

2016 ANNUAL DIVERSITY REPORT



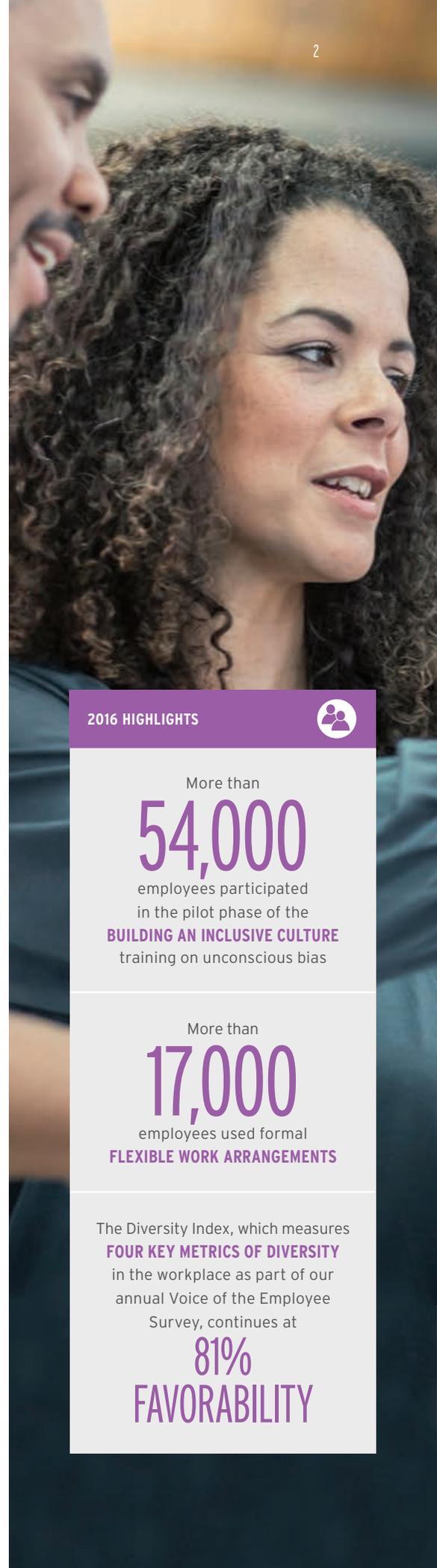
TALENT AND DIVERSITY

At Citi, we value our employees, who span a wide range of backgrounds and perspectives from over 100 countries. We come to work every day to serve as a trusted partner to our clients by responsibly providing financial services that enable growth and progress. Our success rests on our ability to create an environment that supports the personal and professional growth of our employees, one where they can be themselves.

We are a global company and welcome people of every cultural background, gender, race/ethnicity, generation, sexual orientation, and gender identity or expression, as well as military veterans and people with disabilities. We strive to treat all employees fairly and with respect and hold them accountable for maintaining our standards of excellence. Our senior leaders are deeply invested in ensuring that employees experience a diverse and inclusive culture. Each of us has a responsibility to create an environment where all employees are comfortable to contribute, be themselves at work and deliver their best for clients.

We also aim to ensure that our environment fosters opportunities for growth for our employees, through exposure to our global businesses and products and continually enhancing the programs and resources available to them to support their careers.

By embracing a variety of views and enabling employees to develop their skills, we drive growth and innovation for our clients and communities. For Citi, diversity and developing our talent are business imperatives.



2016 HIGHLIGHTS



More than
54,000

employees participated in the pilot phase of the **BUILDING AN INCLUSIVE CULTURE** training on unconscious bias

More than
17,000

employees used formal **FLEXIBLE WORK ARRANGEMENTS**

The Diversity Index, which measures **FOUR KEY METRICS OF DIVERSITY** in the workplace as part of our annual Voice of the Employee Survey, continues at

81%
FAVORABILITY

A DIVERSE AND INCLUSIVE CULTURE

Citi's culture supports our mission of enabling growth and progress. Leadership matters – our culture is not just who we are and what we believe; it's how we lead in everyday moments. Holding ourselves and each other to the highest standard is part of our commitment to operating in our clients' best interests, driving economic value and minimizing risk.

MANAGING DIVERSITY AT CITI

Holding ourselves to the highest standards means setting the tone from the top: our most senior leaders view themselves and others as accountable for enabling an equitable and inclusive culture where we proudly reach our fullest potential.

We've created clear measures of accountability for leaders at all levels. This starts with the CEO's leadership team, who co-chair (along with other senior leaders in the business, functions and regions) each of our Affinity groups (Asian Heritage, Black Heritage, Citi Women, disAbility, Generations, Hispanic/Latino Heritage, Military Veterans, Multicultural, Parents, Pride).

These Affinity groups are designed to ensure that we understand, appreciate and leverage the uniqueness of our entire employee base. Under this new model, we launched Black Heritage, Citi Women and Pride in the beginning of 2017 and will continue to establish the rest throughout the year. We are developing targeted strategies, tailored to the needs of each Affinity, based on a deep analysis of

"I was the first 'little person' to work here in the Citi Center. Citibank always made sure that I had adequate conditions in order to carry out activities as needed, and with the help of leadership, continue with the necessary actions for continued growth in my career."

- ARIETE GEMELGO ANGOTTI,
Fund Accounting Specialist,
ICG Operations and Technology,
São Paulo

2016 CONSOLIDATED U.S. EMPLOYER INFORMATION REPORT (EEO-1)*

Job Categories	Gender	Hispanic or Latino	White	Black or African American	Native Hawaiian or Pacific Islander	Asian	American Indian or Alaskan Native	Multi-racial	Total
Executive/ Senior Managers	Male	4	37	1	0	6	0	0	63
	Female	1	12	0	0	2	0	0	
First/Mid-Level Managers	Male	776	4,455	266	14	1,283	9	28	11,559
	Female	679	2,973	414	9	601	15	37	
Professionals	Male	1,643	8,489	847	23	3,781	41	117	25,935
	Female	1,478	6,061	1,086	14	2,222	26	107	
Technicians	Male	157	371	51	2	48	1	3	1,696
	Female	224	614	144	1	65	4	11	
Sales Workers	Male	682	1,725	224	8	443	10	31	5,480
	Female	628	964	253	18	468	7	19	
Administrative Support	Male	1,423	3,633	948	20	383	28	84	24,716
	Female	3,640	10,104	3,198	44	910	82	219	
Craft Workers	Male	2	2	9	0	2	0	0	22
	Female	2	3	2	0	0	0	0	
Operatives	Male	0	8	4	0	1	0	0	18
	Female	0	2	1	0	2	0	0	
Laborers	Male	0	0	0	0	0	0	0	0
	Female	0	0	0	0	0	0	0	
Service	Male	7	34	1	0	5	0	0	69
	Female	3	15	1	1	2	0	0	
Total	Male	4,694	18,754	2,351	67	5,952	89	263	69,558
	Female	6,655	20,748	5,099	87	4,272	134	393	

*As of July 1, 2016. Certain numbers have shifted from last year due to alignment of positions in job categories.

our representation and engagement data and qualitative input from our 140 Employee Networks. To further enable our commitment, we've combined the Talent and Diversity organizations to ensure that diversity is embedded – and measured – in all our talent processes and initiatives and that our diversity and talent efforts are consistently linked with our business strategy. Our Diversity Operating Committee, made up of senior diversity human resource leaders, ensures our programs and policies advance our culture and inclusion goals, and our Board of Directors reviews our progress and priorities annually.

Research and experience both confirm that when a company embraces diversity, the most talented people are not just attracted to joining the company, but are also much more productive and motivated to stay. Maintaining a truly diverse environment has been proven to be a leading indicator of the quality of our culture in addition to being an effective way of connecting to an equally diverse client base.

We believe that we are all accountable and responsible for promoting inclusion and work to continually enhance our capabilities.

Employee Networks

Citi Employee Networks are groups initiated and led by our employees. They offer professional development, mentoring, networking and community engagement opportunities to members. Consistent with our inclusive culture, groups are open to all Citi employees, whether or not they identify with a particular community. We now have 140 networks in 63 locations across 36 countries, with 15,000 members aligned to our Affinity groups.

Diversity in Our Leadership Standards

Our Leadership Standards set the expectations we have of all our leaders. These standards are now linked to our director and managing director promotion criteria, our performance management process and our recruitment efforts. As an example, we use these standards as a frame

for evaluating candidates during the interview process. By integrating these standards into our everyday practices, we continue to foster a culture of diverse and inclusive leadership.

REGION	TOTAL CHAPTERS
NAM	79
LATAM	11
EMEA	34
APAC	16

NETWORKS	TOTAL CHAPTERS
BLACK HERITAGE	8
ASIAN HERITAGE	5
DISABILITY	9
GENERATIONS	4
HISPANIC/LATINA HERITAGE	7
MILITARY VETERANS	16
MULTICULTURAL	5
PARENTS	12
PRIDE	21
WOMEN	53
TOTAL	140

*As of December 31, 2016

Addressing Unconscious Bias

Another critical aspect to building the right culture is addressing unconscious bias in the workplace, which is an area where we continue to invest and focus. We developed and launched a training that enables participants to understand the business case for an inclusive work environment, recognize unconscious bias and take actions to improve on-the-job decision making to support Citi's culture of leadership, ethics and inclusion. Over 54,000 employees participated in this Building an Inclusive Culture training in its pilot phase in 2016, and the program will be made available to all employees in 2017.

Diversity in Our Hiring Practices

While the training of our current employees is important, we have also focused on our hiring practices to ensure that diversity is embraced throughout

the process. For managing director and director level hires, we continue to leverage diverse slates, ensuring that women globally and/or racial and ethnic minorities in the U.S. are interviewed for our open roles. In 2016, 71 percent of interview slates for managing director and director roles included at least one diverse candidate. Also, we launched diverse interview panels in 2016 to ensure the diversity of our interviewers who represent Citi. In our inaugural year, 74 percent of managing director level hires were interviewed by a panel with at least one diverse panel member. These practices are important levers for us to ultimately achieve our goal of increasing representation of women and U.S. minorities.

We are also utilizing technology to help us build a diverse and inclusive workforce. Our campus recruiting team has deployed a comprehensive dashboard and is testing and validating predictive talent models, in order to more effectively – and more rapidly – identify and recruit the right people.

"Mentoring has helped me to be a better manager. Mentoring programs like the one supported through Citi Women's Network Hong Kong often focus on the impact on the mentee, and rightfully so, but the impact on the mentor should not be overlooked. Along with the satisfaction of assisting a colleague in navigating the complicated process of career development within Citi and the broader industry, the program gives mentors a fantastic opportunity to see a familiar industry and professional environment from a different point of view. That renewed perspective is so valuable. To be good managers, it's critical that we understand – and appreciate – different generations, career paths, business roles, lifestyles and aspirations."

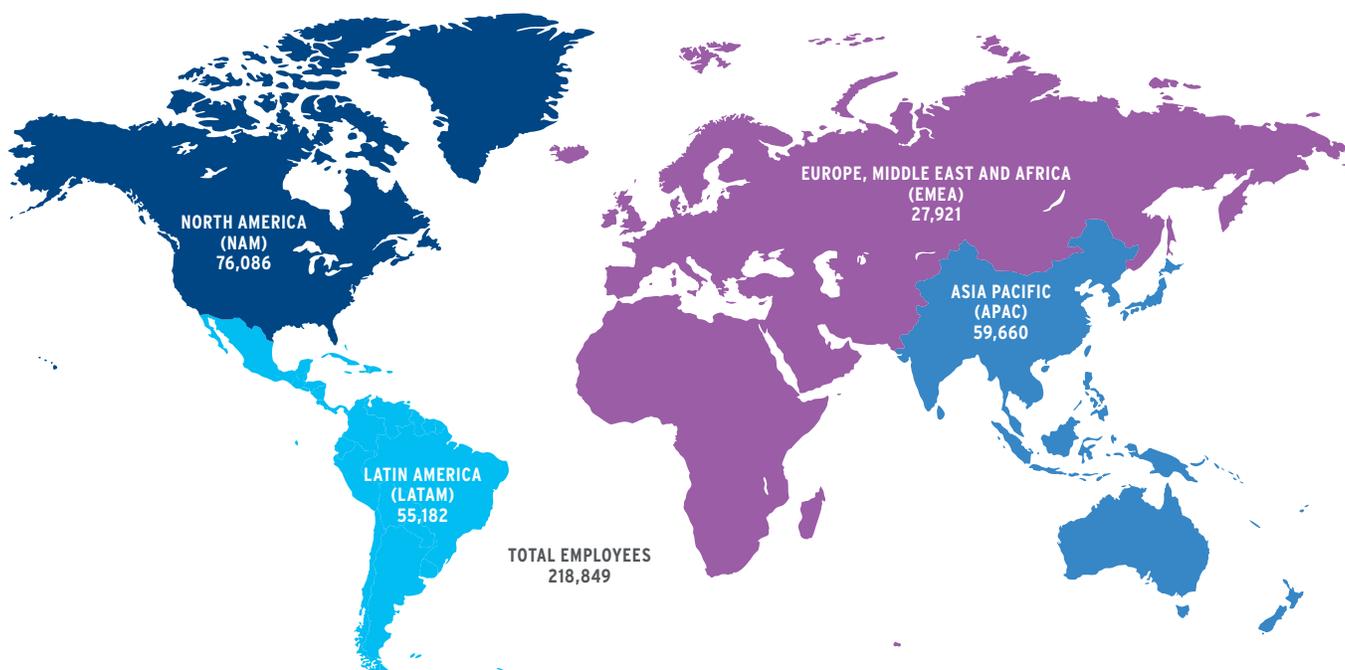
- ADAM COWPERTHWAITTE,
 Managing Director, Head of Equity Asia Pacific, Citi Private Bank, Hong Kong

Workforce Data

EMPLOYEES BY EMPLOYMENT TYPE

Employees	218,849		
Non-Employees	13,688	Full Time	214,452
Total Workforce	232,537	Part-Time	4,397

EMPLOYEES BY REGION



		Total Citi	GENDER		REGION			
			Male	Female	APAC	EMEA	LATAM	NAM
New Employee Hires	#	43,761	21,013	22,748	10,808	4,434	11,568	16,951
	Rate	20.0%	19.40%	19.9%	17.9%	1.5%	60.5%	22.4%
Employee Turnover (Voluntary)	#	31,184	14,872	16,312	9,577	3,249	7,674	10,684
	Rate	14.0%	13.8%	14.3%	15.8%	11.2%	13.3%	14.2%

WORKFORCE WELL-BEING

We are continually evaluating the tools and resources available to support the well-being of our global workforce. We recently enhanced our Paid Pregnancy Leave Policy in the U.S. and Puerto Rico. As of January 1, 2017, Citi employees who have been with the company for at least one year have access to 16 weeks paid leave as the birth mother (up from 13 weeks) and eight weeks Paid Parental Leave for all other parents in connection with the birth or adoption of a child (up from two weeks).

Nearly one-third of Citi employees leverage our formal or informal flexible work arrangements, contributing to employee satisfaction and retention, increased productivity, business continuity and more efficient use of work space. Our formal flexible work program, Citi Work Strategies, has more than 17,000 employees enrolled, allowing them increased opportunity to meet their personal and business needs, and includes options for part-time work and job-sharing.

Our Live Well program helps employees and their families achieve their health goals and includes resources that are free, easy to use and available for employees, whether or not they are enrolled in a Citi health plan. Our Save Well plans guide our employees in building financial stability and saving for retirement.

We rely on our global workforce to be actively engaged in the communities in which they live and work. In 2016, Citi volunteers contributed close to 940,000 volunteer hours in communities around the world. Citi's Global Community Day, our annual day of service for employees, friends and family, is an important way in which we enable progress through service. Close to 90,000 volunteers participated in events held in more than 500 cities and 91 countries. Through Pathways to Progress, our Citi Foundation commitment to supporting career readiness in young people, over 2,000 Citi employees play in an integral role in acting as volunteers, mentors and coaches.

DIVERSITY AT A GLANCE

- 51% of our workforce is female

- 44% of our U.S. workforce are minorities

- 24% of our managing directors and directors globally are female

- We have 22 female country officers, up from 19 in 2015

- 27% of our U.S. managing directors and directors are minorities

SUMMARY OF TRAINING HOURS

	2012	2013	2014	2015	2016
INSTRUCTOR-LED	5.2M	5.8M	5.6M	5.7M	5.0M
WEB-BASED	5.3M	5.1M	5.0M	4.8M	4.8M
OTHER	0.16M	0.23M	0.02M	0.05M	0.04M
TOTAL	10.6M	11.2M	10.8M	10.5M	9.9M
TRAINING HOURS/EMPLOYEE	40	44	45	46	45

"When I began my Diversity Leadership Program (DLP) journey, I knew I was going to be part of something special. The DLP alumni testimonials were consistent-the program was going to contribute to fine-tuning executive presence, hone in on strategic communication skills, and provide access and visibility to some of the most senior leaders of the firm. The most valuable lesson for me was better understanding my leadership style and the importance of how that style is perceived by others. This lesson was critical for me to make a successful transition to director with increased responsibility within the TTS business. DLP heightened my self-awareness and helped me create a framework of self-reflection that I continue to utilize today."

- CRISTAL CHUNG,
North America Market
Management Head for Financial
Institutions, Treasury and Trade
Solutions (TTS), New York

"Participation in Citi's Pride Network may be a small act in the scheme of things, but with the world as it currently is I believe it is more important than ever for individuals to show their views through action. The confluence of some great Pride Week speakers and the emerging social rhetoric motivated me to become more involved in our Pride Committee, at first attending as an ally and recently being elected to the Steering Committee. It made me realize that if I want my workplace, environment and country to evolve into the type of culture I believe in, then I need to be active in shaping that."

- SARAH DAVIES,
Management Associate,
Global Consumer Banking,
Sydney

LEARNING AND DEVELOPMENT

We have continued to focus on enhancing our learning experience for our global employees by shifting to more flexible, cloud-based learning solutions. These platforms enable our employees to focus on topics important to their growth, when and where it is most convenient for them through mobile access. The delivery of this digital content has been greatly enhanced and offers a more engaging experience to connect with expert content through videos, tools, checklists and assessments. One of our partnerships in this space is with Udemy, one of the largest producers of educational “how-to” videos. Udemy offers a range of business courses developed by industry experts. In just one year, Citi employees (part-time and full-time) viewed nearly 50,000 hours of Udemy training content. In 2016, 100 percent of Citi employees received some form of training.

We also have a range of internal programs focused on developing our leaders at all levels. For example, in our Institutional Clients Group, the Diversity Leadership Program is a six-month program for high-potential women and minority vice presidents who have access to workshops and individualized coaching and sponsors to help build their confidence, executive presence and strategic skills. To date, 204 individuals have participated in the program.

There are also three High Potential Accelerator programs across our Global Consumer Banking business focused on developing leaders who have the potential to take on more complex leadership positions and critical roles in the future. The three programs target emerging leaders to executive-level leaders, each with a different focus, ranging from fostering greater cross-business/functional mobility to building innovation and customer-centricity skills, to providing individual executive assessment and coaching. Since inception in 2011, 215 employees have participated in these programs.

In our global Risk group, we have a 12-month program designed to strengthen the pipeline of women for leadership roles. Under the guidance of a sponsoring member of the Risk Management Executive Committee, Women in Risk participants identify career goals, implement a customized career development plan and expand visibility through networking opportunities. Since inception, more than half of the participants have taken on new or expanded roles within the firm.

CLIENTS AND SUPPLIERS

The value of diversity to our business extends throughout the value chain, from our employees to our clients and customers and our suppliers. Our diverse workforce reflects the diverse clients and communities we serve. Our clients are deeply engaged in issues around diversity, and we invite them to participate in activities around our shared interest. One example is our annual celebration of International Women’s Day (IWD). In 2016, we hosted 244 IWD events in 130 cities across 82 countries, including 41 client events that attracted 1,800 clients.

The Citi Supplier Diversity Program was created to give maximum opportunity to diverse partners who satisfy our purchasing and contractual standards. The program works to create mutually beneficial business relationships with diverse suppliers that strengthen the communities we serve and create value for our shareholders. For more details on our supply chain, see Responsible Sourcing.

FAIR EMPLOYMENT PRACTICES

Our global workforce is our greatest asset, and we strive to maintain an environment where opportunities to develop are widely available, where people are hired and advanced on their merits and where our employees treat each other with mutual respect. We are fully committed to equal employment opportunity and compliance with the letter and spirit of all laws regarding fair employment practices and nondiscrimination.

“My resume never matched a keyword search. As it turns out, I needed to meet someone in person to show them my ability. Previously, I applied for postings at Citi, but it wasn’t until I attended Citi and You, a new workshop focused on identifying and hiring individuals looking to start a new career in financial services, that I found a way into Citi. I am an attorney and teacher by trade, but I lacked previous banking experience. Through Citi and You, I met a representative from Citi’s Legal Department who encouraged me to consider roles outside of the traditional attorney career path. It became clear to me that my experience as an attorney and educator at both the secondary and college levels could be relevant to work at a financial institution. It prepared me for my role overseeing end-to-end contract administration, and I joined Citi as an ESC contract specialist in September of 2016.”

- JENNIFER LYNCH,
Enterprise Supply Chain (ESC)
Contract Specialist,
Enterprise Operations and
Technology, Tampa

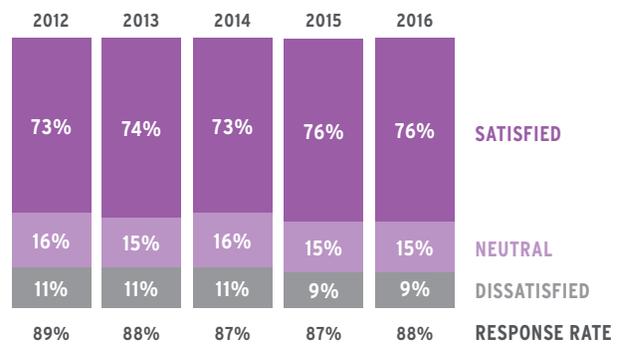
GLOBAL EMPLOYEE TRAINING BY REGION: HOURS PER EMPLOYEE

ASIA PACIFIC	40
EUROPE, MIDDLE EAST AND AFRICA	38
LATIN AMERICA	45
NORTH AMERICA	51

VOICE OF THE EMPLOYEE SURVEY

Our annual Voice of the Employee (VOE) Survey provides critical input from our global workforce on trends in the workplace and management practices. We value our employees' input and closely review this feedback. Our overall employee satisfaction held steady in 2016 at 76 percent satisfied. The VOE Survey's Diversity Index, which measures four items – senior manager support for diversity, equal opportunity for a successful career, manager support for work/life balance and whether employees feel they are treated with respect and dignity – held steady this year at 81 percent favorability.

OVERALL EMPLOYEE SATISFACTION



Compensation

Citi takes pride in offering competitive salaries across the regions in which we operate. Citi conducts a robust annual review of compensation, which includes multiple layers of management and Human Resources review of compensation recommendations. We design our compensation program based on [Citi's Compensation Philosophy](#), which outlines the five primary objectives that our program and structures aim to achieve.

Our approach to compensation also includes ensuring that employees who are paid hourly receive competitive wages within the industry. We also offer employees the opportunity to take advantage of formal or informal flexible work arrangements, including part-time work and job sharing.

For more information on fair employment practices see the Human Rights section of this report as well as [Citi's Code of Conduct](#).

WHAT'S AHEAD

Each day, we strive to create an inclusive workplace where our nearly 220,000 employees can thrive. Our senior leaders will be championing initiatives, policies and programs for our newly launched Affinity groups that enable our talent to perform at the highest level and ensure an inclusive workforce. A culture of inclusion is one of Citi's strategic advantages and allows us to participate in an increasingly competitive environment defined by innovation and growth.