The year 2020 was unlike any other, requiring us to shift our ways of working to navigate the global pandemic, which also put a spotlight on the need to create a more equitable and inclusive society. As we continue to manage through these twin challenges, we remain focused on four critical areas that are impacting our nearly 200,000 colleagues, their families and our communities: protecting their health and safety; advancing racial equity; strengthening our ongoing talent and diversity priorities; and using our corporate voice to drive change.

Despite the many challenges of the year, we continued to make progress on our commitment to a diverse and inclusive workforce. Throughout 2020, we deepened our efforts around our longer-term strategies for recruiting, developing and retaining talent while rolling out leading-edge benefits such as expanding our Paid Parental Leave Policy across all regions in which we operate.

In early 2021, we launched a new set of Leadership Principles that reflect the behaviors and expectations we have for ourselves in line with our transformation to become a better, stronger bank. Each of us is a leader, representing Citi and playing an integral role in how we adapt to create a winning culture – a culture that drives client excellence, internal controls excellence and operational excellence. These Principles provide the framework for how each of us can take initiative, lead with confidence and drive change.

As part of Citi’s firm-wide effort to transform the way we think, how we work together, and what we deliver to our clients, we are creating a culture of excellence in which we hold ourselves accountable. We all share a responsibility to uphold the highest standards of ethics and professional behavior, act with integrity in everything we do, and hold ourselves accountable for our actions as individuals, as team members and as an organization. To that end, Citi’s Accountability Framework links conduct and risk management performance to year-end performance evaluation and compensation decisions. This framework applies to all Citi employees, including senior leadership.
From the outset of the COVID-19 pandemic, our foremost priority has been protecting the health and safety of our people. In the early months of 2020, we adjusted our regional operations to prioritize colleague safety, applying learnings from region to region as the virus spread. In China, for example, our technology teams upgraded our network over a single weekend to enable more than 6,000 Citi employees to work remotely.

We aimed to provide more flexible work options to support our employees, understanding that many of them were juggling family and caregiving responsibilities alongside their work. As the “new normal” set in, we looked for ways to make things easier, expanding benefits and introducing new programs that emphasized our colleagues’ well-being. (Learn more in sidebar on the following page.)

When we transitioned to working remotely in the early months of the pandemic, one of our biggest concerns was that our connections to each other would suffer. Instead, working from home pushed us to rethink how we engage with our colleagues and clients, often yielding creative and unexpected benefits. Physical distancing in many ways taught us how to be better collaborators and better leaders — lessons that we plan to build upon when we are eventually back together in person at our Citi locations.

Throughout the year, we stayed in close communication with our colleagues, distributing more than 2,800 internal communications and hosting regular virtual Town Halls to answer questions, provide support, share resources and encourage colleagues to reach out to their team leaders and managers for additional assistance.

We firmly believe that we are better when working together, and we intend to bring most of our people back to the office once it is absolutely safe to do so. Our plans to return people to our offices have been determined locally and driven by data, not dates.

Our employees have told us that they value the flexibility we offered — and we are exploring ways to continue to provide such flexibility after we are able to return to our offices. In fact, we saw record increases in employee satisfaction in our annual employee survey, with many team members expressing a preference to continue to work from home. Read more on the Voice of the Employee.
Expanding Benefits in a Pandemic

The health and safety of our colleagues and their families, as well as our clients and the communities that we serve, have been our top priority throughout the pandemic. We recognize that our colleagues are managing a wide range of challenges and our focus is providing support where we can.

With mental well-being and physical health coming to the forefront of everything we do, we shifted our mental and physical health programming to a virtual format to enhance access. We saw increased employee engagement in the wellness programming designed specifically to help colleagues cope and adapt to the realities of a new virtual world, whether that be fitness plans, healthy cooking lessons, meditation sessions and more.

We encouraged and empowered managers to work with employees to balance their work and life commitments.

We continued to provide opportunities for flextime, compressed workweeks, job sharing and reduced schedules, boosting employee satisfaction and retention while increasing productivity.

We responded to the global pandemic with a suite of new and expanded benefits that built on our existing programs and initiatives. Several of the new benefits were developed to give Citi employees an opportunity to refresh and recharge. In the U.S. and Canada, our new and enhanced benefits include the following:

**New Benefits**

- A 12-week sabbatical program for employees who have been at Citi for at least five years — at any level — to pursue personal interests or education, take extended travel or simply take time off. Employees will be limited to two sabbaticals and will receive 25% of their base pay.
- A program that allows employees who have been with Citi for five years or more to spend two to four weeks working with a charitable institution while still receiving 100% of their base Citi pay.
- A vacation purchase program that allows employees to buy up to five additional days of vacation/planned time off each year.
- Reimbursement of up to $30,000 to help with the expenses of adoption or surrogacy parenting.

**Expanded Support and Benefits**

- A special compensation award equivalent to $1,000 USD to more than 75,000 employees globally who make $60,000 or less in base salary to help ease the financial burden of COVID-19.
- 40 days of subsidized back-up child care, an increase of 20 days.
- Nanny placement services and waived membership fees and discounts for babysitting services in the U.S.
- Access to academic support/group learning for children of employees in the U.S.
- An extra personal day in 2020 and 2021, and the ability for colleagues to extend carryover vacation days from 2019 to the end of 2020.
- Telemedicine visits with in-network providers at no charge and medical prescriptions delivered at no charge.
- Virtual wellness programs such as meditation and stress management, ergonomic home office set-ups, healthy eating and exercise programs.
- Mental health resources, including an increase in the number of confidential telemedicine-based behavioral health sessions.
- College planning guidance for teenage Citi dependents.

Learn more about our global benefits.
Racism is antithetical to Citi’s values and something our company and our leaders will always unequivocally condemn. Following the murder of George Floyd in Minneapolis and the call for radical change and racial justice across the U.S. and around the world, Citi took a visible stand in condemning such racist acts of violence. In September, we created our Action for Racial Equity plan to help close the racial wealth gap and increase economic mobility in the United States, and we committed to work differently and to change the way we do business. Read more in the Equitable & Resilient Communities section of our 2020 Environmental, Social and Governance (ESG) Report.

We want to ensure that our commitment to racial equity is embedded in everything we do and in every business unit and function. We not only consider diverse representation among team members, but also work to ensure all colleagues feel a sense of belonging and inclusion. Moreover, we want to ensure that we are a company where the best talent wants to work – and where people can achieve success regardless of race, ethnicity or any other background.

In the weeks and months following George Floyd’s murder, we held internal events, conversations and education forums that focused on the history of racism and the Black experience. This included a global town hall – hosted by Citi’s most senior leaders to publicly condemn racism and take a stand against racism in all its forms – and employee conversations with former Chairman of the Board, Dick Parsons, and current Board Member Peter Henry. Read a conversation between Parsons and Mark Mason, our CFO.

We continued our work to understand and tackle unconscious bias, training managers on how to recognize and mitigate bias in talent decisions. We shared ways for employees to become stronger allies and advocates for change. We ran several pilot programs on how to have meaningful conversations on race to equip senior managers with the tools that will allow them to engage their teams with empathy in challenging, yet constructive, dialogues.
Although the conversation around race changed in 2020 and COVID-19 altered how we physically do our work, Citi maintained our ongoing talent strategy and our three-pronged approach of targeted recruitment, retention and development, and promotion.

We are committed to a diverse and inclusive workforce built on the foundation that all employees treat one another with respect and dignity and that everyone feels comfortable coming to work as their whole self each day. While progress has been slower than we would like it to be, we continue to set short-term goals to increase representation of diverse talent across our firm.

Recruiting

We believe that diversity makes us stronger, and we actively work to ensure that our team is inclusive and representative of our customers and clients. To make progress, we must focus on evolving the way we bring new colleagues into Citi.

We have been accelerating the use of diverse slates in our recruiting, with a focus on having at least one woman or U.S. minority in our interviews for U.S. hires and at least one woman in our interviews for global hires. Beginning in January 2020, Citi expanded the standard for a qualified diverse slate of candidates from Managing Director and Director level hires to add the Assistant Vice President, Vice President and Senior Vice President levels. In 2020, 86% of roles that were posted globally within a qualified slate included a diverse slate of candidates with at least one woman and/or U.S. minority. In 2021, we are expanding this standard to include not one, but at least two women or U.S. minorities in our interviews for U.S. hires and at least two women in our interviews for global hires. The interview panels for these roles should also meet these same criteria.

We also launched a new Global Talent Acquisition Diversity Effectiveness team to provide guidance, tools and expertise to our recruiting team and hiring managers to promote more effective inclusive hiring practices across Citi. We will leverage data, introduce new standards and deploy training and technology to optimize inclusive hiring processes that drive greater diversity, including interview training for all recruiters and hiring managers and new recruitment platforms.
Campus Recruiting

Our campus recruiting program is another important way for us to diversify our employee base, and we have a robust pipeline of talent from Historically Black Colleges and Universities (HBCUs) and other leading universities. Our Citi® University Partnerships in Innovation & Discovery (CUPID) Program enables us to accelerate innovation projects across Citi by engaging diverse students and developing a robust pipeline of diverse talent from leading universities. In 2020, we held our second annual HBCU Innovation and Leadership Symposium, which brought together 92 first- and second-year students from 17 HBCUs for an introductory, virtual experience focused on helping them understand financial services, gain technical skills and kickoff their career planning process. While we would like the students to consider the possibility of a future with Citi, our primary goal is to provide them with helpful tools on their path to professional success, without regard for industry or profession.

Our Early Insights Programs target freshmen and sophomores, focusing on identifying, mentoring and hiring top diverse talent for summer analyst programs across the firm. We are providing early exposure to and education about Citi’s businesses, technical training, mentorship and Citi’s culture through these programs. Our Freshman Discovery Day is a two-day exploratory program that helps educate underrepresented minority college freshmen on the various roles in financial services. Our Early Identification Program focuses on mentorship, interview preparation and best-in-class training to identify diverse talent for our summer analyst programs over a five-week period, while our Sophomore Leadership Program provides hands-on work experience, mentorship, peer networking and necessary skills over a 10-week summer internship to pipeline into our full-time analyst programs.

We continue to partner with Jopwell and WayUp, U.S.-based recruiting platforms that attract diverse students, enabling our recruiters to communicate and engage with students to promote our opportunities.

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2020 Gender Diversity Highlights

50.8% of our total employees globally are female (106,781 women)
21.5% of our managing directors are female (633 women)

“It’s time to kill the notion that there’s a tradeoff between diversity and meritocracy. The talent pool of diverse candidates exists, and we all want a fair and level playing field that rewards the best ideas and the hardest work. We want diverse candidates to see Citi as a place where they can thrive and advance their careers.”

— CEO Jane Fraser
Our goal is for the composition of our analyst and associate programs to be 50% female globally and 30% Black and Hispanic/Latino in the U.S. In 2020, female representation in full-time analyst and associate roles increased from 45% in 2019 to 46%, while our Black and Hispanic/Latino representation in the U.S. jumped from 18% in 2019 to 26% in 2020. Our 2020 summer intern class was our most diverse ever, both in terms of gender and race/ethnicity. Women in summer analyst and associate roles increased from 47% to 52% in the U.S. and from 48% to 50% globally in 2020, while Black and Hispanic/Latino representation in our summer class increased from 26% to 27% over the same timeframe.

Another first for the majority of the 2020 summer intern class was completing their internships remotely. To help relieve some of the stress of interning remotely during a pandemic, we offered most summer interns full-time jobs before the program began, as long as they met the minimum requirements of the abbreviated program. In doing so, we wanted to give interns a measure of reassurance about their roles at Citi and our commitment to them.

Retention and Development

We believe there are two keys to retaining diverse talent: ensuring that compensation is equitable; and ensuring that U.S. minorities and women are provided opportunities and viable pathways for entry into mid-level and senior roles.

Pay Equity

Four years ago, Citi was the first bank to disclose adjusted pay results, and in 2019 we became one of the first companies to disclose our unadjusted or “raw” pay gaps for both women and U.S. minorities. Our commitment to that transparency continues today.

These disclosures hold us accountable for the progress we want to make in being a diverse and inclusive company. They also send an important signal to our colleagues, clients and partners about how we are continuously working to get this right.

The adjusted pay gap is a measure of “like for like” – comparing the compensation of women to men and U.S. minorities to non-minorities when adjusting for factors such as job function, level and geography. The raw gap measures the difference in median total compensation when we don’t adjust for any factors.

The existence of our raw pay gap reflects a need to increase representation of women and U.S. minorities in senior and higher-paying roles.

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**Raw Pay Gap Data**

Citi was the first company to disclose the aggregate measure of total compensation (i.e., all men vs. all women, all U.S. minorities vs. all U.S. non-minorities) across all employees regardless of role.
We looked at both numbers again this year and found that, on an adjusted basis, women globally are paid, on average, more than 99% of what men are paid at Citi, and there was no statistically significant difference in adjusted compensation for U.S. minorities and non-minorities. Following our review, we made appropriate pay adjustments as part of this year’s compensation cycle.

The raw gap analysis showed that the median pay for women globally is better than 74% of the median for men, up from 73% last year and 71% in 2018, and that the median pay for U.S. minorities is just under 94% of the median for non-minorities, which is similar to last year and up from 93% in 2018. Continuing to reduce our raw pay gap requires that we increase representation of women and U.S. minorities in senior roles across the firm.

These pay equity reviews represent a “moment in time” snapshot of our employee base, which is constantly changing as people come in and out of the firm, as colleagues are promoted and as market dynamics change. We’re continuing to innovate how we recruit and develop talent and use data more effectively to help us increase diversity at more senior levels at Citi. Our philosophy is that every member of Citi’s team is responsible for progress in making Citi an even more inclusive and equitable workplace.

This work to understand pay equity extends beyond Citi’s walls. In 2020, we collaborated with The Female Quotient to develop a free digital tool that provides companies with a snapshot of their raw pay gap. We view it as a way to further equality across all types of companies and see it as a concrete measure to increase diversity efforts more broadly. For more information, visit The Female Quotient’s Advancing Equality Calculator™.

**Representation Goals**

We continued our commitment to improve the representation of women globally and Black talent in the U.S. in Assistant Vice President to Managing Director level roles. We are focused on increasing female representation to at least 40% globally, up from 37% when we established our goals in 2018, and to boost the representation of Black employees in those same roles in the U.S. to at least 8%, up from the 2018 baseline of 6%.

These interim goals are part of a broader and enduring effort to increase diversity at Citi. More than 200 company leaders are measured on our company’s progress...
The Importance of Self-Identification

We want all of our employees to feel comfortable disclosing all aspects of their identity so that we may continue to honor what makes them diverse and unique while also strengthening a culture that encourages and promotes diverse perspectives. We believe that self-ID communicates to our employees that we know they are here, that they are welcome, and that management wants to understand how their identity impacts their experience working at Citi.

In 2020, we expanded our efforts to collect self-ID data beyond the U.S., encouraging global employees to self-identify through a new human capital management and reporting technology. Depending on country, employees can self-identify race, gender, sexual orientation, gender identity, military and/or disability status. Unlike our previous system, which only allowed employees to self-ID as a single race or with a generic category of “two or more races,” Citi’s new technology enables our people to report their racial and ethnic identity across as many categories as they like. The Self-ID campaign also allowed us to collect additional demographic information in countries where we did not centrally collect this information, allowing global colleagues to voluntarily share more detailed information about themselves.

By better understanding the full range of our diverse talent, we can better measure our progress toward our representation goals while simultaneously creating new strategies to build a more inclusive culture. See our employee data for more information about our workforce composition.

against the goals, just as they are for other critical business priorities. We have gained much insight and perspective about our progress and our opportunities since 2018, which will inform how we expand additional representation goals.

Our ongoing analyses help us understand the pipeline of diverse talent at Citi and how we can achieve our representation goals. The pipeline analysis is a data-driven process that helps us assess the availability and flow of talent at Citi. To help inform our continued work to reach our representation goals by the end of 2021, more than 200 executives assessed the hiring, promotion and retention pipelines of women globally and Black talent in the U.S. in Assistant Vice President to Managing Director roles.

Pipeline analysis is also an important part of succession planning at Citi, ensuring that we have the right mix of talent who are ready for promotion now, and that we have appropriate development plans for those who would be ready for promotion in several years. Learn more on previous page.

Read how we’re supporting women-owned businesses in our supply chain in the Responsible Sourcing section of our 2020 ESG Report.

Promotion Paths and Processes

To help solve the two-pronged issues of representation and pay equity, we must have more women and minorities in senior, high-paying roles. Career development is one of our topmost priorities, and we promote from within to continue developing our existing talent. In 2020, 33% of open positions at Citi were filled with internal candidates.

We invest in career development and planning for diverse talent through mentorship, networking and rotational

Citi’s Work to Advance SDG 5: Gender Equality

The UN Sustainable Development Goals (SDGs) are a comprehensive set of interrelated goals that aim to address development challenges to end poverty, protect the planet and ensure prosperity for all. The work we are doing around gender equality in the workplace, including our representation goals, directly contribute to SDG 5 in support of gender equality and empowering all women and girls. Specifically, we are enabling progress toward target 5.5, which aims to ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

For more information about our contribution to the SDGs, see our 2020 ESG Report.
Voice of the Employee

Our annual Voice of the Employee (VOE) survey is a useful tool to understand employee engagement and perceptions about our firm — our successes as well as our pain points. The 2020 results, which drew record participation rates, demonstrated how Citi team members went above and beyond to support each other in their professional and personal lives during a year of adversity.

In a year when Citi made major investments in racial equity, both inside and outside the firm, our people signaled that they see a greater acceptance of diverse backgrounds within the organization. They said that they can be their true selves at work, knowing it’s safe to challenge the status quo and that their good ideas will be adopted based on their merits. As a result, our employees said they have greater pride in our company.

The metrics for the VOE survey increased in every single category — in some cases by as many as six or seven points. In past years, a single point increase in a category was cause for celebration.

Given the extraordinary factors behind the 2020 VOE results, we realize it’s unlikely we will keep improving at such an accelerated rate. But the VOE offers lessons that we can carry forward to make Citi an even more rewarding and fulfilling place to work.

2020 Voice of the Employee Highlights

Incredible progress in a year of adversity

<table>
<thead>
<tr>
<th>Ethical Culture</th>
<th>Client Focus</th>
<th>Diversity</th>
<th>Manager Effectiveness</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>91% vs. 2019 – 89%</td>
<td>89% vs. 2019 – 82%</td>
<td>86% vs. 2019 – 81%</td>
<td>84% vs. 2019 – 80%</td>
<td>82% vs. 2019 – 76%</td>
</tr>
</tbody>
</table>

Building a stronger, better Citi

- I would recommend Citi as a great place to work. 86% (+7 since 2019)
- Good ideas are adopted here regardless of who suggested them or where they came from. 85% (+6 since 2019)
- We focus our innovation efforts on the needs that are most important to our clients. 83% (+5 since 2019)
- Leaders do what they say they are going to do. 82% (+10 since 2019)
- Stress levels at work are manageable. 77% (+11 since 2019)
- I am satisfied with my involvement in decisions that affect my work. 76% (+9 since 2019)

Record Participation 88% 179,277 responses
“Owning My Success,” for example, is a group coaching program for Black colleagues that provides exposure to Citi’s senior leadership and supports professional and personal development. The program began with roughly 50 participants in 2018 and expanded to nearly 300 members in the 2020 class.

Over the course of several months, participants join group coaching circles, led by an external executive coach and a senior leader at Citi, where they talk about the Black experience and how it relates to topics ranging from developing one’s personal brand, to taking risks, to managing through performance conversations. Managers of the participants also take part in group coaching to better understand the experience of Black colleagues in the workplace and increase their effectiveness in managing Black talent.

Our Role-Based Assessment Program assesses individuals to identify talent gaps to better support the development and readiness of successors while fostering career mobility of top talent. In 2020, 25 high performing Black Managing Directors and Directors were selected for the program, and will be matched with an executive coach. We also launched the Black Managing Director Engagement initiative, a quarterly small group gathering of Executive Management Team members and Black Managing Directors who get to know each other, share ideas on ways to enhance Citi’s strategy and discuss opportunities for personal and professional growth.

In 2020, we continued to provide development opportunities to all Citi employees, pivoting and transforming many of our in-person experiences into virtual learning. With many of our colleagues working remotely the majority of the year, we focused on offering flexible solutions that enable learning and address colleagues’ key areas of need. In addition to the information provided on racial equity and ally-ship, we created a one-stop resource providing access to additional resources on how to welcome new colleagues to the team while working remotely.

We provide a range of internal development and rotational programs for leaders at all levels, and we continue to evolve those learning programs to meet new needs. Our Citi Women’s Leadership Development Program was held for the 10th year in a row, albeit remotely in 2020, bringing together a group of Senior Vice Presidents and Directors from around the world to network and develop leadership skills. In our Global Consumer Bank, we piloted a career advocacy program that aims to build stronger advocacy for underrepresented talent by pairing each participant with senior leaders outside of their functional areas to provide career advice and serve as an advocate for that colleague. Our consumer bank also piloted UMOVE (Upward Mobility of Valued Employees), a program focused on identifying, developing and sponsoring underrepresented minorities early in their career for advancement into more senior roles.

Volunteerism

We offer our employees resources and tools to volunteer in the communities in which they live and work, and, in turn, our employees are proud to contribute to helping individuals and families thrive. See our website for information on our Citi Volunteers, and see the Equitable & Resilient Communities section of our 2020 ESG Report.
Black Leaders for Tomorrow, a program within our Institutional Clients Group, was created to increase representation of Black colleagues at senior levels through attraction and retention initiatives at all levels. In Mexico, our Women’s Virtual Development Program continues to be one of our most valued in the region, with 1,500 participants in 2020 alone. Across Asia Pacific, and in partnership with Ernst & Young, we launched a new program called ASCENT focused on providing Senior Vice Presidents with the sponsorship and growth opportunities that are critical for career progression.

Evaluation

Employees receive formal feedback from their managers through midyear and year-end reviews. Our two-rating system evaluates employee performance against their goals and assesses their leadership through the lens of our Leadership Standards. Citi also encourages employees and their managers to create individual plans that consider the skills, strategic development opportunities and behaviors needed to enhance current performance and prepare for future roles. These plans are discussed as part of midyear and year-end reviews, and employees are encouraged to use stretch assignments and other development programs and resources available to execute their development plans and enhance their skills. All Citi employees have the ability to request feedback from and provide feedback to colleagues in real time, while managers can also ask for feedback on team members throughout the year.
Our Affinities and Networks in Action: 2020

Our Employee Network chapters serve as local branches of our Affinities and are initiated and led by employees. They offer professional development, mentoring, networking and community engagement opportunities to members and colleagues. Consistent with our inclusive culture, Employee Network chapters are open to all Citi employees, whether or not they identify with a particular Affinity. Each of our nine Affinities is co-chaired by a member of our CEO’s leadership team. In 2020, the number of our global employee network chapters increased to 198 chapters (from 179 in 2019) with approximately 44,000 colleagues globally.

On this page, we highlight a few examples of the efforts in 2020, when the COVID-19 pandemic forced most activities to be virtual or remote. Many of the programs focused on issues of racial justice.

Asian Heritage condemned the rise in anti-Asian violence and racism toward the Asian American and Pacific Islander (AAPI) community since the start of COVID-19 on behalf of the Executive Management Team. The Affinity also launched a new series of virtual lunches with Affinity leaders for high-performing Asian talent at the Vice President level.

Black Heritage led the first “Let’s Talk About Racism” global event featuring CEO Mike Corbat and CFO Mark Mason, a series of candid discussions that focused on race, Citi’s representation goals and what employees can do to take an active role in fighting injustice and inequality.

Pride hosted its first ever Leadership Development Program for LGBTQ+ colleagues, in collaboration with Out & Equal Workplace Advocates, with over 300 colleagues participating globally and open to all, regardless of level, location or job.

Disability established an accountability team dedicated to providing increased access to assistive technologies for Citi colleagues, including tools related to vision, hearing, neurodiversity, learning, mobility and mental health.

Families Matter offered webinars and resources focused on supporting families during the pandemic and balancing work and life while working from home.

Hispanic/Latino Heritage hosted a groundbreaking virtual roundtable on race that explored topics such as colorism (colorism), intersectionality and the disparate impact of COVID-19 on the Latino community. The discussion provided a platform for members of the Affinity Steering Committee, Hispanic/Latino Heritage Networks and allies to the Hispanic/Latino community at Citi to share their experiences in a safe and welcoming environment.

Citi Salutes® created a spotlight series for Citi National Guard members and reservists who were deployed for COVID-19 relief efforts. The Affinity also hosted the 10th annual Veterans on Wall Street (VOWS) symposium in November, with more than 1,400 attendees participating virtually.

Citi Women collaborated with Black Heritage to better support and empower Black female employees, hosting a Black Women’s Empowerment session and launching a series of smaller group sessions.

Employee Networks by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Chapters</th>
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</thead>
<tbody>
<tr>
<td>North America</td>
<td>104</td>
</tr>
<tr>
<td>Europe, Middle East and Africa</td>
<td>48</td>
</tr>
<tr>
<td>Latin America</td>
<td>20</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>29</td>
</tr>
</tbody>
</table>
At Citi, we believe we can use our power as a global bank to effect social change, and we continue to take a stand on a wide range of issues, including racial and gender equity, immigration, gun violence and climate change. This past year’s confluence of COVID-19 and racial inequity have further highlighted that corporations must be a part of the solution to create meaningful positive change in the workplace and beyond.

For example, we have long been an outspoken advocate for the LGBTQ+ community, explicitly calling for job candidates and employees to have access to a safe, inclusive and diverse workplace. In 2020, we took our support one step further by introducing the “True Name” feature for credit card customers in the U.S. Transgender and non-binary people can now request a new Mastercard credit card with their self-identified chosen first name.

We want all of our customers to feel recognized, accepted and empowered to be their true selves. We signed an amicus brief urging the Supreme Court to prohibit workplace discrimination on the basis of sexual orientation and gender identity in the U.S. and joined a letter to the Prime Minister in the United Kingdom, advocating for transgender equality.

In 2020, we penned an op-ed for Fast Company that criticized current U.S. law that allows businesses to pay individuals with disabilities less than minimum wage. As of January 1, 2020, more than 1,200 employers nationwide were certified to employ 300,000+ workers with disabilities in subminimum wage jobs, despite the passage of the Americans with Disabilities
For 16 consecutive years, Citi has received a perfect score on the Human Rights Campaign Foundation’s Corporate Equality Index, a national survey that benchmarks corporate policies and practices for LGBTQ+ workplace quality.

Act 30 years ago. We believe it’s time to end such discriminatory pay practices.

Also this past year, we joined a group of U.S. companies in signing an amicus brief in support of adoption of the Equal Rights Amendment (ERA), underscoring our commitment to gender equality and its importance to our business and to society. At Citi, we believe we all have a role to play in creating a more equitable and inclusive global society. Learn more.

Fair Employment Practices

We strive to maintain an environment in which opportunities to develop are widely available, where people are hired and advanced on their merits and where our employees treat each other with respect. We are fully committed to equal employment opportunities and comply with the letter and spirit of all laws regarding fair employment practices and nondiscrimination. For more information, see the Human Rights section of our 2020 ESG Report, our Code of Conduct and our website for policies around fair employment and compensation. More information can also be found in the GRI Index of our 2020 ESG Report.
# Citi’s Global Workforce

## Employees by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Total Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>66,971</td>
</tr>
<tr>
<td>Latin America</td>
<td>44,442</td>
</tr>
<tr>
<td>Europe, Middle East and Africa</td>
<td>30,054</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>68,686</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Region</th>
<th>New Employee Hires</th>
<th>Employee Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>11,216</td>
<td>7,051</td>
</tr>
<tr>
<td>Latin America</td>
<td>8,676</td>
<td>7,563</td>
</tr>
<tr>
<td>Europe, Middle East and Africa</td>
<td>4,805</td>
<td>2,532</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>12,047</td>
<td>6,161</td>
</tr>
</tbody>
</table>
Citi’s Global Workforce (continued)

By Employment Type

210,153
Total Workforce

207,400
Full-Time Employees

2,753
Part-Time Employees

By Gender

106,781 Female

103,245 Male

36,744 New Employee Hires

16,987 New Employee Hires

23,307 Employee Turnover

11,443 Employee Turnover

17,457 New Employee Hires

11,580 Employee Turnover

* Total employees include the entire direct staff population, including 127 individuals whose gender is unknown.
### Table A

**Advocacy Statement and Multiple Identity Breakdowns**

While certain regulatory reports such as our EEO-1 filings will continue to require that each Citi colleague be designated as shown in Table A, our internal tracking has evolved to appropriately capture the reality of who our people are, as detailed below in Table B.

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Gender</th>
<th>Hispanic or Latino</th>
<th>White</th>
<th>Black or African American</th>
<th>Native Hawaiian or Pacific Islander</th>
<th>Asian</th>
<th>American Indian or Alaskan Native</th>
<th>Multi-Racial</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive/Senior Managers</td>
<td>Male</td>
<td>5</td>
<td>46</td>
<td>3</td>
<td>0</td>
<td>11</td>
<td>1</td>
<td>1</td>
<td>104</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>4</td>
<td>30</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td>9</td>
<td>76</td>
<td>4</td>
<td>0</td>
<td>13</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>First/Mid-Level Managers</td>
<td>Male</td>
<td>769</td>
<td>3,923</td>
<td>262</td>
<td>6</td>
<td>1,567</td>
<td>13</td>
<td>56</td>
<td>11,130</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>730</td>
<td>2,648</td>
<td>371</td>
<td>9</td>
<td>718</td>
<td>12</td>
<td>46</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td>1,499</td>
<td>6,571</td>
<td>633</td>
<td>15</td>
<td>2,285</td>
<td>25</td>
<td>102</td>
<td></td>
</tr>
<tr>
<td>Professionals</td>
<td>Male</td>
<td>1,660</td>
<td>6,612</td>
<td>899</td>
<td>16</td>
<td>3,668</td>
<td>24</td>
<td>161</td>
<td>23,745</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>1,590</td>
<td>5,419</td>
<td>1,110</td>
<td>17</td>
<td>2,392</td>
<td>18</td>
<td>159</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td>3,250</td>
<td>12,031</td>
<td>2,009</td>
<td>33</td>
<td>6,060</td>
<td>42</td>
<td>320</td>
<td></td>
</tr>
<tr>
<td>Technicians</td>
<td>Male</td>
<td>54</td>
<td>68</td>
<td>24</td>
<td>0</td>
<td>16</td>
<td>0</td>
<td>3</td>
<td>314</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>35</td>
<td>85</td>
<td>13</td>
<td>0</td>
<td>11</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td>89</td>
<td>153</td>
<td>37</td>
<td>0</td>
<td>27</td>
<td>1</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Sales Workers</td>
<td>Male</td>
<td>852</td>
<td>2,630</td>
<td>208</td>
<td>6</td>
<td>794</td>
<td>7</td>
<td>54</td>
<td>7,408</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>696</td>
<td>1,110</td>
<td>208</td>
<td>7</td>
<td>796</td>
<td>7</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td>1,548</td>
<td>3,740</td>
<td>416</td>
<td>13</td>
<td>1,590</td>
<td>14</td>
<td>87</td>
<td></td>
</tr>
<tr>
<td>Administrative Support Workers</td>
<td>Male</td>
<td>1,589</td>
<td>3,156</td>
<td>816</td>
<td>13</td>
<td>401</td>
<td>22</td>
<td>92</td>
<td>23,120</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>4,121</td>
<td>8,493</td>
<td>2,973</td>
<td>51</td>
<td>1,012</td>
<td>69</td>
<td>312</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td>5,710</td>
<td>11,649</td>
<td>3,789</td>
<td>64</td>
<td>1,413</td>
<td>91</td>
<td>404</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>Male</td>
<td>4,937</td>
<td>16,446</td>
<td>2,212</td>
<td>41</td>
<td>6,457</td>
<td>67</td>
<td>367</td>
<td>65,858</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>7,177</td>
<td>17,791</td>
<td>4,676</td>
<td>84</td>
<td>4,931</td>
<td>107</td>
<td>554</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Subtotal</td>
<td>12,116</td>
<td>34,237</td>
<td>6,888</td>
<td>125</td>
<td>11,388</td>
<td>174</td>
<td>921</td>
<td></td>
</tr>
</tbody>
</table>

### Multiple Identity Breakdowns

**Table B**

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Total Hispanic or Latino</th>
<th>Hispanic/Latino Only</th>
<th>White</th>
<th>Black or African American</th>
<th>Native Hawaiian or Pacific Islander</th>
<th>Asian</th>
<th>American Indian or Alaskan Native</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic or Latino</td>
<td>12,116</td>
<td>9,703</td>
<td>1,819</td>
<td>405</td>
<td>213</td>
<td>119</td>
<td>197</td>
</tr>
<tr>
<td>Multi-Racial (or two or more races)</td>
<td>N/S (see above)</td>
<td>614</td>
<td>382</td>
<td>65</td>
<td>308</td>
<td>163</td>
<td></td>
</tr>
</tbody>
</table>

* For certain job categories, including craft workers, operatives, laborers and service workers, the total number of employees accounts for less than 1 percent of staff. As a result, those categories are not included in the table above.

Note: For our EEO-1 U.S. headcount, regulatory logic is applied as specified and enforced by the U.S. Department of Labor's Equal Employment Opportunity Commission (EEOC).
Select Awards and Recognition

**America’s Most Responsible Companies**
*Newsweek*

**America’s Most Just Companies**
JUST Capital and *Forbes*

**Excellence in Leadership (COVID-19 response)**
*Euromoney*

**Corporate Inclusion Index**
Hispanic Association on Corporate Responsibility

**100% Score on the Corporate Equality Index**
(16th Consecutive Year)
*Human Rights Campaign*

**Top Companies for Women Technologists**
*AnitaB.org*

**Bloomberg Gender-Equality Index**
*Bloomberg*

**The Most Powerful Women in Banking and Finance**
Featured seven Citi senior executives among its honorees
*American Banker*

**America’s Best Employers for Veterans**
*Forbes*

**Military Friendly Employer: Gold Award**
*Military Friendly*
Forward-Looking Statements

The disclosures included in this report are being provided to the public in an effort to provide transparency into our social initiatives to respond to stakeholder requests, and to further enhance our collective understanding of social issues. Our approaches to the disclosures included in this report are different from those included in mandatory regulatory reporting, including under SEC regulations. Certain statements in this report may contain “forward-looking statements.” In addition, we also may make forward-looking statements in other reports, press releases and other documents, and our management may make forward-looking statements orally to analysts, investors, representatives of the media and others. These statements speak only as of the date they are originally made and are based on management’s current expectations and are subject to known and unknown risks, uncertainties, changes in circumstances, and assumptions that are difficult to predict and are often beyond our control. These statements are not guarantees of future results, occurrences, or performance. Actual results and financial outcomes may differ materially from those expressed in or implied by any of these forward-looking statements due to a variety of factors, including, among others, global socio-demographic and economic trends, legislative and regulatory changes, and other unforeseen events or conditions. You should not place undue reliance on any forward-looking statement. Factors that could cause actual results to differ materially from those described in forward-looking statements can be found in this report, in Citi’s filings with the SEC, and disclosures available on our corporate website. Citi does not undertake to update forward-looking statements to reflect the impact of circumstances or events that arise after the date the forward-looking statements were made. While future events discussed in this report may be significant, any significance should not be read as necessarily rising to the level of materiality of the disclosures required under U.S. federal securities laws.