

2012  Citi  
Diversity

# GLOBAL DIVERSITY REPORT

Given our presence in more than 100 countries, **diversity is a business imperative at Citi**. We cannot operate as a global bank without a workforce that fully reflects the communities and clients we serve. A diverse workforce encourages a range of perspectives and experiences that provide fresh ideas and meaningful partnerships. Equally as important, it helps attract the best talent in the industry. As we begin our third century, we remain committed to fostering a meritocracy in which everyone has the opportunity to be successful.



Mike Corbat  
Chief Executive Officer, Citigroup Inc.



*"We have made progress at Citi in attracting, developing and promoting a diverse workforce that reflects our clients, customers and the communities we serve around the world. Our success, to a great extent, is the result of a commitment by our employees who volunteer their time, leadership and talent to our diversity efforts and guide us on our diversity journey."*

**Ana Duarte McCarthy**  
Chief Diversity Officer, Citigroup Inc.



# WHY DIVERSITY MATTERS TO CITI

At Citi, we recognize diversity as a competitive advantage, benefiting our bottom line, our workforce and our shareholders. Our diversity strategy is closely aligned with our business priorities.

To thrive in a global marketplace, companies must provide a wide range of ideas, innovative approaches and solutions to clients. A diverse workforce reflects the unique attributes of our clients, helping us to better understand and serve their needs.

## How We Manage Diversity

Citi's diversity strategy focuses on fostering a diverse workforce and inclusive workplace. We place particular emphasis upon cultural backgrounds, gender, race/ethnicity, generations, military veterans, people with disabilities, sexual orientation and work-life integration.

Citi's Diversity Office is responsible for governance, policy and setting priorities in support of our strategy. Senior diversity and human resources leaders convene as members of the Citi Diversity Operating Committee and have responsibility for the implementation of core objectives across the company. The Board of Directors annually reviews overall progress and endorses priorities. Diversity programs supporting these core objectives are implemented across the organization. We continue to develop, promote and execute our global diversity efforts through business, country and product diversity councils, as well as senior executive champions.



Promoting Diversity Week events in Mexico hosted by Banamex

## Making a Difference

### Citi's disABILITY Network

United Kingdom

Focused on people with disabilities and their caregivers, Citi's disABILITY Network in the United Kingdom grew its membership 20 percent to 318 in 2012.

Members are highly engaged, generating many achievements. The popular 'An Interview with....' section of the network's monthly newsletter raises awareness and insight into the many issues our staff face every day. Events they host highlight the challenges people with disabilities and their caregivers encounter. Together with colleagues in other networks, they also focus on topics that touch broader populations, such as workplace bullying.

Through community relations and outreach efforts, the network helps raise funds for charities supporting people with disabilities. To help us hire diverse new talent, members represent Citi at recruiting events and Analyst Fairs.

*"Citi's Employee Networks have been central to my personal development. They have allowed me to develop skills outside of my day-to-day role, build networks across the organisation, organise and participate in events, and express my passion to help others and to value life."*

Sean O'Brien

# DIVERSITY IN ACTION

Whether through employee networks, events or recruitment, Citi ensures that diversity remains an essential and visible part of our business.

## Diversity Week

Diversity Week is a well-regarded annual practice at Citi, and 2012 was no exception. All employees in Europe, the Middle East and Africa (EMEA) and in Latin America (LATAM) and Mexico were invited to participate, and the response was overwhelming. Sixty-nine countries sponsored diversity awareness events.

In EMEA, the week's theme was "celebrating the past, defining the future." Employees celebrated where they had come from and discussed how to improve work practices to better support a diverse workforce. Events took place in over 50 countries and included innovation workshops and discussion panels on the differences in leadership styles between men and women.

In Spain, the Citi Women's Network visited the Ministry for Equality and led roundtables on sexual orientation and disability awareness. In the United Kingdom, events covered topics including communicating across cultures, and the rights of same sex couples. Our CEO, Mike Corbat, in his former role as CEO of EMEA, joined panel discussions in Nigeria and South Africa on gender diversity.



Employees dress in traditional attire during Diversity Week in Cameroon.

Diversity Week across 19 countries in the Latin America region included awareness-raising conferences, presentations and theatrical plays. To promote inclusion of the visually impaired, senior management attended a dinner in the dark that simulated the everyday experience of people with this disability. By tradition, the week ended at a Six Flags amusement park event in Mexico City for over 30,000 employees and their families.

***"After a lively two-hour conversation with Maria Quintanilla, President of the Commission of Equal Opportunities of the Spanish Parliament, and Maria Arens, a Member of Parliament supporting labor reforms, Citi Women Spain representatives left Parliament with renewed enthusiasm and the certainty of a common goal going beyond the Citi mission."***

**Silvia Carpitella**  
Chief Financial Officer, Spain and Italy



## Citi Women

Women make up more than half of our workforce. Attracting, developing, advancing and retaining female talent at all levels within Citi is very important to us.

Citi Women is a company-wide effort designed to achieve these objectives. It offers two core programs, Women Leading Citi and the Women's Leadership Development Program, along with other work focused around advancing women across our businesses, fostering a global network, and engaging clients in the effort. Two senior executives, supported by an advisory team and a global network of women's organizations, lead the effort.

### Women Leading Citi

This 18-month sponsorship program, launched in 2009, is designed to foster the mobility of our high performing senior women.

Managing Director- and Director-level women expressing an interest in advancing their careers through mobility are nominated by their business leadership. Participants gain opportunities to network and to broaden their leadership skills with a four-person support team—their manager, human resources partner, a talent professional and a senior advocate who serves as their sponsor. Participants receive in-depth assessments, personal coaching, and attend leadership workshops and webinars led by global industry experts. Fifty-nine women took part in the initial program, of whom 70% experienced career advancement over the 18 months. The program was re-launched in April 2012 with 54 women, of whom 36% had experienced career mobility through year-end 2012.

### Women's Leadership Development

Citi's suite of leadership programs to support advancement to senior management includes a global leadership program for our high performing female Directors. The program, offered in conjunction with the UCLA Anderson School of Management, combines lectures, discussions, small-group work and personal assignments to help our talented female employees better manage their career development and mobility. Participants learn how to demonstrate executive

readiness, become champions and role models for the organization, and grow their professional networks. The program, launched in April 2008, has been delivered 12 times to a total of 409 women. Retention of participants has been very high, at 94.3 percent.

## In Focus

### International Women's Day 2012

Citi's celebration of International Women's Day—March 8, 2012—won the Innovation in Diversity Award from the influential U.S. Profiles in Diversity Journal, recognizing the unique and innovative programs and initiatives we hosted.

Across the world's time zones, the accomplishments—past, present and future—of women were celebrated over 24 hours. A hundred events in 88 cities across 57 countries demonstrated the strength of our women's organizations. Employees, clients and community partners attended a broad array of inspiring offerings.

- In **New York City**, clients and employees enjoyed a panel discussion with Citi female board directors who shared experiences and perspectives.
- In **London**, we hosted a high-level event focused specifically on female clients, with a keynote address by Lord Davies of Abersoch on "Women on Corporate Boards: Progress Report and Future Challenges." A lively panel discussion followed on "navigating a complex global environment: politics, economics and markets" with Lord Davies and senior Citi EMEA leaders.
- In **Singapore**, colleagues raised funds for the Citi-Tsao Financial Education Program for Mature Women, and in **Kenya** our employees partnered with education nonprofit Junior Achievement to offer an Innovation Boot Camp for university students.

The day's events were crowned by a \$1 million grant by the Citi Foundation to the Calvert Foundation, a nonprofit impact investor, to launch the Women Investing in Women Initiative (WIN-WIN).

## Employee Networks

Citi's employee network program provides members with an opportunity to share common experiences and build awareness of diverse cultures and communities. Open to all, the program supports our goal to be an employer of choice. Employee networks are initiated and led by employees and organized according to affinity. They focus on cross-business networking opportunities and support employee growth and development.



Citi was a participating sponsor during Pride Week in New York City.

### FROM THE FRONTLINE

*"As a co-chair of the Citi African Heritage Network-NYC, I supported employees in achieving their career objectives and strengthened Citi's brand in the communities we operate in. Consequently, I have been rewarded with increased visibility among senior managers and an expanded professional network."*

**Dana M. Peterson**  
Citi Research

At the close of 2012, Citi supported 74 employee networks representing some 15,000 members across 27 locations in Canada, the Republic of Ireland, the United Kingdom and the United States. We also added networks in three new countries—Mexico, Poland and Spain. During the year, we recognized 14 new employee networks, including six for military veterans, four for women, two Pride networks, one disABILITY Network and our first Generations network.

Recognized networks included:

- African Heritage
- Asian Pacific Heritage
- disABILITY (focused on people with disabilities and the caregivers of people with disabilities)
- Generations
- Hispanic Heritage
- Identity (employees from different nationalities)
- Military Veterans
- Parents
- Pride (focused on the lesbian, gay, bisexual and transgender community)
- Roots (multicultural)
- Women

## Network In Focus

### Pride Mexico

In 2012 we launched the LATAM region's first PRIDE network, in Mexico City, with 80 members. This brings the number of Citi Pride networks to 14, including ten in the United States and three in EMEA.

The network's goals and objectives align with those of Citi—to be the employer of choice for all regardless of sexual orientation, gender identity or expression. The network serves as a resource to management on LGBT-related policies, and supports diversity recruiting efforts and marketing to its community. It strives to promote and support LGBT employee representation and participation at company-sponsored community service events.

Pride month events in June included LGBT-focused conferences and activities and a film festival. Communication and collaboration through the Diversity LATAM 2.0 community provides a constant flow of information to employees.

*"The launch of the Pride Network in Mexico was a big step that makes us proud in many ways, but still a small step compared to how much there is to do and we're going to do."*

**Emilio Puertas Pérez**  
Co-chair, Pride Network Mexico

## Diversity for Leaders

Diversity enriches Citi's leadership, and we run targeted programs to support the advancement of high-performing employees from diverse backgrounds.

In the U.S. we work in partnership with the Executive Leadership Council (ELC) to support the professional development of our high-performing African-American managers. ELC is a national membership organization comprised of senior-level African-Americans from Fortune 500 U.S. corporations. Through its Symposium, ELC helps African-American corporate mid-level managers strengthen professional and personal skills necessary to excel in the corporate arena. Through 2012, we sponsored 322 participants.

Our Diversity Leadership Program (DLP) is offered by the Citi Transaction Services (CTS) and Institutional Clients Group (ICG) to high-performing Vice President- to Director-level professionals with the goal of increasing and accelerating leadership skills. The program supports strategic thinking, communication skills and executive presence. Participants engage in a comprehensive program of coaching, skill building, informal mentoring and networking with senior leaders over a six-month period. DLP was first launched in 2005 and expanded in 2009 to include the other ICG businesses. Eighty-three employees are program alumni.

## Diversity and Recruitment

Citi makes significant efforts everywhere we operate to attract diverse candidates by partnering with targeted colleges and universities and external organizations that foster workforce diversity.

**Asia:** In Australia, the Women in Banking scholarships for female university students in their next to last year of enrollment, and the mandate to have a female interviewer present on all recruiting panels, have successfully helped Citi recruit talented women for its businesses.

### Europe, the Middle East and Africa (EMEA):

In the United Kingdom, we hosted "Inside and Out," a lesbian, gay, bisexual and transgender (LGBT) event for university students. Participants were offered presentations and a networking opportunity with representatives of eleven banks.

**Latin America and Mexico:** In Brazil, we have an internship program with Zumbi dos Palmares University where more than half the places are reserved for African Brazilians.

**United States:** In the United States, we partner with organizations to attract diverse talent including, among others, the Consortium for Graduate Studies in Management, the Executive Leadership Council (ELC), Forté Foundation, Management Leadership for Tomorrow (MLT), and the National Society of Hispanic MBAs (NSHMBA). We also participate in the Reaching Out MBA Conference.

## Diversity and Retention

Diversity programs can make a difference in retaining as well as recruiting staff.

Maternity Matters is a coaching strategy supporting women going on maternity and/or adoption leave. First launched in the U.K. in 2006, the program was expanded to the U.S. in 2010 and consists of four webinars targeting women about to take maternity leave, women returning from leave, Human Resource (HR) Generalists and managers. Each webinar covers maternity-related topics ranging from childcare and striking a balance between motherhood and career to re-engaging with clients.

Sessions for HR specialists and managers also cover ways to support the maternity or adoption process, manage the team, and recognize key challenges and concerns. The program has received overwhelmingly favorable feedback and exceeded enrollment expectations. It has proven a valuable tool in supporting Citi's overall diversity strategy of attracting, retaining and engaging employees.

In the U.K., Citi offers a program for new fathers, covering issues including work/life balance and the changing relationship with their partners.

# PARTNERSHIPS FOR BEST PRACTICE

We recognize the value of working with external partners on diversity at Citi. With their help, we have the tools to promote and encourage more diverse work environments.

## Strategic Partnerships

We continually seek to ensure our diversity efforts are aligned with best practices. One important vehicle for achieving this objective has been our partnerships with organizations that promote thought leadership on diversity. Through these partnerships we strengthen the impact of our strategy, programs and performance. Together, we promote diversity—as a key business imperative—across industries.

Our global partners include, among others, Asia Society, Catalyst, Center for Talent Innovation, Executive Leadership Council (ELC), Families and Work Institute (FWI), Human Rights Campaign (HRC), Management Leadership for Tomorrow (MLT), the National Business & Disability Council, the National Council on Research for Women (NCRW), Opportunity Now, Out and Equal Workplace Advocates, Race for Opportunity, Sponsors for Educational Opportunity (SEO), Tanenbaum Center for Interreligious Understanding, Stonewall and Zumbi dos Palmares University.



*The Harlem YMCA honored Citi Managing Director Kendall McLaughlin as a "Black Achiever in Industry." With Kendall is Jon Beyman, Global Head of Institutional Clients Group, Operations and Technology.*

Since 2004, Citi has achieved 100% on the Human Rights Campaign's Corporate Equality Index.



## Partnerships in Focus

### Out and Equal Workplace Advocates

Out & Equal Workplace Advocates (OEWA) is the world's largest nonprofit organization specifically dedicated to creating safe and equitable workplaces for lesbian, gay, bisexual and transgender (LGBT) people.

Since the inception of Citi's formal relationship with OEWA in 2002, the organization has been a key partner providing education, research and a forum, through the annual Workplace Summit, to consider promising practices promoting equality for all employees.

In 2012, OEWA launched The Global Summit in London. The first of its kind, this event brought together people from around the world to share best practices and consider ways to build greater equality for LGBT people and their allies in the workplace. LGBT employees face very different circumstances around the world, yet they encounter common challenges—their issues are global.

At the U.S. Out & Equal Workplace 2012 Summit held in Baltimore, Maryland, Citi sponsored a session on the topic "Intersections of Race, Ethnicity, Orientation and Identity." The audience discussed the challenges and opportunities individuals face in navigating their experience at work through different facets of their identity.

*"Citi shows a deep commitment to progress through its long-term partnership with Out & Equal. Citi played a key role in Out & Equal's Global Annual Conference and the inaugural LGBT Workplace Summit in London and has been instrumental in helping us advance LGBT workplace equality worldwide."*

**Selisse Berry**  
Founding Executive Director,  
Out & Equal Workplace Advocates

### Catalyst

Catalyst is a leading global nonprofit organization dedicated to expanding opportunities for women and business. As a trusted resource for research, information, and advice about women at work, Catalyst helps create more inclusive workplaces where all employees can thrive.

Citi has been a Catalyst member since 1998 and in 2012 became a global supporter leveraging Catalyst's presence across the United States, Canada, Europe, and India. Pramit Jhaveri, Chief Executive Officer, Citi India, is a member of the Catalyst India Advisory Board.

Partnering with Catalyst allows us to benefit from cutting-edge knowledge and products, including research and actionable tools, as well as best practices across industries, regions and dimensions of diversity.

*"As a member of the Catalyst Advisory Board in India, I hope to have the opportunity to continue to foster and facilitate a work environment in India that is inclusive and supportive of a more diverse workforce, one that recognizes the strategic importance of gender diversity in all walks of life and consequently, ensures that India's future business leaders include more women."*

**Pramit Jhaveri**  
Chief Executive Officer, Citi India

# OUR PERFORMANCE

As with all key areas of our business, we measure our performance on diversity so we can identify ways to strengthen and expand our policies and practices.

We participate in annual benchmark surveys in different markets to understand how we compare with other companies.

Examples of our diversity work receiving external recognition in 2012 include:

**100 Best Companies for Working Mothers**

Working Mother magazine

**Best Companies for Multicultural Women**

Working Mother magazine

**100 percent Corporate Equality Index Company**

Human Rights Campaign (HRC)

**Corporate Inclusion Index Rating 95**

Hispanic Association on Corporate Responsibility (HACR)

**Top 50 Companies for Executive Women**

National Association for Female Executives (NAFE)

**Latina Style 50 Best Companies for Latinas**

Latina Style magazine

**40 Best Companies for Diversity**

Black Enterprise magazine

**Best Companies for Hispanics**

Hispanic Business magazine

**Innovations in Diversity Award**

Profiles in Diversity Journal

**Gilberto Rincón Gallardo Inclusive Company Award**

Ministry of Labor and Social Welfare, Mexico

**Gender Equity Model Certification**

National Women's Institute, Mexico

**Great Companies**

Expansión magazine

## Recruiting Focus

### Consortium for Graduate Study in Management

The Consortium for Graduate Study in Management is the preeminent organization for promoting diversity and inclusion in American business. Through an annual competition, the Consortium awards merit-based, full-tuition fellowships to America's best and brightest candidates. Along with member schools, sponsoring companies, and an elite group of MBA students and alumni, the Consortium has built a 44-year legacy of fostering inclusion and changing the ethnic and cultural face of American business. Citi is a founding partner and represented on the Consortium Advisory Board.

One of the highlights of Consortium's Annual Orientation Program & Career Forum is the unique Diversity/Ethics Interactive Theatre sponsored by Citi. This combines actors depicting office and classroom scenarios with audience participation, generating lively discussion on diversity and ethics issues in the workplace.

We currently employ over 30 Consortium alumni.

*"My interactions with Citi personnel at the Consortium's Orientation Program heavily influenced my decision to pursue a career with Citi. I built relationships that were critical to my recruitment and, ultimately, my decision to join Citi full-time."*

**Joshua Zelkind**  
Financial Management Associate Program

## 2012 Citigroup Consolidated Employer Information Report

Citigroup's total U.S. workforce has decreased 13.2% since 2009. The U.S. female employee population declined by 16.7% and the minority population fell by 14.7% during this period. However, the minority

management population (covering executives, senior managers, first line managers and mid-level managers) has increased by 6.9% since 2009, with female minority management employees growing by 4.1%.

### Consolidated Employer Information Report (EEO-1)\*

Job Category	Gender	White	Black	Hispanic	Asian	Native Hawaiian or other Pacific Islander	Native American	Multi-Racial	Total by Gender	Total
Executives/ senior managers	Female	4	0	0	0	0	0	0	4	26
	Male	18	1	1	2	0	0	0	22	
First/Mid-level managers	Female	5,025	759	934	928	4	22	17	7,689	17,682
	Male	6,897	519	944	1,601	4	16	12	9,993	
Professionals	Female	5,325	1,042	1,152	1,667	8	27	40	9,261	22,651
	Male	8,087	789	1,290	3,129	17	30	48	13,390	
Technicians	Female	917	194	212	203	4	3	5	1,538	3,475
	Male	1,187	188	263	277	3	9	10	1,937	
Sales Workers	Female	3,868	1,047	1,406	688	23	29	33	7,094	12,562
	Male	3,301	540	925	651	15	19	17	5,460	
Administrative Support	Female	12,284	5,058	4,496	1,474	41	119	99	23,571	31,829
	Male	4,407	1,473	1,672	611	24	29	42	8,258	
Craft Workers	Female	0	1	0	0	0	0	0	1	10
	Male	1	5	1	2	0	0	0	9	
Operatives	Female	111	53	22	74	0	0	0	260	573
	Male	114	76	45	77	0	0	1	313	
Laborers & Helpers	Female	0	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0	
Service Workers	Female	0	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0	
Totals	Female	27,534	8,154	8,222	5,034	80	200	194	49,418	88,808
	Male	24,012	3,591	5,141	6,350	63	103	130	39,390	

\*Data as of July 2012

## Global Female Workforce

Over a period of four years, Citi's global female representation fell from 55 percent at the beginning of 2009 to 53 percent in December 2011. It remained stable at 53 percent in 2012.



Citi  
Diversity

We welcome feedback and suggestions on our diversity programs. For more information please visit our Diversity site at [www.citi.com/citi/citizen/people/diversity/index.html](http://www.citi.com/citi/citizen/people/diversity/index.html) or contact us at [diversity@citi.com](mailto:diversity@citi.com).