

# UK Gender Pay Gap Report 2017





At Citi, we believe diversity and inclusion at all levels of our organisation are critical to our success, and that our gender strategy sets out a clear vision and plan to achieve our goals.

Our UK gender pay gap results measure the gross differential in pay between men and women, without taking into account differences such as role, seniority or location. They reflect the representation of men and women in senior roles.

We are committed to creating more opportunities for women at the highest levels of our firm. That is why we signed the UK's Women in Finance Charter, setting a goal to have women account for at least 30% of our Director and Managing Director roles across EMEA by 2025.

We have made some progress. For example, our Board of Directors now has 31% female representation, and women now serve as country heads in 26% of our countries in EMEA, up from 15% in 2014.

But we know we still have more to do, and we will continue to work towards creating a more diverse organisation.

I confirm that the information contained in this report is accurate.

**Jim Cowles**  
Chief Executive Officer for  
Europe, Middle East and Africa  
Citi



We value our employees, who come to work every day to serve as trusted partners to our clients by responsibly providing financial services that enable growth and economic progress. Our success rests on our ability to create an environment that supports the personal and professional growth of our people.

At Citi, we believe that diversity at all levels is critical to our success. 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.

We were the first US bank to share the results of an external pay equity analysis which was conducted in the US, the UK and Germany. This analysis incorporated a number of legitimate factors which account for differences in pay including job function, level and geography, and found that across these countries women are paid an average of 99% of what men are paid.






We took steps to achieve greater pay equity as part of the 2017/2018 compensation cycle, and plan to roll out this analysis across other countries where we have employees.

We are expanding upon our initiatives to increase the representation of women at the highest levels of our organisation. For example, Citi signed up to the UK's Women in Finance Charter, and in EMEA we have set a goal to have at least 30% of our senior management roles held by women by 2025. Our leaders will be held accountable for meeting these goals.

You can find details of Citi's Diversity strategy in the final section of this document.





# Understanding gender pay gap

The example below illustrates how the gender pay gap is heavily influenced by the lower representation of women in senior and higher earning roles.

	Scenario A	Scenario B
Role 1 - £200 per hour		
Role 2 - £100 per hour		
Role 3 - £50 per hour		
Role 4 - £10 per hour		





## Mean hourly pay gap

In both scenarios, the number of men across all levels is consistent. In scenario A, there are no women in the highest earning roles. Scenario B illustrates how moving one female from the bottom to the top earning level reduces the mean hourly pay gap from 68% (in scenario A) to 34%.

 <b>Mean hourly pay</b> $(£200 + £200 + £100 + £50 + £10)/5 = £112$	 <b>Mean hourly pay</b> $(£200 + £200 + £100 + £50 + £10)/5 = £112$
 <b>Mean hourly pay</b> $(£100 + £50 + £10 + £10 + £10)/5 = £36$	 <b>Mean hourly pay</b> $(£200 + £100 + £50 + £10 + £10)/5 = £74$
<b>Mean hourly pay gap</b> $(£112 - £36)/£112 = 68\%$	<b>Mean hourly pay gap</b> $(£112 - £74)/£112 = 34\%$

## Median hourly pay gap

In both scenarios, the number of men across all levels is consistent. In scenario A, there are no women at the highest earning role. Scenario B illustrates how moving one female from the bottom to the top earning level reduces the median hourly pay gap from 90% (in scenario A) to 50%.

 <b>Median hourly pay</b> $£200, £200, £100, £50, £10 = £100$	 <b>Median hourly pay</b> $£200, £200, £100, £50, £10 = £100$
 <b>Median hourly pay</b> $£100, £50, £10, £10, £10 = £10$	 <b>Median hourly pay</b> $£200, £100, £50, £10, £10 = £50$
<b>Median hourly pay gap</b> $(£100 - £10)/£100 = 90\%$	<b>Median hourly pay gap</b> $(£100 - £50)/£100 = 50\%$

### What is the difference between mean and median?

- Mean pay is calculated by adding up the pay numbers and dividing the result by the number of employees.
- Median pay is calculated by listing all of the pay numbers in numerical order. The median pay is the central number.

# Interpreting Citi's UK gender pay gap data

A gender pay gap analysis looks at workforce pay as a whole. It does not consider individual comparisons, nor does it look at factors such as role, seniority or geography.


Having a gender pay gap in an organisation does not mean that women are paid less than men for doing the same job. Instead, gender pay focuses on the representation of women within the organization, and the difference is principally driven by the distribution of men compared to women in senior roles and the areas of the business where women often work.

As a result, the UK gender pay gap figures reflect the distribution of men relative to women across the organisation. The figures

are particularly impacted by the greater number of men in the highest paid roles, in Citi's case, most notably in sales and trading and investment banking.

The UK requires the data to be broken down by legal entity, and by hourly pay and bonus pay. These figures are then expressed in two ways:

- Mean pay gap: difference between the average pay of men and women.
- Median pay gap: difference between the midpoints in the pay ranges of men and women.



Gender diversity is a key focus, and our global diversity strategy sets out a clear path to work towards improving our gender balance. We were proud to sign the Women in Finance Charter and to demonstrate our commitment to driving change in our industry. We welcome the initiatives introduced by the Charter and by the UK Government in relation to gender pay and fully support their aims and objectives in achieving greater gender balance.

Jenny Grey, Head of Human Resources for EMEA

# Our UK gender pay gap data

Citi has two legal entities in the UK with at least 250 employees, and legislation requires us to report gender pay gap data for each entity.

1. Citibank N.A., London Branch (CBNA), which broadly encompasses part of our Banking business, parts of our Markets business and our support functions including Legal, Finance, Internal Audit, Compliance, Risk and HR; and
2. Citigroup Global Markets Limited (CGML), which broadly encompasses our Markets and Securities Services business and Investment Banking business.

Citi does not have a significant retail banking business in the UK.

## Mean and median gender pay and bonus gap

The following tables show our mean and median hourly pay gap based on hourly rates of pay as at the snapshot date of 5 April 2017; and mean and median bonus gap based on bonus pay paid in the year to 5 April 2017.

### CBNA

	Mean	Median
Hourly Pay	36.2%	24.1%
Bonus	67.2%	49.1%

### CGML

	Mean	Median
Hourly Pay	48.4%	36.0%
Bonus	69.9%	73.5%

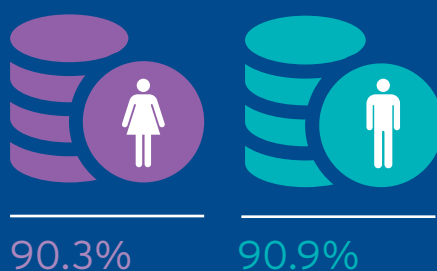
### CBNA and CGML combined

	Mean	Median
Hourly Pay	44.4%	30.1%
Bonus	72.1%	67.7%

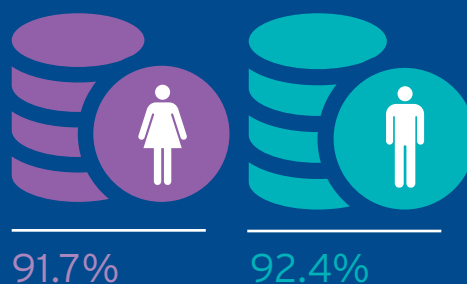
## Proportion of men and women receiving a bonus

The graphs below show the proportion of men and women who received bonus pay in the year to 5 April 2017.

### CBNA



### CGML

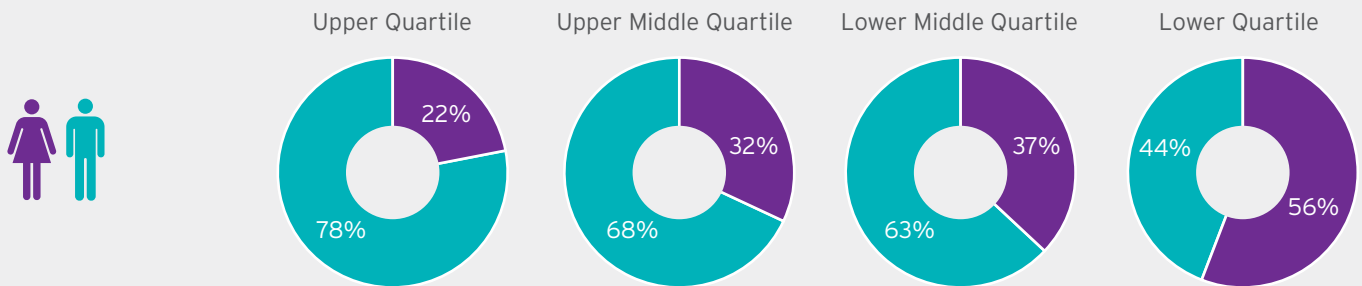


### Proportion of men and women by pay quartile

As required by the gender pay legislation, Citi has ranked the reportable population in order of hourly pay (from highest to lowest), divided it into four equal parts (quartiles) and determined the percentage of male and female employees in each part.

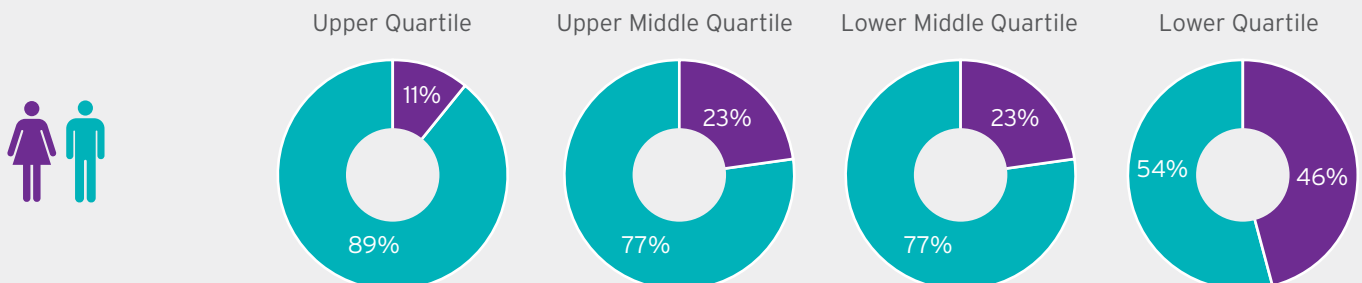
### CBNA gender distribution by quartile

(as at 5 April 2017)



### CGML gender distribution by quartile

(as at 5 April 2017)



The data in our gender pay gap reporting represents the unadjusted aggregated data across these employing entities. In this way the UK gender pay gap reporting differs significantly to pay equity reporting which takes into account legitimate differentials such as job function, level, and geography. Please see our [announcement regarding the pay equity study](#).



# Cause of Citi's UK pay gap

Citi's UK gender pay data reflects reflect fewer women than men at the senior most levels of the organisation and in the highest-paid roles. This is highlighted most vividly by the pay quartile data on the previous page, which reinforces the need for Citi to hire, retain and promote more women, particularly into highly remunerated senior roles.

Our gender pay gap is larger in Citigroup Global Markets Limited (CGML), which houses the majority of our investment banking and sales and trading activities in the UK.

# Our approach and strategy

We understand that improving our gender pay gap data requires our continued focus and a commitment to a comprehensive strategy. This strategy requires leadership, and we have created clear measures of accountability around diversity issues for our leaders at all levels.

It starts at the top, as members of our CEO's global leadership team each co-chair (along with other senior leaders in our products, functions and geographies) our global affinity groups, including Citi Women.

We have devised a multi-pronged approach, which we believe will help us to sustainably improve representation.

Elements of our strategy include:

- Launching a new global diversity strategy in 2017, better connecting global and UK efforts
- Utilising three levers (hire more, promote more, retain more) and establishing associated goals for our gender strategy

- Public commitments, including the Women in Finance Charter and the UN Women Empowerment Principles
- Investing in our Citi Women's network
- Continuing award-winning policies, including flexible working, shared parental leave and emergency childcare
- Active involvement with external organisations working to achieve greater gender balance.

Although we appreciate we have much more to do, there are signs of progress.

- The Citi Board of Directors now has 31% female representation.
- Women now run 26% of our countries in EMEA, up from 15% in 2014.

More information on our strategy is on the next page.

"We are focused on being the employer of choice for employees of diverse backgrounds, attracting and retaining the best talent, and fairly rewarding employee performance consistent with our Leadership Standards. These are clear business imperatives for Citi, and we remain firmly committed to them."

James Bardrick, Citi Country Officer for the United Kingdom



# Diversity at Citi



## GLOBAL DIVERSITY STRATEGY

In 2017 we launched Citi's new global Diversity Strategy, firmly placing ownership and accountability for the achievement of Diversity results with business leaders.



## WOMEN IN FINANCE CHARTER

Citi signed up to the UK's Women in Finance Charter and set goals to have women account for at least 30% of our Directors and Managing Directors in EMEA by 2025, up from 19% in January 2018.



## CITI WOMEN

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.



## 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.



## 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 goals:

- Hire More (i.e. Dedicated diversity research and insights consultant added to the Recruitment team to target female talent in the market)

- Promote More (i.e. Robust succession and talent management processes, strengthen pipeline of talent)
- Retain More (i.e. Proactive focus on the retention of high performing talent)



## 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
- 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](#)



## 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.



## 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. Our policies include:

- Flexible Working Policy
- Shared Parental Leave
- Parental workshops, held before, during and after maternity leave
- Emergency childcare

# Further Information

Citi is committed to creating a truly inclusive work environment because we believe that diversity is a competitive advantage that drives better outcomes for our clients. Diverse teams challenge each other more, and contribute broader perspectives and experiences, leading to more innovative and informed solutions. We understand that true progress will be measured over the long-term, and are proud to be working towards greater gender parity.

You can find further information on Citi's diversity program, including our Diversity Annual Report at <http://www.citigroup.com/citi/diversity/>.



