

## Diversity at Citi

We see diversity as a source of strength. Therefore, we have made it a priority to foster a culture where the best people want to work, where people are promoted on their merits, where we value and demand respect for others and where opportunities to develop are widely available to all—regardless of differences.

Our strategy focuses on four commitments:

- Employer of choice... for our employees
- Service provider of choice... for our clients
- Business partner of choice... for our suppliers
- Neighbor of choice... for our communities

Our Diversity Operating Council, composed of senior diversity and human resources leaders from core businesses and regions, provides support and accountability. The Council

- regularly reviews progress against our diversity strategy;
- shares best practices across businesses;
- aligns diversity policies globally; and
- develops, promotes and executes global diversity initiatives through the business diversity councils, which focus on dimensions of diversity such as disability, ethnicity, gender, race and sexual orientation.

Our senior business managers develop diversity plans and are held accountable for progress against those plans. In 2007 109 diversity reviews were conducted and an annual report was presented to the Board.



### Employer of choice

Citi serves clients from every walk of life, every background and every origin. Our goal is to have our workforce reflect this same diversity at all levels and our employee population be similar in composition to that in our local operating communities. Our strategy has four parts—hiring, training, mentoring and championing individuals from diverse backgrounds. In addition to recruiting entry-level employees from diverse backgrounds, we strive to present a diverse pool of highly qualified candidates for management and professional opportunities.

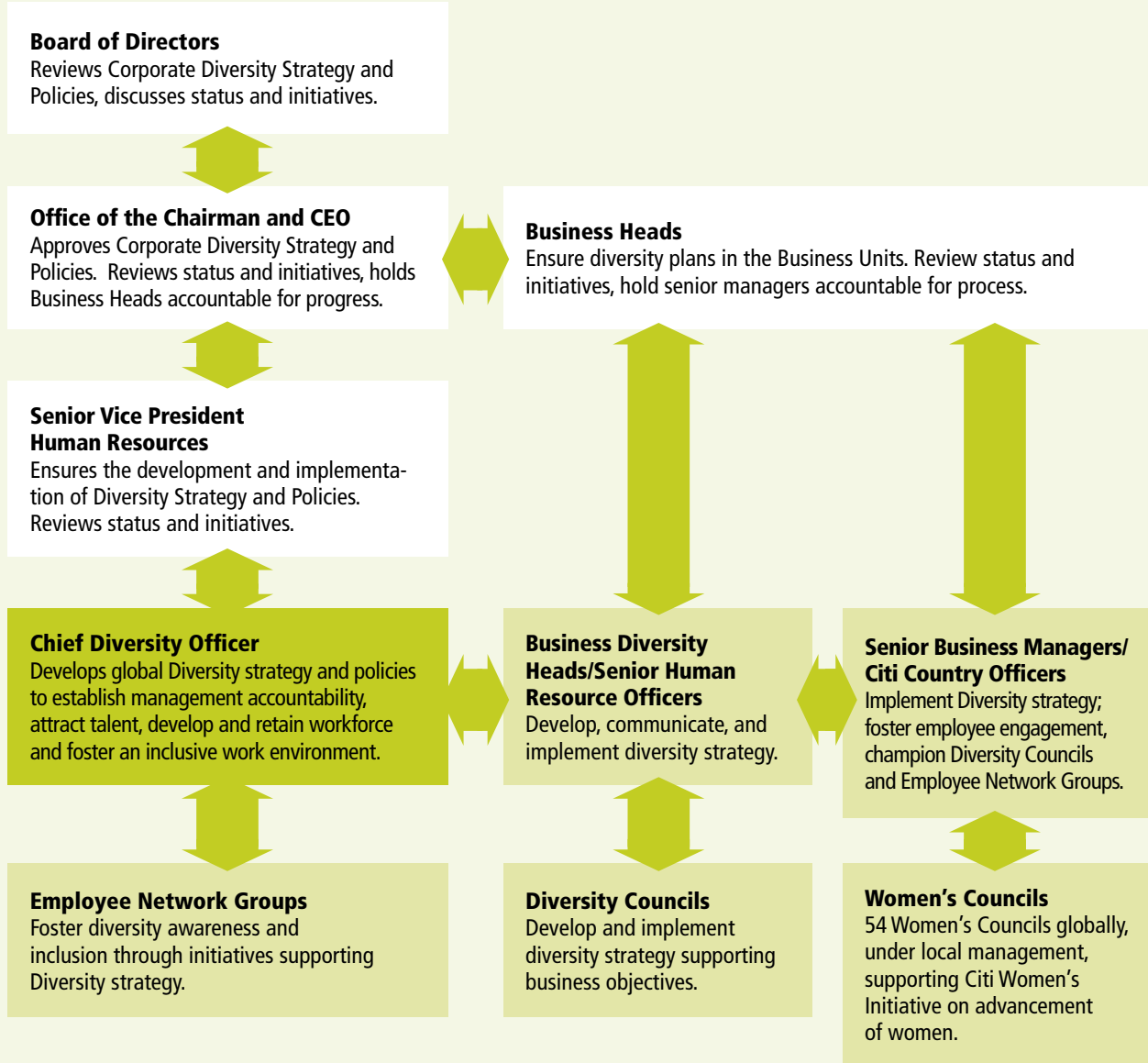
We build relationships with partners who can help us identify and recruit top talent. These partners include non-profit organizations and the career placement offices at select

graduate and undergraduate schools. We also attend various conferences and recruiting fairs sponsored by associations representing diverse populations.

Our Code of Conduct prohibits discrimination and harassment. To foster a culture of acceptance and respect throughout Citi, we offer training to employees on topics such as “Championing Diversity,” “Valuing Diversity and Inclusion at Citi” and “Leadership Through the Lens of Diversity.”

We encourage new employees to enter into, where available, formal mentoring relationships with members of senior management, including our Management Committee. Committee members are required to mentor employees and are encouraged to seek out women and minority mentees.

## Diversity Responsibilities at Citi



Accountability for our progress in meeting our diversity goals extends to Citi's Board of Directors.

## In 2007

more than 5,000 employees participated in formalized mentoring programs; 80% of our Management Committee members formally mentored Citi employees, with 89% mentoring a diverse mentee.

In 2006 more than 9,000 employees participated in formalized mentoring programs; 84% of our Management Committee members formally mentored Citi employees, with 89% mentoring a diverse mentee.

Since 2006 the number of women's councils and networks more than doubled from 24 to 54.



### Employee networks

Citi networks are employee-initiated and -led groups, organized based on affinity and are open to all employees. These groups offer opportunities for networking, mentoring, coaching and community involvement. A key tenet—consistent with Citi's diversity strategy—is that they cross-network and are inclusive of others. One project that several networks are jointly sponsoring on an on going basis is "Learn the Business," a series of presentations to educate members about Citi's operations and help them understand their career development options.

42 networks

14,000 employee participants

20 cities in the United States and United Kingdom

Recognized networks include:

- African Heritage
- Asian Pacific Heritage
- disABILITY (focused on people with disabilities and the caregivers of people with disabilities)
- Hispanic Heritage
- Native American Heritage
- Pride (focused on lesbian, gay, bisexual and transgender communities)
- Roots (multicultural)
- Women's
- Working Parents

### A few of our recruiting partners

- Back in Business (program to help experienced business people re-enter the corporate world after a career break)
- Consortium for Graduate Study in Management (provides MBA fellowships to more than 300 minority students annually)
- INROADS (minority undergraduate internship program)
- Management Leadership for Tomorrow (focused on minorities in fast track entry-level positions and major graduate business schools)
- Manpower Foundation (focused on people with disabilities)
- National Black MBA Association (NBMBA)
- National Society of Hispanic MBAs (NSHMBA)
- Out in the City (program for undergraduate lesbian, gay, bi-sexual and transgender individuals)
- Reaching Out MBA Conference (focusing on lesbian, gay, bi-sexual and transgender individuals)
- The Rochester Institute of Technology's National Technical Institute for the Deaf
- Sponsors for Educational Opportunity (SEO)
- TOIGO (encourages minority students to consider careers in finance)
- Women for Hire

In 2007, 79% of Management Committee members completed diversity training; in 2006, 82% of members completed the training.

### **Global Women's Initiative**

Citi has several ongoing initiatives to support women's professional development. Until 2006 most of these efforts were conducted on a regional basis through women's councils and networks. In March 2006 leaders from 20 women's councils and four women's employee networks came together to launch "The Global Women's Initiative." The meeting was designed to leverage existing diversity councils and networks to share best practices, create champions and role models and build a pipeline of talented women for senior management. Since the Initiative launched, more than 30 new councils and networks have formed, including several councils in Asia and Latin America and a new network with more than 1,000 members in New York City.

### **Service provider of choice**

Citi serves clients from across the financial spectrum from individuals accessing credit for the first time and immigrant workers sending remittance payments home to people needing wealth management services or funding for their entrepreneurial ventures. We employ different forms of outreach to meet the varied needs of such a diverse client base.

In some cases, we extend our reach into the community by partnering with local non-profit organizations or by organizing general financial education programs. Other times, we host events tailored to specific groups, such as symposia on women's lifestyle issues, seminars on wealth management for affluent African-Americans and U.S. Hispanics and outreach to the lesbian, gay, bisexual and transgender business community.

### **Business partner of choice**

One of Citi's key procurement objectives is to maintain a diverse supplier base. Our Supplier Diversity team works within Procurement as well as with other departments such as Citi Realty Services, Community Relations and Equity Capital Markets to identify and hire qualified business enterprises owned by minorities, women, people with disabilities, veterans and disabled veterans. While our focus will continue to be on increasing first- and second-tier spending with diverse suppliers, we are also working to strengthen our program through activities such as mentoring and supplier development.

Around the world, we aim to develop an increasingly diverse supplier base that mirrors our marketplace and employees and to achieve results that will not

only meet community needs, but also enhance market value. Consistent with this goal, in 2004 we were a founding member of the European Supplier Diversity Business Forum (now known as Supplier Diversity Europe), which was created to introduce the concept of supplier diversity to the European marketplace. In 2007 we appointed Citi's first Supplier Diversity Manager for Europe, the Middle East and Africa.

## U.S. Workforce Information Report

Job Categories	TOTAL	Male							Female						
		White	Black	Hispanic	Asian	Native Hawaiian or Other Pacific Islander	Native American	Multi-Racial	White	Black	Hispanic	Asian	Native Hawaiian or Other Pacific Islander	Native American	Multi-Racial
Exec/Senior Mgrs	93	60	2	4	9	0	0	0	15	1	2	0	0	0	0
First/Mid-Lvl Mgrs	21,800	8,811	726	910	930	3	29	15	7,530	1,115	996	689	3	30	13
Professionals	33,960	12,095	1,356	1,596	4,057	10	35	25	8,561	2,095	1,701	2,343	9	47	30
Technicians	1,966	767	176	174	165	2	9	5	436	69	67	91	0	3	2
Sales Workers	26,447	13,955	871	1,267	869	3	45	17	5,909	1,284	1,333	827	2	48	17
Admin Support	60,156	8,459	2,828	2,659	1,105	13	61	43	25,922	9,236	7,002	2,437	35	240	116
Craft Workers	38	26	3	5	2	0	0	0	1	1	0	0	0	0	0
Operatives	1,011	186	118	66	134	0	2	0	214	110	38	141	1	1	0
Laborers & Helpers	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Service Workers	166	49	31	46	9	0	0	0	8	9	12	2	0	0	0
<b>TOTAL</b>	<b>145,638</b>	<b>44,408</b>	<b>6,112</b>	<b>6,727</b>	<b>7,280</b>	<b>31</b>	<b>181</b>	<b>105</b>	<b>48,596</b>	<b>13,920</b>	<b>11,151</b>	<b>6,530</b>	<b>50</b>	<b>369</b>	<b>178</b>

In the table above, both the job and diversity categories are determined by U.S. rules and regulations and reflect two changes made in 2007. First, the category "Asian or Pacific Islanders" was separated into "Asian" and "Native Hawaiian or other Pacific Islander" and a "Multi-Racial"

was added and second, the "Officials and Managers" category was subdivided into "Executives and Senior Level Managers" and "First and Mid-Level Managers." Data as of July 2007.

### In detail: Citi workforce diversity in the United States

Each year, we are required to file an Employer Information Report detailing the ethnic and racial composition of our U.S. workforce with the U.S. Equal Employment Opportunity Commission and U.S. Department of Labor Office of Federal Contract Compliance Programs.

Citi offers Equal Employment Opportunity (EEO) to everyone—regardless of race, gender, gender identity or expression, color, creed, religion, national origin, citizenship, age, disability, marital status, including civil unions as defined and recognized by state law, sexual orientation, ancestry, veteran status, or socioeconomic status. Citi's EEO policies apply to

all employment practices, including recruiting, hiring, promoting, and training. Citi's commitment to EEO includes the development of Affirmative Action programs modeled after U.S. federal employment laws and regulations. Executives and department managers are responsible for making good-faith efforts to achieve Affirmative Action goals.

The primary responsibility for developing and monitoring each program is assigned to a senior Human Resources officer, and progress on Affirmative Action efforts is regularly reviewed with senior management.