

▷▷▷ LEAD. BY EXAMPLE.



diversity at citigroup



Message from the Chairman

WITH A PRESENCE IN MORE THAN 100 COUNTRIES, WHERE SOME 70 PERCENT OF OUR EMPLOYEES ARE LOCAL, CITIGROUP IS PERHAPS THE MOST DIVERSE COMPANY IN THE WORLD. ▷

▷▷ For Citigroup, diversity is a competitive advantage in the global economy. Our future growth depends on our ability to attract the best employees and help them reach their full potential. More than our geographic reach and breadth of products, the power of our franchise is dependent on the skill and talent of our 230,000 employees.

Citigroup's emphasis on inclusion and innovation creates an environment where diversity is transformed from a key element of our business strategy into a competitive advantage for all our businesses. The result has been an increase in the diversity of our clients and employees, as well as in the amount of business we conduct with minority-owned firms.

We are honored to be recognized as an employer of choice by *Working Mother* and *Hispanic* magazines, and proud to be named "Corporation of the Year" by the National Minority Business Council. Yet, despite these accolades and others, we see Citigroup as a work in progress. We know we have more work to do. We aspire to be known as a company where the best people want to work; a company dedicated to empowering individuals and families around the world; and a company that provides opportunity for all. Our commitment to diversity will help us accomplish these goals.

Sandy Weill



“We value a workplace where diversity is embraced, particularly in light of our globality.”

Citigroup 2000 Annual Report

IN 2000, WE MADE PROGRESS TOWARD FURTHERING OUR COMMITMENT TO A CULTURE OF INCLUSION AND OPPORTUNITY. WE CONTINUE TO IDENTIFY PRIORITIES AND TO IMPLEMENT A NUMBER OF KEY INITIATIVES ACROSS CITIGROUP'S BUSINESSES. ▷

▷▷ For example, we held our first Global Women's Summit, which identified key areas of focus for the workplace. At the same time, we communicated to our employees global standards of behavior, defining the values that we want Citigroup to stand for. In addition, we continued to build on our excellent track record of providing help with child care in a number of places around the world and building a supportive work environment. From Brazil to Japan, numerous career development and mentoring initiatives emerged.

Employee communication was key to our success in 2000. We reinforced our diversity efforts through a series of employee communications, including launching a diversity site on our Intranet and producing the first company-wide video on diversity. Available in English and Spanish, “Diversity at Citigroup” was one of the most widely requested videos by employees globally.

Driving Citigroup's approach to diversity is our focus on building a pipeline of leaders within our

company and creating opportunities within our communities. While our collective efforts contributed to substantial progress in 2000, we have more goals to accomplish. With this in mind, we strive every day to lead by example and make Citigroup a model of diversity.

A handwritten signature in black ink, appearing to read 'Gail Natoli', followed by a horizontal line.

Gail Natoli
Director
Citigroup Global Diversity

LEARNING FROM

Our People

We value a workplace where people treat each other with mutual respect and dignity.

CITIGROUP EMPLOYEES ARE COMMITTED TO MAKING OUR COMPANY THE BEST FINANCIAL SERVICES FIRM IN THE WORLD FOR OUR MILLIONS OF CLIENTS. THIS DEDICATION TO EXCELLENCE IS THE REASON FOR OUR SUCCESS. WE ARE PROUD OF OUR EMPLOYEES AND DO OUR BEST TO HELP THEM STRIKE A BALANCE BETWEEN THEIR PROFESSIONAL AND PERSONAL LIVES. ▶



DIFFERENCES

Citigroup's culture is one of diverse people and shared values. We are proud of the progress we made in 2000 in our workplace and in communities around the world.

▷▷ WORKING PARENTS

Cited in *Working Mother* magazine's annual survey of "The 100 Best Companies for Working Mothers," Citigroup provides back-up child care for more employees than any other corporation in the world.

In fact, we are the the largest corporate provider of child care facilities or other child care services, with:

- 6 on-site centers with 1,700 children
- 2 on-site back-up centers and 1 more in construction
- 15 cities served by Just in Time Care®
- 60,000 employees covered by back-up care or school holiday programs
- Child care discounts in place nationally
- Family care subsidy now available to eligible employees in every business

Our newest child care facility is scheduled to open in Citigroup's New York City headquarters in the summer of 2001.

In Japan, Citigroup offers child care vouchers to help defray the expense for our employees. We conducted work/life surveys in Ireland and Japan in 2000 to determine employees' child care and career development needs. In the U.S., Canada and Puerto Rico, our employees have access to LifeWorks®, a program that offers employees help and counseling on a wide range of issues.

FINANCIAL SECURITY

Employee ownership is a core value at Citigroup. Building a successful company takes highly motivated employees who think and act like owners. Citigroup offers many pathways to ownership, including one of the most accessible stock purchase plans in the industry.

"Tuition reimbursement helped me pay for my college education."

PING Y. DANG
22 years at Citigroup
Financial Center Manager
Citibank
Hometown: Canton, China





Work Environment

We seek to provide a work environment that attracts and retains outstanding individuals from all over the world.

CITIGROUP EMPLOYEES BRING A WIDE RANGE OF CULTURES AND BACKGROUNDS TO THE COMPANY. AS A GROWTH COMPANY, WE ARE FOCUSED ON THE INDIVIDUAL DEVELOPMENT OF OUR PEOPLE. ▷

▷▷ CITIGROUP GLOBAL WOMEN'S SUMMIT

As part of Citigroup's leadership initiatives, more than 200 of our most senior women from 28 countries attended the first Global Women's Summit. The three-day conference focused on establishing a community of women across Citigroup; learning about our marketing efforts to women; and identifying leadership and development opportunities. Participants returned to their businesses encouraged to build an inclusive and supportive work environment for their employees.

At the regional level, summits were held in Brazil for Citibank employees and in the U.K. for Schroder Salomon Smith Barney employees. More than 800 women attended the Primerica Women's Leadership Conference in Atlanta.

RECRUITING AND MENTORING

Minority recruiting and mentoring is a key element in promoting diversity. At Primerica, 40 percent of new personal financial analysts in 2000 were women, due in large part to the "Women in Primerica" program.



“Diversity helps Citigroup bring the broadest range of solutions to the widest range of clients.”

ALAN BOWSER

5 years at Citigroup
Managing Director
The Citigroup Private Bank
Hometown: Washington, DC

Launched in 1996, the initiative has focused on recruiting women. Primerica’s African-American Leadership Council, composed of senior personal financial analysts, provides career development advice and informal mentoring to African-American colleagues. Primerica provides Spanish-language training materials for Hispanic personal financial analysts.

More than half of the 928 financial consultants hired by Salomon Smith Barney in 2000 were minorities and/or women. These financial consultants are offered opportunities for mentoring by seasoned financial consultants from other branches. Also in 2000, Salomon Smith Barney conducted a Multicultural Leadership Conference for all minority managers to provide them with advanced training and network opportunities.

The third Leadership Conference for Salomon Smith Barney’s women managers helped build leadership and management skills.

CitiFinancial’s FasTrack program is designed to train high-potential individuals as branch managers. In 2000, 47 percent of the class were minorities; 42 percent were women.

Similarly, Travelers Insurance’s urban markets program recruits new agencies serving minority and urban communities in 22 U.S. cities, while seeking to deepen the company’s presence in the urban homeowners insurance market. A mentorship program at 230 agencies in six cities offers career support and development.

In addition, Travelers has significant minority-focused recruiting and internship programs at Howard

University, the University of South Carolina, Worcester Polytechnic Institute and the University of Georgia.

Citigroup partners with the National Black MBA and the National Society of Hispanic MBA associations to recruit top candidates for the company.

Economic Empowerment

We aspire to be known as a company dedicated to the notion of community service, taking a leadership role in communities around the world in which we operate and making them better because we are there.



AS THE GLOBAL LEADER IN FINANCIAL SERVICES, WE ARE COMMITTED TO SHARING OUR KNOWLEDGE AND RESOURCES TO INCREASE OPPORTUNITIES AND TO STRENGTHEN THE ECONOMIC STATUS OF INDIVIDUALS AND COMMUNITIES WORLDWIDE. ▷

▷▷ THE WALL STREET PROJECT

The Reverend Jesse Jackson — with support from Citigroup Chairman and CEO Sandy Weill — created the Wall Street Project in 1997, as well as its sister program in Chicago, the LaSalle Street Project. These initiatives work to provide career and business opportunities in financial services for minorities and women.

FAITH-BASED INSTITUTIONS

In 2000, Citigroup partnered with the Rainbow/PUSH Coalition to help launch the first segment of its 1,000 Churches Connected Program by participating in the “Ministers on Wall Street” financial education seminar. The seminar promotes economic literacy through community-based churches.

As a result of a partnership that grew out of the Wall Street Project, Salomon Smith Barney worked with Faithful Central, a Los Angeles-based African-American church, on its purchase of the Great Western Forum sports arena. The church will use the arena for services and events. The Citigroup Center for Community Development Enterprise provided \$5 million of the \$22.5 million financing, a commitment that was critical to the success of the transaction.

SUPPLIER DIVERSITY

We made significant progress in expanding our minority supplier-purchasing program in 2000. Due to a strong management emphasis on inclusion, Citigroup awarded nearly \$200 million to businesses owned by minorities and women. At the same time, we encouraged professional-services firms, with which we have relationships, to assign more minorities and women to work on Citigroup business.

The National Minority Business Council recognized our efforts by naming Citigroup “Corporation of the Year” in 2000.

MINORITY-OWNED FIRMS

Working with minority-owned securities firms opens the door for our clients to a broader group of retail and institutional investors. In 2000, Citigroup increased relationships with minority-owned securities firms, particularly within our securities brokerage and asset-management organizations.

In the capital markets area, for example, we worked with more than 20 minority-owned firms. In the equity capital area, minority-owned firms were included in the Salomon Smith Barney deals for such premier global corporations as AT&T Wireless, Asia Global Crossing Ltd., America Online Latin America, Genuity, NRG Energy Inc. and Beacon Power Corporation.

In debt capital markets, Citigroup is lead manager for approximately 30 percent of all new business, and is active in recommending minority-owned firms as participants in transactions. Seven minority-owned firms were involved in our own debt-raising efforts, raising more than \$11 billion.



“I love having the opportunity to apply my finance and real estate expertise to the field of community development.”

EVELYN B. KENVIN

17 years at Citigroup
Director of Community Development Investment
Citigroup Center for Community Development Enterprise
Hometown: New York, NY



“I have attended training programs every step of the way in my Citigroup career. These have prepared me for my current position.”

SHANTA S. LALL

15 years at Citigroup
Area Director
Non Resident India Investments
Hometown: New Delhi, India



MICROCREDIT

Citigroup has pioneered and supported microcredit programs worldwide for 15 years. We support organizations such as ACCION International and the Grameen Foundation, which provide lower-income individuals with small loans for self-employment projects and training. In 2000, Citigroup contributed more than \$2 million to microcredit initiatives.

In India, the “Empowerment of Women” program — created by Citibank in 1997 — focuses on making it easier for underprivileged women in urban areas to start their own small businesses, ranging from

cooking and selling food to carpet repair. The program has helped more than 830,000 Indian women, and was expanded to Sri Lanka in 1999 and to Bangladesh in 2000.

In Turkey, Citigroup funded a project to assess the needs of women whose livelihoods were significantly impaired by the earthquake there in 1999. The goal was to help these women rebuild or start small businesses.

In many of these cases and countries, Citigroup volunteers provided technical assistance and management expertise.

EDUCATION AND CAREERS

Education is the springboard to self-sufficiency, enabling people of all cultures and economic backgrounds to live better lives and raise families. Citigroup supports a number of global educational initiatives.

In 1982, Sandy Weill started the first Academy of Finance at John Dewey High School in Brooklyn, New York. It provided 35 students with opportunities to explore and prepare for careers in financial services through special study and paid internships.

In 2000, the Citigroup Foundation gave more than \$2 million to the National Academy Foundation. Young people in some 450 local academies are preparing for careers not only in finance, but also in information technology and travel, tourism and hospitality.

The grant included the first installment of a four-year, \$1 million award to finance a \$20,000 Citigroup Academy of Finance college scholarship for 20 high school seniors

annually. In addition to the financial award, scholars will be matched with Citigroup mentors and provided summer internships in Citigroup businesses.

Travelers is a strong supporter of “Project Invest,” a program of the Independent Insurance Agents of America which teaches students in 225 U.S. urban high schools the basics of insurance and offers career guidance.

The Citigroup Foundation funds the United Negro College Fund/ Citigroup Fellows program, a four-year fellowship that provides Citigroup mentoring and scholarships to 30 undergraduate students each year. To date, the program has graduated 250 fellows.

In collaboration with leading technology information corporations, Citibank Venezuela launched a program called “Bridging the Digital Divide” that teaches lower-income women the skills necessary to secure clerical jobs. Participants

who successfully complete a three-month training internship with prospective employers are offered full-time employment.

In Nigeria, Citibank partners with local universities using software to teach 16,000 students technology skills as well as basic banking and financial planning. The program has been recognized for helping Nigeria produce a new generation of high-tech professionals.

In South Africa, Citibank donated four “Edutainer” classrooms to community-based organizations. Edutainers are portable, high-quality, 40-foot shipping containers that have been converted into comfortable classrooms fitted with all the educational equipment and furniture needed to run a pre-school. The donation is part of a commitment by the Citigroup Foundation to assist early childhood learning programs.



“Every day in Citigroup communities around the world, we help people build a better future.”

ALAN OKADA
24 years at Citigroup
Vice President & Treasurer
Citigroup Foundation
Hometown: New York, NY



Target Marketing

We are an economic enterprise with a global orientation, but with deep local roots in the markets where we operate.

A KEY COMPONENT OF CITIGROUP'S BUSINESS PROPOSITION AND OUR COMMITMENT TO DIVERSITY IS TO ENSURE FAIR ACCESS TO OUR WIDE ARRAY OF PRODUCTS AND SERVICES TO PEOPLE AROUND THE WORLD. IN 2000, WE LAUNCHED SEVERAL TARGETED INITIATIVES. ▷

▷▷ **MINORITY CUSTOMERS**

We have increased minority customers' access to financial information and our products and services through a number of initiatives.

During Black History Month, Citibank sponsored a series of financial education and home-buying seminars for African-Americans at Financial Centers. And for the second consecutive year, Salomon Smith Barney presented financial programs for

African-American investors, including "Acquiring, Building & Preserving Wealth" seminars.

Salomon Smith Barney (SSB) also ran investment seminars that focused on the financial needs of Hispanic investors and developed a bilingual company information brochure available at our branches. With *Latina Style* magazine, SSB co-hosted the "Salud! Health Issues Affecting Hispanic Women" seminar in Washington, DC.

Travelers sponsors education initiatives to make insurance more accessible and affordable for urban customers. The company conducts crime safety seminars in urban markets that educate homeowners about fire and crime prevention and safety, and may make them eligible for a premium credit on their Travelers homeowners policy.

WOMEN CUSTOMERS

Citigroup created “Women and Company,” a targeted financial education and membership program that provides women with custom-designed products and services to meet financial needs at every stage of their lives.

Citibank sponsored a number of women investor education events, including “Women & Investing” seminars at our Financial Centers. Salomon Smith Barney offered four seminars — “Women of Influence,” “Mothers and Daughters,” “Women in Transition” and “Women in Business” — in major markets across the U.S.

Women’s health issues are a critical component of SSB’s initiatives. For example, SSB has been a major sponsor of The Susan G. Komen Race for the Cure series for the past five years, helping to raise money for breast cancer research. SSB has also hosted annual Women’s Health Issues Luncheons in major U.S. cities to celebrate The Race for the Cure, and sponsored the second nationwide Women’s Health Issues survey.

GAY AND LESBIAN CUSTOMERS

More than 20 Citibank Financial Centers in the U.S. celebrated Gay and Lesbian Pride Month through a variety of activities that included Pride parades and events, seminars, and Citibank at Work programs for organizations in the Gay and Lesbian community.

Citibank offers the Visa Rainbow Card. Since its launch in 1995, the card has raised \$1 million for Gay- and Lesbian-related causes.

Internally, Citigroup began offering domestic partner benefits in 2000 to our U.S. employees.



“The best thing about my job is working with people from all over the world.”

CYRILLE MARTIN

2 years at Citigroup
Planning Analyst
Emerging Markets Strategy &
Business Development
Hometown: Paris, France

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“Diversity benefits Citigroup by creating an exciting environment.”

GLEN CAPELO

15 years at Citigroup
Managing Director
Salomon Smith Barney
Hometown: Corpus Christi, TX



Citigroup Workforce Information Report

2000 U.S. EMPLOYMENT DATA

JOB CATEGORIES	NUMBER OF EMPLOYEES										
	OVERALL	MALE					FEMALE				
		White (Not of Hispanic Origin)	Black (Not of Hispanic Origin)	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native	White (Not of Hispanic Origin)	Black (Not of Hispanic Origin)	Hispanic	Asian or Pacific Islander	American Indian or Alaskan Native
Officials & Managers	17,689	9,043	550	510	445	17	5,779	656	383	292	14
Professionals	28,012	11,241	975	833	1,580	43	9,752	1,604	846	1,106	32
Technicians	3,935	1,624	167	107	95	3	1,631	168	63	71	6
Sales Workers	16,715	11,125	316	411	406	19	3,260	391	421	349	17
Office and Clerical	47,697	6,353	1,666	1,442	604	61	25,191	6,370	4,241	1,546	223
Crafts Workers	118	71	19	8	1	0	10	8	1	0	0
Operatives	812	198	190	95	62	5	119	87	29	25	2
Laborers	53	9	27	8	2	1	1	3	2	0	0
Service Workers	283	86	59	58	11	1	33	16	17	2	0
Total	115,314	39,750	3,969	3,472	3,206	150	45,776	9,303	6,003	3,391	294

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Citigroup's policy is to ensure Equal Employment Opportunity (EEO) for everyone — regardless of race, religion, color, sex, national origin, age, disability, Vietnam-era veteran status, citizenship, marital status or sexual orientation. The company's policy applies to all employment practices, including recruiting, hiring, promoting and training. Citigroup's commitment to EEO includes the development and implementation of an Affirmative Action program modeled after federal, state and local employment laws and policies. Executives and department managers are responsible for Affirmative Action goals being achieved. The primary responsibility for developing and monitoring the program is assigned to a senior resource officer, and progress on Affirmative Action efforts is regularly reviewed with senior management.

MATERIAL LITIGATION

There is no material litigation concerning race, gender or the physically challenged in which Citigroup is involved.

FOR MORE INFORMATION ON DIVERSITY AT CITIGROUP, CONTACT GAIL NATOLI, (212) 793-2772, NATOLIG@CITI.COM



“At Citigroup, the sky is the limit! I have the opportunity to be innovative in my contributions to the company.”

JULIE ESSIAM

3 years at Citigroup
Human Resources Manager
Emerging Markets
Hometown: Accra, Ghana

Awards

2000 DIVERSITY AWARDS AND RECOGNITIONS

- ▷ **“CORPORATION OF THE YEAR”** — National Minority Business Council

- ▷ **“100 BEST COMPANIES FOR WORKING MOTHERS”** — *Working Mother* magazine

- ▷ **“50 BEST COMPANIES FOR LATINAS TO WORK IN THE U.S.”** — *Latina Style* magazine

- ▷ **“TOP 100 COMPANIES PROVIDING THE MOST OPPORTUNITIES TO HISPANICS”** — *Hispanic* magazine

- ▷ **“50 MOST POWERFUL WOMEN IN BUSINESS”** — *Fortune* magazine
Marge Magner, senior executive vice president and chief administrative officer, Global Consumer Business

- ▷ **“TOP 25 CORPORATIONS”** — Hispanic Scholarship Fund

- ▷ **2001 HARLEM YMCA SALUTE TO BLACK ACHIEVERS IN INDUSTRY** — Citigroup’s **Mercer Cook III, Paulette Hicks, Deloris Day Johnson** and **Leah C. Johnson** were honored by the Harlem YMCA as Black Achievers in Industry

- ▷ **2000 YWCA WOMEN ACHIEVERS:** Four Citigroup women — **Sandra Jaffee, Maura Markus, Wendy Murdock** and **Barbara Yastine** — were inducted into the YWCA of the City of New York’s Academy of Women Achievers



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