for the inaugural event.

Voice of the Employee

Our annual Voice of the Employee (VOE) survey gathers critical input on trends in the workplace and management practices. The survey serves as an important catalyst for implementing valuable change within the company. All employees are invited to participate in the survey and have their voices heard.

In 2018, the Engagement Index, which measures employees’ sentiments regarding opportunities for growth, job alignment with skills, and perception that the company is making the changes necessary to compete, came in at 76 percent, the same as in 2016.1

We also measure sentiments about diversity. One of the items on the survey – related to senior management support for diverse employees and ideas – increased to 81 percent, an increase of 3 percentage points from 2016.

While we are pleased to see the numbers improving, we know these surveys touch on increasingly important areas for our employees, and, therefore, for the business. We continually challenge ourselves to do even better across the board.

1 We did not make direct comparisons to our 2017 survey because we conducted a different type of survey that year.
Evaluation

Employees receive formal feedback from their managers through mid-year and year-end reviews. Our two-rating system evaluates employee performance against their goals and assesses their leadership through the lens of our Leadership Standards. Citi also provides access for employees and their managers to create individual development plans that consider the skills, strategic training opportunities and behaviors needed to enhance current performance and prepare for future roles.

Many employees also have the opportunity to receive multi-perspective feedback (MPF) from direct reports, peers, partners and other colleagues. About 47,600 employees received MPF in 2018. In addition, approximately 3,800 managers who participated in training programs received a 360-degree performance review, which is designed to help identify opportunities for development. The goal is to provide a more holistic view of each participant’s strengths and development opportunities to improve their overall effectiveness at Citi.

Global Employee Training 2018

AVERAGE HOURS PER EMPLOYEE

<table>
<thead>
<tr>
<th>Region</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>41.9</td>
</tr>
<tr>
<td>Europe, Middle East, And Africa</td>
<td>41.8</td>
</tr>
<tr>
<td>Latin America</td>
<td>44.7</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>38.7</td>
</tr>
</tbody>
</table>

TOTAL BY TRAINING FORMAT

- **5.0M** Web-Based
- **3.6M** Instructor-Led
- **8.6M** TOTAL
Workforce Well-Being

Maintaining policies and a culture of well-being for our employees is critical to our success. We continually evaluate the tools and policies available to maintain the well-being of our global workforce.

Work/Life Balance

Citi realizes the importance of being flexible on how, when and where work gets done. We have a variety of programs that help employees balance their work and life, including both formal and informal flexible work arrangements that contribute to employee satisfaction and retention while increasing productivity.

In 2018, we launched Minds at Citi in the U.S., aimed at changing the way our employees think, act and respond to mental health. As part of this effort, we provide access to free and confidential counseling and life coaching sessions. The program enables employees to seek support for a wide range of personal issues, such as stress, relationship conflicts and financial challenges, as well as workplace challenges, such as communicating with managers and dealing with organizational change. As we strive to create a culture in which everyone feels supported and valued, we recognize that mental well-being and physical health must be synchronized. In 2019, we started offering enhanced mental health benefits for employees and their families, including tele-medicine-based behavioral health options, on-site mental health professionals at our largest locations, and Sleepio, a cognitive behavioral therapy program to help build better sleep habits. And, through our learning and development efforts, we offer opportunities to learn about mental health and strategies for helping others who might be affected.

In the U.S., our on-site medical clinics provide healthcare, free preventative screenings and health promotion programs, immunizations and pre-travel health guidance to all employees. These initiatives help employees and their families achieve their health goals through resources that are free, easy to use and available to employees whether or not they are enrolled in a Citi health plan. Our Live Well Rewards program in the U.S. enables employees and their spouses or partners who are enrolled in our medical plans to earn up to $450 ($900 for a couple) in Live Well Rewards just for practicing healthy behaviors such as tracking their exercise, participating in biometric screenings or taking an online course in how to lose weight or start an exercise program. More than 48,000 employees earned Live Well rewards in 2018. Rewards are offered in the form of gift cards to popular retailers. Our locations in the U.S. and Mexico are tobacco-free.

We also offer a Health Advocate program in the U.S., separate from insurance programs, to aid employees in resolving insurance claims, accessing medical specialists and addressing their health needs and those of their families. We also consider how our buildings can affect our employees. From providing ergonomic furniture to managing air and acoustics, we strive to create an environment that supports the well-being and productivity of our employees. To learn more about how physical space impacts employee well-being, see our 2018 Global Citizenship Report. Also, our Save Well plans guide our employees in building financial stability and saving for retirement, and we offer a tuition reimbursement option for certain employees going back to school.

Citi Parental Program in Asia

In our Markets and Securities Services (MSS) business in Asia, we are piloting a program to encourage more women to stay at the company after they become mothers. We have seen that the post-maternity-leave period coincides with high female attrition across some markets in the MSS business. As part of the program, returning mothers receive access to maternity coaching and peer support. Managers also receive guidance on their role, how they can best support employees during and after maternity leave and how they can effectively manage with increased flexible working options. Both employees and managers receive toolkits that serve as a one-stop-shop for all information relating to the policies and support Citi will provide before, during and after maternity leave.
Citi Benefits and Family Life

Supporting employees in their family life is an important part of workforce well-being. We offer family support through a range of programs and have policies in place to support employees who require paid leave for various reasons, including military leave, family and medical leave and parental bonding/childcare leave, among others. For example, birth mothers in our U.S. workforce have access to 16 weeks paid leave, including 8 weeks of disability/recovery and 8 weeks of parental bonding leave. In addition, we offer 8 weeks paid parental bonding leave for all other parents in connection with the birth or adoption of a child, including foster care placement for the purpose of adoption. Reduced rates are also available for dependent care, and we provide a new parent program for both men and women as they navigate the transition to parenthood. In addition, we offer the Bright Horizons Special Needs program, which provides online resources for parents in the U.S. with special needs children and subsidized dependent care when work-related issues disrupt regular schedules. We also offer a college coach to help families and their children navigate the post-secondary education admissions process.

In Latin America, we launched a new program called ConnecTeen for daughters of Citi employees to connect with other teen girls and learn about the strengths and values that can empower them. One of the key objectives of the program is to raise consciousness around gender stereotypes and self-perception while fostering a culture of awareness and inclusion.

Volunteerism

We offer our employees the resources and tools to volunteer in the communities in which they live and work and, in turn, our employees are proud to contribute to helping individuals and families thrive.

In 2018, Citi employee volunteers contributed more than 1 million volunteer hours in communities around the world. They used their professional skills, expertise and time volunteering with community organizations to support a range of projects, from traditional hands-on activities to skills-based volunteering. These employee engagement efforts with community organizations often complement financial support from Citi and the Citi Foundation. For example, 20 colleagues at a Citi site outside Chicago had the opportunity to assist five nonprofit partners from the Citi Foundation’s Community Progress Makers Fund in a Citi Skills Marathon. Skills marathons pair teams of highly skilled Citi colleagues with nonprofit partners for one day, enabling them to use their professional expertise to address projects that meet critical organization needs. Together, these teams assess the nonprofits’ projects, strategies, programs and approaches, and determine if, where and when improvements can be implemented.

While Citi employees volunteer year-round, Global Community Day, our annual day of service for employees, friends and family, is an important way in which we collectively deepen relationships with our communities. In 2018, more than 100,000 volunteers participated in 1,400 events held in more than 450 cities across 90 countries. Since the inaugural Global Community Day in 2006, Citi volunteers have contributed nearly 4 million hours of service to projects in hundreds of cities.
Among our volunteer opportunities, we provide immersive experiences that serve as valuable professional and personal development for our employees and important retention tools for Citi. They also contribute to our commitment to engaging with the communities where we live and work. These opportunities include the following:

**CariClub:** Since 2017, CariClub has been helping Citi bankers engage with their communities and develop leadership experience by serving on nonprofit associate boards. Fifty colleagues are now serving on an associate board or have joined a young professionals committee, and more than 60 colleagues will be working through the process in 2019.

**iMentor:** Since the launch of our Pathways to Progress program in 2014, the Citi Foundation and iMentor have worked together to equip high school students with the tools to succeed academically and prepare for post-secondary education and career opportunities. In addition to the Foundation’s grant funding, more than 200 Citi employees across the U.S. served as mentors in 2018, helping to develop college and career aspirations, assist with the college application and financing process and coach mentees throughout their post-secondary academic years.

**Service Year:** Through a partnership with Service Year Alliance, select first-year Citi analysts in New York City who have accepted a full-time offer have the opportunity to defer that offer for one year to work in a strategic role at a nonprofit of their choice. With a guaranteed return to Citi after their year of service, participants contribute their skills and expertise to supporting their communities while honing skills that will prove valuable in their careers at Citi. Since the program’s inception in 2016, 17 analysts have participated, with 10 more scheduled to participate in 2019.

**Volunteer Africa:** Launched in 2016, Volunteer Africa connects microentrepreneurs in Africa with Citi employee volunteers from select areas of our businesses. In 2018, 27 junior bankers spent five weeks in Uganda working with a group of high potential entrepreneurs to help grow their businesses and create much-needed jobs in the local community. The entrepreneurs are also able to pitch for investment from Citi through a dedicated fund established by the bank.

**One Young World:** As part of the One Young World program, Citi employees have the opportunity to mentor young social entrepreneurs from Yunus&Youth, an organization focused on providing resources to drive social change. At the end of the six-month engagement, program participants travel to attend the acclaimed One Young World Summit, a unique gathering of young talent from global and national companies and NGOs and world leaders. Just last year, 56 Citi participants traveled to the Hague to debate, formulate and share innovative solutions for the pressing issues the world faces.
Promotion Paths and Processes

A critical part of guiding the career progression of our employees is working to better understand what works and what doesn’t so we can not only retain but also promote our talent. Career development is an important priority, and we promote from within wherever possible. In 2018, close to 40 percent of open positions were filled internally. This focus is particularly important for our diverse talent as we work to increase representation at more senior levels of the company. For example, with immense focus and continued investment in development, more than 25 percent of our Citi Country Officers (our country business heads) are female, and our ultimate goal is to increase this to 50 percent.

In 2018, we also focused on equipping managers to better anticipate and learn about employee concerns and to partner to develop solutions that help them retain and promote key talent. Managers are being encouraged and supported to look beyond formal talent review conversations to have candid conversations, or engagement interviews, with direct reports to build trust and better understand employees’ career aspirations and morale.

Fair Employment Practices

Our global workforce is our greatest asset, and we strive to maintain an environment where opportunities to develop are widely available, where people are hired and advanced on their merits and where our employees treat each other with respect. We are fully committed to equal employment opportunity and comply with the letter and spirit of all laws regarding fair employment practices and nondiscrimination.

For more information on fair employment practices, see our 2018 Global Citizenship Report as well as our Code of Conduct.

Compensation

We offer competitive salaries based on our Compensation Philosophy, which outlines five primary objectives. Our approach to compensation includes ensuring that entry-level employees receive competitive wages within the industry. We also offer employees the opportunity to take advantage of formal or informal flexible work arrangements, including part-time work and job sharing.

We conduct a robust annual review of compensation, which includes multiple layers of reviews of compensation recommendations and pay equity analysis. Learn more about our pay equity analysis on pg 2.

Citi’s Compensation Philosophy

We have a comprehensive compensation philosophy anchored by the following five objectives:

1. Align compensation programs, structures and decisions with stockholder and other stakeholder interests
2. Reinforce a business culture based on the highest ethical standards
3. Manage risks to Citi by encouraging prudent decision-making
4. Reflect regulatory guidance in compensation programs
5. Attract and retain the best talent to lead Citi to success

For more detailed information on each of these objectives, see our complete Compensation Philosophy.
2018 Workforce Diversity Highlights

51% of our total employees globally are female (103,243 people)

46% of our U.S. workforce are minorities (30,498 people)

25% of our managing directors and directors globally are female (2,354 people)

28% of our U.S. managing directors and directors are minorities (1,341 people)

2018 Consolidated U.S. Employer Information Report (EEO-1)*
as published September 2019

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Gender</th>
<th>Hispanic or Latino</th>
<th>White</th>
<th>Black or African American</th>
<th>Native Hawaiian or Pacific Islander</th>
<th>Asian</th>
<th>American Indian or Alaskan Native</th>
<th>Multi-racial</th>
<th>Total**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive/Senior Managers</td>
<td>Male</td>
<td>2.7%</td>
<td>47.7%</td>
<td>1.8%</td>
<td>0.9%</td>
<td>12.6%</td>
<td>0.0%</td>
<td>0.9%</td>
<td>0.2%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>1.8%</td>
<td>27.9%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>3.6%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>First/Mid-Level Managers</td>
<td>Male</td>
<td>7.1%</td>
<td>37.4%</td>
<td>2.3%</td>
<td>0.1%</td>
<td>13.0%</td>
<td>0.1%</td>
<td>0.5%</td>
<td>17.0%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>6.2%</td>
<td>24.5%</td>
<td>3.1%</td>
<td>0.1%</td>
<td>5.4%</td>
<td>0.1%</td>
<td>0.4%</td>
<td></td>
</tr>
<tr>
<td>Professionals</td>
<td>Male</td>
<td>6.9%</td>
<td>30.3%</td>
<td>3.3%</td>
<td>0.1%</td>
<td>15.5%</td>
<td>0.1%</td>
<td>0.5%</td>
<td>35.4%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>6.1%</td>
<td>23.1%</td>
<td>4.0%</td>
<td>0.1%</td>
<td>9.4%</td>
<td>0.1%</td>
<td>0.5%</td>
<td></td>
</tr>
<tr>
<td>Technicians</td>
<td>Male</td>
<td>16.7%</td>
<td>25.3%</td>
<td>5.7%</td>
<td>0.0%</td>
<td>5.7%</td>
<td>0.0%</td>
<td>0.7%</td>
<td>0.6%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>10.0%</td>
<td>28.9%</td>
<td>2.1%</td>
<td>0.0%</td>
<td>4.1%</td>
<td>0.2%</td>
<td>0.5%</td>
<td></td>
</tr>
<tr>
<td>Sales Workers</td>
<td>Male</td>
<td>10.1%</td>
<td>36.8%</td>
<td>2.9%</td>
<td>0.1%</td>
<td>11.9%</td>
<td>0.1%</td>
<td>0.5%</td>
<td>9.6%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>9.4%</td>
<td>15.2%</td>
<td>2.7%</td>
<td>0.2%</td>
<td>9.7%</td>
<td>0.1%</td>
<td>0.4%</td>
<td></td>
</tr>
<tr>
<td>Administrative Support Workers</td>
<td>Male</td>
<td>6.8%</td>
<td>14.4%</td>
<td>3.9%</td>
<td>0.1%</td>
<td>1.6%</td>
<td>0.1%</td>
<td>0.4%</td>
<td>37.1%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>16.8%</td>
<td>37.6%</td>
<td>12.7%</td>
<td>0.2%</td>
<td>4.0%</td>
<td>0.3%</td>
<td>1.1%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>Male</td>
<td>7.3%</td>
<td>26.2%</td>
<td>3.4%</td>
<td>0.1%</td>
<td>9.5%</td>
<td>0.1%</td>
<td>0.5%</td>
<td>100.0%</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>10.4%</td>
<td>28.0%</td>
<td>6.9%</td>
<td>0.1%</td>
<td>6.7%</td>
<td>0.2%</td>
<td>0.7%</td>
<td></td>
</tr>
</tbody>
</table>

*For certain job categories, including craft workers, operatives, laborers and service workers, the total amount of employees account for less than 1 percent of staff. As a result, those categories are not included in the table above.

**The total percentage is based on a U.S. workforce of 66,739. Figures may not sum to total due to rounding.
Citi’s Global Workforce

EMPLOYEES BY REGION

North America
- 11,998 NEW EMPLOYEE HIRES (17.6% RATE)
- 8,785 EMPLOYEE TURNOVER (12.9% RATE)

Europe, Middle East and Africa
- 4,426 NEW EMPLOYEE HIRES (15.8% RATE)
- 3,303 EMPLOYEE TURNOVER (11.8% RATE)

Latin America
- 9,723 NEW EMPLOYEE HIRES (21.6% RATE)
- 5,711 EMPLOYEE TURNOVER (12.9% RATE)

Asia Pacific
- 11,777 NEW EMPLOYEE HIRES (18.7% RATE)
- 9,182 EMPLOYEE TURNOVER (14.6% RATE)

Data as of December 31, 2018.
BY EMPLOYMENT TYPE

204,256 Total Workforce

201,352 Full-Time Employees
2,904 Part-Time Employees

BY GENDER

TOTAL

204,256 Total Employees
37,924 New Employee Hires (18.6% RATE)
26,981 Employee Turnover (13.2% RATE)

BY GENDER

 Female
103,243
19,490 New Employee Hires (18.6% RATE)
13,763 Employee Turnover (13.2% RATE)

 Male
101,013
18,434 New Employee Hires (18.3% RATE)
13,218 Employee Turnover (13.1% RATE)
Executive Compensation

We compensate our executives fairly, based on individual and company performance, competitive benchmarking and support of our Mission and Value Proposition. Our Proxy Statement contains a scorecard with each named executive officer’s financial and nonfinancial performance goals, which are approved by the Board’s Personnel and Compensation Committee. We seek to design our executive pay program to motivate balanced behaviors consistent with our focus on long-term strategic goals. For example, diversity and inclusion, including increasing representation of women and U.S. minorities, and ethics and culture are incorporated into senior executives’ scorecards, which are a factor in remuneration. Citi incorporates shareholder and stakeholder input on executive pay into our Compensation Philosophy. We apply our Compensation Philosophy through our Executive Compensation Framework, which enables incentive compensation awards to closely reflect our pay-for-performance approach.

Discrimination and Sexual Harassment in the Workplace

Citi strictly prohibits any form of unlawful discrimination or harassment, as set forth in our widely disseminated and consistently enforced policies. Employees who believe they have been discriminated against or harassed are encouraged to report any incidents that violate Citi’s policies to their managers, another member of the employee’s management chain, Human Resources, or the Ethics Hotline. Upon receipt of any complaint, Citi promptly investigates and takes remedial measures up to and including termination of employment, where appropriate. All contacts and investigations are treated as confidentially as possible, consistent with the need to investigate and address the matter and subject to applicable laws and regulations. Citi’s policies also strictly prohibit retaliation against any employee who has made a complaint or participated in an investigation. For more on our discrimination and harassment policies, see our Code of Conduct.

What’s Ahead

To fully reach our potential, we need a workforce of people who represent the places where we operate and the clients we serve. Citi has a strong record of action on important issues related to diversity, inclusion and equality. But we know there is much more work to do, as reflected in our recent analysis showing the ongoing median pay gap between men and women and between minorities and non-minorities. This analysis underscores the importance of our goals to increase the representation of women and U.S. minorities in senior and higher-paying roles at Citi by the end of 2021. We are focused on this work and empowering teams to implement new programs to increase diversity across the company, to learn from each other’s successes and to scale these approaches across the organization.
Timeline of Select 2018 Events

January 2018
Completed initial pay equity review in the U.S., the UK and Germany

February
Signed the CEO Action for Diversity and Inclusion Pledge, committing to driving policy changes and practices at Citi that help advance equitable workplaces

April
As part of our pledge to procure $100 million from women-owned businesses, continued our partnership with WEConnect International

July
Initiated a new global badging policy to enable our transgender colleagues to more easily change the name on their Citi identification badge

August
Expanded insurance and other benefits available under our U.S. policies to LGBT+ partners globally, wherever benefits are legal and permitted under local law

August
Joined forces with the Flatiron School to connect women with up to $1 million in scholarship dollars to attend one of the school’s industry-leading software engineering or data science courses

October
Signed the European Diversity Charter, which was launched in 2004 to promote the European Union’s anti-discrimination and diversity policies among employers

November
Signed the Business Statement for Transgender Equality

October
Expanded the demographic questions on sexual orientation and gender identity in the Voice of the Employee survey to 39 countries, reaching 82% of our employee base. Responses to these voluntary questions allow Citi to better understand the experiences of all of our LGBT+ colleagues.

November
Joined #SeeHer, a groundbreaking movement launched by the Association of National Advertisers to eliminate unconscious bias against women and girls in advertising and media

January 2019
Completed global pay equity review and released unadjusted pay gap figures
Select Awards and Recognition

50 Ally Executives
James Forese, President, Citigroup and CEO, Institutional Clients Group
OUTstanding

100 Ethnic Minority Executives
Elsie Akinsanya, Global Head of Human Resources, Treasury and Trade Solutions; Mark Mason, CFO, Institutional Clients Group
EMpower

100 LGBT+ Executives
Bob Annibale, Global Director for Citi Inclusive Finance and Community Development
OUTstanding

100% Score: Corporate Equality Index
Human Rights Campaign

Best for Vets: Top 100
Military Times

50 Ally Executives
James Forese, President, Citigroup and CEO, Institutional Clients Group
OUTstanding

Bloomberg Gender-Equality Index
Bloomberg

Corporate Inclusion Index
Hispanic Association on Corporate Responsibility (HACR)

Defence Employer Recognition Scheme (Citi UK)
Gold Award Holder
UK Ministry of Defence

Mexico’s 100 Most Powerful Women
Featured three Citi senior executives among its honorees
Expansión

Most Powerful Executives in Corporate America
Mark Mason, CFO, Institutional Clients Group; Raymond J. McGuire, Global Head of Corporate and Investment Banking
Black Enterprise

The Most Powerful Women in Banking and Finance
Featured seven Citi senior executives among its honorees
American Banker magazine

Top 30 Employers for Working Families (Citi UK)
Working Families

Top 100 Global Diversity and Inclusion Index
Thomson Reuters

Top Companies for Women Technologists
AnitaB.org

Top Investment Bank for LGBT Equality (Citi UK)
Stonewall UK Workplace Equality Index

Top Veteran-Friendly Companies
U.S. Veterans Magazine

© 2019 Citigroup Inc.
Citi, Citi with Arc Design and Citibank are trademarks and servicemarks of Citigroup Inc. (and its affiliates) and are used and registered throughout the world.