



The Women in Finance Charter – Our Commitment to Gender Diversity

Our Commitment

Citi believes that Diversity and Inclusion in our workforce are critical to our growth and innovation as a global organisation. We strive to treat all employees fairly and with respect, to give them opportunities to grow and succeed.

Citi has a long-standing commitment to gender diversity and much progress has been made.

- In recent years we have seen the number of women on the global Citi Board increase to 30%.
- Our EMEA Operating Committee has seen female representation move from 9% in 2014 to 18% in 2017.
- The number of female Country Officers has increased from 15% in 2014 to 26% in 2017.

We welcome the initiatives introduced by the Women in Finance Charter and fully support the aims and objectives in achieving greater gender balance, both in senior levels and across the pipeline. As such we have set an initial goal to have 30% of our senior management roles in the EMEA Region held by women by 2025.

We are also working on securing gender balance in our talent pipeline by recruiting equal numbers of men and women into our graduate programmes.

What Citi is doing

Global Diversity Strategy

The start of 2017 saw the launch of Citi's new global Diversity Strategy, firmly placing ownership and accountability for the achievement of Diversity results with business leaders. Starting with CEO Mike Corbat, who has asked key members of his operating committee to co-chair Affinity groups, which represent each of our diversity demographics, setting the strategy, providing leadership and driving change for all our employees, making Citi a more vibrant, innovative and high-performing bank and a better place to work.

Women's Affinity & EMEA Women's Affinity Lead

The new global Diversity Strategy seeks to streamline and enhance the variety of work that has been taking place across the organisation under a single banner, called the Women's Affinity. This initiative is led globally by EMEA CEO Jim Cowles and Tracey Warson, CEO of Citi Private Bank North America. EMEA Head of Banking, Manolo Falco leads the work for the EMEA region. The Women's Affinity has a clear set of goals and objectives aimed at tackling the areas most likely to drive change.

Network Chapters

The Citi Women's Networks act as the on-the-ground voice of the employee providing insight into the lived experience and challenges of our women which informs the goals and objectives of the Women's Affinity globally. In EMEA there are 19 Women's Networks that are open to all employees and provide mentoring and career support, networking opportunities, both internally and externally as well as local community involvement opportunities. In addition to the Women's Network, Citi also have networks focusing on Ethnicity, Disability, Sexual Orientation and Gender Identity all of which work closely with our Women's Network to ensure that all women have the support that they need, making Citi an inclusive environment.

Three Levers

Recognising the economic value that women bring as a key business differentiator and to fully leverage this, we have implemented a robust gender strategy, which focuses on the three key levers, with associated targets:

Hire More:

- Dedicated diversity research and insights consultant added to the Recruitment team to target female talent in the market
- Citi Private Bank organised a successful Women Returners' Event for women who had taken a career break and were ready to return to work
- Managing and monitoring of diverse interview slates and panels: all recruitment processes at Director and Managing Director level should include a gender diverse candidate slate and interviewer panel; these feed into the managers' scorecards
- Citi EMEA has introduced a "Comply or Explain" policy to drive diverse and inclusive behaviour amongst recruitment agencies and other core third party recruitment partners
- Global interview skills training: being rolled out across the organisation, after an initial pilot

Promote More:

- Robust succession and talent management processes led by senior leadership and early identification of promotion candidates
- Strengthen pipeline of talent through Vice President and Director development programmes, including Citi Women's Leadership Development Programme

Retain More

- Proactive focus on the retention of high performing talent, with clear aims around career management and mobility opportunities
- Stay interviews are being designed as a proactive intervention to ensure we are doing all we can to retain top talent

Our Culture

We have made it a priority to foster a culture of inclusion 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:

- Unconscious Bias Workshops for all employees who make people decisions in the region, including the EMEA CEO and leadership team
- 'Building an Inclusive Culture' online programme for all employees
- Key HR partners have been trained in 'Live Bias' reviews, to help identify and challenge any instances of bias
- 'Be the Change' Workshops – helping managers to understand the impacts that their decisions can have on employees and how every day conversations and team interactions can be better managed
- 'Minds at Citi' - changing the way we think and act around mental health, helping to break the taboo and build a more inclusive culture

- International Women's Day is an opportunity to communicate key messages on the importance of diversity and inclusion and engage employees across the organisation

Our Award Winning Policies

Recognised in the Working Families Top Employers for families and number 8 on the Stonewall Top 100 Employers for LGBT employees. These accolades are testament to the wide range of first class policies to support women and working families of all backgrounds in the UK and EMEA:

- Flexible Working Policy - Citi recognizes how important it is for its employees to be able to meet their personal and business needs seamlessly and practically. The Citi Work Strategies (CWS) Program supports these priorities by taking an innovative approach to how, when, and where work gets done. CWS is not a "one size fits all" program, and recognizes the importance of aligning workplace considerations to business strategy
- Shared Parental Leave – offering UK parents the option to share maternity leave
- Parental workshops, held before, during and after maternity leave; including new fathers and compulsory workshops for all managers with direct reports on/going on parental leave in the UK
- Emergency childcare, enabling UK employees to access 5 days emergency childcare which could include nannies, child-minders, nurseries and school holiday clubs

External

Citi is actively involved with a number of external organisations working to achieve greater gender balance, including:

- The 30% Club, Catalyst, the Center for Talent Innovation and Women in Banking and Finance
- Citi sponsors and leads the London Pride march and has done for the past 4 years, showing support for employees and prospective employees of all sexual orientations and gender identities
- Our executives also participate in external forums showcasing our views on the importance of women in leadership and their contributions to global economic growth, including our own published research

What's Ahead?

Citi believes in driving performance through sustainable and targeted action and to create a truly inclusive work environment. Innovation thrives on diverse thinking. Diverse teams challenge each other more, and contribute broader perspectives and experiences, leading to more innovative and informed solutions. True progress will be measured over the long-term and we are proud to be part of the Women in Finance Charter and working towards greater gender parity.