

Global Diversity Annual Report 2009





“At Citi we believe that the key to business success is diversity of thought. This is only made possible by having a workforce of diverse backgrounds, experiences and skills. Our company—operating in more than 140 countries—has a rich diversity.

However, we know that our size and scale creates challenges to ensuring that our core value of diversity is upheld everywhere we do business. We are committed to a journey of continuously improving diversity in our company and are joined on this mission by colleagues around the world who are working hard to lead and implement our efforts. This report presents a review of where we are on that journey.”

— Ana Duarte McCarthy, Chief Diversity Officer

WHY DIVERSITY IS IMPORTANT FOR CITI

At Citi, we recognize diversity as one of our competitive advantages. In a global marketplace, it is imperative that an organization provide a wide range of ideas and solutions to its clients. A diverse workforce understands clients better and is more creative and innovative on their behalf. In turn, this can mean greater market share and greater returns for our shareholders. To seize this competitive advantage we must foster a workforce with different backgrounds, perspectives and ideas, and provide employees with a wide range of experiences and skills to develop to their full potential.

HOW WE MANAGE DIVERSITY

Our diversity strategy focuses on four areas—management accountability, attracting talent, workforce development and work environment.

The Office of Global Workforce Diversity is responsible for governance, policy and for setting priorities. Diversity programs supporting our overall strategy are implemented across the organization. Senior diversity and Human Resources leaders from all of our businesses are members of our Diversity Operating Committee and meet regularly to review progress against the strategy, share best practices and align policies. Once a year, the Board of Directors reviews progress against our plans and sets priorities for the coming year.

We continue to develop, promote, and execute our global diversity initiatives through business, country and product diversity councils.

Our initiatives focus on dimensions of diversity, including, among others, disability, ethnicity, gender, race, and sexual orientation.

CASE STUDY

Citi’s diversity initiative in Europe, the Middle East and Africa (EMEA) is led by the Citi Difference Diversity Steering Committee, chaired by the co-CEOs of the region. The committee, established in 2005, aims to ensure that all employees in EMEA are able to maximize their full potential and utilize their talent in pursuit of the organization’s goals, and that Citi is able to attract and retain a diverse workforce.

The EMEA diversity team is a core factor in driving the region’s diversity objectives by planning and executing initiatives and events, involving, among others, members of the Citi Employee Networks. Current networks in the United Kingdom and Republic of Ireland include Citi disABILITY, Citi Parents, Citi Identity, Citi Pride, Citi Roots and Citi Women.

“At Citi India, we believe that diversity and inclusion are a source of strength and a competitive advantage, and must be embraced as a business imperative. We believe a diverse talent pool adds tremendous value to our ability to serve our varied client groups. On a personal level, being involved with our work on diversity in India has provided me with opportunities to network with women across Citi and in the industry, sharing varied experiences and implementing best practices.”

— Sumit Chadha
Collections, Citibank India & India Diversity Champion

DIVERSITY IN ACTION

Described below are several of the 2009 programs and initiatives across the organization that support our goal of being an inclusive company and give us a competitive advantage.

Diversity Week

Citi's Diversity Week, held each year across our businesses in Europe, the Middle East and Africa, and Latin America and Mexico, focuses on developing awareness and engagement in diversity with all employees invited to participate in interactive programs.

In 2009, Diversity Week was celebrated in September across 50 countries in Europe, the Middle East and Africa. Approximately 250 events highlighted the wide range of talents, interests and backgrounds of colleagues while stressing the common values that define Citi. Events ranged from New Father's Workshops, Women's Forums and Networking to Comedy Evenings and Children's Art Competitions. Diversity Week was held in October in our Latin America region with six countries participating, organizing 42 activities covering topics such as gender equality, disability and discrimination.

"By opening doors for employees across the franchise during Diversity Week, irrespective of level and seniority, Citi Pakistan has truly achieved a milestone; in a country like ours, such meritocracy and inclusion is unprecedented."

- Saima Haji
Citi Pakistan Corporate Bank

women4CITI >

Gender diversity enhances our ability to innovate, create business opportunities, and relate effectively to our client base.

Women4CITI > is a company-wide effort designed to attract and develop talented women. The program helps participants identify mentors and career opportunities across our businesses and fosters the ongoing development of women leaders. Two senior executives lead the effort, and are supported by an advisory team and a global network of women's organizations.

The *Citi Women's Leadership Development Program* was designed and created in conjunction with the UCLA Anderson School of Management and combines lectures, discussions, small group work and personal assignments. Participants learn the "how to" of demonstrating executive readiness, becoming champions and role models for the organization and growing professional networks. Since the program was first delivered in April 2008, there have been four sessions with a total of 123 participants.

The *Women Leading Citi Program* was piloted in 2009 with 59 high performing female participants who have the potential to assume significant leadership positions at Citi. It is designed to promote and accelerate advancement through opportunities which broaden and enhance leadership skills, by supporting individual development and identifying networking opportunities. A participant has the support of her manager, a talent professional and a senior advocate.

In addition, Citi has a long standing development program – *Coaching for Success* – for mid-level women. The program for emerging female talent is delivered through a series of workshops and engages senior management as coaches. One of its goals is to improve retention and increase promotion and opportunities for internal mobility among participants.



"There are a few things about my experience in the women's leadership development program that really stuck with me. The program equipped me with quantifiable metrics around gender bias issues - that's powerful in my line of work as we make objective, numbers-based decisions. When I was empowered with hard data on gender bias, conversation with colleagues on the topic became easy. The reality of bias was no longer up for debate because I was armed with measurable facts."

- Alejandra Nunez
Sales and Marketing, Citi Velocity

“The Network helps me to make connections with my colleagues, learn about the various Citi businesses and expand my involvement internally and externally. That, to me, is what helps make a career more fulfilling.”

– **Satonya Fair**
African Heritage Network – New York City

Citi Employee Networks

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

At the end of 2009 there were 53 employee networks representing some 13,500 members across 16 locations in the United States, the United Kingdom and the Republic of Ireland. We are proud of the first Military Veterans network, recognized and launched in New York City in 2009 with 100 members. Other recognized networks include:

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

Diversity for Leaders

Citi runs a number of programs designed to support our community of leaders from diverse backgrounds.

Our *Diversity Leadership Program* is designed to provide training for high-potential Vice President to Director level professionals with the goal of increasing and accelerating development. Participants take part in a comprehensive program of coaching, training, informal mentoring and networking with senior leaders over a six-month period.

We work in partnership with The Executive Leadership Council (ELC) to support our African-American managers. ELC is a national membership organization comprised of senior level African-American officers and executives from Fortune 500 U.S. corporations. Through their Symposium, ELC helps African-American corporate mid-level managers develop the professional, personal, and intellectual skills necessary to excel in the corporate arena. To date, Citi has sponsored 261 participants for the Symposium.



“Being part of the Network allows me to work outside my comfort zone, to break out of my silo and to work with colleagues who display integrity, generosity of their time and talent and a vision for the workplace.”

– **Catherine Bennett**
disABILITY Network – London

PARTNERSHIPS FOR BEST PRACTICE

We learn about diversity best practice by working in partnership with specialist organizations that seek to foster diversity and inclusion. Through these partnerships we continually improve our strategy, programs and performance. By working together we promote diversity –as a key business imperative–across industries.

We have partnerships with a variety of organizations around the world such as the Center for Work Life Policies, The 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, Opportunity Now, Sponsors for Educational Opportunity, Stonewall and Zumbi dos Palmares University.

Families and Work Institute

Families and Work Institute (FWI) in the U.S. is a non-profit, non-partisan research organization that studies the changing workforce, family and community. Citi is a long time sponsor of FWI and has in the past participated in landmark studies –including the National Study of the Changing Workforce (1992, 1997, 2002, and 2008), the largest and most comprehensive on-going study of the U.S. workforce, a study that is widely used by businesses to understand and respond to workforce trends as they emerge.



Human Rights Campaign

The Human Rights Campaign (HRC) is the largest civil rights organization working to achieve lesbian, gay, bisexual and transgender equality in the United States. Since 2005, we have been a lead sponsor of HRC. Citi is featured in HRC's 2010 *Buying for Equality Guide*, which helps consumers make fair-minded purchasing decisions through ratings of companies, their products and services supporting lesbian, gay, bisexual and transgender equality. Since 2004, Citi has achieved 100 percent on the HRC Corporate Equality Index—a benchmark of an organization's ability to provide a safe and welcoming business environment for lesbian, gay, bisexual and transgender employees and clients.

Opportunity Now

Opportunity Now is an organization for U.K. employers committed to creating an inclusive workplace for women. It offers members tailored, practical and pragmatic advice on workplace issues. Citi has been a member of Opportunity Now for nine years and in 2009 won the Opportunity Now Innovation Award for our maternity and paternity workshops in the United Kingdom. These workshops take a three-pronged approach to maternity and paternity issues; they provide managers with the skills to manage the maternity transition, support women through the transition and assist new and expectant fathers.

Zumbi dos Palmares University

Zumbi dos Palmares University in Brazil focuses on the inclusion of African descendants in higher education and reserves 50 percent of student admissions for African descendants. In 2005, Citi founded an internship program partnering with Zumbi dos Palmares University. Professional interns are hired –for up to two years–from the graduating class to work in various areas of Citi Brazil. They receive at least 20 hours of training that covers career topics and job competencies; training can be completed online. Since 2005, more than 80 interns have participated in the program and Citi Brazil has hired 34 (42 percent) as employees.

OUR PERFORMANCE

We measure our performance on diversity so that we can identify ways to strengthen and expand our policy and practices. We participate in annual benchmark surveys in different markets so we may understand how we perform against other companies.

Examples of our diversity work receiving external recognition in 2009 include:

- 40 BEST COMPANIES FOR DIVERSITY
Black Enterprise magazine
- 50 BEST COMPANIES FOR LATINAS TO WORK FOR IN THE U.S.
Latina Style magazine has named Citi to *Latina Style's* list of the 'Top Companies for Latinas to Work For' in the U.S. every year since the list began in 1998
- 50 OUT FRONT COMPANIES FOR DIVERSITY LEADERSHIP: BEST PLACES FOR DIVERSE MANAGERS TO WORK
DiversityMBA magazine
- 100 BEST COMPANIES FOR WORKING MOTHERS
For the 19th time, *Working Mother* magazine has named Citi to its list of '100 Best Companies for Working Mothers'
- 100% CORPORATE EQUALITY INDEX COMPANY
Human Rights Campaign (HRC)
- BEST COMPANIES FOR MULTICULTURAL WOMEN 2009
Working Mother magazine
- EMPLOYER OF CHOICE FOR WOMEN
Federal Government of Australia recognized Citi Australia
- INCLUSIVE COMPANY CERTIFICATION AND FAMILY RESPONSIBLE CERTIFICATION
The Ministry of Labor and Social Welfare of Mexico recognized Banamex
- INNOVATION AWARD
Opportunity Now recognized Citi U.K. for its maternity and paternity workshops
- MOST ADMIRABLE COMPANY FOR MINORITY EMPLOYEES
U.S. Black Engineer and Information Technology magazine
- TOP 25 NOTEWORTHY COMPANIES FOR DIVERSITY
DiversityInc magazine

CASE STUDY

Spain: City of Barcelona award

With 1,000 employees from 50 countries speaking 16 languages, Citi's Barcelona Sales & Service Center is a model of diversity. In 2009 the pan-European call center was recognized by the City of Barcelona as a model of flexible work and cost-efficiency that helps employees better manage their professional and personal time.

CASE STUDY

United States: New York, Harlem YMCA (Young Men's Christian Association)

Citi has sponsored the Harlem YMCA's Black Achievers in Industry Awards & Recognition program since its inception in 1971. Through this longtime partnership Citi has honored 137 outstanding colleagues. The annual Black Achievers in Industry Leadership Summit, launched in 2004 by Citi and the Harlem YMCA, brings together more than 150 Black Achievers in Industry honorees and alumni from Fortune 100 companies for a one-day intensive leadership seminar.



CASE STUDY

Hungary: Women's Career Developing Association

The Budapest Citi Shared Service Center was the joint winner of 'The Best Workplace for Women 2008' Award in Hungary. This award recognizes Citi's Maternity Program and Flexwork Plan along with other diversity initiatives.

U.S. Workforce Diversity Data

2009 CITIGROUP CONSOLIDATED EMPLOYER INFORMATION REPORT (EEO-1)															
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	28	19	1	1	1	0	0	0	6	0	0	0	0	0	0
First/Mid-Lvl MGRS	17,661	6,904	614	839	1,339	3	20	15	5,367	918	890	712	4	22	14
Professionals	23,726	8,618	935	1,178	3,131	21	28	31	5,617	1,250	1,055	1,795	11	25	31
Technicians	1,936	568	176	134	66	1	4	0	607	202	119	54	0	3	2
Sales Workers	15,702	3,563	700	1,151	495	16	19	17	5,398	1,449	2,041	764	20	42	27
Admin Support	42,312	6,103	2,481	2,279	850	31	48	51	15,440	7,452	5,457	1,785	52	171	112
Craft Workers	56	26	7	6	1	0	0	0	7	5	3	1	0	0	0
Operatives	788	148	84	59	103	2	1	0	160	78	27	124	1	0	1
Laborers & Helpers	25	8	10	3	1	0	0	0	2	1	0	0	0	0	0
Service Workers	24	1	0	12	0	0	0	0	3	2	5	1	0	0	0
Total	102,258	25,958	5,008	5,662	5,987	74	120	114	32,607	11,357	9,597	5,236	88	263	187

Data as of July, 2009

Since 2004, the representation of women grew by 1.9 percent and minorities grew by 9.3 percent. During the same period our U.S. employees declined by 25 percent. Minority representation over the period from 2004 to 2009 grew by 8.2 percent among officials and managers and 5.4 percent among professionals. The representation of women declined in most job categories except sales workers in which it grew by 35.6 percent over this period.

We welcome feedback and suggestions on our diversity programs.

For more information please visit our Diversity site at www.citizenship.citigroup.com/people/diversity/ or contact us at diversity@citi.com.

