



2013
DIVERSITY
ANNUAL
REPORT



“As the global bank, diversity is part of our DNA at Citi. Having a workforce as diverse as the clients and communities we serve is a business imperative for us. A diverse workforce stimulates new ideas and fresh ways of thinking, skills needed to be a successful business in a rapidly changing environment. It also helps us attract the best talent in the industry. Our people are at the heart of everything we do, and we remain committed to fostering a meritocracy in which everyone has the opportunity to succeed.”

Mike Corbat

Chief Executive Officer, Citigroup Inc.



“Citi is dedicated to being a top company for diversity and to providing a respectful and inclusive workplace everywhere we operate. While we recognize local customs and cultures, we will uphold our commitment to equality and fairness and to provide opportunities for all of our employees to make progress toward personal and professional goals.”

Ana Duarte McCarthy

Chief Diversity Officer, Citigroup Inc.

WHY DIVERSITY MATTERS TO CITI

Citi is the world's bank, enabling progress by people and communities around the globe. Our diverse workforce reflects our global customer base and provides a competitive advantage, enabling us to understand and respond effectively to our varied clients' needs.

We have a long and proud history of building a diverse workforce and inclusive workplace. Our policies and practices encourage a corporate culture that embraces difference and where colleagues treat each other with respect and dignity.

Our strategic approach focuses on policies and programs to recruit and support people of different cultural backgrounds, gender, race/ethnicity, generations and sexual orientation and identities, as well as people with disabilities and military veterans. We also seek to support work-life integration, focusing on issues such as those faced by parents and carers.

Given Citi's range, covering more than 1,000 cities in over 100 countries, this approach has a global impact—supporting progress toward inclusive workforces that reflect our values and today's world.

How We Manage Diversity

Citi's Corporate Diversity Office sets policies and priorities in support of our strategy. Our Diversity Operating Committee, made up of senior diversity and human resources leaders, oversees the company-wide implementation of key objectives and supporting programs. Business, country and product diversity councils also help execute our global diversity efforts, as do senior executive champions. The Board of Directors annually reviews progress and endorses priorities.

Each year we set key diversity objectives. In 2013, one priority was to develop and retain female and minority talent to increase the percentage of women and minorities in senior management.

During the year, Citi's CEO, Mike Corbat, introduced a scorecard inclusive of a diversity metric that considers the percentage of female candidates for all senior management positions globally and the percentage of both female and minority candidates for such openings in the United States.

We also continued to foster policies and practices to ensure a culture of respect and inclusion for all of our employees.

Challenges

Balancing respect for local customs, values and legislation with our principles as a company that views diversity as a business imperative can be a challenge in some communities where we are located. To ensure global awareness of our policies and practices, we are working to establish more diversity training, councils and committees at the local and regional level.

Citi Diversity Milestones

1994

Board of Directors adopts oversight of diversity matters

1999

First Diversity Annual Report published

2000

Diversity measure included in Voice of the Employee annual opinion survey

2002

First employee networks recognized

2004

Citi scored 100% on the Human Rights Campaign (HRC) Corporate Equality Index, an achievement repeated every year through 2013

2006

Citi Women launched as global strategy to advance women

2009

Opportunity Now Innovation award won for UK maternity/paternity programs

2013

CEO scorecard introduces metric on diverse candidates for top positions

Favorable employee perceptions of diversity at Citi rose to an **all-time high of 80 percent** in the 2013 Diversity Index, part of our annual Voice of the Employee survey.

INVESTING IN WOMEN

More than half of Citi's workforce (53%) is female, including 45 percent of our professionals. Retaining and advancing female talent is vitally important to our business.

Approach

Through our Citi Women programs, we seek to unlock the combined potential of women and Citi. Our approach is to improve the talent level and diversity of Citi's employee population by building on existing recruiting efforts and increasing female mobility and development. The goal is to establish Citi as the industry leader in its comprehensive support of female employees and clients.

Over the past six years, several programs targeting high-achieving female managers and executives have successfully supported women's advancement and retention at Citi. Through these, we have learned the importance of sponsorship, mentoring and networking opportunities in boosting women's careers.

Moving forward, we will continue to position Citi Women as a key business initiative for the company, deepening existing efforts and expanding development opportunities to female employees at more junior levels. Alumni of the senior women's leadership programs have also formed a global network of "Community Agents," planning programs that foster career development, networking and retention among Citi women.

Our Progress

In 2013, female representation globally at the director level and above rose to 23%, up from 22% in 2012. Our Board of Directors reached 25 percent female membership, with three women out of 12 directors. In November, Citi was among 174 U.S.-based Fortune 500 companies

recognized by the Women's Forum of New York for exceeding 20 percent female board membership.

Through 2013, more than 600 women received training in our women's advancement programs.

Women's Advancement Programs

Women Leading Citi: Launched in 2009, this program fosters the mobility of senior executive women through sponsorship. Participants broaden leadership skills, supported by their manager, a talent professional, an executive coach and a senior Citi sponsor.

Through 2013, two classes totaling 116 women completed the 18-month program, with 58 more due to enter in 2014. Of 2009 participants, 70% have experienced career mobility at Citi, as has 65% of the 2012 class.

Women's Leadership Development Program: Launched in 2008, this program is run in partnership with the UCLA Anderson School of Management and targets high-performing, director-level women. Lectures, discussions and assignments prepare participants for executive roles and to become champions and role models within Citi.

In total, 521 women attended through 2013 and have seen strong progression in their careers.

Coaching for Success: This program seeks to improve retention and promotion among talented female middle managers. Offered across Europe, Middle East and Africa, it provides workshops and coaching by senior management.

70% of Women Leading Citi participants in 2009 and 65% of participants in 2012 experienced career mobility during the program.

Citi Women Making Waves

Citi encourages women leaders to inspire others to follow in their footsteps. Three female Citi Country Officers (CCOs), at different career stages, discuss the rewards, opportunities and challenges.



Reina Irene Mejia was appointed CCO of Citibank Honduras in 2013 after 17 years with Citi in Latin America. She is also General Manager and Board Member of Citibank Honduras.



Serra Akçaoğlu is CCO, General Manager and Board Member for Citi Turkey. Previous roles in 14 years with the company include EMEA Trade Services and Finance Head for Global Transaction Services, based in London.



Catherine Weir is Managing Director, Citi Private Bank Global Family Office Head, and CCO for Switzerland, Chairman of Citibank (Switzerland) AG and CCO for Monaco. Catherine's 25-year international career with Citi has included senior positions in London and CCO positions in Hong Kong, China, Singapore and the Philippines.

Q: *What attracted you to work at Citi and what has kept you with the company?*

Serra: Its global nature, as well as the importance given to corporate governance, ethics, meritocracy and diversity. In one previous role I interacted with more than 20 cultures in my team!

Catherine: The opportunity to discover different markets. My career here—half spent in Asia and half in EMEA—has provided extraordinary growth professionally and personally.

Reina: I was very attracted to the company's values and culture which promoted doing business with integrity.

Q: *How have development programs and support from others helped advance your Citi career?*

Reina: I have received mentoring and coaching from many co-workers, including managers, Human Resources and Global Training, who all helped me reach my full potential. Together with networking programs, these opportunities gave me the confidence to reach business goals and successfully manage my team.

Serra: I personally have benefited tremendously from all the opportunities Citi offers—from leadership programs to mentoring and coaching.

Catherine: It is imperative to take advantage of all the tools the bank provides. Of course, varied experience is the best teacher. We are surrounded by knowledgeable colleagues and fascinating clients from whom we learn the most.

Q: *What barriers or challenges have you faced and how did you overcome them?*

Catherine: So many factors are beyond our control. If each day is embraced as another opportunity to apply skills, learn and help clients and colleagues, over time, this will accumulate to achievements, knowledge and valuable experience.

Serra: Like many women senior leaders, work life/private life balance is a challenge from time to time. The critical success factor is to plan well. I planned with my family and they were very supportive of my career goals.

Reina: I was diagnosed with breast cancer while at Citi and was overwhelmed with the support from managers, co-workers and the company. The experience reinforced my commitment to Citi and reenergized me to work even harder!

Q: *What advice do you have for those looking to emulate your success?*

Serra: Be open to different opportunities and get out of your comfort zone when appropriate opportunities arise. Continuously challenge, stretch and develop yourself both professionally and personally.

Reina: One important challenge is to balance our careers and families. My advice would be never to give up. I quickly learned that with very hard work, integrity and perseverance, at Citi we could achieve both our personal goals and professional dreams.

Catherine: Seek advice; keep your skills fresh; embrace change; be true to yourself, friends and family.

BUILDING A DIVERSE LEADERSHIP

A diverse workforce and leadership are essential to effectively serve our clients and communities and contribute toward our company's progress.

Approach

Recruitment and Retention

Everywhere we operate, we work hard to attract and retain diverse candidates that enrich our company. We partner with colleges and universities around the world as well as organizations whose mission is to foster greater workforce diversity.

In 2013, we launched a new inclusion recruiting model in the U.S., targeted at building the capability of recruiters to foster diverse candidates and serve as diversity and inclusion advisors to hiring managers. The model supports our objectives to expand Citi's access to the largest possible talent pool. All our recruiters will undergo inclusion recruitment training and we will market our inclusive culture throughout the hiring process.

"DLP was a rewarding experience. The coaching provided invaluable perspective and the senior sponsor support and networking provided a great opportunity to learn more about other businesses at Citi. This is a great investment in the company's future leaders."

Tyrone Thomas

Director, North America Loan Sales, and DLP Alumnus 2009

Development

We invest strategically in programs that help advance the careers of senior employees from diverse backgrounds.

In the U.S. we partner with organizations including the Executive Leadership Council (ELC), which supports the professional development of our high-potential African-American managers through its skills-based Symposium. ELC is a national membership organization comprised of senior level African-Americans from Fortune 500 U.S. corporations.

Citi's Institutional Clients Group offers a Diversity Leadership Program (DLP) to high-performing minority vice presidents and directors. The program accelerates leadership skills and enhances executive presence. Participants receive six months of coaching, skill building, informal mentoring and networking with senior leaders. There were 110 DLP alumni through 2013.

Supporting Star Students in India

In India, we promote diversity among entry-level recruits by nurturing outstanding female students.

In 2013, for the fourth year running, our country office recognized top female students in their first year at India's leading business schools through the Citi Woman Leader Award. The six winners received tuition assistance and the opportunity to intern with Citi. Finalists met senior Citi leaders in Mumbai, and attended a capability-building workshop led by Catalyst, a global Citi partner that promotes female workplace mobility.

Said Anuranjita Kumar, Country Human Resources Officer at Citi India, "Promoting diversity at the entry level gives us the opportunity to nurture and grow talented young women professionals who will take on board room roles in the years ahead."

The Indian HR magazine, *People Matters*, highlighted the initiative in 2013 as an effective approach for attracting diverse talent.

FORGING PARTNERSHIPS FOR PROGRESS

We can progress farther, faster, toward a diverse workforce by working with strategic partners that promote inclusive workplaces across our industry and beyond.

Approach

Our aim in establishing partnerships is to align our diversity efforts with best practices and to strengthen the impact of our strategy, programs and performance. We have longstanding partnerships around the world in areas including diverse recruitment, inclusive workplace policies and practices and diversity thought leadership.

2013 Progress

In February 2013, we took the opportunity to join efforts in support of workplace equality and inclusion that align with our corporate values.

Along with more than 200 corporations and other organizations, including some of our nonprofit partners, Citi signed an amicus brief in the Supreme Court case of Edith Schlain Windsor vs. United States that ultimately overturned Section 3 of the Defense of Marriage Act, which required employers to treat same-sex legally married couples differently from opposite-sex legally married couples in relation to health insurance, retirement and other benefits.

Citi's action aligned with our diversity strategy of supporting equitable treatment for all of our employees, regardless of their personal characteristics.

Partnership in Focus: Out on the Street

Citi is a founding member of Out on the Street (OOTS) - a leadership organization dedicated to helping Wall Street advance workplace equality for lesbian, gay, bisexual and transgender (LGBT) individuals. In 2013, Citi sponsored the OOTS annual summits in New York City and London and was among sponsors of the organization's first LGBT Leadership Summit in Hong Kong.

The Hong Kong summit convened senior leaders from 19 financial services companies to discuss how to use their presence in 170 countries to positively affect experiences and opportunities for the Asian and global LGBT community. Panelists included Peter Maskrey, Managing Director, and Chief Compliance Officer, Citi Asia, and a member of Out on the Street's Asia Leadership Committee. Senior Citi executives also sit on the organization's U.S. and Europe leadership committees.

"When I first learned of Out on the Street, I knew immediately the organization would be critical to our LGBT recruiting and retention efforts at Citi. While our senior leaders have long been supportive of LGBT equality and advancement, Out on the Street provides them with a direct avenue to get involved."

Wesley C. Walraven

Managing Director and Global Co-Head, Industrials, Citi Corporate and Investment Banking

KEY THOUGHT LEADERSHIP PARTNERS

Catalyst	Opportunity Now
Center for Talent Innovation	Out & Equal Workplace Advocates
Council of Urban Professionals	Out on the Street
Executive Leadership Council	PhD Project
Families and Work Institute	Sponsors for Educational Opportunity
Forté	Stonewall
Hiring Our Heroes	Tanenbaum Center for Interreligious Understanding
Human Rights Campaign	Wounded Warriors
Management Leadership for Tomorrow	Working Families
National Business and Disability Council	Working Mother Magazine

DIVERSITY IN ACTION

Diversity at Citi is a bottom up as well as a top down commitment. Through our employee networks, and major annual events like Diversity Week and International Women's Day, we create awareness and celebrate diversity as an essential and visible part of our culture.



Diversity Week

Diversity Week, a popular annual event, raises awareness of diversity and inclusion issues among tens of thousands of Citi employees in Latin America and Europe, the Middle East and Africa (EMEA).

In Latin America, Citi-sponsored activities included discussion panels on work - life balance in Peru and Brazil, fairs showcasing different cultures in Haiti and the Dominican Republic and contests testing employees' awareness of diversity issues in El Salvador. In Mexico, events included dramatic theater conducted by deaf actors, inter-generational bowling and conferences on women's health. The week ended

in two days of fun and diversity-themed activities at a Mexico City amusement park for around 27,000 employees and their families.

In EMEA, the theme of Inclusion was celebrated across 40 countries and region-wide activities included facilitator-led sessions on inclusive behaviors at work. London-centered events included a business leaders panel on how diversity conveys competitive advantage, and a diversity quiz for employees hosted by TV presenter Clare Balding. Citi Russia held a workshop on diversity leadership, Citi Sweden staged a diversity photography competition and Citi France hosted a "bring your child to work" day.

After giving a speech on achieving success regardless of disability during Diversity Week, Paralympic gold and silver medalist Gustavo Sanchez presented inclusion awards to members of the Citi disABILITY Network in Mexico.

Employee Networks

Citi's employee network program plays a key role in our inclusive culture. Open to all and led by employees, the program provides opportunities for networking, professional development, community involvement and volunteerism. Our networks focus upon the following affinity groups:

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

In 2013, the network program grew from 74 to 92, and spread to four new countries, Czech Republic, Hungary, Romania and the United Arab Emirates (see box) resulting in 14,000 members in 11 countries and 35 cities.

In early 2014, a further 15 networks were in development, including networks in Australia, Hong Kong, India, Indonesia and Singapore.

Citi Hong Kong Leads on Women

Citi Hong Kong's success in recruiting and promoting women is an inspiring model for our offices worldwide. Across its 2,900 employees, women fill 53% of positions - the Citi average. But women also hold 54% of professional jobs and 48% of management roles, while female executives make up half the management team.

Maggie Ng, Managing Director, Citibank Global Consumer Banking, and co-chair of the Citi Hong Kong Diversity Committee, credits this achievement to Citi's women's development programs as well as equal opportunity recruitment and compensation policies. "Around 76 percent of our senior female executives have attended at least one career development program," she noted. Hong Kong also offers four types of flexible working strategies.

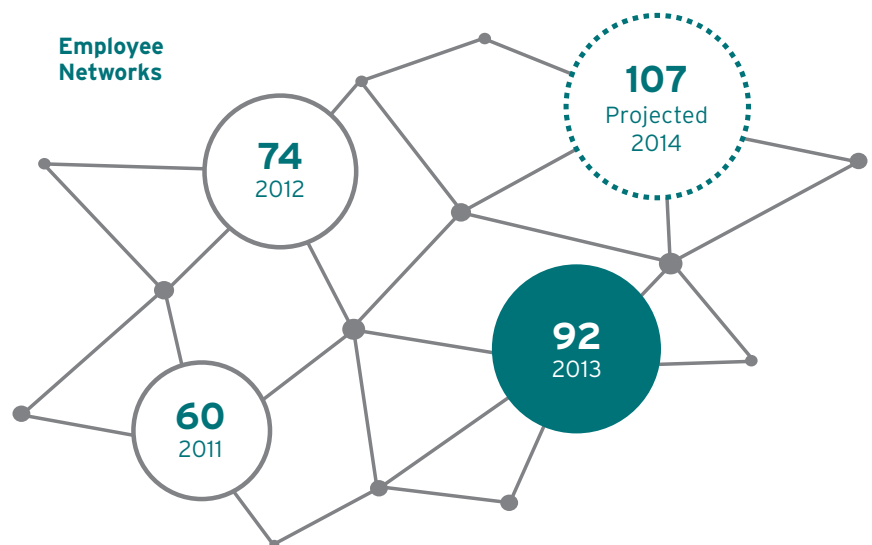
In 2013, the South China Morning Post honored Citi Hong Kong with its Best Company for Women award, commending its thorough and complete approach to recruiting, developing, mentoring and retaining female talent through every level of their organization.

In Focus: Citi Women's Network United Arab Emirates (UAE)

2013 saw the launch of our first network in the Middle East and North Africa.

Citi UAE launched its Women's Network in March with a celebratory breakfast hosted by Atiq Ur Rehman, Citi's Chief Executive Officer for Middle East and North Africa. Mr. Rehman expressed his commitment to the development of women at Citi and their progression to senior roles. During the year, the network also met with Mike Corbat, Citi CEO, Diana Taylor, Citi board director and Pam Flaherty, President and CEO of the Citi Foundation and Director of Corporate Citizenship.

Inspired by this high level support, in its first nine months the network rolled out numerous career development workshops and internal networking events. These included a "Breakfasts with Seniors" program, where female employees met with senior management. In October, the network's steering committee launched a mentoring program, which aims to fast track the development of talented Citi UAE women through one-on-one coaching, access to wider networks and internal career opportunities.



PERFORMANCE

Citi participates in external benchmark surveys that enable us to measure our performance against other companies and identify ways to strengthen and expand our policy and practices.

2013 Awards and Recognition

Global

Top Rated Companies, Survey of Corporate Diversity Practices
Calvert Investments

Asia

Best Company for Women Award
South China Morning Post, Hong Kong

Employer of Choice for Women
Equal Opportunity for Women Workplace Agency, Australia

Europe, Middle East, Africa

Top Employer for Fathers
Working Families, UK

Top 50 Employers for Women
The Times and Opportunity Now, UK

Latin America

Gilberto Rincón Gallardo
Inclusive Company Award
Ministry of Labor and Social Welfare, Mexico

Gender Equity Model Certification
National Women's Institute, Mexico

North America

100 Best Companies for Working Mothers (23rd consecutive year)

100 Best Companies for Multicultural Women
Working Mother magazine

100 percent Corporate Equality Index Company (10th consecutive year)
Human Rights Campaign (HRC)

Latina Style 50 Best Companies for Latinas
Latina Style magazine

Top 100 Companies
LATINO magazine

50 Out Front Best Places for Diverse Managers and Women
Diversity MBA magazine

Top Veteran Friendly Company
U.S. Veterans magazine

Top Diversity Employer for African Americans
Black EOE Journal

Leadership Award
OPEN Finance

Citi Recognized for LGB Equality

Citi was named in the 2014 Stonewall Workplace Equality Index Top 100 Employers, the United Kingdom's most prominent benchmark and accolade for LGB inclusive employers. The picture to the right, of the London Pride Parade, shows Bob Annibale, Global Director, Citi Community Development and Microfinance and Business Sponsor Citi Pride Network, London and New York; Jim Cowles, EMEA CEO; and Jenny Grey, Managing Director. Citi was a lead sponsor of the event.



U.S. Workforce

Citigroup's total U.S. workforce has decreased 15.4% since 2009. The overall representation of U.S. female employees declined by 2% and the representation of minorities by 1% during this period.

Citi's minority management population (covering executives, senior managers, first line managers and mid-level managers) has increased steadily, by 9.4% since 2009.

The percentage of female minority management employees rose by 4.1% between 2009 and 2012 and remained flat in 2013.

Global Female Workforce

Citi's global female representation fell from 55 percent at the beginning of 2009 to 53 percent in December 2011 and has remained stable at 53 percent through December 2013.

2013 Consolidated U.S. Employer Information Report (EEO-1)*

Job Categories	Gender	White	Black	Hispanic	Asian	Native Hawaiian or Other Pacific Islander	Native American	Multiracial	Total by Gender	Total
Executive/ Senior managers	Male	17	1	1	2	0	0	0	21	26
	Female	5	0	0	0	0	0	0	5	
First/Mid-level managers	Male	6,707	483	988	1,658	8	17	18	9,879	17,542
	Female	4,939	755	977	939	7	25	21	7,663	
Professionals	Male	7,967	705	1,321	2,946	19	32	49	13,039	22,324
	Female	5,346	982	1,221	1,664	10	26	36	9,285	
Technicians	Male	1,195	206	262	276	2	8	11	1,960	3,606
	Female	980	234	226	188	4	5	9	1,646	
Sales workers	Male	2,904	415	910	621	17	15	22	4,904	11,407
	Female	3,567	866	1,319	661	27	27	36	6,503	
Administrative support	Male	4,396	1,433	1,678	555	24	27	49	8,162	31,144
	Female	12,159	4,896	4,313	1,336	35	109	134	22,982	
Craft workers	Male	1	5	1	3	0	0	0	10	11
	Female	0	1	0	0	0	0	0	1	
Operatives	Male	111	75	36	44	0	0	0	266	476
	Female	78	47	17	65	1	0	2	210	
Totals	Male	23,298	3,323	5,197	6,105	70	99	149	38,241	86,536
	Female	27,074	7,781	8,073	4,853	84	192	238	48,295	

* Data as of July 2013. Please note: The 2013 data reported has been realigned to correctly reflect the EEO-1 executive job category and first/mid-level managers category as was filed with the US Equal Employment Opportunity Commission.



Barrett Scruggs, Vice President, Global
Consumer O&T Workforce Management

2012 Alumnus, Consumer O&T
Military Officer Leadership Program

WE WELCOME FEEDBACK AND SUGGESTIONS ON
OUR DIVERSITY PROGRAMS.

FOR MORE INFORMATION PLEASE VISIT OUR DIVERSITY SITE
AT WWW.CITIGROUP.COM/CITI/DIVERSITY/

