At Citi, our diversity and talent agendas are linked with our business strategy. In 2016, we combined the Talent and Diversity teams as an important step to renewing our near- and long-term focus to embed diversity in our talent processes and initiatives. And to ensure we are making progress, we are setting representation goals around diversity across Citi, and our senior leadership team is being held accountable for continued movement toward these goals. Our diversity strategy comes to life in the following five ways, with highlights of our work:

1. **Affinity Model:** This is our approach to disseminate Citi’s diversity priorities and goals. For each of our ten Affinities, members of our senior leadership team, along with other senior leaders, have been appointed as co-chairs, providing accountability for increasing diversity at Citi. The Affinity leaders act as public champions for the priorities and needs of that demographic, both within the company and externally. Our ten Affinities — powered by a total of more than 150 Employee Network chapters globally — are Asian Heritage, Black Heritage, Citi Women, disABILITY, Generations, Hispanic/Latino Heritage, Citi Salutes, Multicultural, Parents and Pride.

2. **Lending Our Voice:** We believe we are in a position to use our corporate voice for good. We have taken a stand on a number of issues, including around diversity, that matter to our employees and other stakeholders. We have gone on record to publicly affirm our values and spoken out when confronted with actions and decisions that unquestionably went against what we stand for as a company.

   A. Our Pride Affinity was active in public advocacy efforts by the company, including signing the Masterpiece Cakeshop v. Colorado Civil Rights Commission amicus brief in support of LGBTQ equality in a Supreme Court case involving freedom of religion and LGBTQ rights.

   B. We hosted our first ever all-employee town hall in January 2018, “Together at Citi: Building an Inclusive Culture,” during which our Affinity Leaders came together and spoke to the work they are doing along their Affinities and what work is to come, and they
shared their personal perspectives and experiences.

3. **Top-Down Leadership toward Results:** Our Affinity leaders meet on a regular basis and align their priorities and goals to three pillars: (1) hire more — promote more — retain more; (2) advocacy and engagement; and (3) community involvement. These priorities are cascaded throughout the firm, from top senior leadership through our other leaders and people managers.

4. **Bottom-Up Engagement:** Hand in hand with our senior leader involvement is our employee engagement around diversity issues.

A. Employee Network Program — with more than 150 chapters across the globe, the Employee Network chapters serve as local branches of our Affinities and help fuel our diversity strategy.

B. Unconscious Bias Training — we expanded our Building an Inclusive Culture training, which aims to help colleagues recognize unconscious bias and take actions to improve on-the-job decisionmaking that supports Citi’s culture of leadership, ethics and inclusion.

C. LGBT Inclusion and Ally Training — this year, we launched two online trainings in partnership with our Affinity leaders aimed at increasing awareness and education on how to be an ally for the LGBTQ+ community and the current social-political landscape for the LGBTQ+ population.

D. International Women’s Day — through employee-led events, we were proud to hold more than 230 events in 126 cities and 80 countries in 2018. The events provided an opportunity for employees to engage with senior leaders to promote women’s growth and progress.

5. **Take Action:** Our senior leadership team is taking steps to increase transparency around diversity issues and keep ourselves accountable:

A. This year, Citi expanded on existing efforts to assess pay at the company when comparing women to men and U.S. minorities to U.S. non-minorities. We will continue to review compensation for pay equity and will continue this analysis in all other countries where we have employees.

B. This year, we have begun to develop firm-wide representation goals for women (globally) and black employees (in the United States) at the vice president level and above.

C. Women’s Empowerment Principles — a set of principles developed by UN women and UN Global Impact to offer business guidance on how to empower women in the workplace, marketplace and community and support the UN Sustainable Development Goals.

D. CEO Action for Diversity and Inclusion — a position created to encourage open conversation among corporate
leaders on their diversity efforts. E. Women in Finance Charter — a UK Treasury voluntary agreement that requires companies to take key actions toward permanent and sustainable change for gender diversity at senior levels in the industry.